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Special acknowledgement goes to the following for their assistance: County Administration, Public Affairs and Communications, General Services, Planning, Mapping and Geographic Information and Loudoun County Public Schools

Cover photos are Loudoun County Employees representing the following departments: County Administration, Management and Financial Services, and the Treasurer's Office

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Lorie Flading, Public Affairs and Communications and Eileen Mallory, County Administration

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, 2013. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan and as a communication device.

The award is valid for a period of one year. The County believes that its current budget continues to conform to program requirements, and this budget will be submitted to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Loudoun County
Virginia**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'. The signature is fluid and cursive, with a prominent 'J' and 'E'.

Executive Director

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.



Loudoun County

Towns & Communities





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 approximately 367,096 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

County Profile

Loudoun County is located in the Washington Metropolitan Area, 25 miles west of Washington, D.C. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County was the fifth fastest growing county in the United States between 2000 and 2010 with its population increasing 84 percent. Between 2010 and 2013 Loudoun County continued to be one of the fastest growing counties, ranking fifteenth in the nation. 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*	367,096	Land Area (square miles)	520
Per Capita Personal Income**	\$59,683	Unemployment Rate***	4.2%
Median Household Income**	\$117,876	Total Employment*	164,173
Public School Enrollment*	73,233	New Commercial Permits***	2,193,917sf.
Cost Per Pupil*	\$12,195	New Residential Use Permits***	4,978 units
County & School Employees*	14,000	Office/Industrial Vacancy Rate (year end)***	12.1%

* Forecast FY 15

**Calendar Year 2012

***Calendar Year 2013

Top 10 Real Property Owners (2014 value)

	% of Tax Base
Virginia Electric & Power Company	0.59%
Verizon Business (formerly MCI Worldcom)	0.49%
Toll Road Investors Partnership II , LP	0.39%
Dulles Town Center Mall, LLC	0.38%
Carlyle/Cypress Leesburg I, LLC	0.29%
Visa USA, Inc.	0.27%
America Online/Time Warner	0.24%
Chelsea Gca Realty Partnership LP	0.23%
RT Pacific Blvd, LLC	0.22%
Redwood-Eric Ashburn, LLC	0.21%

Top 10 Employers (second quarter 2013)

Loudoun County Public Schools
Loudoun County Government
Verizon Business
Orbital Sciences Corporation
United Airlines Inc.
M.C. Dean Inc.
Inova Loudoun Hospital
Raytheon Company
U.S. Postal Service
AOL Inc.



PROJECTED FY 2015 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
GENERAL GOVERNMENT ADMINISTRATION	
County's bond ratings	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Square foot cost of space maintained	\$2.72
Major computer availability	99.00%
JUDICIAL ADMINISTRATION	
Number of Deed book recordings	81,500
PUBLIC SAFETY	
Sheriff's Office	
Average response time for emergency calls	8:00 min
Average response time for non-emergency calls	10:00 min
Fire and Rescue Services	
Number of emergency medical incidents	19,434
HEALTH AND WELFARE	
Number of senior meals provided	120,000
Number of age appropriate vaccinations provided	2,500
Number of Loudoun residents in the Medical Reserve Corps	1,100
PARKS, RECREATION AND CULTURE	
Annual Park visits	800,000
Number of adults participating in adult sports leagues	5,500
Number of children participating in youth sports	54,000
COMMUNITY DEVELOPMENT	
Number of plans submitted for review	19,200
New and retained jobs by projects (announced)	1,500
EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)	
Per Pupil Expenditures	\$12,195



VOLUME 1

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Loudoun County, Virginia

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Office of the County Administrator

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July 1, 2014

To the Citizens of Loudoun County:

On behalf of the Loudoun County Board of Supervisors, I submit to you the FY 2015 Adopted Fiscal Plan for the operation of your County Government. The budget sets forth a plan for funding County Government Services, the School System and debt service on County and School capital projects for this fiscal year.

This document represents the Board's continued commitment to providing quality services through open, accountable, efficient and responsive government and supports the Board's strategic vision, which states: ***"By honoring its rich heritage as well as embracing the robust opportunities of a new day, Loudoun County maintains the high quality of life it has achieved, shapes a future that represents the best of both worlds, and creates a place where its residents are proud to live, work, and play."***

The public process for developing the budget officially began on February 5, 2014, when the County Administrator presented the FY 2015 Proposed Fiscal Plan to the Board of Supervisors. The Board held two public hearings in February and early March. Throughout the budget review process, the Board reached out to and received comments from hundreds of citizens.

On April 2, 2014, the Board set the real property tax rate at \$1.155 per \$100 of assessed value, a decrease of five cents, or 4.1 percent, from Fiscal Year 2014. This real property tax rate was established to match the homeowner's equalized rate so that the average homeowner's real property tax bill will not increase at the adopted \$1.155 rate beyond the previous year's bill. The average commercial property assessment increased by about 3.6 percent and, coupled with the decrease in the tax rate, the average commercial tax bill will increase by about 0.7 percent for FY 2015. The personal property tax rate remains unchanged at \$4.20 per \$100.

Board Strategic Goals: Transportation Infrastructure, Economic Development and Fiscal Responsibility

The FY 2015 Adopted Fiscal Plan reflects the Board's continued focus on improvement of the County's transportation infrastructure, expansion of the County's economic development efforts and the pursuit of fiscal responsibility, efficiency and streamlining of County operations. The FY 2015 Budget places continued emphasis on these areas and highlights include:

- **Designating Two Cents in Local Property Taxes to Support Transportation Projects (CIP)** – FY 2015 marks the second consecutive budget in which the Board has dedicated two cents of the real property tax rate to transportation projects within the CIP. For FY 2015, two cents equates to \$13 million. The CIP continues to address improvements to Loudoun's road network, specifically in the area of addressing "missing links," or segments of major roadways that need



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

to be constructed to complete important connections to reduce traffic congestion. Projects funded in FY 2015 using the designated two cents of the real property tax rate include constructing Gloucester Parkway from Loudoun County Parkway to Pacific Boulevard, widening Belmont Ridge Road from Truro Parish Drive to Croson Lane, and constructing Northstar Boulevard from Shreveport Drive to Route 50.

- **Transportation Bill (HB 2313) Funding** – The local funding support dedicated by the Board has been bolstered by additional Board efforts to leverage state financial resources via the General Assembly. Passage of House Bill 2313, the Transportation Bill that established the Northern Virginia Transportation Authority Fund, will provide an additional estimated \$13.4 million in recurring revenue in support of local transportation projects with much more funding dedicated toward regional projects. The FY 2015 CIP includes approximately \$41.7 million in NVTAF funding for projects such as Loudoun County Parkway from Creighton Road to Old Ox Road, Belmont Ridge Road widening from Truro Parish Drive to Croson Lane, design of the Route 7/Battlefield Parkway Interchange, Riverside Parkway from Loudoun County Parkway to Lexington Drive, the Sterling Boulevard Extension from Pacific Boulevard to Moran Road, and the payments of funds to the Towns of Leesburg and Purcellville for transportation projects. Revenue associated with NVTAF accounts for 34 percent of all revenue sources for the transportation projects in FY 2015, and 16 percent of total revenue sources for all capital projects proposed in the Adopted FY 2015 – FY 2020 Capital Improvement Program.
- **Economic Development Business Incentives** – The Board has made efforts to improve the County's economic development recruitment, retention and expansion activities in order to strengthen Loudoun's commercial tax base. During the last year, the Board established business incentive guidelines and set aside funds to match incentive grants available from the Commonwealth of Virginia. The Board, through the Department of Economic Development, also expanded the international business recruitment efforts of the county. As a result, Loudoun is becoming widely recognized internationally as a community where companies can locate to expand into the North American market. The Board's initiative to create the Business Assistance Team (BAT) has also had positive results in the areas of streamlining and "fast-tracking" government processes to encourage business development and growth. Focus on its economic development goals during FY 2014 allowed the Board to turn more focus in the FY 2015 Budget process to transportation.
- **Promoting Fiscal Responsibility and Streamlining Operations** – In keeping with the Board's efforts to streamline government operations, pay for outstanding liabilities, and maintain fiscal responsibility, the FY 2015 Fiscal Plan includes several budget reductions and reorganization efforts, such as:
 - Savings in the Department of General Services due to reductions in personnel and operating expenditures, cost savings due to renegotiation of leases and contracts for



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

services, and, as a result of a recent fleet study, a reduced number of vehicles for fleet services;

- Savings in the Department of Information Technology due to modification of the County's Microsoft Enterprise Agreement; and
- Reorganization of Zoning Administration functions from the Department of Building and Development to the Department of Planning and Zoning (formerly Planning Services), which allowed for streamlining of internal processes and alignment of resources to better serve the public, the development community, and the Board.

In addition, the County has actively monitored the outstanding debt portfolio and sought opportunities for savings through the refinancing of existing debt. Since January 2012, the County has achieved present value savings of more than \$20 million by taking advantage of lower interest rates. In terms of borrowing, the County continues to monitor the markets for opportune times to issue new debt.

Economic Outlook

The FY 2015 Adopted Fiscal Plan anticipates Loudoun's economy will continue the expansion that resumed after the 2008-2009 economic recession. The County remains an attractive location for families and businesses by virtue of its proximity to Washington, D.C., highly educated workforce, excellent public schools, recreational facilities, a diversified housing stock, and Dulles International Airport. The expansion of Loudoun's economy is evidenced by the following factors:

- **Employment** – Despite reductions in discretionary spending by the Federal government in 2013 as well as a 16-day shutdown in October, the number of employed residents in Loudoun at the end of 2013 was one percent greater than in December 2012. Likewise, the local unemployment rate in December 2013 stood at 3.7 percent, two percent below the peak in January 2010 and 2.8 percent below the U.S. employment rate. These developments are attributed to both the diversity of Loudoun's economy and its highly educated work force.
- **Job Growth** – The number of jobs located in Loudoun increased by more than 5,200 in 2013 over 2012. This increase represents four consecutive years of positive job growth in the County amounting to over 16,800 additional jobs.
- **Property Values** – 2013 was another year of improving property valuation and construction activity within Loudoun. The County issued permits for nearly 4,800 residential dwelling units, a 29 percent increase over 2012 and the highest number since 2005. Meanwhile the market value of existing homes increased by an average of 4.2 percent. Over three million square feet of non-residential space was permitted in 2013, with new data centers representing almost 37 percent of this total. Existing commercial/industrial real estate within Loudoun appreciated in value by 3.6 percent. Increased purchases of new automobiles by residents and the absorption of available data center space with computing equipment contributed to increases in the value of personal property within Loudoun as well.



Loudoun County Government FY 2015 Adopted Fiscal Plan

Budget Overview

On April 2, 2014, the Board of Supervisors adopted the County's FY 2015 Fiscal Plan, which is based on a \$1.155 real property tax rate. The FY 2015 Budget consists of nearly \$1.42 billion for operating costs, including \$922.0 million for the public school system, \$438.4 million for general government operations, and \$9.0 million for the Comprehensive Services Act for At-Risk Youth and Families (CSA). In addition, the adopted fiscal plan includes \$180.5 million for annual debt service, including \$122.7 million for the public schools system and \$47.8 million for general government projects. Capital expenditures in the FY 2015 Fiscal Plan total approximately \$296.7 million.

About 68 percent of the \$1.04 billion in revenues from local taxes will be used for public school operating expenses, capital projects, and debt service, while the remaining 32 percent will fund general county government operating expenses, capital projects, debt service, and the CSA.

County Government

The adopted budget for the General County Government for FY 2015 is \$438.4 million, an overall increase of \$25.5 million, or 6.2 percent from FY 2014. However, the increase in operating expenditures funded by local tax revenues only increased \$4.7 million over FY 2014. FY 2015 enhancements total \$8.6 million in local tax funding and 87.75 FTE. With the increase in real property-related revenue for FY 2015, the Board of Supervisors was able to add resources to several areas that had declined or remained flat in previous years. Enhancements included in the FY 2015 Budget are primarily focused in the areas of public safety, community development, and providing resources required to open new facilities. Other enhancements are related to ongoing, baseline service needs. Adopted enhancements include:

- **Public Safety** – Public Safety enhancements account for \$5.5 million in local tax funding and 48.53 FTE. Some notable enhancements in the Department of Fire, Rescue and Emergency Management include: career staffing coverage for Philomont and Hamilton volunteer fire companies, continued implementation of the hybrid staffing model, and an additional Assistant Chief position. In the Sheriff's Office, enhancements focused on supporting the opening of facilities with the addition of School Resource Officers (SROs), increasing specialized functions around financial crimes and computer forensics, and offsetting overtime through recommended staffing factors at the Adult Detention Center (ADC). Other key public safety enhancements include the addition of an Animal Control Officer in Animal Services and a Pretrial Officer in Community Corrections.
- **Community Development** – Continued economic recovery as well as increased resources from the State for transportation infrastructure led the Board to make significant investments in the Community Development area in FY 2015. Twelve additional building code inspectors were added in the Department of Building and Development to meet mandated inspection timeframes. In addition, the Board added two construction managers in the Department of Transportation and Capital Infrastructure for transportation project support. The Board also



Loudoun County Government FY 2015 Adopted Fiscal Plan

added a Paralegal in the County Attorney's Office to help manage the workload associated with increased development activity within the County.

School System

The adopted budget for LCPS for FY 2015 is \$922.0 million, an increase of \$80.3 million or 9.5 percent from FY 2014. The overall increase provides staffing for both new enrollment and the opening of three new schools (one elementary, one middle, and one high school), and a compensation increase for LCPS employees.

The shortfall between the School Board's adopted budget request and the Board of Supervisor's adopted budget at the adopted \$1.155 real property tax rate was \$37.8 million. The School Board's final reconciliation to the adopted budget resulted in a reduction of 282.3 proposed and existing FTE. The reductions resulted in a new staffing framework based on each school's population as well as elimination of the full-day kindergarten expansion and reduction in other school programs including English Language Learners (ELL), summer school, and some non-instructional technology support.

Capital Improvement Program

The CIP is developed and updated biennially, with the six-year period moving out two years every other fiscal year; FY 2015 is the first year of a new biennium. For the FY 2015 Adopted Fiscal Plan, the CIP includes a plan for public facilities to be developed or constructed in the FY 2015 – FY 2020 planning period.

Development of the CIP was undertaken in consideration of the Board's Adopted FY 2017 – FY 2026 Capital Needs Assessment. This assessment identifies public facilities' development schedules based on the Board's adopted Capital Facility Standards and future population projections. The Capital Facility Standards define the types of public facilities and the service thresholds the Board will utilize to meet public facility needs in Loudoun County.

Fiscal Year 2015 Capital Budget

The capital budget for FY 2015, the first year of the six-year CIP, recommends funding of \$296.7 million in capital projects. The funding includes \$189.9 million (64%) for general government projects and \$106.8 million (36%) for public schools projects. Of the \$106.8 million in school projects, the FY 2015 capital budget includes \$35.0 million for the development of ES-27 Dulles North Elementary School, \$53.5 million for the development of MS-9 Dulles North Middle School, \$6.1 million in design funding for the Advanced Technology Academy, and \$12.2 million for the renovation of Broad Run High School.

The County's \$189.9 million in general government projects is comprised of \$121.3 million in transportation projects; \$33.5 million in public safety projects; \$12.6 million in parks, recreation and cultural projects; \$2.1 million in land acquisition; and \$20 million for other general government projects. The largest general government expenditure category is for capital investment in transportation



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

infrastructure at \$121.3 million, which includes \$40.0 million for the Dulles Corridor Rapid Transit Project (Metrorail), \$75.5 million for roads, and \$5.8 million for transit buses and transit facilities. Funding for transportation projects in the Adopted FY 2015 – FY 2020 CIP increased 34 percent from the Adopted FY 2013 – FY 2018 CIP.

The funding of \$296.7 million in FY 2015 capital projects comes from the following major sources: lease revenue financing (21%), general obligation bonds (39%), local tax funding (13%), state and federal grant funding (3%) state revenue sharing funding (3%), NVTA regional 70% funding (9%), NVTA local 30% funding (5%) and cash proffers (1%). The key CIP funding sources are \$62.8 million in lease revenue financing and \$115.1 million in general obligation bond financing. The projects that will be included in the November 2014 general obligation bond referendum include \$162.9 million for school projects and school land acquisition; \$2.8 million for the purchase of additional county fire apparatus; \$16.5 million for the Sterling Fire and Rescue Station replacement projects and land acquisition; \$15.4 million for the Animal Services facility project; and \$10.9 million for the Sterling Community Center and Sterling Library projects. The largest projects within the \$71 million in lease revenue financing include the Dulles Corridor Rapid Transit Project at \$40 million and the design and construction of a structured parking facility to serve the Courts Phase III Expansion project at \$13 million.

The FY 2015 CIP includes the use of \$41.5 million “pay-as-you-go” local funding, which meets the Board’s fiscal policy of utilizing at least 10 percent “pay-as-you-go” local funding in the annual capital expenditure plan. The “pay-as-you-go” funding comes from a combination of local tax funding including the revenue generated by the two cents on the real property tax rate for transportation projects, and local gasoline tax funds.

Debt Service

As in past years, long term debt is the major source of funding for the CIP, which will require borrowing approximately \$1.2 billion during the FY 2015 – FY 2020 CIP timeframe. The amount of debt financing in the Adopted FY 2015 – FY 2020 CIP reflects a \$62.7 million decrease from what was projected in the Proposed FY 2015 – FY 2020 CIP. This decrease was due to the use of alternate funding sources, reduction in scope of projects, and/or elimination of projects from the Proposed CIP. The Board made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$229.1 million of the CIP provided through local tax funding and the use of fund balance, or 12 percent of total CIP expenditures.

At the close of FY 2013, approximately \$32.6 million in fund balance was available to reduce debt service requirements. Use of FY 2013 fund balance for FY 2015 debt service reduction lowers the impact of local tax funding by 6.0 percent when compared to FY 2014.

Conclusion

The FY 2015 Adopted Fiscal Plan reflects the Board’s commitment to sound fiscal governance. The real property tax rate was lowered by five cents while still providing for critical services, opening of new



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

facilities and enhancements needed to keep pace with a growing community. The Board continued to deliver on one of the community's highest priorities: developing an effective transportation network by successfully incorporating critical transportation infrastructure projects into the CIP along with the support staff necessary to manage the additional workload, while also funding the entire proposed CIP of the Loudoun County Public Schools.

In closing, the FY 2015 Adopted Fiscal Plan addresses core service delivery and the needs of a growing school system while keeping the County best positioned to maintain its AAA bond rating. I believe that this budget reflects the Board's commitment to making Loudoun a place where residents are proud to live, work, and play.

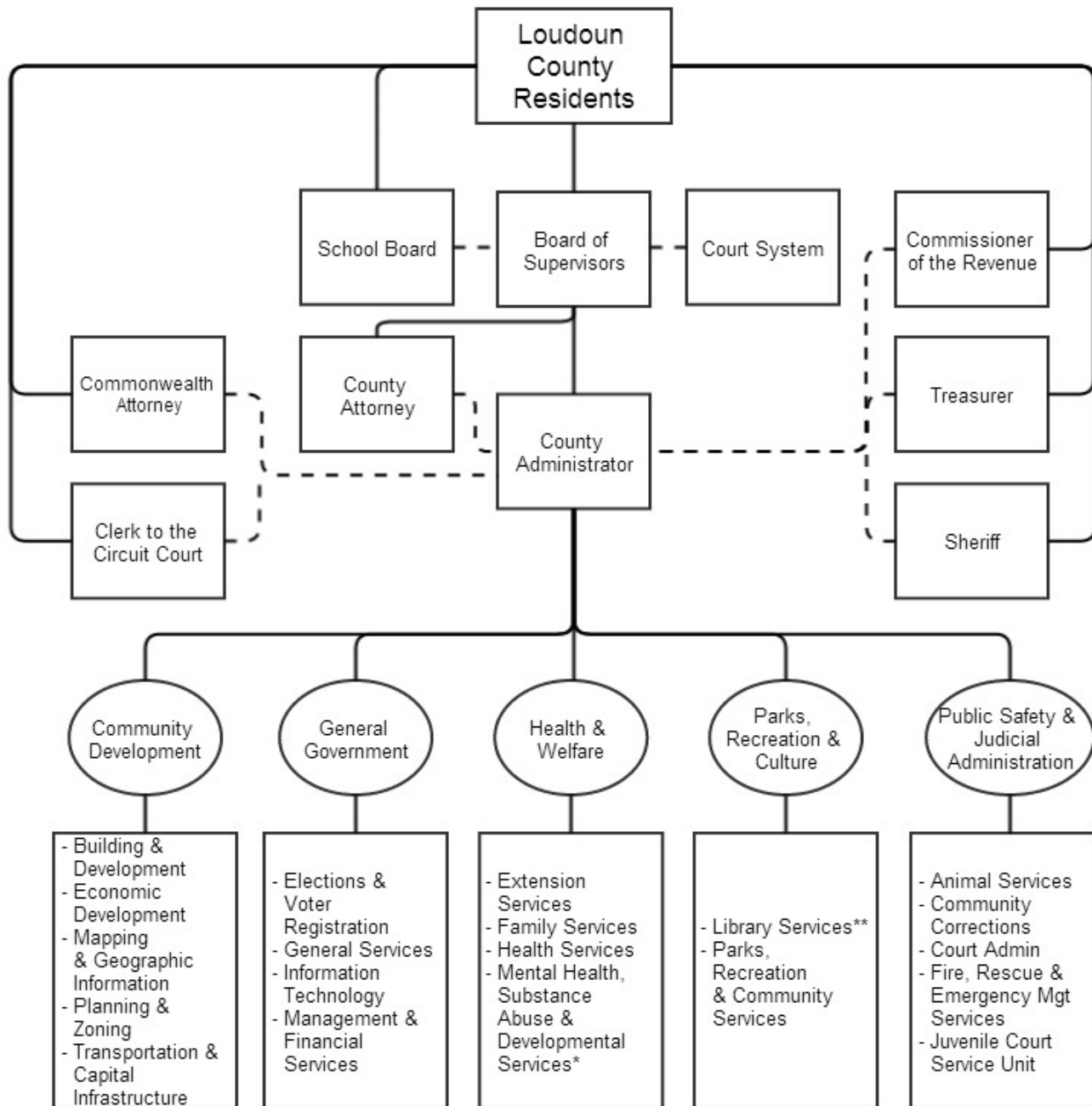
Sincerely,

A handwritten signature in black ink, appearing to read "Scott K. York". The signature is fluid and cursive, with a large, sweeping initial "S" that extends to the left.

Scott K. York
Chairman
Loudoun County Board of Supervisors



LOUDOUN COUNTY ORGANIZATIONAL CHART



Board of Supervisors Standing Committees

- Economic Development
- Finance, Government Services & Operations
- Joint Board/School Board
- Transportation/Land Use

Departmental Policy Boards

- Community Services Board*
- Library Board of Trustees**



USER'S GUIDE

The *FY 2015 Adopted Fiscal Plan* is divided into six sections that detail the County's expenditures and supporting revenues.

EXECUTIVE SUMMARY

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

GENERAL FUND REVENUE

This section includes tables, charts and graphs that present the County's sources of revenue in FY 2015: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Aid from the Commonwealth, and Federal Payments.

PROGRAM BUDGETS

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

CAPITAL IMPROVEMENT PROGRAM

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

DEBT SERVICE

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

OTHER FUNDS

This section presents information on those funds which do not fall into any of the *FY 2015 Adopted Fiscal Plan's* major program areas, such as the EMS Transport Reimbursement Fund, Rental Assistance Program Fund, or the Route 28 Transportation Improvement District.

NEW IN THE FY 2015 ADOPTED

There are two major organizational changes in this document to note: 1) projected FY 2016 budgets are shown for each department and each fund in the Other Funds section; and 2) the Non-Profit Organizations section has been redesigned within the Miscellaneous section.

FY 2016 PROJECTED BUDGET – Following the direction of the Board of Supervisors, a second year of budget information is shown as a projection for all General Fund departments and all Other Funds. These numbers are shown to give context to changes that may affect the County in the near future, especially around new facilities that will be opened and the required resources to operate those facilities.

NON-PROFIT ORGANIZATIONS – The Non-Profit Organizations grouping within the Miscellaneous section has been redesigned due to changes adopted by the Board for the Non-Profit application and award process. The redesigned process sets forth a short list of "Areas of Need" in the County. Areas of Need are to be identified and approved by the full Board in September each year (typically during fiscal guidance), along with relative weighting of each area. During the budget process, an overall funding amount for non-profit organizations is proposed in the budget and appropriated by the Board. Funding is then allocated to the identified Areas of Need, based on Board-approved weighting. Following the Board's guidance on the total amount of funding available, organizations apply for funds and final awards are subject to the amount of available, appropriated funding. Staff determines awards using the existing methodology, which includes review, scoring, and ranking of applications by an internal Review Committee made up of subject matter experts, and an analysis of each applicant's financial ratios, trends, and economic impact by the Budget Office. The Board then approves these appropriations near the beginning of each fiscal year.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FISCAL YEAR 2015 BUDGET PROCESS

Loudoun County's Fiscal Year 2015 begins on July 1, 2014, and ends on June 30, 2015. The County initiated its budget process in September 2013 to allow for additional collaboration between County staff, the Board of Supervisors and the public. Between September and November, the departments submitted their budget requests, which were reviewed by the Budget Office, County Administration and various departmental staff. These items were combined by the County Administrator in the development of the *FY 2015 Proposed Fiscal Plan*, which was presented to the Board on February 5, 2014. The Board held public hearings, committee meetings and budget worksessions to review and revise the *Proposed Fiscal Plan*. The Board of Supervisors adopted the *FY 2015 Adopted Fiscal Plan* on April 2, 2014, following the completion of its review process.

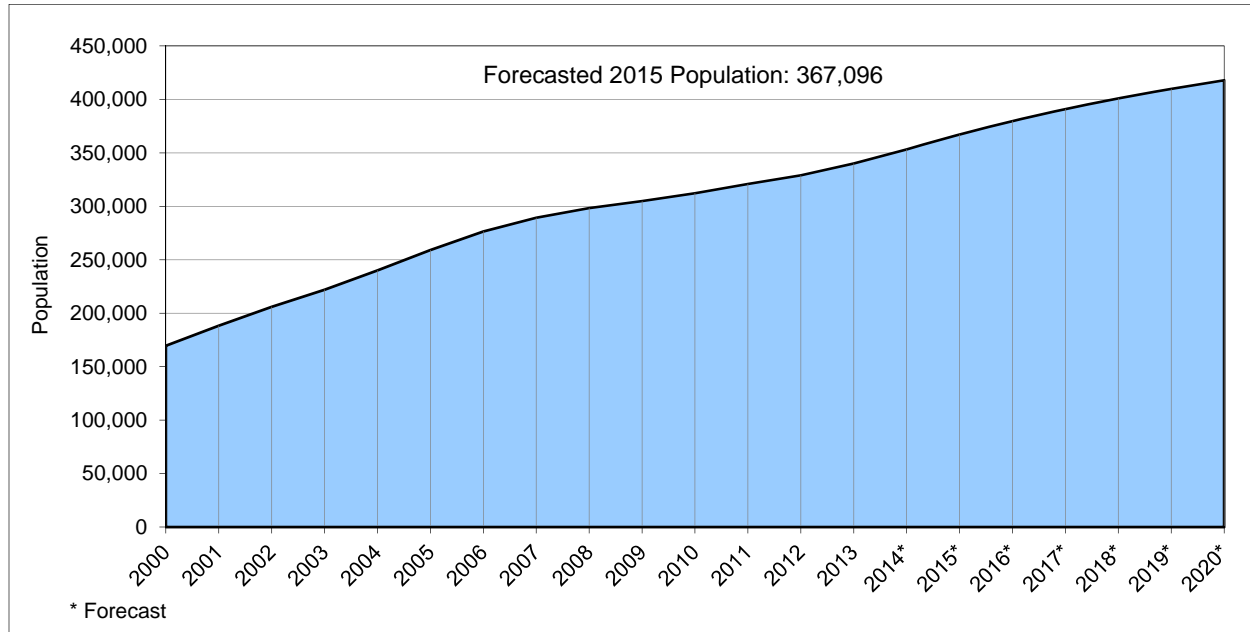
Date	Action	Description
September-October 2013	County Administrator meetings	The County Administrator holds FY 2015 planning meetings with individual department directors and agency heads.
September 12, 2013	FY 2015 Budget Process Kickoff	The County Administrator provides instructions for the upcoming budget process. Departments are asked to submit their base budget projections, narratives and performance measures to the Budget Office.
September 18, 2013	Board provides FY 2015 Fiscal Guidance	The Board of Supervisors directs the County Administrator to develop a <i>FY 2015 Proposed Fiscal Plan</i> that is based on the equalized homeowner's real property tax rate.
November 2013-January 2014	Proposed Fiscal Plan Development and Production	The County Administrator meets with senior staff and financial and human resource staff to review enhancement requests and develop the proposed budget. The Budget Office incorporates proposed enhancements into the projected fiscal data to develop the County Administrator's <i>FY 2015 Proposed Fiscal Plan</i> and produces proposed document.
February 5, 2014	<i>FY 2015 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presents the <i>FY 2015 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 26 & March 1, 2014	Public Hearings	The Board of Supervisors holds hearings to gather public input on the FY 2015 Proposed Fiscal Plan.
March 6-20, 2014	Board of Supervisors Budget Worksessions	The Board holds budget worksessions to review the <i>FY 2015 Proposed Fiscal Plan</i> and make changes to proposed expenditure and revenue budgets and tax rates.
April 2, 2014	Board of Supervisors adopts FY 2015 Appropriations Resolution	The Board sets tax rates for Tax Year 2014 and adopts the FY 2015 Appropriations Resolution, creating the <i>FY 2015 Adopted Fiscal Plan</i> .



Demographic Environment

Loudoun County has been one of the fastest growing counties in the nation since the late 1990s. Between 2010 and 2013 Loudoun was ranked the fifteenth-fastest growing county in the nation and number two for jurisdictions with populations over 100,000. The County's forecasted 2015 population is 367,000, according to Loudoun County's January 2014 forecast series. In 2020, the County's population is forecasted to be 418,000, which is an increase of 34% from 2010.

Population in Loudoun County



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Planning and Zoning, January 21, 2014 estimate/forecast series.

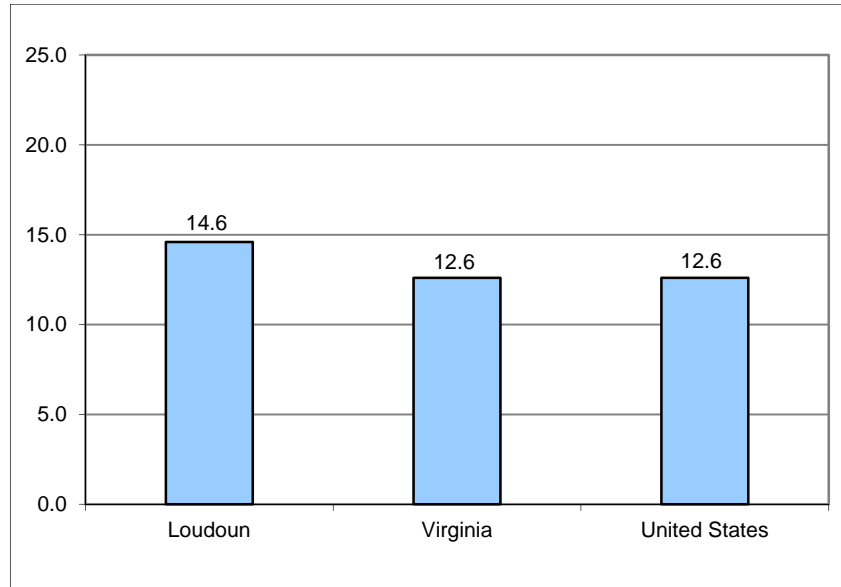
The County's population growth results from more in-migrants than out-migrants, as well as births out-pacing deaths. The 2012 Loudoun County Survey of Residents indicated that approximately forty-eight percent of Loudoun's residents have lived in the County less than ten years. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, proximity to jobs and amenities, housing availability, public school system, and quality of life. U.S. Census Bureau estimates show that from July 2002 to July 2005 during the housing boom, migration produced 74% to 78% of Loudoun's growth. Since then, migration has produced between 63% and 65% of Loudoun's growth in most years, increasing to 69% in the most recent year, July 2012 to July 2013. The exception was the July 2008 to July 2009 period when migration dipped to 59%, which is also when the effects of the housing crisis and recession were prevalent.

The County's high birthrate also contributes to its population growth. Loudoun's birthrate is 16% higher than both the Commonwealth of Virginia's and the national rate. This is due to the fact that young families dominate the County's population. According to the U.S. Census Bureau Population Estimates Program, in 2012 Loudoun County was ranked in the top 50 in the nation out of more than 3,000 jurisdictions for percentage of residents between the ages of 25 and 44. In 2012, 32% of the County's residents were between the ages of 25 and 44, compared to 26% nationally.



Demographic Environment

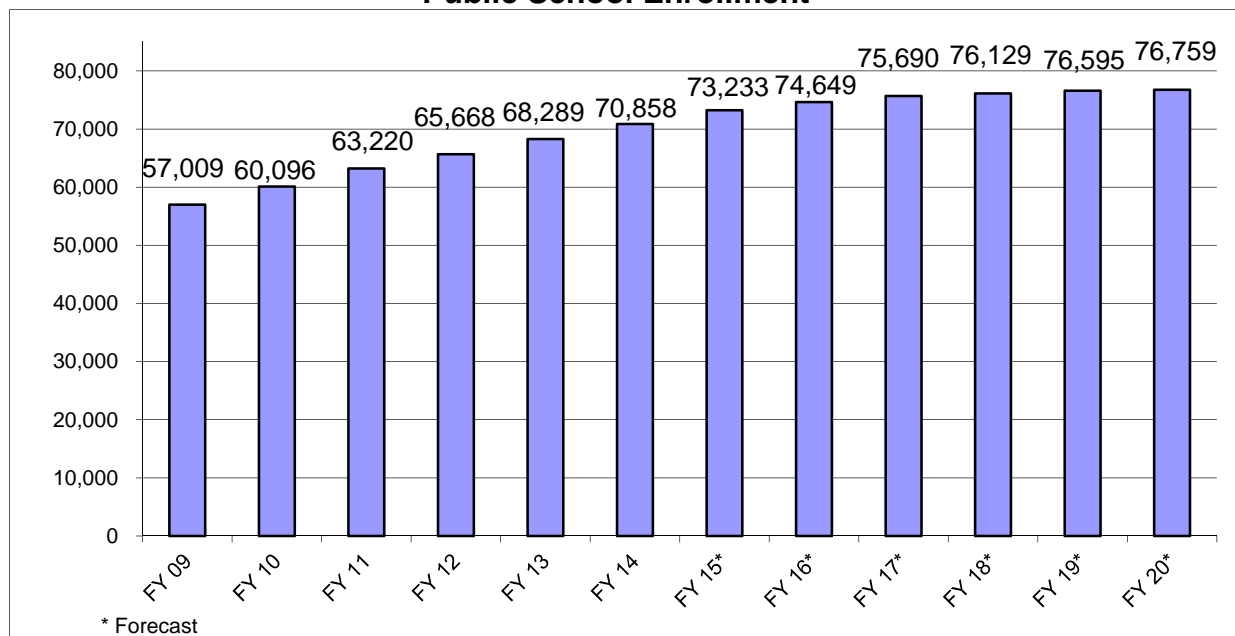
Birthrate Per 1,000 in 2012



Sources: Virginia Department of Health, *Health Profile, Loudoun County, 2012*, March 17, 2014; National Center for Health Statistics, *National Vital Statistics Report: Births, Final Data for 2012*, December 30, 2013.

The high percentage of young families is responsible for the County's large population of school children. Twenty-four percent of the total population falls between 5 to 19 years, while another 8% of the population is under the age of five. Public school enrollment increased by 24% between fiscal year 2009 and 2014, reaching 70,858 at the start of the 2013-2014 school year.

Public School Enrollment



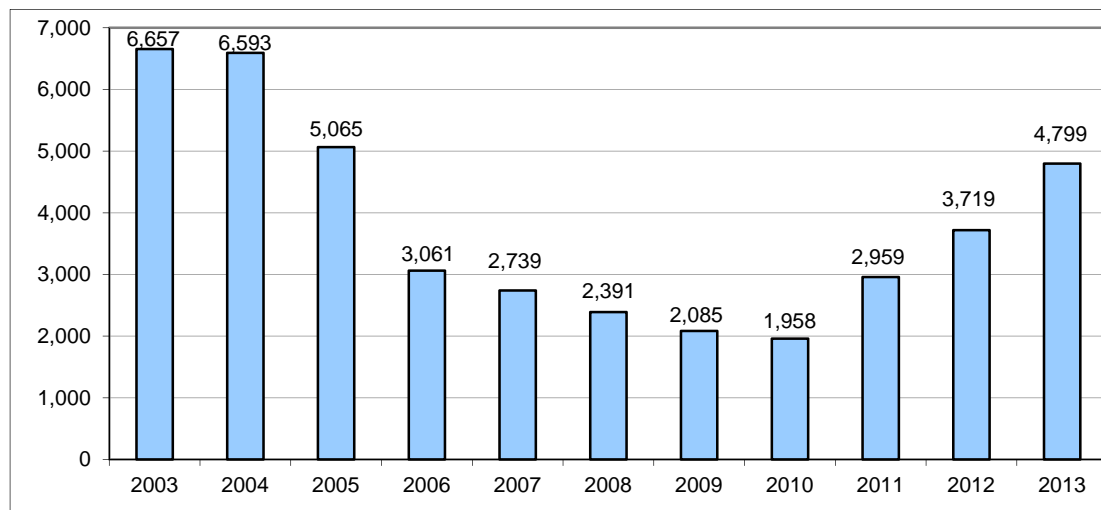
Source: Loudoun County Public Schools. Forecast from FY 2015-20 Capital Improvement Program. January 14, 2014



Demographic Environment

Residential construction was at a high level from 2003 through 2005. From 2005 to 2010 residential construction declined in Loudoun County, the Washington, D.C., Metropolitan Area, and the nation due to the effects of the nationwide housing crisis and recession. In 2013, residential construction increased substantially, to a level not seen since 2005. In 2013, the County issued building permits for 4,978 residential units, of which 4,799 were for new residential housing units and 179 were for group quarter units. Group quarters are places where people live, in a group living arrangement, such as nursing homes, college dormitories, homeless shelters, and detention centers. Of the 4,799 housing units, 35 percent were for single-family detached, 37 percent for single-family attached, and 27 percent for multi-family units. The County's relatively large amount of residential construction, bringing with it more residents, has created increased service demands.

Residential Housing Units Issued for New Construction



Source: Loudoun County Department of Building and Development.
Compiled by: Loudoun County Department of Planning and Zoning.



Economic Environment

Loudoun County, along with the Washington region, continues to recover from the national recession of 2008-2009. Data from the Virginia Employment Commission show that “at place” employment within the County dropped by 2.4% in 2009 but since then it has increased steadily at an average annual rate of 3.1%. Loudoun County residents have seen their unemployment rate drop from the recession’s January 2010 peak of 5.6% to only 3.7% in December 2013. This rate is 3 percentage points below the corresponding U.S. unemployment rate.

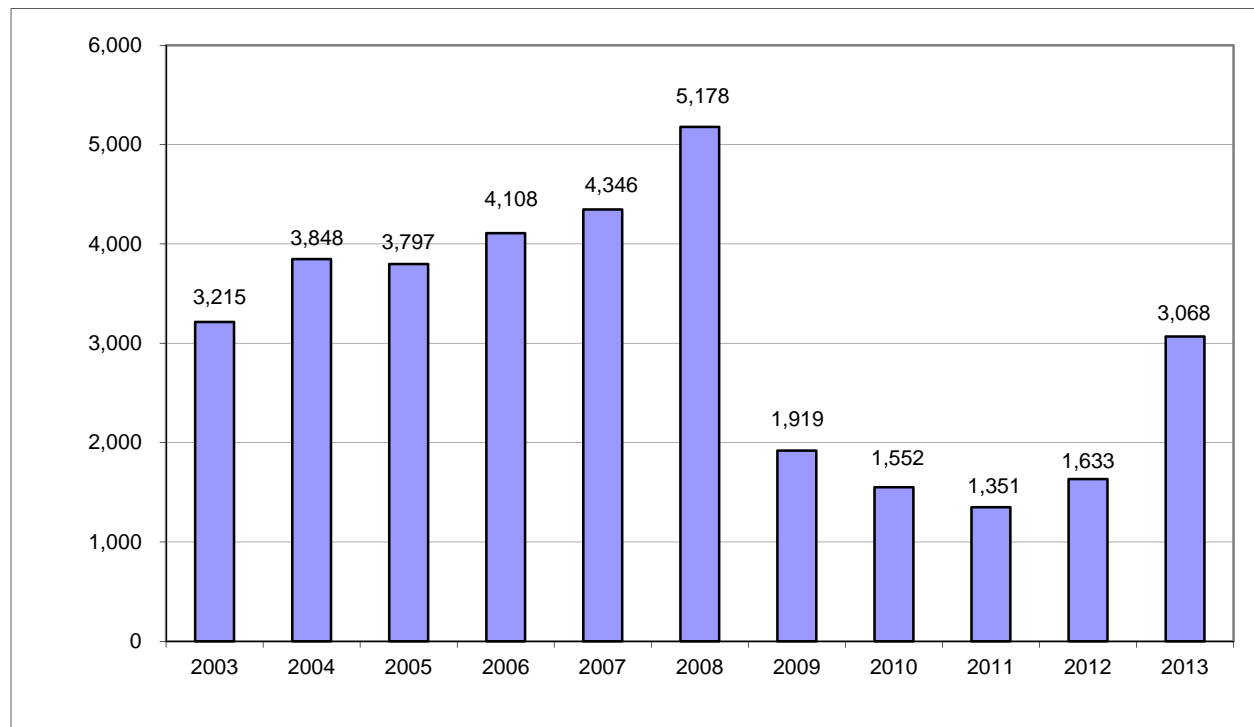
Loudoun’s economy weathered the recession better than the national economy and many other regions. Employment in the service industries, accounting for 46% of Loudoun’s employment, has contributed most of the growth during the recovery from the 2008-2009 recession.

Loudoun’s economic environment contributes to its very high median household income in 2012, at \$117,876, more than twice the national median and one of the very highest in the country. Likewise, in 2012 Loudoun ranked in the top 4% of all U.S. counties with regard to per capita income. From 2003 to 2012 Loudoun’s per capita income grew from \$38,799 to \$59,683, representing average growth of 4.9% per year.

Reduced levels of permitting from 2009 through 2012 were due to the 2008-09 recession. The substantial increase in 2013 includes permitting for new data center and retail construction plus three new public schools. The jump in 2008 was largely due to the parking facilities associated with a mixed-use development.

New Non-Residential Construction

(Thousands of square feet permitted)



Source: Loudoun County Department of Building and Development; Compiled by:
Loudoun County Department of Economic Development



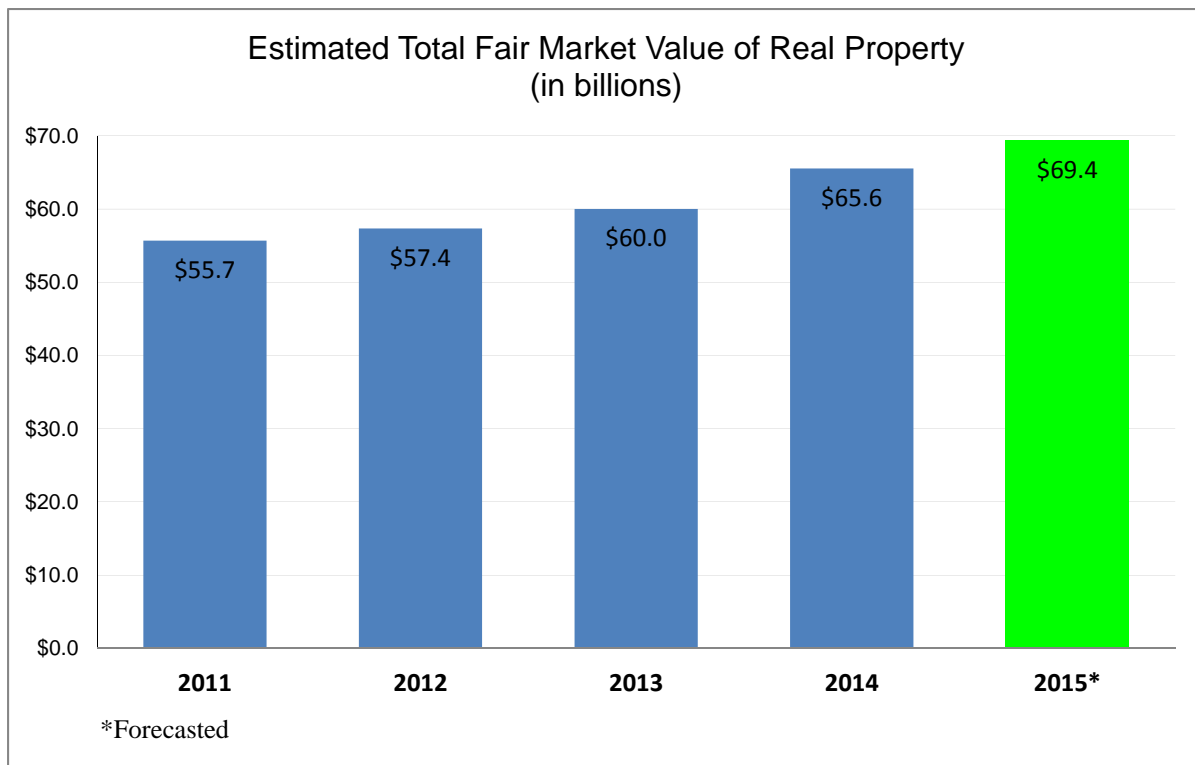
Economic Environment

In 2004, the Board of Supervisors unanimously adopted a community economic development strategy. This strategy offers a vision of Loudoun with a globally competitive economy, favorable business environment, exceptional quality of place, and a strong sense of community. Loudoun continues to make progress toward being one of the most desirable places to live and work in the United States. In 2013, the Board of Supervisors reaffirmed and expanded this strategic view to include elements such as the following: fiscal responsibility, development of an effective transportation network, and maintenance of high quality educational opportunities.

The County's highly-educated workforce, proximity to Washington, D.C., and connectivity (Washington Dulles International Airport and broadband access) continue to make Loudoun a desirable business location. Solid business development activity has occurred in two key clusters: Information Communications Technology and Federal Government Contracting/Aerospace. Recent recruitment and expansion successes include: Raytheon's Intelligence, Information & Services Division; Telos; Cannon Technologies; and Amazon. Once again, Loudoun had additional successes in developing new data centers, with major expansion announcements including Corporate Office Properties Trust, Equinix, Digital Realty Trust, CyrusOne and RagingWire. The presence of the Howard Hughes Medical Institute Janelia Farm Research Campus supports international interest from the life science community. The County's list of major private employers includes AOL, Inc., Inova Loudoun Hospital, M.C. Dean, Orbital Sciences Corporation, United Air Lines, Verizon Business, and Raytheon. In addition, the George Mason Enterprise Center partnership has exceeded expectations since opening in 2011. The Center's small business incubator had 100 percent occupancy with a waitlist throughout 2013, with over 30 additional virtual clients.

Real Property Assessments

The estimated fair market value of taxable real property increased from \$60.0 billion on January 1, 2013, to \$65.6 billion on January 1, 2014. The current forecast calls for a further increase to \$69.4 billion by 2015. This represents an increase of 9.2% during calendar year 2013 followed by a 5.8% increase during calendar year 2014. These increases in the real property tax base reflect the ongoing recovery in both the housing and commercial-industrial markets from recession.



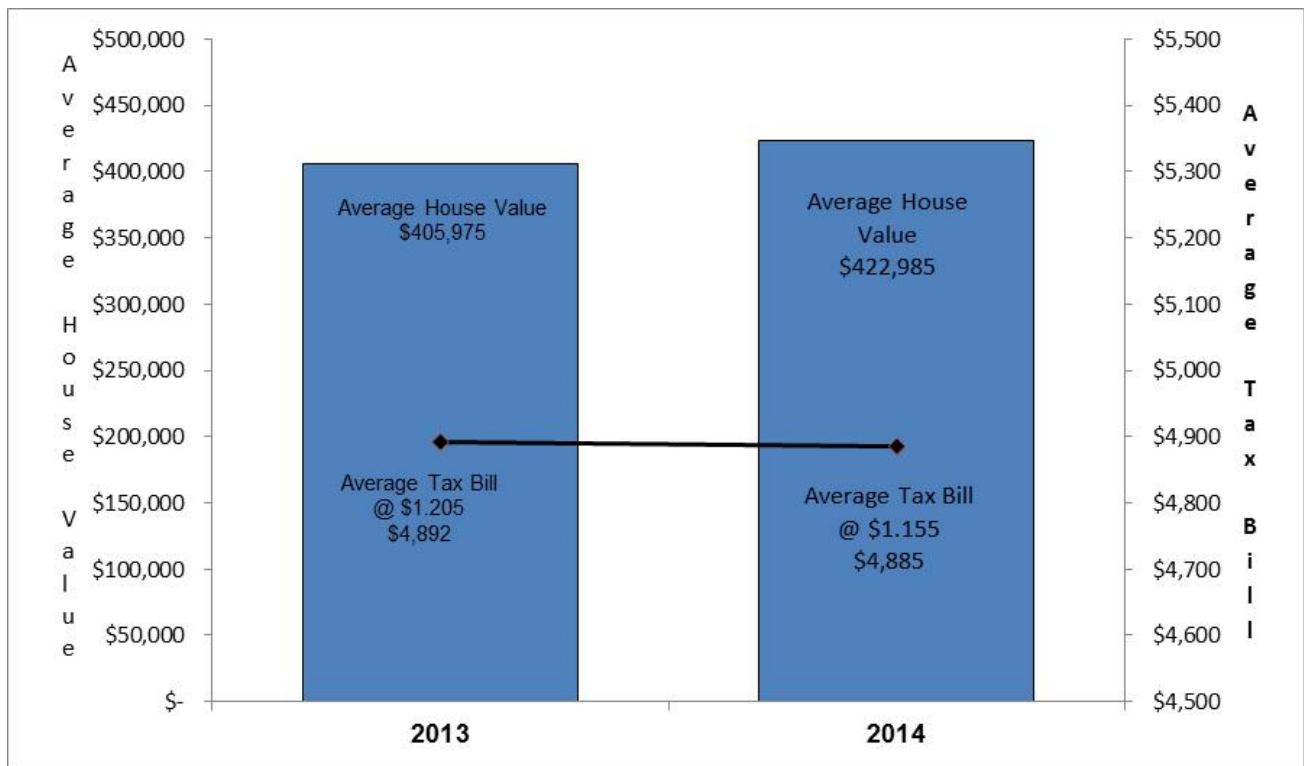


Loudoun County Government FY 2015 Adopted Fiscal Plan

Residential property values for single-family and condo properties increased by \$3.9 billion from January 1, 2013 to January 1, 2014. This increase includes about \$1.9 billion in new construction and growth. The average assessed value of an existing home in Loudoun increased again this year, from \$405,975 in 2013 to \$422,985 in 2014, and is anticipated to increase again in 2015. The aggregate assessed value of multi-family rental units increased by 14.1% to \$2.0 billion from 2013 to 2014.

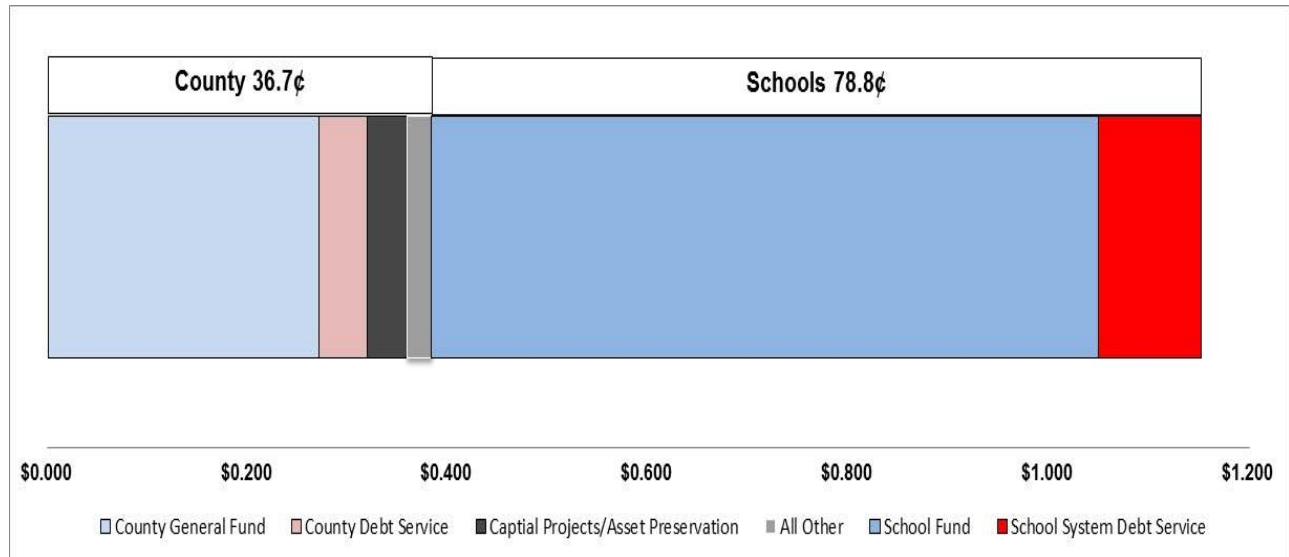
The value of commercial and industrial property increased by \$616 million between January 1, 2013, and January 1, 2014. This represents a 5.5% increase in value to \$11.8 billion. The fair market value of Loudoun's agricultural property increased by \$743 million, or 26%, from 2013 to 2014. (The corresponding increase in the taxable value of the County's agricultural property was less than 1% because much of this property participates in the land use program whereby property tax is levied on the value of the land in agriculture.) The value of public service corporation properties (which are assessed by the State Corporation Commission) have exhibited only modest growth in recent years, a trend that is expected to continue.

The FY 2015 Adopted Fiscal Plan reflects a real property tax rate of \$1.155 per \$100 of assessed value. This tax rate is in effect for tax year 2014 (January 1 – December 31, 2014). This tax rate is down 5¢ from tax year 2013, a 4.1% decrease in the absolute rate. While assessed values increased, the reduced tax rate results in a \$7 decrease in the average residential homeowner's real property tax bill.





Real Property Assessments



Of the total real property tax rate of \$1.155, 78.8¢ in local tax funding supports the Schools, with its operating budget constituting the largest share at 66.6¢. School debt service and capital projects account for an additional 12.2¢ in FY 2015. County government is supported by 36.7¢, which includes debt service at 4.8¢. Capital Improvement and Capital Asset Preservation Programs total 4.0¢, while 0.5¢ supports the County Comprehensive Services Act. The FY 2015 Fiscal Plan continues to address the County and Schools post-retirement benefits liability, and this is included within the county and school funding this year (0.5¢ for the County and 1.2¢ for the Schools). The chart above demonstrates how \$1.155 is allocated between the General Government and the Schools in FY 2015.

Service Environment

Population and school enrollment growth continue to drive Loudoun County's educational and infrastructure service needs. The County's population continued to increase even during the 2008-2009 economic recession which caused service needs to grow at a time when real property values actually declined. The economy has been expanding for several years, and property values improved significantly during 2013. The County's real property tax base in 2014 now exceeds its pre-recession (2007) peak value. However Loudoun's real property tax base per resident is still nearly 15% below the pre-recession peak value, as the County's population has grown by 22% and its school enrollment by 40% since 2007. During 2013, real property tax base growth began to offset population growth, resulting in a modest improvement in the tax base per capita. Even more significant for human service needs, the unemployment rate for Loudoun residents is still elevated. While the local unemployment rate has fallen since its peak in 2010, and is much below national levels, it remains above pre-recession levels. These conditions posed a challenge to the Board of Supervisors in developing an FY 2015 Fiscal Plan that balances residents' service requirements and tax burdens.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Fiscal Year 2015 enhancements total \$8,601,906 in local tax funding and add 87.75 FTE. The following table summarizes the adopted enhancements included in the FY 2015 Adopted Fiscal Plan.

FY 2015 ADOPTED ENHANCEMENTS				
Functional Group/Department	Expenditures	Revenues	Funding	FTE
General Government Administration				

Board of Supervisors

Increase Chairman's Budget	\$20,000	\$0	\$20,000	0.00
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This enhancement adds \$20,000 to the Chairman's budget to accommodate increased staff salaries and other expenses related to responding to constituent issues across all eight districts and representing the County as a whole on numerous regional boards and organizations.

Board of Supervisors Total	\$20,000	\$0	\$20,000	0.00
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County Attorney

Paralegal	\$79,478	\$0	\$79,478	1.00
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This enhancement adds \$79,478 and 1.00 FTE for a paralegal position to assist with land development applications and real estate matters. The workload for reviewing legal documents associated with land development applications has increased by approximately 20 percent over the last two fiscal years. At the same time there has been an emphasis on turnaround time. In addition, the Office of Transportation and Capital Infrastructure has provided estimates of a significant uptick in workload in the preparation and review of documents by the County Attorney's Office associated with right-of-way acquisition and related matters for County transportation and other capital projects. The paralegal position will assist the attorneys responsible for this work.

County Attorney Total	\$79,478	\$0	\$79,478	1.00
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General Services

Voting Machine Custodian	\$56,614	\$0	\$56,614	1.00
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This enhancement adds \$56,614 and 1.00 FTE for a regular, full-time Voting Machine Custodian, which will be fully dedicated to maintaining voting equipment year round. In January 2014 the Board of Supervisors approved funding for the replacement of all of the County's voting equipment. Voting machine maintenance and custodian duties were previously provided by an employee in the Department of Transportation and Capital Infrastructure who recently retired. Since that time, the Elections and Voter Registration Department staff have been diverted from their normal duties to provide this function, with the assistance of the Department of General Services staff. This function requires full-time dedicated support. The position's primary duties will include testing and deploying voting equipment to the polling locations each election day (primary, general and special elections); maintaining and inspecting equipment and supplies used at the voting precincts between elections; assisting with training of election officials on the use of the voting equipment; and assisting with various other election duties including election officer recruitment and sign-up and with the absentee voting for elections.

General Services Total	\$56,614	\$0	\$56,614	1.00
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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
<u>Information Technology</u>				
Broadband and Cable Franchise Support Communications Specialist	\$72,378	\$0	\$72,378	1.00
<p>This enhancement adds \$72,378 and 1.00 FTE for a regular, full-time Communications Specialist position to support the ongoing management and administration needs for the County's cable franchise agreement and broadband services. There is no full-time position in the Department that is fully dedicated to providing cable franchise oversight and broadband issues support. Currently, there is one Department position that is providing part-time support at ten to twelve hours per week for the expanding broadband services and attending the Communications Commission meetings, in addition to the cable franchise agreement oversight. The workload related to broadband services has been increasing due to the Board of Supervisors' action to expand the Communication Commission's charter to include broadband and cellular communications as well as the increased interest in the public's desire to have broadband services in the underserved areas of the County. Additionally, the cable franchise agreement workload is increasing due to an increased focus on ensuring that all aspects of these agreements are met and documented, including oversight of the Public, Education and Government fees, communications tax collection, franchise reporting requirements, complaint and service calls, and service evaluation and availability assessments.</p>				
Senior Systems Analyst for Sharepoint System Support	\$100,078	\$0	\$100,078	1.00
<p>This enhancement adds \$100,078 and 1.00 FTE for a regular, full-time Senior Systems Analyst position to provide ongoing support of the current Sharepoint Environment and to help meet departmental requests for new collaboration services. During FY 2014, staff found it difficult to keep up with the demands of the existing two Sharepoint sites.</p>				
Information Technology Total	\$172,456	\$0	\$172,456	2.00
<u>Management and Financial Services</u>				
Human Resources Administrative Assistant	\$65,005	\$0	\$65,005	1.00
<p>This enhancement adds \$65,005 and 1.00 FTE for a regular, full-time Human Resources Administrative Assistant, which will provide customer service to employees and citizens at the Department's front counter as well as perform various key duties and responsibilities dealing with the following: filing and compliance with the federal government's Immigration Reform Control Act and applicable Department of Homeland Security regulations; timely processing and responding to Freedom of Information Act requests received from citizens; document production to satisfy court subpoenas; and administering records retention in accordance with state records retention and disposition schedules. The Department's temporary position, which performed these functions for many years, ended in the fall of 2013. Since the workload has been increasing, the Department needs a regular position to provide these functions.</p>				
Management and Financial Services Total	\$65,005	\$0	\$65,005	1.00
<u>Office of the Treasurer</u>				
Reconciliation Accounts Assistant	\$65,863	\$0	\$65,863	1.00
<p>This enhancement adds \$65,863 and 1.00 FTE for a regular, full-time Accounts Assistant to handle the increase in the volume and complexity of work related to reconciliations of ledgers for both the schools and the County. Reconciliation of all bank and investment accounts is required by State Code and is an integral part of the annual audit for both business units, ultimately supporting the strong financial controls already in place and ensuring the continued AAA bond rating the County has received in past years. This position was originally staffed but an immediate need for an Investment Analyst arose in FY 2013, which required reassigning the FTE. The need for a Reconciliation Accounts Assistant is required for proper internal control.</p>				
Office of the Treasurer Total	\$65,863	\$0	\$65,863	1.00
General Government Administration Total	\$459,416	\$0	\$459,416	6.00



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Public Safety and Judicial Administration				
<u>Animal Services</u>				
Animal Control Officer	\$171,180	\$0	\$171,180	1.07
<p>This enhancement adds \$171,180 and 1.07 FTE for a regular, full-time Animal Control Officer, which will allow for more effective deployment of officers throughout the County and is needed to mitigate the 36 percent increase in response time for routine calls experienced in FY 2013. A six percent increase in calls requiring officer response coupled with an increase in the number of complex, time intensive misdemeanor and felony animal cruelty investigations in FY 2013, has severely impacted sector coverage and response times. This position would help improve sector coverage and response times in all County sectors, specifically the Route 50/Chantilly corridor, which is currently experiencing a significant increase in growth and demand for service. From FY 2012 to FY 2013, there was a 15 percent increase in calls requiring an officer response and a 22 percent increase in emergency response times in that sector.</p>				
Animal Services Total	\$171,180	\$0	\$171,180	1.07
<u>Fire, Rescue and Emergency Management</u>				
Conversion of Temporary Fleet Technician Position	\$0	\$0	\$0	1.00
<p>This enhancement of 1.00 FTE converts a temporary, full-time Fleet Technician position in the Asset Management Division to a regular, full-time position. This conversion results in no salary adjustment for this position but does necessitate an increase for fringe benefit costs totaling \$17,418 for a total compensation cost of \$56,227. Costs associated with the conversion to a regular, full time will be entirely offset by the reallocation of anticipated savings within the Department's existing operations and maintenance budget. The savings is attributed to this position being able to perform routine maintenance on fleet vehicles and apparatus without the utilization of a contracted service. As a result, no additional local tax funding is required.</p>				
Assistant Fire Chief and Administrative Assistant	\$322,808	\$0	\$322,808	2.07
<p>This enhancement adds \$322,808 and 2.07 FTE for the regular, full-time positions of an Assistant Fire Chief and an Administrative Assistant that are needed to address current span of supervisory control issues at the Department leadership level as well as the expanding responsibilities associated with growth and relocation of the Department to the 801 Sycolin Road facility. This enhancement request includes one-time, non-recurring funding of \$111,667 associated with office space reconfiguration required at the Sycolin Road facility and the procurement of fire equipment and a vehicle for the Assistant Chief. The Administrative Assistant is necessary for support of the Assistant Chief as current Department administrative support is insufficient.</p>				
Philomont Company #8 Tanker Staff Coverage	\$413,764	\$0	\$413,764	4.48
<p>This enhancement adds \$413,764 and 4.48 FTE to increase Loudoun County Fire-Rescue career staffing for one tanker by 24 hours a day, seven days a week at the Philomont Volunteer Fire Department Station #8. The County has been providing staff coverage for the tanker on an as needed, overtime basis since April 2013. The Philomont Company has provided staffing for approximately 77 percent of the shifts to date.</p>				
Hamilton Company #5 Engine and Tanker Staff Coverage	\$811,485	\$0	\$811,485	8.96
<p>This enhancement adds \$811,485 and 8.96 FTE to increase Loudoun County Fire Rescue career staffing for one engine and one tanker by 12 hours a day, seven days a week at the Hamilton Volunteer Fire Department Station #5. A staffing request was approved by the Board of Supervisors at its business meeting in September 2013 to increase the County staffing coverage for the engine and tanker from Monday to Friday, 12 hours a day (6:00 a.m. to 6:00 p.m.) to seven days a week, 12 hours a day. The addition of this requested enhancement of County staffing service coverage will result in the County providing coverage for an engine and tanker 24 hours a day, seven days a week.</p>				
Contribution to Volunteer Fire and Rescue Companies	\$500,000	\$0	\$500,000	0.00
<p>This enhancement provides an increase of \$500,000 to the County annual contribution provided to the Fire-Rescue Commission for distribution among the 16 volunteer fire and rescue companies. These funds are for volunteer companies that continue to own and operate their own facilities. With this enhancement, the contributions to the 16 volunteer fire and rescue companies through the Fire-Rescue Commission will total \$6,379,000.</p>				



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Hybrid Staffing	\$1,029,971	\$0	\$1,029,971	11.20
<p>This enhancement adds \$1,029,271 and 11.20 FTE (ten positions: three captains, three lieutenants, two technicians, and two firefighter/EMTs) to continue the implementation of a hybrid staffing factor that minimizes the use of overtime to fulfill minimum daily staffing requirements for the current level of fire, rescue and emergency response service being provided. The Board initially approved 15 positions or 16.80 FTE in FY 2011 for hybrid staffing in conjunction with a Board-directed International City/County Management Association (ICMA) workforce staffing analysis conducted in 2010. The ICMA analysis concluded that hybrid staffing is an effective way to offset overtime associated with minimum staffing requirements. In addition, the Board approved 8.96 FTE or eight hybrid staffing positions in FY 2014. These ten positions represent an incremental approach towards fully implementing the hybrid staffing model, which totals 40.32 FTE or 36 positions.</p> <p>Although no overtime savings is anticipated in FY 2015 due to extended recruitment and training process before these positions become operational, the estimated overtime savings for FY 2016 and beyond is approximately \$890,000 or 83 percent cost recovery.</p>				
Radio Technician	\$149,121	\$0	\$149,121	1.12
<p>This enhancement adds \$149,121 and 1.12 FTE for a regular, full-time Radio Technician position needed to provide critical services, specific to the land mobile radio platform including the programming, updating, and maintenance of all Department subscriber radios and ancillary equipment. Currently, there are over 900 radios that must be individually programmed at least once (if not more) per year. Programming must be done each time a jurisdiction in the National Capital Region (NCR) updates and/or amends its radio fleet map. This update ensures that the radio system is compatible with all of the radio systems in the NCR and that the County is indeed interoperable and able to perform mutual aid as required.</p>				
Fire, Rescue and Emergency Management Total	\$3,227,149	\$0	\$3,227,149	28.83
<u>Sheriff's Office</u>				
School Resource Officers	\$359,114	\$0	\$359,114	2.24
<p>This enhancement adds \$359,114 and 2.24 FTE for two regular, full-time school resource officers (SRO) in anticipation of two new schools opening in September 2014. The Sheriff's Office provides one SRO to every Middle and High School in the County. These positions will ensure that calls for service at the schools will be handled immediately.</p>				
Adult Detention Center (ADC) Recommended Staffing	\$586,216	\$0	\$586,216	6.72
<p>This enhancement adds \$586,216 and 6.72 FTE for six regular, full-time correctional deputies. As part of a staffing analysis conducted using a model provided by the U.S. Department of Justice's National Institute of Corrections, the agency identified a deficit of 20 deputies within Confinement at the ADC. This analysis takes into account the number of hours staff is unavailable to work and the number of FTE needed to cover a post. The Sheriff's Office will request the additional positions identified in the study over three separate fiscal years. Attaining the additional positions will result in a gradual reduction in overtime expenditures at the ADC.</p>				
Computer Forensic Analyst	\$112,104	\$0	\$112,104	1.07
<p>This enhancement adds \$112,104 and 1.07 FTE for a regular, full-time civilian computer forensic analyst. This position is needed in order to enhance the capabilities of the Sheriff's Office to process and analyze computers, GPS devices, cell phones and other digital media and devices in a timely manner. The number and types of devices, as well as the increased storage capacity and complexity of devices, have significantly increased the amount of time required to conduct thorough forensic examinations. This additional position will increase the rate at which evidence is recovered and turned over to detectives for review.</p>				
Financial Crimes Detective	\$144,033	\$0	\$144,033	1.12
<p>This enhancement adds \$144,033 and 1.12 FTE for a regular, full-time detective for the Financial Crimes section in the Major Crimes Division. The Financial Crimes section currently has over 500 cases assigned for investigation, a number that is expected to increase. The Financial Crimes section also assists other jurisdictions and federal agencies with investigations. The complexity of cases has increased significantly and the amount of time spent on cases is negatively impacting the service level that can be provided with the current staff level.</p>				



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Technology Systems Administrator	\$75,730	\$0	\$75,730	1.00
<p>This enhancement adds \$75,730 and 1.00 FTE for a regular, full-time Technology Systems Administrator who will be responsible for managing several systems that the Sheriff's Office utilizes on a daily basis. This position is needed to manage key processes such as backend system maintenance (servers), troubleshooting equipment malfunctions, obtaining vendor certifications to install and uninstall camera systems and overall system maintenance. The systems administrator will also be responsible for managing and maintaining Kronos TeleStaff, Laserfiche and other systems used by the Sheriff's Office. This position will provide needed technical support to programs that are currently understaffed.</p>				
Property Clerk – Adult Detention Center	\$65,999	\$0	\$65,999	1.00
<p>This enhancement adds \$65,999 and 1.00 FTE for a regular, full-time property clerk at the ADC to fully comply with the Virginia Department of Corrections Minimum Standard for Jails and Lockups, which requires the ADC to develop and maintain a master inventory of all chemicals stored within the facility. This standard also requires the facility to maintain an up-to-date compilation of Material Safety Data Sheets for all chemicals stored within the facility. For efficiency, accuracy and compliance with this mandate, access must be controlled and one individual must be designated for accountability purposes. This enhancement would also provide workload relief for the four confinement squads who are currently charged with securing and delivering necessary supplies through the facility.</p>				
Dulles South Service Area Deputies	\$722,042	\$0	\$722,042	4.48
<p>This enhancement adds \$722,042 and 4.48 FTE for four regular, full-time deputies for the Dulles South service area to assist with patrol, traffic demands and calls for service. The Dulles South service area continues to experience commercial and residential growth and additional personnel are needed to meet the service demands that are expected to increase. The addition of four deputies will allow for two deputies per shift. Training for the additional deputies will take approximately ten months after date of hire and attending the criminal justice academy.</p>				
Sheriff's Office Total	\$2,065,238	\$0	\$2,065,238	17.63
<u>Community Corrections</u>				
Pretrial Officer	\$77,377	\$0	\$77,377	1.00
<p>This enhancement adds \$77,377 and 1.00 FTE for a regular, full-time pretrial officer to conduct supervision and case management of offenders placed on pretrial supervision by the Courts or the Magistrate's Office, pending the outcome of their court cases. Pretrial officers are responsible for monitoring a defendant's compliance with the conditions of bond or pretrial supervision imposed by the Court. The primary element of pretrial duties is the regular face-to-face interview with the defendant. Approximately 50 percent of the defendants under supervision are required to be seen, interviewed, and, in most cases, tested for drugs or alcohol on a weekly or biweekly schedule. Thirty percent of current pretrial defendants are high risk and are seen weekly. The Pretrial unit has four supervision officers, including the unit manager, who currently supervise 218 defendants. This is an average of 55 defendants per officer and exceeds the Department of Criminal Justice Services recommended pretrial caseload size of 40 medium risk defendants. Community Corrections has experienced an upward trend in referrals to Pretrial supervision. From FY 2012 to FY 2013 there was a 14 percent increase in pretrial referrals, and the trend is expected to continue.</p>				
Community Corrections Total	\$77,377	\$0	\$77,377	1.00
Public Safety and Judicial Administration Total	\$5,540,944	\$0	\$5,540,944	48.53



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Health and Welfare				
<u>Mental Health, Substance Abuse and Developmental Services</u>				
Developmental Services Group Home Staff	\$0	\$0	\$0	5.00
<p>This enhancement adds \$373,390 and 5.00 FTE for five regular, full-time positions for the Developmental Services (DS) Group Homes, including one residential group home operations manager, two residential team leaders, and two residential counselors to improve the quality of care by reducing the Department's use of overtime and temporary subpool expenditures for providing staff coverage in these facilities, which will improve the quality of care provided. \$366,133 is for personnel expenditures for the five positions and \$7,257 is for the operations and maintenance expenditures budget for the enhancement. The Department's FY 2015 budget for overtime and temporary subpool expenditures have been reduced by the amount of this budget enhancement, such that there is no local tax funding impact with these additional positions. These facilities provide care to medically fragile clients. These additional positions will provide staffing coverage in the following DS Group Homes: Kentwell Place, Potomac Terrace, Purcellville and Stone Ridge.</p>				
Mental Health, Substance Abuse and Developmental Services Total	\$0	\$0	\$0	5.00
Health and Welfare Total	\$0	\$0	\$0	5.00

Parks, Recreation and Culture

Library Services

Library Print and Electronic Materials	\$150,000	\$0	\$150,000	0.00
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This enhancement is for funding to purchase and replace eBooks and printed materials. The eBook usage grew by 121 percent in FY 2013 and has increased 98 percent in FY 2014. While the average per unit price of eBooks, which includes eAudiobooks, is not expected to increase significantly in FY 2015, the number of available titles and demand for those titles will. While licensing agreements with several eBook providers enable access to their entire catalogs as long as the subscription is active, some eBook providers have limitations on how long certain eBooks are available. Licensing restrictions can be based on the number of checkouts, pre-determined time period, or a combination of both. Currently, the waiting times for popular library materials are already as much as 12 weeks and might increase to 15 weeks without additional funding resources. The high cost basis and the number of circulation restrictions on many eBooks, particularly popular fiction and nonfiction, means that for every eBook purchase, two and one half print books could not be purchased.

Youth Programming Coordinator	\$78,504	\$0	\$78,504	1.00
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This enhancement adds \$78,504 and 1.00 FTE for a regular, full-time youth programming coordinator to meet the increasing demands for library programs due in part to the increasing child population in the County. This position will work with the Library's Programming Division, which is currently staffed with one division manager and two part-time support staff responsible for all children, teen and adult programming and serve youth with intellectual or developmental disabilities. The enhancement will increase the number of youth programs to satisfy unmet demands. Currently, there is a gap between what staff could provide and what the community needs in children's and teen programs. This enhancement would ensure that the Library can keep up with rapidly-changing educational and workforce requirements by providing youth with opportunities to enhance media and digital literacy skills to support them academically and professionally.

Library Services Total	\$228,504	\$0	\$228,504	1.00
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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
<u>Parks, Recreation and Community Services</u>				
Horticulture Program	\$413,102	\$0	\$413,102	1.00
<p>This enhancement adds \$413,102 and 1.00 FTE for further management of the horticulture program, including contractual funds (\$300,000), 1.00 FTE (\$69,766) to help manage the additional contract work, one-time funding for a truck (\$38,224) and program operating funds (\$5,112). In FY 2004 the program had 47 sites with a budget of \$715,000 for contractual services and operations that also included 6.60 FTEs. In July 2006, the program was transferred to PRCS following significant reductions to funding and staff. Currently, the program is responsible for 72 sites (35 percent increase over FY 2004) and has a total budget of \$434,150 (39 percent decrease over FY 2004). The current 72 site program is being managed by 1.00 FTE. It is estimated that in FY 2015 there will be five new sites coming online which will bring the total to 77 sites. Funding of this request would allow the program to maintain the basic mowing and basic landscaping needs at County facilities. This position will allow the standard of service and aesthetics to better meet the community's expectations by providing increased maintenance.</p>				
Children's and Sports Programs Administrative Support	\$65,081	\$68,217	(\$3,136)	1.00
<p>This enhancement adds \$65,081 and 1.00 FTE for a regular, full-time administrative support position for the Children's Program and the Sports Program to assist with administrative tasks, such as Virginia State licensed child care registration form compliance, customer service assistance for camp information, and assistance with making and receiving calls to staff and parents. The work load for the Camps Coordinator and Camps Assistant has increased over the years, and there is a need for additional administrative assistance, especially during the summer, for both programs. In the Sports Program, this position will also assist with the invoicing of youth sports fees and portable toilet fees for the youth sports leagues as well as assist with facility supervisor scheduling of school sites. The cost of this position will be offset by camp fees.</p>				
CASA Staff	\$101,706	\$117,982	(\$16,276)	1.54
<p>This enhancement adds \$101,706 in expenditures and \$117,982 in revenue and 1.54 FTE for multiple, part-time positions for the new CASA site at the Cardinal Ridge Elementary School in Dulles South, which is scheduled to open in September 2014 and serve 54 children. The cost of these positions will be offset by CASA fees. The positions approved are two 20-hours per week Leader positions and one 30-hour per week Supervisor position. Additional funds are also included for office supplies, food, training and education and recreation supplies.</p>				
Round Hill Indoor Aquatics Facility	\$398,318	\$45,000	\$353,318	8.68
<p>This enhancement adds \$398,318 and 8.68 FTE for the staffing and operations of the Round Hill Indoor Aquatics Facility that is anticipated to open in the summer of 2014. This enhancement includes funding for a manager (1.00 FTE), assistant managers (1.50 FTE), customer service assistants (1.50 FTE), facility supervisors (1.68 FTE), and lifeguards (3.00 FTE) as well as operations and maintenance costs. This facility will be the only indoor swimming facility in western Loudoun and will be used by citizens, swim clubs, and high school swim teams. The facility is anticipated to generate \$45,000 in revenue in FY 2015.</p>				
Parks, Recreation and Community Services Total	\$978,207	\$231,199	\$747,008	12.22
Parks, Recreation and Culture Total	\$1,206,711	\$231,199	\$975,512	13.22

Community Development

Building and Development

Building Code Inspectors	\$1,232,214	\$0	\$1,232,214	12.00
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This enhancement is for twelve Building Code Inspectors to achieve compliance with timelines mandated by the Virginia Uniform Statewide Building Code to conduct all mandated inspections within two working days and to comply with the Board of Supervisor's target maximum of 4,400 inspections per year, per inspector, to allow adequate time to conduct competent inspections. The number of inspection requests increased from 145,925 in FY 2009 to an anticipated 246,170 in FY 2015 (69 percent increase).



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED ENHANCEMENTS

Functional Group/Department	Expenditures	Revenues	Funding	FTE
Planner Position in Land Development Planning	\$78,305	\$0	\$78,305	1.00
<p>This enhancement adds \$78,305 and 1.00 FTE for a regular, full-time planner. This position will allow the Land Development Planning Division to meet state mandated timelines regarding processing and completing final action on land development applications (subdivision reviews). Since FY 2010 the Division has experienced a 33 percent increase in the number of subdivision applications (195 to 258), and a further increase of three to five percent is expected in FY 2015. In addition, the Division has seen an increase in County projects due to extensive road construction activities and has assumed responsibility for road abandonment projects. Approval of the enhancement will allow the Division to meet the Board's policy of promoting business within Loudoun County by ensuring consistency in meeting review timelines for economic development and County initiated projects, as well as meeting customer service demands regarding citizen inquiries.</p>				
Building and Development Total	\$1,310,519	\$0	\$1,310,519	13.00
<u>Transportation and Capital Infrastructure</u>				
Construction Managers	\$315,515	\$0	\$315,515	2.00
<p>This enhancement adds \$315,515 and 2.00 FTE for two regular, full-time construction managers to provide construction management support for transportation infrastructure projects in the Capital Improvement Program. These positions will directly manage six transportation capital projects annually that are in their construction phase per established departmental project management ratios. Enhancement includes one-time, non-recurring costs of \$93,407 associated with the procurement of a vehicle for each of the positions.</p>				
Transportation and Capital Infrastructure Total	\$315,515	\$0	\$315,515	2.00
Community Development Total	\$1,626,034	\$0	\$1,626,034	15.00
ADOPTED ENHANCEMENTS TOTAL	\$8,833,105	\$231,199	\$8,601,906	87.75



Loudoun County Government
FY 2015 Adopted Fiscal Plan

FY 2015 ADOPTED REDUCTIONS

The following table summarizes the adopted reductions included in the FY 2015 Adopted Fiscal Plan, in addition to a base budget reduction of approximately \$6 million.

FY 2015 ADOPTED REDUCTIONS				
Functional Group/Department	Expenditures	Revenues	Funding	FTE
Public Safety and Judicial Administration				
<u>Juvenile Court Service Unit</u>				
Gang Re-Entry Officer	(\$76,298)	\$0	(\$76,298)	(1.07)
This reduction eliminates 1.07 FTE for a Gang Re-Entry Officer. This position provided gang re-entry services to incarcerated adults who were returning to the community from the Virginia State Department of Corrections and local jails. There is no negative impact to the Department as a result of this reduction as this position serves the State-run Adult Probation and Parole Program in Loudoun and Prince William Counties rather than the local Juvenile Court Service Unit.				
Juvenile Court Service Unit Total	(\$76,298)	\$0	(\$76,298)	(1.07)
Public Safety and Judicial Administration Total	(\$76,298)	\$0	(\$76,298)	(1.07)
ADOPTED REDUCTIONS TOTAL	(\$76,298)	\$0	(\$76,298)	(1.07)



Capital Improvement Program Operating Impact

The following table details the operating impact of approved and planned capital facilities that are detailed in the County's FY 2015-FY 2020 Capital Improvement Plan (CIP). The FY 2015-FY 2020 CIP can be found in Volume 2. The FY 2015 and FY 2016 operating impacts have been incorporated into department budgets.

FY 2015-FY 2016 CIP Operating Impact

Capital (\$ in 1,000s)	FY 2015	FY 2016	Total
GENERAL GOVERNMENT			
Storm Water Management			
O&M	310	323	633
TOTAL - GENERAL GOVERNMENT			
O&M	310	323	633
PUBLIC SAFETY			
Fire Apparatus			
O&M	2,600	2,900	5,500
Lucketts Fire Station Replacement			
O&M	0	185	185
Kirkpatrick Fire and Rescue Station			
FTE	0.00	32.48	32.48
Personnel	0	2,308	2,308
O&M	0	740	740
TOTAL - PUBLIC SAFETY			
FTE	0.00	32.48	32.48
Personnel	0	2,308	2,308
O&M	2,600	3,825	6,425
TRANSPORTATION			
Leesburg Park and Ride Lot			
O&M	0	21	21
Temporary Stone Ridge Park and Ride Lot			
O&M	0	21	21
TOTAL - TRANSPORTATION			
O&M	0	42	42
PARKS, RECREATION AND CULTURE			
Potomac Lakes Soccer Lights			
O&M	0	26	26
Estimated Revenue	0	5	5
Scott Jenkins Park Phase II			
O&M	0	23	23
Sterling Library			
FTE	0.00	4.38	4.38
Personnel	0	292	292
O&M	0	249	249
TOTAL - PARKS, RECREATION AND CULTURE			
FTE	0.00	4.38	4.38
Personnel	0	292	292
O&M	0	298	298
Estimated Revenue	0	5	5
Net Impact	0	584.4	584.4



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Capital Improvement Program Operating Impact

Capital (\$ in 1,000s)	FY 2015	FY 2016	Total
GENERAL CAPITAL PROJECTS OPERATING IMPACT			
FTE	0.00	36.90	36.90
Personnel	0	2,600	2,600
O&M	2,910	4,488	7,398
Estimated Revenue	0	5	5
NET IMPACT	2,910	7,082	9,992
PREVIOUSLY FUNDED PROJECTS PRIOR TO FY 2015			
Potomac Green Community Park			
O&M	15	15	30
Lovettsville District Park			
FTE	0.00	6.07	6.07
Personnel	0	308	308
O&M	0	125	125
Estimated Revenue	0	29	29
Dulles Multipurpose Center (Phase II)			
FTE	0.00	39.70	39.70
Personnel	0	1,511	1,511
O&M	0	329	329
Estimated Revenue	0	2,219	2,219
Brambleton District Park			
O&M	0	15	15
Western Sheriff Station			
FTE	0.00	2.12	2.12
Personnel	0	132	132
O&M	0	110	110
Ashburn Sheriff Station			
FTE	0.00	5.36	5.36
Personnel	0	166	166
O&M	0	436	436
TOTAL - PREVIOUSLY FUNDED PROJECTS PRIOR TO FY 2015			
FTE	0.00	53.25	53.25
Personnel	0	2,117	2,117
O&M	15	1,031	1,046
Estimated Revenue	0	2,248	2,248
NET IMPACT	15	900	915
TOTAL CIP OPERATING IMPACT			
FTE	0.00	90.11	90.11
Personnel	0	4,717	4,717
O&M	2,925	5,519	8,444
Estimated Revenue	0	2,253	2,253
NET Operating Impact	2,925	7,982	10,907



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2015 ADOPTED LOCAL TAX FUNDING

The following table details the line items that constitute local tax funding. Real and personal property taxes are the largest components of local tax funding. Real property revenues are demonstrated at the 2013 (Tax Year) rate of \$1.205 and the adopted Tax Year 2014 tax rate of \$1.155. Each cent of the tax rate for Tax Year 2014 approximates \$9.7 million in revenue and carryover.

FY 2014 vs. FY 2015 Adopted Local Tax Funding Revenue Sources			
Description	FY 2014 Adopted	FY 2015 Adopted	Variance (\$)
<i>Revenue</i>			
Real Property Taxes (General)	685,151,364	728,725,300	43,573,936
Public Service Property Taxes	19,277,700	18,739,000	(488,700)
Penalties & Interest	4,946,000	4,958,000	12,000
Personal Property	188,180,000	207,774,500	19,594,500
Mobile Homes	13,280	12,900	(380)
Aircraft	37,000	45,000	8,000
Heavy Equipment	1,168,000	1,167,900	(100)
Machinery & Tools	1,020,000	1,000,000	(20,000)
Sales Tax	60,296,767	65,844,000	5,547,233
Consumer Utility/Franchise Taxes	8,866,220	9,784,000	917,780
Short-Term Rental Tax	231,750	285,000	53,250
Transient Occupancy Tax	2,186,000	1,970,000	(216,000)
<i>Revenue Subtotal</i>	<i>\$971,374,081</i>	<i>\$1,040,305,600</i>	<i>\$68,981,519</i>
<i>Use of General Fund Balance</i>	36,507,906	1,540,100	(34,967,806)
<i>Total</i>	<i>\$1,007,881,987</i>	<i>\$1,041,845,700</i>	<i>\$34,013,713</i>



Loudoun County Government FY 2015 Adopted Fiscal Plan

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is a six-year plan that is developed and updated biennially, with the six-year period moving out two years every other fiscal year. FY 2015 is the first year of a new biennium, with the Adopted CIP including public facilities to be developed in the FY 2015-FY 2020 capital planning period. Appropriations for FY 2015 will be considered during this budget cycle. All financial figures provided in the FY 2016-FY 2020 timeframe are planning figures and may be considered for funding appropriations in future CIPs.

Development of the CIP was undertaken in consideration of the Board of Supervisors' Adopted FY 2017-FY 2026 Capital Needs Assessment. The Capital Needs Assessment identifies public facilities that could be included for funding consideration in the CIP based on the Board of Supervisors' Adopted Capital Facility Standards and future population projections. The Board of Supervisors' Adopted Capital Facility Standards define the types of public facilities to be developed and the population service thresholds the Board has defined it will utilize to meet public facility needs in Loudoun County.

The Adopted Capital Budget for FY 2015 recommends funding \$296.72 million in capital projects. The funding includes \$189.87 million for general government projects and \$106.85 million for public schools. Of the \$106.85 million in school projects, the FY 2015 Capital Budget proposes \$35 million to design and construct Dulles North Elementary School (ES-27), \$53.54 million to design and construct Dulles North Middle School (MS-9), \$6.06 million to design the Advanced Technology Academy, and \$12.20 million to renovate the Broad Run High School.

The County's \$189.87 million in general government projects is comprised of \$121.30 million in transportation projects; \$33.45 million in public safety projects; \$12.64 million in parks, recreation and cultural projects; \$2.05 million in land acquisition projects; and \$20.43 million for general government projects. The largest general government expenditure category is for capital investment in transportation infrastructure at \$121.30 million, which includes \$40 million for Dulles Corridor Rapid Transit, \$71.98 million for roads, \$5.76 million for transit buses and transit facilities, and \$3.56 million in payments to Towns for transportation improvements related to NVTAs 30% Local funds and the County's Regional Organization program.

The funding of the \$296.72 million in FY 2015 capital projects comes from the following major sources: lease revenue financing, general obligation bonds, Virginia Public School Authority (VPSA) financing, local tax funding, State capital assistance, State Revenue Sharing funds, NVTAs Regional funds, NVTAs Local funds, grant funding, local gasoline tax funding, proceeds from the sale of land, user fees and cash proffers. The key CIP funding sources are \$62.82 million in lease revenue financing and \$115 million in general obligation bond financing, which will be included for voter consideration on the November 2014 referendum. The November 2014 referendum would include \$175 million for school projects, \$2.84 million for County fire apparatus, \$15.37 million for the Animal Services Facility, \$27.42 million for the Sterling Master Plan projects, which include the Sterling Fire and Rescue Station Replacement, the Sterling Community Center Renovation and the Sterling Library Relocation. The largest projects within the \$62.82 million in lease revenue financing include the Dulles Corridor Rapid Transit Project at \$40 million, the Woodgrove High School/Fields Farm Park Road at \$3.82 million, \$13 million for the Courts Phase III project, \$2.50 million for the Library Management System, and \$3.50 million for a Developmental Services Group Residence and the renovation of the Youth Shelter. The FY 2015 CIP includes the use of \$39.48 million "pay as you go" local funding, which meets the Board of Supervisors fiscal policy of utilizing at least 10% "pay as you go" local funding in its annual capital expenditure plan.

Detailed information regarding the Capital Improvement Program and the status of ongoing capital projects may be found in Volume 2 of the FY 2015 Adopted Fiscal Plan.

Capital Project Funding and Debt Service

The CIP is financed through a number of cash and debt instruments during the six-year planning period. These include local tax funding from the General Fund, either from budgeted tax revenues or fund balance, currently authorized bond financing, revenue bonds, user fees, and developer contributions or proffers in the form of dedicated land, in-kind services, or cash. The Adopted FY 2015-2020 CIP relies on \$253.63 million in lease revenue financing to fund the six-year capital plan. A total of \$783.85 million in general obligation bond financing,



Loudoun County Government FY 2015 Adopted Fiscal Plan

requiring voter approval, is included in the six-year financing plan. A total of \$12.20 million in Virginia Public School Authority financing is included for the Broad Run High School Renovation project. An additional \$130 million in revenue bond financing is included to finance parking garages for the County's two Metrorail Stations.

The Board of Supervisors' fiscal policy has a goal of 10% "pay-as-you-go" funding in financing the County's capital facility needs. Local tax funding, which is often referred to as "pay-as-you-go" funding, denotes monies from the General Fund, e.g., when the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. The Adopted FY 2015-FY 2020 CIP includes \$229.13 million in local tax funding. The inclusion of these funds to offset the cost of General Government projects provides the six-year plan with 10% percent of total CIP expenditures as offset by "pay-as-you-go" funding during the six-year CIP period. Board policy also requires that rollback tax allocations be used in the planning subarea where the taxes are derived. The Adopted FY 2015-FY 2020 CIP includes \$108.97 million in intergovernmental funds from the Commonwealth of Virginia and the Federal Government, while developer contributions, also known as proffers, will offset 2.5% of estimated capital expenditures over the six-year planning period.

Capital Asset Preservation Program

The Adopted FY 2015 Fiscal Plan includes funding for the County Capital Asset Preservation Program (CAPP), budgeted at \$4.32 million for the General Government CAPP, with an additional \$100,000 available to the courts derived from court recordation fees, and \$7.95 million for the Schools CAPP.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

The following series of tables summarizes the FY 2015 Adopted Fiscal Plan for County Government Operations, the County Schools System, the Adopted FY 2015-2020 Capital Improvement Program, the Debt Service and Capital Asset Preservation Program Funds, and other related funds at the adopted \$1.155 real property tax rate.

Adopted FY 2015 Appropriations Schedule

Appropriations Category	Expenditures (Adopted)	Revenue/ Carryover	Local Tax Funding	% of Total LTF
<i>Operating Appropriations</i>				
County General Fund	\$438,354,522	\$193,798,543	\$244,555,979	23.5%
School Fund	921,985,197	321,215,605	600,769,592	57.7%
School Cafeteria Fund	28,138,660	28,138,660	0	0.0%
Comprehensive Services Act Fund	8,994,056	4,822,514	4,171,542	0.4%
Legal Resource Center (Law Library)	87,091	87,091	0	0.0%
Restricted Use Transient Occupancy Tax*	3,236,847	3,236,847	0	0.0%
Rental Assistance Fund	9,263,469	9,183,063	80,406	0.0%
Self-Insurance Fund	2,800,000	0	2,800,000	0.3%
EMS Transport Reimbursement Program	4,500,000	4,500,000	0	0.0%
Other Former Trust Funds	181,000	181,000	0	0.0%
Special Revenue Fund (Grants)	2,171,267	2,171,267	0	0.0%
<i>Operating Appropriations Subtotal</i>	<i>\$1,419,712,109</i>	<i>\$567,334,590</i>	<i>\$852,377,519</i>	<i>81.8%</i>
<i>Debt Service Appropriations</i>				
County Government/Transportation	\$47,751,081	\$5,477,283	\$42,273,798	4.1%
School System	122,728,775	28,912,907	93,815,868	9.0%
Route 28 Special Tax District	9,592,000	9,592,000	0	0.0%
Hamilton Sewer Service District	220,000	132,000	88,000	0.0%
Dulles Industrial Park Tax District	143,752	143,752	0	0.0%
Greenlea Tax District	44,038	44,038	0	0.0%
<i>Debt Service Appropriations</i>	<i>\$180,479,646</i>	<i>\$44,301,980</i>	<i>\$136,177,666</i>	<i>13.1%</i>
<i>Capital Appropriations</i>				
County/Transportation Capital Projects	\$189,873,319	\$171,313,804	\$18,559,515	1.8%
County Asset Preservation Program	4,420,000	100,000	4,320,000	0.4%
School System Capital Projects	106,845,483	97,385,483	9,460,000	0.9%
School System Asset Preservation	7,951,000	0	7,951,000	0.8%
Computer System Replacement Fund	0	0	0	0.0%
Public Facilities Trust Fund	2,250,000	2,250,000	0	0.0%
Transportation District Fund	75,117,781	62,117,781	13,000,000	1.2%
<i>Capital Appropriations Subtotal</i>	<i>\$386,457,583</i>	<i>\$333,167,068</i>	<i>\$53,290,515</i>	<i>5.1%</i>
<i>Total Appropriations</i>	<i>\$1,986,649,338</i>	<i>\$944,803,638</i>	<i>\$1,041,845,700</i>	<i>100%</i>



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

The FY 2015 Adopted Fiscal Plan requires the use of \$1,041.8 million in local tax funding for all funds, which is an increase of approximately \$34.0 million over the Adopted FY 2014 Fiscal Plan. Local tax support for the General Government operating fund is increased by \$4.7 million or 1.9%, while the local tax transfer for the School operating fund is increased by \$47.2 million or 8.5%.

FY 2014 vs. FY 2015 Use of Local Tax Funding & General Fund Balance

Local Tax Funding Category	FY 2014 Adopted	FY 2015 Adopted	Variance
<i>Operating Appropriations</i>			
County General Fund	\$239,878,953	\$244,555,979	\$4,677,026
School Fund	553,615,482	600,769,592	47,154,110
School Cafeteria Fund	0	0	0
Comprehensive Services Act Fund	4,171,542	4,171,542	0
Legal Resource Center (Law Library)	0	0	0
Restricted Use Transient Occupancy Tax	0	0	0
Rental Assistance Fund	80,406	80,406	0
Self-Insurance Fund	2,800,000	2,800,000	0
EMS Transport Reimbursement Program	0	0	0
Other Former Trust Funds	0	0	0
Special Revenue Fund (Grants)	0	0	0
<i>Operating Appropriations Subtotal</i>	<i>\$800,546,383</i>	<i>\$852,377,519</i>	<i>\$51,831,136</i>
<i>Debt Service Appropriations</i>			
County Government/Transportation	\$42,143,618	\$42,273,798	\$130,180
School System	103,776,933	93,815,868	(9,961,065)
Route 28 Special Tax District	0	0	0
Hamilton Sewer Service District	88,000	88,000	0
Dulles Industrial Park Tax District	0	0	0
Greenlea Tax District	0	0	0
<i>Debt Service Appropriations</i>	<i>\$146,008,551</i>	<i>\$136,177,666</i>	<i>(\$9,830,885)</i>
<i>Capital Appropriations</i>			
County/Transportation Capital Projects	\$47,196,116	\$18,559,515	(\$28,636,601)
County Asset Preservation Program	4,320,000	4,320,000	0
School System Capital Projects	1,195,000	9,460,000	8,265,000
School System Asset Preservation	5,577,000	7,951,000	2,374,000
Computer System Replacement Fund	1,770,000	0	(1,770,000)
Public Facilities Trust Fund	0	0	0
Transportation District Fund	495,903	13,000,000	12,504,097
<i>Capital Appropriations Subtotal</i>	<i>\$60,554,019</i>	<i>\$53,290,515</i>	<i>(\$7,263,504)</i>
<i>Unallocated General Fund Balance</i>	<i>\$773,034</i>	<i>\$0</i>	<i>(\$773,034)</i>
<i>Total Appropriations</i>	<i>\$1,007,108,953</i>	<i>\$1,041,845,700</i>	<i>\$34,736,747</i>
<i>Total Use of Local Tax funding and General Fund Balance</i>	<i>\$1,007,881,987</i>	<i>\$1,041,845,700</i>	<i>\$33,963,713</i>



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

The FY 2015 Adopted Fiscal Plan proposes an overall \$171.4 million increase in total appropriations, an increase of 9.4% over the FY 2014 Adopted Fiscal Plan.

Adopted FY 2014 vs. Adopted FY 2015 Appropriations Schedule

Appropriations Category	FY 2014 Adopted	FY 2015 Adopted	Variance
<i>Operating Appropriations</i>			
County General Fund	\$412,823,405	\$438,354,522	\$25,531,117
School Fund	841,672,450	921,985,197	80,312,747
School Cafeteria Fund	26,482,361	28,138,660	1,656,299
Comprehensive Services Act Fund	8,993,949	8,994,056	107
Legal Resource Center (Law Library)	84,351	87,091	2,740
Restricted Use Transient Occupancy Tax	3,748,049	3,236,847	(511,202)
Rental Assistance Fund	9,201,420	9,263,469	62,049
Self-Insurance Fund	2,800,000	2,800,000	0
EMS Transport Reimbursement Program	0	4,500,000	4,500,000
Other Former Trust Funds	0	181,000	181,000
Special Revenue Fund (Grants)	1,915,394	2,171,267	255,873
<i>Operating Appropriations Subtotal</i>	<i>\$1,307,721,379</i>	<i>\$1,419,712,109</i>	<i>\$111,990,730</i>
<i>Debt Service Appropriations</i>			
County Government/Transportation	\$44,505,940	\$47,751,081	\$3,245,141
School System	109,211,885	122,728,775	13,516,890
Route 28 Special Tax District	9,413,000	9,592,000	179,000
Hamilton Sewer Service District	207,000	220,000	13,000
Dulles Industrial Park Tax District	143,752	143,752	0
Greenlea Tax District	44,038	44,038	0
<i>Debt Service Appropriations</i>	<i>\$163,525,615</i>	<i>\$180,479,646</i>	<i>\$16,954,031</i>
<i>Capital Appropriations</i>			
County/Transportation Capital Projects	\$264,001,109	\$189,873,319	(\$74,127,790)
County Asset Preservation Program	4,420,000	4,420,000	0
School System Capital Projects	11,950,000	106,845,483	94,895,483
School System Asset Preservation	5,577,000	7,951,000	2,374,000
Computer System Replacement Fund	1,770,000	0	(1,770,000)
Public Facilities Trust Fund	37,801,000	2,250,000	(35,551,000)
Transportation District Fund	18,469,349	75,117,781	56,648,432
<i>Capital Appropriations Subtotal</i>	<i>\$343,988,458</i>	<i>\$386,457,583</i>	<i>\$42,469,125</i>
<i>Total Appropriations</i>	<i>\$1,815,235,452</i>	<i>\$1,986,649,338</i>	<i>\$171,413,886</i>



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

The following tables provide a historical perspective of all Real and Personal Property Tax Rates since Calendar Year (CY) 2010 as well as the FY 2015 Adopted Fiscal adopted rates.

Real and Personal Property Tax Rates					
Rates per \$100 Assessed Value, Per Tax Year (Calendar Year)					
Property Tax Rates	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
<i>Taxable Real Property</i>					
Real Property – General	1.300	1.285	1.235	1.205	1.155
Public Utility Property - General	1.300	1.285	1.235	1.205	1.155
Route 28 Highway Transportation Improvement District	0.180	0.180	0.180	0.180	0.180
Aldie Sewer Service District¹	0.130	0.130	0.130	0.000	0.000
Hamilton Sewer Service District	0.300	0.300	0.300	0.300	0.300
Metrorail Service Tax District	-	-	-	0.200	0.200
Rt. 606 Airport Stations Services Tax District	-	-	-	0.000	0.000
Rt. 772 Station Services Tax District	-	-	-	0.000	0.000
<i>Taxable Personal Property</i>					
Personal Property - General	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Vehicles Only)	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Aircraft Only)	0.010	0.010	0.010	0.010	0.010
Public Utility Personal Property (Excluding Aircraft & Vehicles) – General	1.300	1.285	1.235	1.205	1.155
Personal Property - Special Fuels Vehicles	4.200	4.200	4.200	4.200	4.200
Personal Property - Eligible Vehicles of Fire and Rescue Services and Sheriff's Auxiliary	0.010	0.010	0.010	0.010	0.010
Personal Property - Vehicles of Eligible Elderly and Handicapped	2.100	2.100	2.100	2.100	2.100
Personal Property - Vehicles Specially Equipped for Handicapped Transport	2.100	2.100	2.100	2.100	2.100
Personal Property - Four-Wheeled Electrically-Powered Low Speed Vehicles	1.000	1.000	1.000	1.000	1.000
Personal Property- Vehicles Powered Solely by Electricity	2.000	2.000	2.000	4.200	4.200
Mobile Homes Used as Residences - General	1.300	1.285	1.235	1.205	1.155
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (Va Code §58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000

¹ The remaining debt service for the Aldie Sewer Service District was completed in FY 2013.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

The following table provides a historical perspective on the impact of local tax funding requirements on the real property tax rate and the average single family home's tax bill.

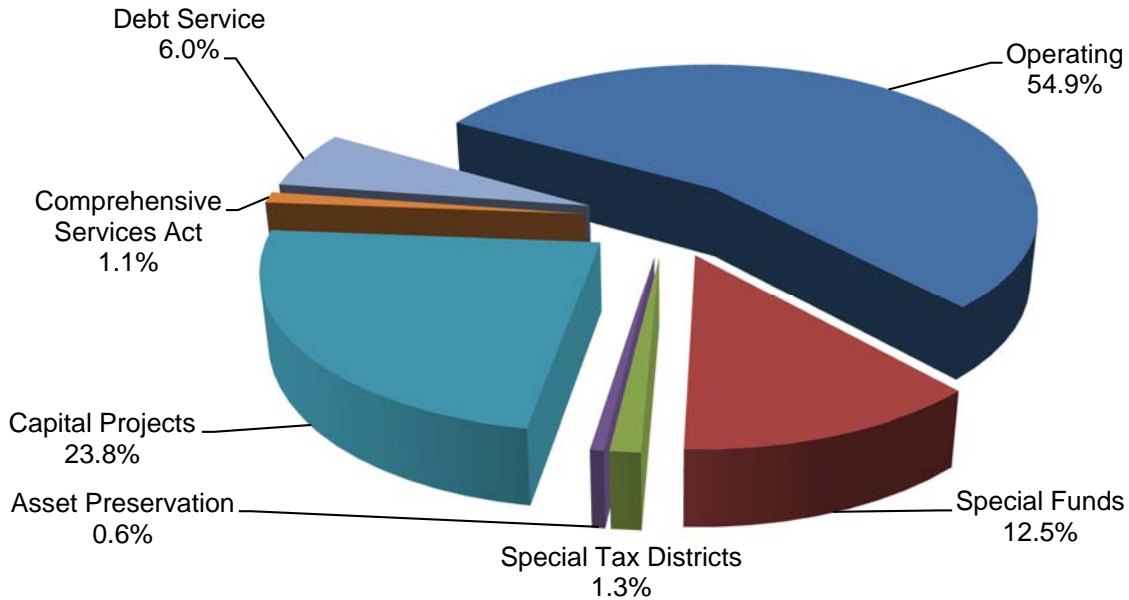
Historical Real Property Tax Rates & Average Tax Bill by Category

Tax Rate/Average Tax Bill Category	Adopted FY 2013		Adopted FY 2014		Adopted FY 2015	
	Tax Rate	Average Tax Bill	Tax	Average Tax Bill	Tax	Average Tax Bill
Operating Tax Rate/Average Tax Bill						
County General Fund	\$0.300	\$1,204	\$0.287	\$1,164	\$0.271	\$1,147
School Fund	0.686	2,757	0.662	2,687	0.666	2,817
School Cafeteria Fund	0.000	0	0.000	0	0.000	0
Comprehensive Services Act Fund	0.006	22	0.005	20	0.005	20
Rental Assistance Fund	0.000	0	0.000	0	0.000	0
Self-Insurance Fund	0.004	14	0.003	14	0.003	13
Operating Tax Rate/Average Tax Bill Subtotal	\$0.995	\$3,997	\$0.957	\$3,886	\$0.945	\$3,997
Debt Service Tax Rate/Average Tax Bill						
County Government/Transportation	\$0.043	\$171	\$0.050	\$205	\$0.047	\$198
School System	0.045	583	0.124	504	0.104	440
Hamilton Sewer Service District	0.000	0	0.000	0	0.000	0
Debt Service Tax Rate/Average Tax Bill	\$0.188	\$755	\$0.175	\$709	\$0.151	\$639
Operating & Debt Service Tax Rate/Average Tax Bill	\$1.183	\$4,752	\$1.132	\$4,594	\$1.096	\$4,635
Capital Tax Rate/Average Tax Bill						
County/Transportation Capital & Asset Preservation Projects	\$0.022	\$89	\$0.064	\$261	\$0.025	\$107
School System Capital & Asset Preservation Projects	0.030	120	0.008	33	0.019	82
Transportation District Fund	0.000	0	0.000	0	0.014	61
Capital Tax Rate/Average Tax Bill Subtotal	\$0.052	\$209	\$0.072	\$294	\$0.059	\$250
Total Tax Rate/Average Tax Bill	\$1.235	\$4,961	\$1.205	\$4,892	\$1.155	\$4,885



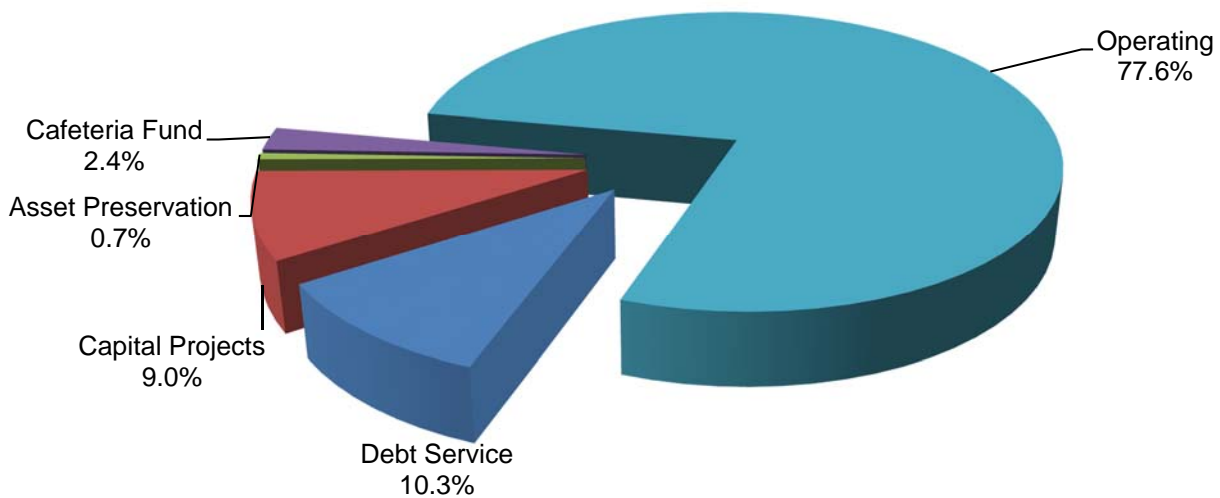
General Government Appropriations

Total: \$799,000,223



Loudoun County School Appropriations

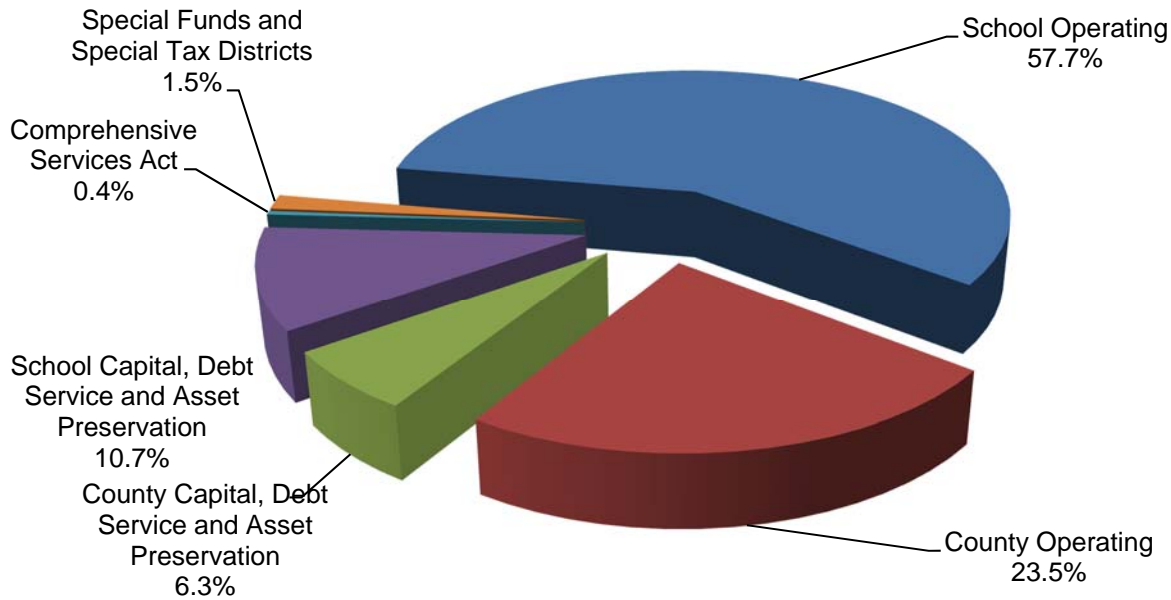
Total: \$1,187,649,115





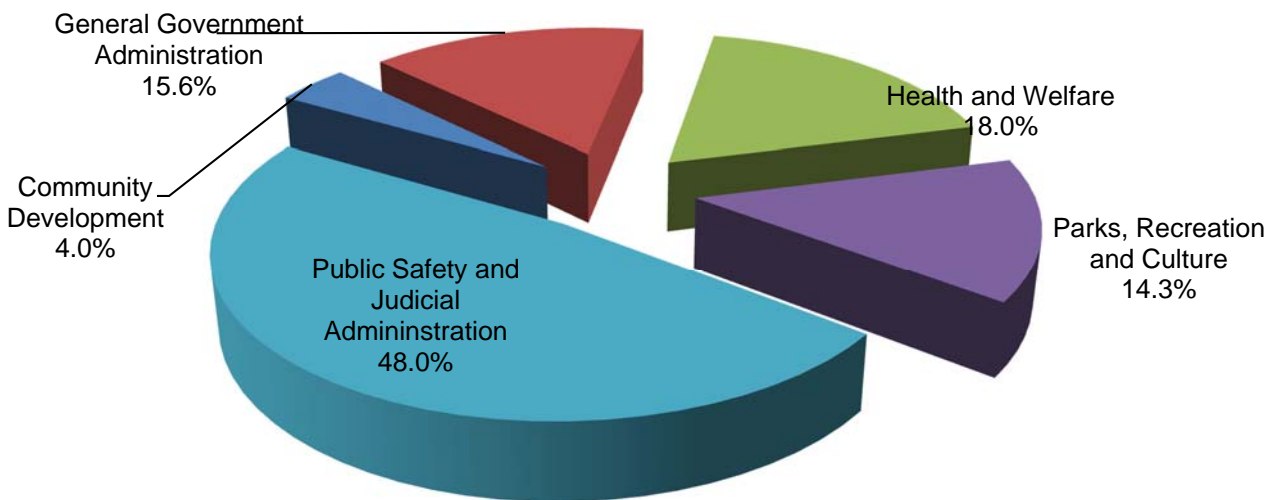
Allocation of Local Tax Funding

Total Local Tax Funding: \$1,041,845,700



County Operating Local Tax Funding

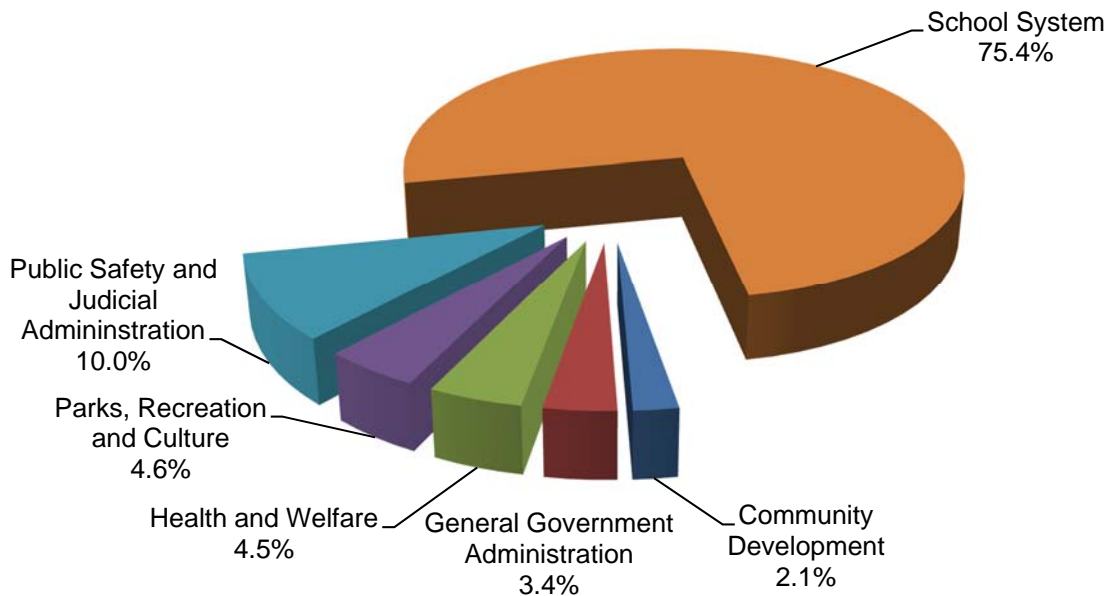
Total Local Tax Funding: \$244,010,082





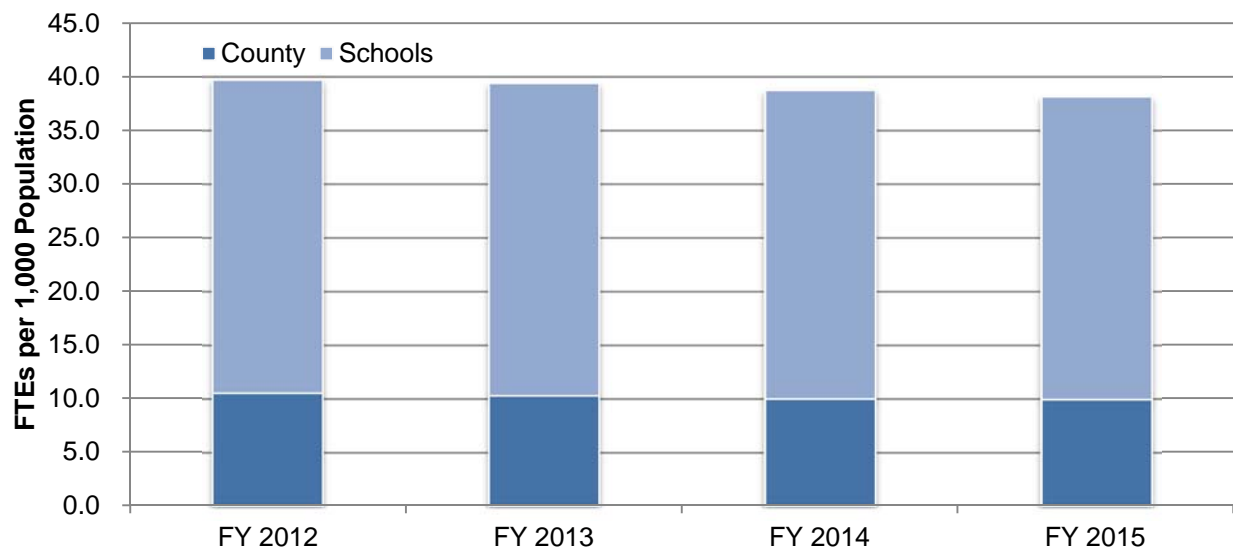
Allocation of Full-Time Equivalents

Total FTE: 13,720



Full-Time Equivalents per 1,000 Population

FY 2012-FY 2016

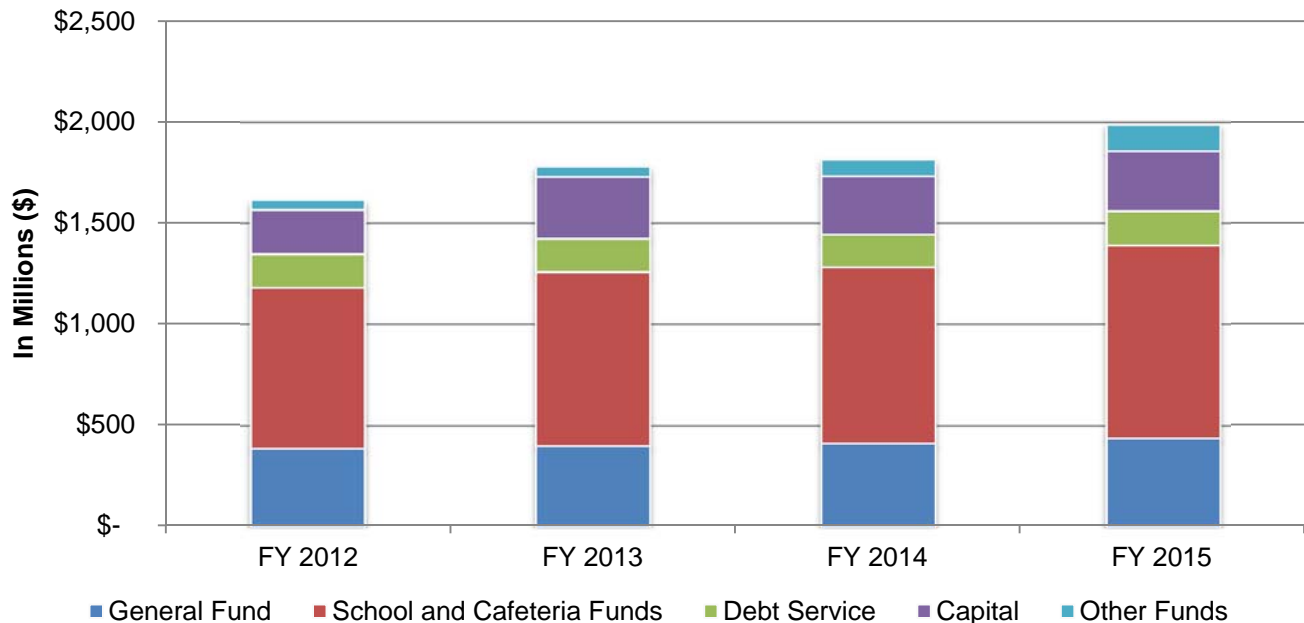




History of Adopted Budgets by Fund

Adopted Budget Distribution (\$)

Year	General Fund	School and Cafeteria Fund	Debt Service	Capital	Other Funds	Total
FY 2012	\$ 387,299,465	\$ 791,999,685	\$ 167,377,624	\$219,164,245	\$ 47,758,590	\$1,613,599,609
FY 2013	\$ 399,790,354	\$ 858,079,366	\$ 165,155,619	\$305,096,540	\$ 53,337,465	\$1,781,459,344
FY 2014	\$ 412,823,405	\$ 868,154,811	\$ 163,525,615	\$287,718,109	\$ 83,013,512	\$1,815,235,452
FY 2015	\$ 438,354,522	\$ 950,123,857	\$ 170,479,856	\$296,718,802	\$130,972,301	\$1,986,649,338



Adopted Budget Distribution (%)

Year	General Fund	School and Cafeteria Fund	Debt Service	Capital	Other Funds	Total
FY 2012	24%	49%	10%	14%	3%	100%
FY 2013	22%	53%	10%	19%	3%	100%
FY 2014	23%	54%	10%	18%	5%	100%
FY 2015	22%	59%	11%	18%	8%	100%



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Summary of Financial Sources and Uses

Category	General	School & School Food Service	Capital Improvement Program, Capital Asset Preservation	Capital Projects Financing
Revenues				
General Property Taxes	914,351,600	-	-	-
Other Local Taxes	143,248,250	-	100,000	-
Permits and Licenses	25,145,070	-	-	-
Fines and Forfeitures	4,241,894	-	-	-
Other Local Revenue	45,593,149	28,115,548	631,548	-
Intergovernmental	88,498,032	301,238,717	18,392,660	-
Other Financing Sources/Transfers	13,026,148	610,769,592	289,965,594	190,110,483
Use of Fund Balance	1,540,100	10,000,000	-	-
Total Revenues	1,235,644,243	950,123,857	309,089,802	190,110,483
Expenditures				
Personnel	302,757,741	831,079,920	-	-
Operating	131,503,801	100,286,812	135,926,427	-
Capital Outlay	3,142,980	8,757,125	167,027,412	-
Other Uses of Funds/Transfers	798,239,721	10,000,000	6,135,963	190,110,483
Addition to Fund Balance	-	-	-	-
Total Expenditures	1,235,644,243	950,123,857	309,089,802	190,110,483

Category	Debt Service	Comprehensive Services Act	EMS Transport Reimbursement Program	Legal Resource Center
Revenues				
General Property Taxes	-	-	-	-
Other Local Taxes	-	-	-	-
Permits and Licenses	-	-	-	-
Fines and Forfeitures	-	-	-	-
Other Local Revenue	1,194,216	1,140,000	4,500,000	72,481
Intergovernmental	-	3,682,514	-	14,610
Other Financing Sources/Transfers	136,721,214	4,171,542	-	-
Use of Fund Balance	32,564,426	-	-	-
Total Revenues	170,479,856	8,994,056	4,500,000	87,091
Expenditures				
Personnel	-	-	-	77,928
Operating	-	8,811,056	2,967,243	9,163
Capital Outlay	-	-	-	-
Other Uses of Funds/Transfers	170,479,856	183,000	317,809	-
Addition to Fund Balance	-	-	1,214,948	-
Total Expenditures	170,479,856	8,994,056	4,500,000	87,091



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Summary of Financial Sources and Uses

Category	Rental Assistance Program	Restricted Use Transient Occupancy Tax	Self-Insurance Fund	Transportation District Fund
Revenues				
General Property Taxes	-	-	-	-
Other Local Taxes	-	2,955,000	-	59,367,781
Permits and Licenses	-	-	-	-
Fines and Forfeitures	-	-	-	-
Other Local Revenue	430,685	-	-	-
Intergovernmental	8,752,378	-	-	-
Other Financing Sources/Transfers	80,406	-	2,800,000	15,250,000
Use of Fund Balance	-	281,847	-	500,000
Total Revenues	9,263,469	3,236,847	2,800,000	75,117,781
Expenditures				
Personnel	884,861	-	-	-
Operating	8,378,608	2,845,250	2,800,000	2,540,812
Capital Outlay	-	-	-	-
Other Uses of Funds/Transfers	-	391,597	-	66,103,923
Addition to Fund Balance	-	-	-	6,473,046
Total Expenditures	9,263,469	3,236,847	2,800,000	75,117,781

Category	State/Federal Grant	Former Trust Funds	Special Tax Districts	Total Funds
Revenues				
General Property Taxes	-	-	9,911,790	934,175,180
Other Local Taxes	-	-	-	205,671,031
Permits and Licenses	-	-	-	25,145,070
Fines and Forfeitures	-	-	-	4,241,894
Other Local Revenue	-	-	-	83,927,627
Intergovernmental	2,171,267	-	-	422,750,178
Other Financing Sources/Transfers	-	181,000	88,000	1,263,432,979
Use of Fund Balance	-	-	-	44,886,373
Total Revenues	2,171,267	181,000	9,999,790	2,984,230,332
Expenditures				
Personnel	803,232	-	-	1,137,946,169
Operating	1,368,035	181,000	9,999,790	429,394,042
Capital Outlay	-	-	-	174,989,774
Other Uses of Funds/Transfers	-	-	-	1,234,212,352
Addition to Fund Balance	-	-	-	7,687,994
Total Expenditures	2,171,267	181,000	9,999,790	2,984,230,332



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Summary of Fund Balance

Category	General Fund	School & School Food Service	Capital Improvement Program, Capital Asset Preservation ¹	Capital Projects Financing
FY 2013 Actual				
Net Increase/(Decrease) to Fund Balance	\$ 17,604,388	\$ 160,363	\$ (19,588,267)	\$ -
Fund Balance, July 1	202,046,786	47,840,195	234,664,325	-
Fund Balance, June 30	219,651,174	48,000,558	215,076,058	-
		-	-	
FY 2014 Estimate				
Net Increase/(Decrease) to Fund Balance	\$ (35,734,872)	\$ (10,000,000)	\$ -	\$ -
Fund Balance, July 1	219,651,174	48,000,558	215,076,058	-
Fund Balance, June 30	183,916,302	38,000,558	215,076,058	-
		-	-	
FY 2015 Budget				
Net Increase/(Decrease) to Fund Balance	\$ (1,540,100)	\$ (10,000,000)	\$ -	\$ -
Fund Balance, July 1	183,916,302	38,000,558	215,076,058	-
Fund Balance, June 30	182,376,202	28,000,558	215,076,058	-

Category	Public Facilities Fund	Debt Service ¹	Other Governmental Funds ²	Total Funds
FY 2013 Actual				
Net Increase/(Decrease) to Fund Balance	\$ 29,252,423	\$ 32,604,708	\$ 12,846,381	\$ 72,879,996
Fund Balance, July 1	103,682,910	29,100,374	46,326,590	663,661,180
Fund Balance, June 30	132,935,333	61,705,082	59,172,971	736,541,176
		-	-	-
FY 2014 Estimate				
Net Increase/(Decrease) to Fund Balance	\$ -	\$ (14,000,000)	\$ 1,553,810	\$ (58,181,062)
Fund Balance, July 1	132,935,333	61,705,082	59,172,971	736,541,176
Fund Balance, June 30	132,935,333	47,705,082	60,726,781	678,360,114
		-	-	-
FY 2015 Budget				
Net Increase/(Decrease) to Fund Balance	\$ -	\$ (32,564,426)	\$ 7,406,609	\$ (36,697,917)
Fund Balance, July 1	132,935,333	47,705,082	60,907,243	678,540,576
Fund Balance, June 30	132,935,333	15,140,656	68,313,390	641,842,197

¹ Includes County and School funds.

² Includes the following funds: Aldie Sewer Service District, Animal Shelter, Comprehensive Services Act, Community Development Authority, County-Wide Sewer Service District Fund, Dulles Industrial Park Water & Sewer District, EMS Transport Reimbursement Program, Federally Forfeited Property, Greenlea Tax District, Hamilton Sewer Service District, Horton Program for the Arts, Housing, Legal Resource Center, Rental Assistance Program, Restricted Use TOT, Route 15 Bypass Beautification, Route 28 Transportation Improvement District, Sheriff's, State/Federal Grant, Symington, Transportation District, Uran Holocaust Library.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

History of Expenditures by Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
	Actuals ¹	Actuals	Adopted	Adopted	Projected
Animal Services	2,561,745	2,742,477	2,875,072	3,204,851	3,216,404
Board of Supervisors	1,965,899	1,870,827	2,038,970	2,066,000	2,071,218
Building & Development ²	16,757,531	17,324,873	18,534,171	20,407,841	20,722,629
Clerk of the Circuit Court	3,505,922	3,660,756	3,799,647	3,890,183	3,975,753
Commissioner of the Revenue	6,043,344	6,479,883	6,509,671	6,738,648	3,928,926
Commonwealth's Attorney	3,021,665	3,082,242	3,147,148	3,338,930	3,436,461
Community Corrections	1,652,845	1,603,755	1,797,612	1,895,231	1,949,237
County Administrator	3,085,974	3,141,670	3,398,936	3,489,118	3,584,949
County Attorney	3,031,375	2,850,000	2,610,976	2,770,731	2,850,619
Courts	1,076,124	999,013	1,080,343	1,118,319	1,144,847
Economic Development	2,098,352	2,774,969	3,042,556	3,009,279	3,082,460
Elections & Voter Registration	1,620,196	1,469,831	1,513,943	1,624,013	1,662,155
Extension Services	508,193	326,677	395,642	409,976	419,929
Family Services ³	32,213,782	31,815,809	33,193,877	33,621,543	34,281,040
Fire & Rescue Services	54,501,801	57,835,033	60,050,116	67,622,784	72,058,527
General Services	34,196,069	30,732,484	32,709,470	31,797,218	32,269,736
Health Services	3,991,877	4,166,641	4,369,916	4,521,977	4,612,748
Information Technology	20,340,790	19,500,238	21,330,024	22,990,065	23,438,056
Juvenile Court Services Unit	1,762,031	1,922,099	2,018,092	1,998,359	2,029,179
Library Services	11,021,456	12,801,426	14,529,914	14,646,309	15,563,260
Management & Financial Services	10,592,934	11,111,462	11,748,690	13,119,757	13,430,111
Mapping & Geographic Information	2,108,072	2,272,762	2,289,365	2,361,264	2,429,498
MHSADS	29,917,275	30,156,948	33,532,184	34,251,440	35,141,912
Non-Departmental	740,188,955	741,186,060	773,390,491	801,165,306	801,165,306
Parks, Recreation & Community Services	32,804,028	33,495,891	37,652,847	40,578,746	41,107,722
Planning & Zoning	5,664,565	6,051,313	6,237,197	6,411,227	6,596,161
Regional & Non-Profit Orgs/ Intergovernmental Aid	5,992,106	6,061,410	6,392,906	6,673,018	7,008,074
Sheriff	73,778,270	74,886,210	76,390,474	80,698,170	82,933,775
Transp. & Capital Infrastructure	17,704,230	18,244,762	20,119,645	25,876,221	26,020,134
Treasurer	3,840,337	4,183,136	4,470,325	4,705,104	4,803,749
County Total	1,127,547,743	1,134,750,657	1,191,170,220	1,247,001,628	1,256,934,575

¹ Unless otherwise noted, this chart includes combined actual and budgeted expenditures from the County's General Fund and State/Federal Grant Special Revenue Fund.

² In FY 2015, the Departments of Building & Development and Planning & Zoning were reorganized, with zoning administration services transferring from Building & Development to Planning & Zoning. The expenditure history represents this reorganization.

³ In addition to the General Fund and State/Federal Grant Special Revenue Fund, expenditures include those in the Rental Assistance Program Fund.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

History of Full-Time Equivalents (FTEs) by Department

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
	Actuals	Actuals	Adopted	Adopted	Projected
Animal Services	32.35	33.35	33.35	34.42	34.42
Board of Supervisors	-	-	-	-	-
Building & Development	178.80	181.27	181.27	200.27	200.27
Clerk of the Circuit Court	43.00	43.00	44.00	44.00	44.00
Commissioner of the Revenue	66.55	66.55	66.55	66.55	66.55
Commonwealth's Attorney	33.00	33.00	33.00	33.00	33.00
Community Corrections	21.86	20.86	19.86	20.86	20.86
County Administrator	24.60	24.80	24.80	24.80	24.80
County Attorney	20.00	20.00	20.00	21.00	21.00
Courts	7.00	6.00	6.00	6.00	6.00
Economic Development	17.77	20.77	21.77	21.77	21.77
Elections & Voter Registration	9.77	10.00	10.00	10.00	10.00
Extension Services ¹	10.61	8.55	7.48	7.74	7.74
Family Services	192.27	193.64	194.64	194.64	194.64
Fire & Rescue Services	523.81	532.77	547.15	587.94	620.42
General Services	105.63	105.63	104.63	104.63	104.63
Health Services ¹	78.00	78.00	79.00	82.00	82.00
Information Technology	84.19	85.19	86.19	89.19	89.19
Juvenile Court Services Unit ¹	33.26	33.26	33.26	32.19	32.19
Library Services	144.80	170.94	168.94	169.94	174.32
Management & Financial Services	76.84	77.84	75.84	84.00	84.00
Mapping & Geographic Information	23.00	23.00	23.00	23.00	23.00
MHSADS	327.43	326.30	333.10	336.70	336.70
Non-Departmental	-	-	-	-	-
Parks, Recreation & Community Services	501.58	504.00	515.49	526.71	526.71
Planning & Zoning	57.00	56.00	56.00	56.00	56.00
Regional & Non-Profit Orgs/ Intergovernmental Aid	-	-	-	-	-
Sheriff	745.48	746.55	746.55	764.18	771.66
Transp. & Capital Infrastructure	46.54	46.54	47.77	53.77	53.77
Treasurer	43.00	44.00	44.00	45.00	45.00
Subtotal – General, Special Revenue Funds	3,448.14	3,491.81	3,523.64	3,640.30	3,684.64
Central Services Fund	11.27	12.27	12.27	13.27	13.27
Legal Resource Center Fund	1.00	1.00	1.00	1.00	1.00
School Fund ²	9,606.20	9,894.20	10,148.20	10,345.50	10,345.50
Total	13,066.61	13,399.28	13,685.11	14,000.07	14,044.41

¹ Includes County and State FTEs.

² School FTEs for all years represent adopted totals for the School Fund, School Food Service Fund and Central Vehicle Fund.



County Funds, Fund Structure and Basis of Budgeting

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

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

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

GOVERNMENTAL FUND TYPES

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

The following funds are categorized as Governmental Funds:

GENERAL FUND

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

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

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

HOUSING CHOICE VOUCHER FUND

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



County Funds, Fund Structure and Basis of Budgeting

SCHOOL FUND

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

SPECIAL REVENUE FUNDS

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

GREENLEA TAX DISTRICT

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

LEGAL RESOURCE CENTER FUND

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

RESTRICTED USE TRANSIENT OCCUPANCY TAX FUND

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

ROUTE 28 SPECIAL TAX DISTRICT FUND

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

HAMILTON SEWER SERVICE DISTRICT FUND

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

SCHOOL CAFETERIA FUND

The School Cafeteria Fund is an operating fund for the School System's food service operations. This account is controlled by the School Board and is funded through a combination of a portion of the lump sum transfer to the schools from the General Fund, meal charges and contributions from the Federal and Commonwealth governments.



County Funds, Fund Structure and Basis of Budgeting

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT FUND

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

EMS TRANSPORT REIMBURSEMENT PROGRAM FUND

The EMS Transport Reimbursement Program Fund was established to collect transport fees from any individual that is transported to a medical facility as a result of an emergency call response. These fees will reimburse the Loudoun County Department of Fire, Rescue and Emergency Management or a Loudoun County Volunteer Company for the costs incurred as a result of the transport.

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



County Funds, Fund Structure and Basis of Budgeting

transfers of local tax funding from the General Fund, the issuance of municipal bonds (debt), and/or developer contributions (proffers).

COUNTY CAPITAL ASSET PRESERVATION FUND (CAPP)

The County Capital Asset Preservation Fund controls the regular repair and replacement of most non-educational County facilities, such as parks, libraries, jails, and office buildings. The Computer Replacement Fund is a subset of the CAPP. The approval of these projects is at the direction of the Board of Supervisors. Revenue sources for this fund include transfers of local tax funding from the General Fund, and a small amount of service fee revenue collected for the renovation and repair of court facilities. In FY 2001, 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 2001, the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

TRANSPORTATION DISTRICT FUND

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

PROPRIETARY FUND TYPES

INTERNAL SERVICE FUNDS

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

FIDUCIARY FUND TYPES

TRUST AND AGENCY FUNDS

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

FIXED ASSETS, CAPITALIZATION AND DEPRECIATION

The standard for capitalization of tangible property is \$5,000 or more per unit with an expected useful life greater than three years. Fixed assets consisting of certain improvements other than buildings are not capitalized. In the Internal Service Fund, depreciation is computed over the estimated useful life of each asset using the straight-line



County Funds, Fund Structure and Basis of Budgeting

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 Loudoun County Water Authority (formerly known as the Loudoun County Sanitation Authority), which is a component unit presented in the County's CAFR. The budget does not include the following funds listed as Special Revenue Funds in the CAFR: Federally Forfeited Property, County-Wide Sewer Service District, and Community Development. Another difference between GAAP and the budgetary basis of accounting is the treatment of encumbrances. Encumbered amounts are treated as expenditures under the budgetary basis of accounting used by the County, while encumbrances are treated as reservations of fund balance under the GAAP basis.

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

In response to the new reporting requirements for GASB Statement 45, *Accounting and Financial Reporting by Employers for Post-employment Benefits (OPEB) Other Than Pensions*, a new fiduciary fund was created in FY 2009, which will allow the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions.

BUDGET AMENDMENT PROCESS

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



Long-Range Planning

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

FISCAL PLANNING AND BUDGETING

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

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

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

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

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

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



Long-Range Planning

FISCAL PLANNING AND BUDGETING POLICIES

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

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

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



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

Originally adopted December 17, 1984
Revised through June 21, 2011

STATEMENT OF POLICY PURPOSE

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

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

POLICY GOALS

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

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

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

1. Operating Budget Policies

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

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



Loudoun County Government FY 2015 Adopted Fiscal Plan

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 unassigned fund balance in the general fund and a positive cash balance in all governmental funds be shown at the end of each fiscal year.

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

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

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

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

The County will avoid tax anticipation borrowing and maintain adequate fiscal reserves in accordance with the fund balance policy.

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. Emphasis will be placed upon areas identified as high priorities by the Board.



Loudoun County Government FY 2015 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. Emphasis will be placed upon areas identified as high priorities by the Board.

Existing Service Costs

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

Administrative Priorities

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

- Functions should be reviewed in an effort toward reducing duplicative activities within the County government and the autonomous and semiautonomous agencies, which receive appropriations from the governmental funds.
- The budget will provide for adequate maintenance of capital, plant and equipment and for its orderly replacement.
- The County will maintain budgetary controls at the character level within each organizational unit, although more restrictive controls may be instituted as fiscal circumstances, management prerogatives and programmatic requirements dictate. Characters are broad classification of expenditures (i.e., personnel services, operation and maintenance, capital outlay, etc.).
- The County Administrator will require quarterly reporting to the Board on the County's financial condition and debt position.
- The County will remain current in payments to its employee and volunteer retirement systems.
- Capital projects in the County government and schools will be reviewed and reconciled annually as part of the fiscal year-end financial closing procedure. A capital project will be closed in the financial records of the County within two years after the project opening or occupancy unless mitigating circumstances exist and approval of the County Administrator has occurred. Subsequent funding after project closing will be addressed as part of the annual appropriation process for the County or Schools.
- The County will annually update a long range (3-5 year) financial forecasting system which will include projections of revenues, expenditures and future costs and financing of capital improvements and other projects that are included in the capital budget and the operating budget.
- The County will annually update a financial trend monitoring system which will examine fiscal trends from the preceding 5 years (trends such as revenues and expenditures per capita and adjusted for inflation, liquidity, operating deficits, etc.). Where possible, trend indicators will be developed and tracked for specific



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elements of the County's fiscal policy.

- The County will regularly update a series of financial and planning tools to evaluate long term land use, fiscal and demographic issues. Those tools include: the County's Fiscal Impact Model (FIM), the Board-adopted Service Plans and levels, the 20-year growth projections, and the 10-Year Capital Needs Assessment (CNA) document. The review and update cycle of these tools is as follows:

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

2. Debt Policies

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

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

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

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

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

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

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



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approval for an amount to construct and equip the site specific project.

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

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

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

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

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

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



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

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

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

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

3. Revenue Policies

The County will try to maintain a diversified and stable revenue structure to shelter it from short-run fluctuations in any one revenue source.

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

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

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

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

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



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beyond the control of the County.

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

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

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

4. Non-Tax Accounts Receivable Policies

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

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

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

5. Investment Policies

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

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

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

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

The County will regularly review contractual, consolidated banking services.

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



6. Accounting, Auditing, and Financial Reporting Policies

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

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

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

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

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

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

The Board's Finance/Government Services and Operations Committee will serve as the Board's Audit Committee and is responsible for approving the selection of the independent firm of certified public accountants (the Board's external auditor) to perform an annual financial and compliance audit, defining the audit scope and receiving the report of the auditor.

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

7. Capital Budget Policies

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

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

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

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

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

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



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

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

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

8. Asset Maintenance, Replacement, and Enhancement Policies

The operating budget will provide for minor and preventive maintenance.

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

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

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

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

- Easements and rights-of-way with a value greater than \$1,000,000 and an expected life of 3 years or more.
- Internally generated computer software with a value greater than \$1,000,000 and an expected useful life of 3 years or more. Staff time must be 100% dedicated to a specific project for internal costs to be considered in the calculation of the capitalization threshold.

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

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

9. Risk Management Policies

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

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



10. **Fund Balance Policy: County and Schools**

The County has five categories of Fund Balance for financial reporting:

1) Nonspendable 2) Restricted 3) Committed 4) Assigned 5) Unassigned

1) Nonspendable Fund Balance:

Nonspendable Fund Balance in any fund includes amounts that cannot be spent because the funds are either not in spendable form such as prepaid expenditures and inventories or legally contracted to be maintained intact such as principal of a permanent fund or capital of a revolving loan fund. Nonspendable fund balance is not available for appropriation.

2) Restricted Fund Balance:

Restricted Fund Balance in any fund includes amounts that are subject to externally enforceable legal restrictions set by creditors, grantors, contributors, federal or state law, or adopted policies regarding special revenue funds.

The following three categories of Fund Balance: **3) Committed 4) Assigned and 5) Unassigned** are considered **Unrestricted Fund Balance**.

General Fund Unrestricted Fund Balance: The Unrestricted Fund Balance policy for the General Fund pertains to both the County and Schools.

- The committed portion of Unrestricted Fund Balance at the close of each fiscal year shall be equal to no less than 10% of operating revenues of the General Fund. This portion of Unrestricted Fund Balance is not maintained for funding recurring expenditures during the normal business cycle.
 - A withdrawal of the Unrestricted Fund Balance resulting in the remaining balance at less than the targeted 10% level of revenue may be considered if the total projected general fund revenues reflect a decrease from the total current year estimated general fund revenues of at least 3% or in the event of a federally declared natural or national disaster/emergency. Any withdrawal of this type shall be approved by the Board.
 - If circumstances require the use of the Unrestricted Fund Balance to a point below the targeted level, the County will develop a plan during the annual appropriations process to replenish the Unrestricted Fund Balance to the 10% targeted level over a period of not more than three (3) years.
- 3) Committed Fund Balance:**
- Committed Fund Balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board. Board adoption of the Fiscal Policy commits the 10% targeted level of Unrestricted Fund Balance. Formal Board action includes the annual adoption of the appropriations resolution and subsequent budget amendments. As stated in the appropriations resolution, encumbrances remaining at year-end will be carried over to the next fiscal year. Formal action to commit fund balance must be taken prior to the end of the fiscal year.
- 4) Assigned Fund Balance:**
- Assigned Fund Balance includes amounts that reflect an intended or planned use of fund balance for specific purposes but are neither restricted nor committed. Assigned Fund Balance does not require formal action of the Board and may be assigned by



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the County Administrator or his designee. Assigned Fund Balance could be used to fill the gap between projected revenues and expenditures in the following fiscal year.

5) Unassigned Fund Balance:

Unassigned Fund Balance represents the residual fund balance remaining after nonspendable, restricted, committed, and assigned fund balance is deducted. Unassigned Fund Balance is available for appropriation by the Board with first priority given to nonrecurring expenditures or as an addition to fund balance. The General Fund is the only fund that can have a positive Unassigned Fund Balance.

General Fund and Special Revenue Funds policy on the order of spending resources:

When an expenditure is incurred for purposes for which restricted, committed, assigned and unassigned amounts are available, the County considers restricted fund balance to be spent first, then committed fund balance, then assigned fund balance, and lastly unassigned fund balance.

Capital Funds and Debt Service Fund policy on the order of spending resources:

When an expenditure is incurred for purposes for which restricted, committed, and assigned amounts are available, the County considers assigned fund balance to be spent first, then committed fund balance, and lastly restricted fund balance. Positive unassigned fund balance is not permitted in these funds.

Self-Insurance Fund: The fund balance policy for the Self-Insurance Fund pertains to both the County and Schools.

The fund balance in the Self-Insurance Fund at the fiscal year end will be maintained as a percentage of expenditures in each component of the fund. The percentage will be established annually by professional judgment based on funding techniques utilized, loss records, and required retentions. The County will select an external agency for this annual review.

11. Criteria for Establishment of Special Assessment Districts

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

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

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



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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.

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



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- 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:

- 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



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- 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 SUMMARY

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General Fund Revenue	Page R – 2
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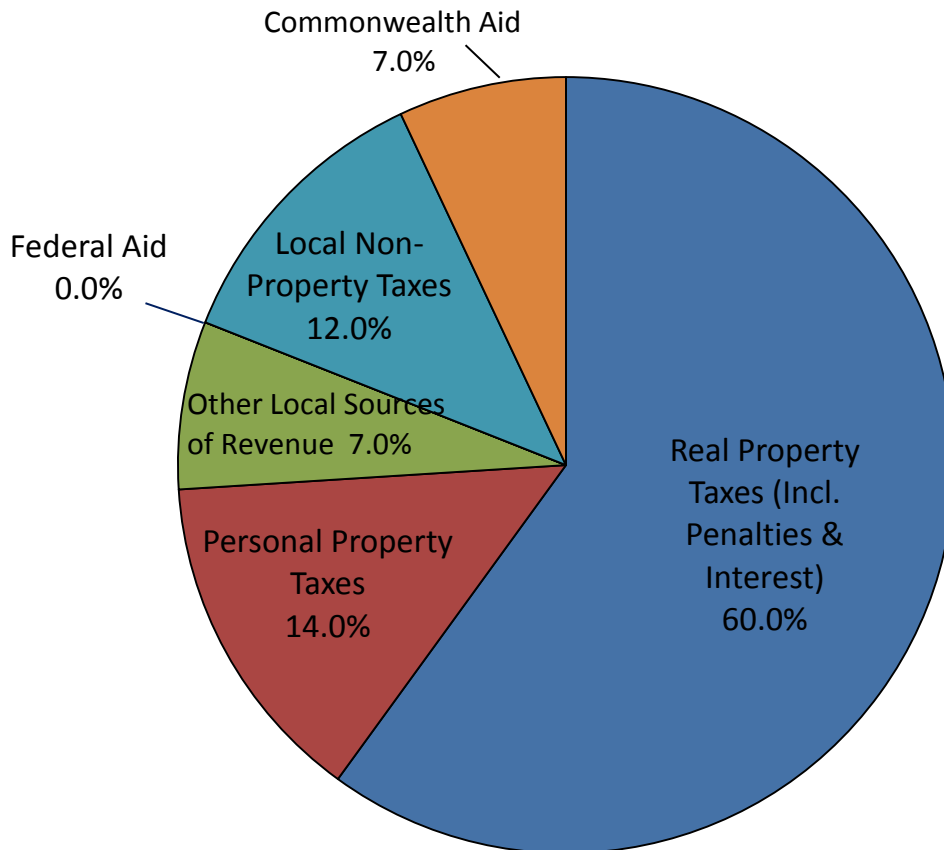


General Fund Revenue

The General Fund is the primary location of all financial activity associated with the ordinary operations of county government. The fund consists of five major revenue categories: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Commonwealth Aid and Federal Aid.

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

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General Fund Revenue Profile

	FY 2011 <u>Actual</u>	FY 2012 <u>Actual</u>	FY 2013 <u>Actual</u>	FY 2014 <u>Adopted</u>	FY 2015 <u>Adopted</u>
Local Revenue¹					
Local Tax Revenue					
General Property Taxes	\$799,217,537	\$816,069,274	\$838,029,908	\$851,722,340	\$914,351,600
Local Non-Property Taxes	<u>117,004,266</u>	<u>122,447,018</u>	<u>128,754,833</u>	<u>128,728,420</u>	<u>143,248,250</u>
Total Local Tax Revenue	\$916,221,803	\$938,516,292	\$966,784,740	\$980,450,760	\$1,057,599,850
Other Local Sources of Revenue					
Permits & Privilege Fees	\$14,395,163	\$18,576,708	\$22,579,162	\$20,795,900	\$25,145,070
Fines & Forfeitures	2,705,769	2,729,647	2,746,066	3,281,920	4,241,890
Use of Money & Property	4,076,033	4,232,408	3,095,963	3,077,830	2,952,720
Charges for Services	27,417,520	28,654,778	29,034,090	30,978,900	33,524,220
Miscellaneous Revenue	582,076	1,132,714	658,591	288,760	309,540
Recovered Costs	8,637,505	8,699,222	7,298,772	8,862,750	8,806,670
Other Financing Sources	<u>7,554,969</u>	<u>28,085,423</u>	<u>19,065,145</u>	<u>44,137,270</u>	<u>14,566,250</u>
Total Other Local Sources of Revenue	\$65,369,035	\$92,110,900	\$84,477,789	\$111,423,330	\$89,546,360
Total Local Revenue	\$981,590,838	\$1,030,627,192	\$1,051,262,530	\$1,091,874,090	\$1,147,146,210
Commonwealth Aid:					
Non-Categorical	\$55,380,301	\$54,187,713	\$56,934,647	\$56,244,000	\$57,124,920
Shared Expenses	12,869,676	12,798,298	14,292,696	15,308,540	15,124,710
Categorical - Unrestricted	0	0	0	0	2,850,380
Categorical- Restricted	<u>11,396,891</u>	<u>11,770,851</u>	<u>11,683,180</u>	<u>12,731,440</u>	<u>8,867,390</u>
Total Commonwealth Aid	\$79,646,868	\$78,756,863	\$82,910,523	\$84,283,980	\$83,967,400
Federal Aid:					
Payments in Lieu of Taxes	\$2,975	\$3,000	\$6,050	\$1,800	\$1,800
Federal Categorical Aid	<u>11,376,605</u>	<u>8,696,676</u>	<u>5,531,608</u>	<u>4,666,570</u>	<u>4,528,830</u>
Total Federal Aid	\$11,379,580	\$8,699,676	\$5,537,658	\$4,668,370	\$4,530,630
Total General Fund Revenue	\$1,072,617,286	\$1,118,083,731	\$1,139,710,712	\$1,180,826,440	\$1,235,644,240

The table above presents the major categories of General Fund revenues, the local sources of which are presented in more detail in the following pages. Tax revenue results from levies on a variety of items such as property, retail sales, business receipts, utility purchases and the recordation of property. Examples of other revenue sources include fees, interest earnings and aid received from the State and Federal governments.

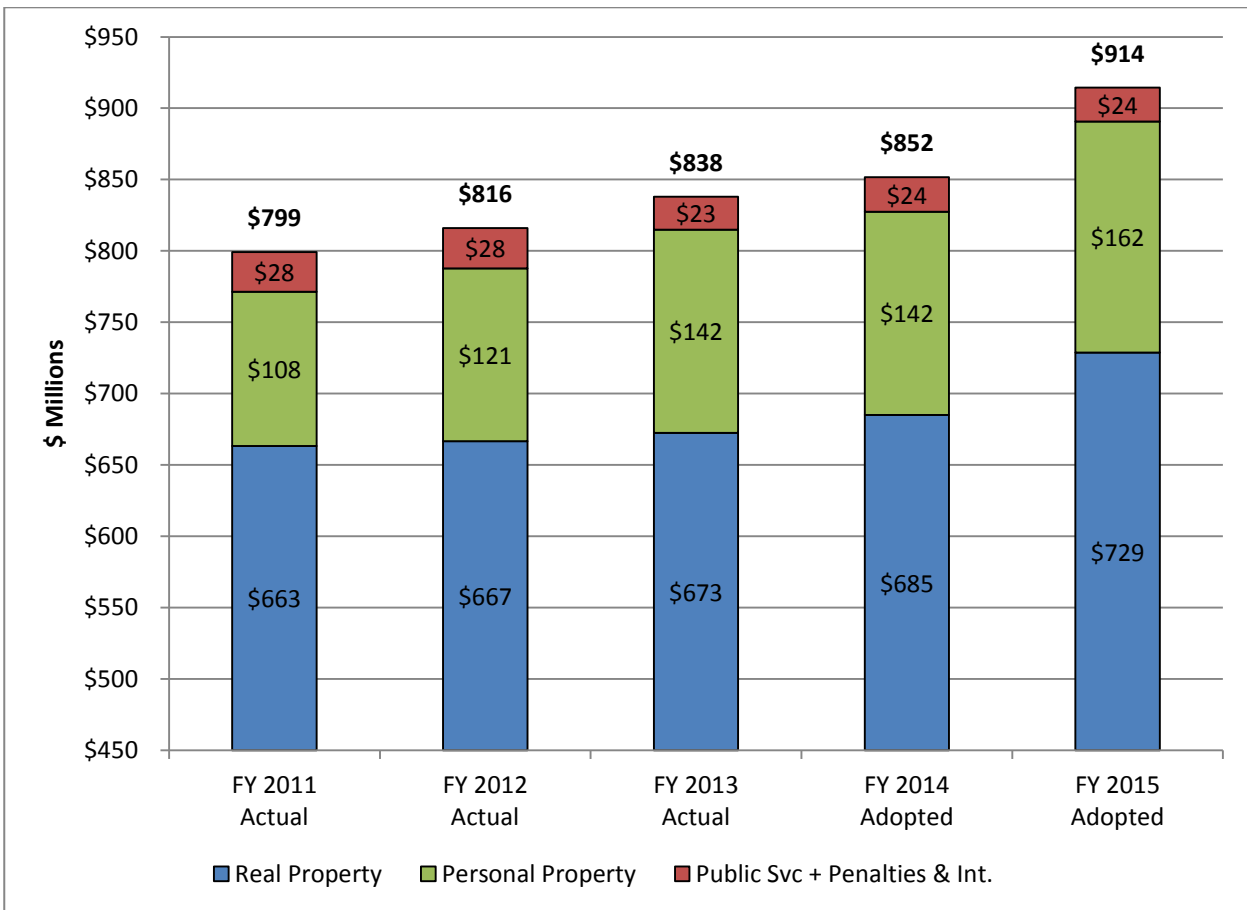
Current tax rates for General Fund revenues are included in the discussion on the following pages. For the recent history of property tax rates for both the General Fund and other funds, see the Executive Summary section of this document.

¹ In all tables in this chapter the sum of the individual lines may not equal totals due to rounding. Revenues for all years shown are reported using the revenue categories and definitions in Loudoun's new accounting and budgeting systems.



GENERAL PROPERTY TAXES

Local Tax Funding ('LTF') comprises approximately 85% of General Fund revenues, and General Property Taxes are the largest component of LTF. Subject to the provisions of State law, the County Board of Supervisors sets the policies for local taxes, including tax rates, exemptions, etc. The local tax revenue estimates for FY 2015 have been reviewed by the Revenue Committee of the County government. The Revenue Committee includes the Commissioner of the Revenue, the Treasurer, and the Clerk of the Circuit Court, as well as directors and staff members of several County departments.



General Property Revenues include levies on real and tangible personal property. These taxes are expected to yield about 74% of all General Fund revenue in FY 2015. Real property taxes are levied on the assessed value of real estate, both land and structures, owned by businesses, individuals and public service corporations (PSC). Personal property taxes are levied on the assessed value of tangible property such as motor vehicles, mobile homes, heavy equipment, computers, and machinery and tools. For each calendar year (also referred to as a "tax year"), Loudoun's Commissioner of the Revenue assesses the fair market value of both real and personal property as of January 1st using valuation methods that comply with State law. Property owned by railroads, pipelines and public service companies is actually assessed by the Virginia State Corporation Commission. Property taxes are levied on 100% of the assessed market value using tax rates that are expressed per \$100 of assessed value. For Tax Year 2014 ("TY 2014"), the Board of Supervisors adopted a real property tax rate of \$1.155 per \$100 of assessed value. This tax rate, which is 5-cents lower than the TY 2013 rate, was used in estimating the Adopted FY 2015 real property tax revenues shown here. The derivation of the \$1.155 tax rate is discussed on page R-6.

Loudoun's Office of the Treasurer bills and collects real and personal property semi-annually, with real property taxes due on December 5 and June 5 of each calendar year. Personal property taxes are due on October 5 and May 5 (June 5 for business personal property taxes). Personal property bills for prorated taxes (for vehicles and trailers new to the County as of August 1 or later) are also due on December 5.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

GENERAL PROPERTY TAXES

General Property Taxes	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Real Property Taxes					
Current Real Property Taxes *	\$670,097,008	\$673,990,958	\$680,306,248	\$691,944,260	\$737,051,000
Real Property Taxes - Rollback	4,441	(2,712)	7,112	500,000	0
Relief For Elderly & Handicapped	(7,065,020)	(7,591,619)	(7,922,568)	(7,500,000)	(8,528,000)
Payments In Lieu Of Taxes	<u>190,200</u>	<u>196,400</u>	<u>202,300</u>	<u>207,100</u>	<u>202,300</u>
Total - Real Property Taxes	\$663,226,629	\$666,593,026	\$672,593,092	\$685,151,360	\$728,725,300
Public Svc Corp Property Taxes					
PSC Real Property Tax	\$17,502,538	\$18,433,158	\$13,149,684	\$14,611,790	\$13,900,000
PSC Personal Property Taxes	4,699,195	4,853,581	4,706,143	4,615,910	4,769,000
PSC Personal Property - Vehicles	<u>67,617</u>	<u>29,916</u>	<u>69,395</u>	<u>50,000</u>	<u>70,000</u>
Total - Public Svc Corp Prop. Taxes	\$22,269,350	\$23,316,656	\$17,925,222	\$19,277,700	\$18,739,000
Personal Property Taxes					
Aircraft Taxes	\$46,666	\$35,246	\$44,583	\$37,000	\$45,000
Computer Equipment	37,042,432	43,062,387	55,190,843	55,605,000	70,000,000
Furniture And Fixtures	11,099,845	11,040,239	11,469,994	11,500,000	11,875,000
Heavy Equipment Taxes	1,188,213	1,076,311	1,121,394	1,168,000	1,167,900
Machinery & Tools Taxes	1,099,851	1,036,651	974,946	1,020,000	1,000,000
Mobile Home Taxes	14,062	13,449	14,053	13,280	12,900
Satellite Manufacturing Equipment	2,803	3,119	3,498	4,000	3,500
Vehicles Taxes	54,534,129	62,235,975	66,723,113	69,600,000	74,825,000
Delinquent Pers. Prop. Taxes	<u>3,181,518</u>	<u>2,691,074</u>	<u>6,849,684</u>	<u>3,400,000</u>	<u>3,000,000</u>
Total - Personal Property Taxes	108,209,519	121,194,452	142,392,107	142,347,280	161,929,300
Penalties & Interest					
Penalties (All Property Taxes)	\$2,648,268	\$1,914,537	\$3,063,184	\$1,959,000	\$2,800,000
Super Penalty - Property Taxes	703,906	626,996	744,320	658,000	658,000
Interest - Property Taxes	<u>2,159,865</u>	<u>2,423,607</u>	<u>1,311,982</u>	<u>2,329,000</u>	<u>1,500,000</u>
Total - Penalties & Interest	\$5,512,039	\$4,965,140	\$5,119,486	\$4,946,000	\$4,958,000
Total - General Property Taxes	\$799,217,537	\$816,069,274	\$838,029,907	\$851,722,340	\$914,351,600

* Includes delinquent real property taxes.

Real Property Taxes

Assessed Value, Equalization and Rates - Real property taxes are paid by owners of residential, commercial/industrial, and agricultural property. The following table shows the actual and projected assessed valuations of real property within the County (exclusive of Public Service property valued at \$1.2 billion on January 1, 2013). Valuations are shown as of January 1st for each tax year (TY) since State law requires that assessed values for property taxation be as of that date. The table also shows the estimated contributions of property revaluation (or property appreciation) and new development to the change in assessed value. During TY 2013, the value of real property increased by nearly \$4.8 billion or 8.3%.

(\$ Billions)	Assessed Value*	Value	Value	Equalized	Develop.
Real Property Class	Jan 1, 2013	Jan 1, 2014	\$ Change	% Change	% Change
Residential	\$43.191	\$46.939	\$3.748	8.68%	4.19%
Commercial & Industrial **	12.769	13.807	1.038	8.13%	4.58%
<u>Agricultural***</u>	<u>1.657</u>	<u>1.669</u>	<u>0.012</u>	<u>0.72%</u>	<u>-5.09%</u>
Total Taxable	\$57.617	\$62.415	\$4.798	8.33%	4.01%

*Assessment Summary of 1/24/2014

**Includes apartments.

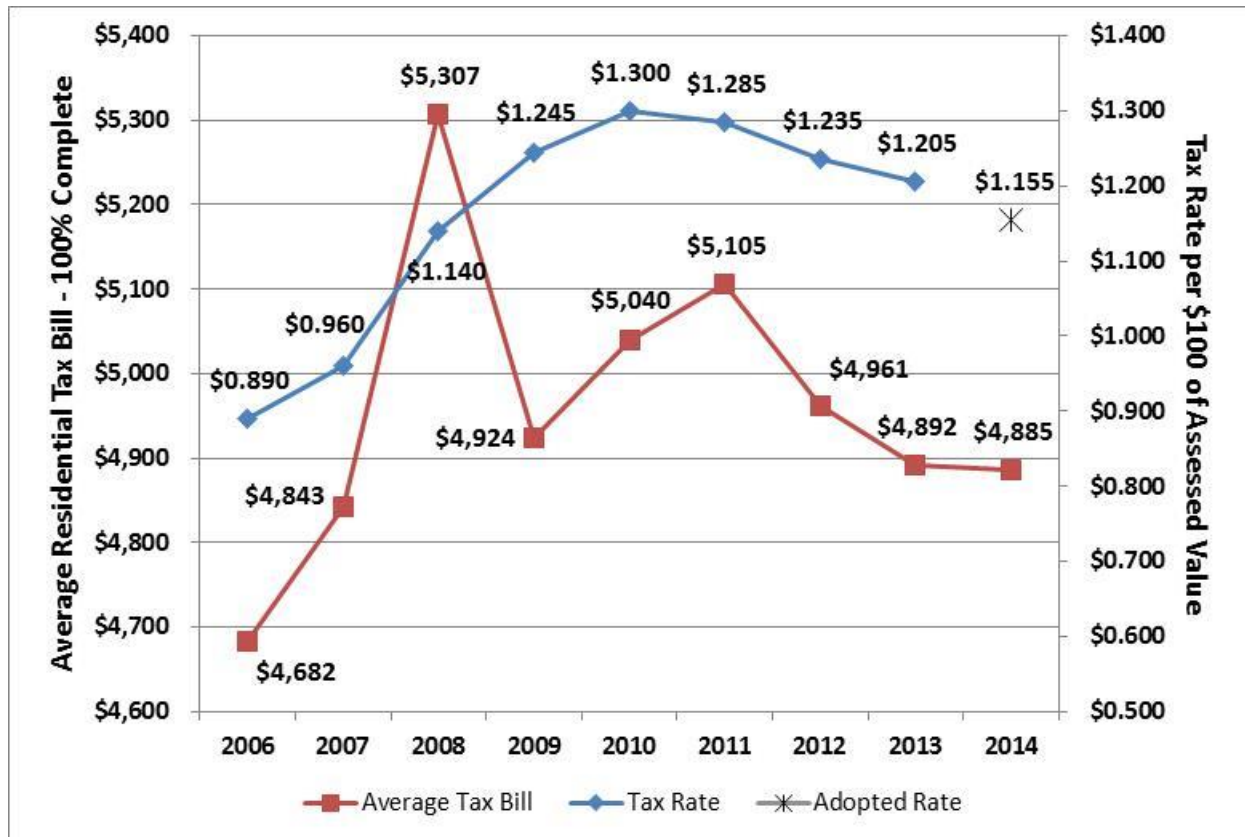
***Assessed value is land use value.



Real Property Taxes (continued)

Almost half of the total increase in property value is due to revaluation which is 4.01% for all property classes. The change in value due to revaluation is sometimes referred to as the “equalized change”. The equalized change in value is the result of market forces as buyers and sellers of properties agree to sale prices in arms-length transactions. A positive (negative) equalized change indicates that recent buyers of properties have generally paid more (less) for the property than was true a year ago, even in the absence of significant property improvements. The remainder of the increase in property value is labeled “Development % Change” which reflects the building of new structures, the sub-division of large parcels of land, and improvements such as grading and landscaping. The percentage change in value due to development during TY 2013 is 4.32% overall and 4.49% for the residential class, reflecting the pickup in housing construction activity in the County.

The equalized percentage change for residential properties as a whole was 4.19%¹ in TY 2013. The FY 2015 Adopted Fiscal Plan includes a real property tax rate of \$1.155 per \$100 assessed value on January 1, 2014. The \$1.155 rate is referred to as the “equalized homeowner’s tax rate” because it is approximately 4.19% lower than the existing real property tax rate of \$1.205, thereby compensating for the equalized percentage increase in residential property value.² The graph below shows the history of Loudoun’s real property tax rate along with the associated tax bill of the average homeowner having a fully completed dwelling on January 1st of each year.



The graph shows that the tax rate of \$1.155 (based on the equalized homeowner’s rate) reduces the annual tax bill for the average existing home in Loudoun by \$7 or 0.1%. Had the \$1.205 tax rate been retained in 2014, the tax levy for the average existing residence would have been \$212 higher due to the rise in property values during calendar year 2013.

¹ The equalized percentage change is an average value for all properties in a given category. The equalized change in value of individual properties will generally be different from this average depending on the specific characteristics of the property (e.g., location, age, size, condition).

² The real property tax rate is expressed to the nearest half-cent which can cause the percentage difference between the two rates to differ slightly from the equalized percentage change.



Real Property Taxes (continued)

Exceptions and Exemptions – For many properties in the Agricultural property class in the above table, the assessed value is not the fair market value but the “land use” value (i.e., the value of the property in its agricultural/horticultural use). Loudoun County adopted the Land Use Assessment Program in 1973. This program provides for the deferral of real estate taxes on real estate that qualifies for agricultural, horticultural, forestry and/or open space uses. For Tax Year 2014, approximately \$1.94 billion or 3.0% of Loudoun’s \$65.6 billion in taxable real property is in the tax deferred, land use category.

When a property in land use is no longer devoted to agricultural pursuits, rezoned to a more intensive use, or subdivided into smaller lots, the deferred property taxes must be paid. These are referred to as rollback taxes. When rollback taxes are levied, the amount owed is based on the difference between land use value and the fair market value for the current year, as well as the previous five tax years. Rollback taxes will equal the deferred tax, plus simple interest; currently at 10% per year.

The County provides for real property tax relief for the elderly and disabled. In December 2004, the program’s thresholds for household income and net worth were increased as allowed by 2004 General Assembly action, to \$72,000 gross combined income and \$340,000 net financial worth – excluding the value of the primary dwelling and associated land. Initially, the associated land was restricted to one acre in size, but in December 2004 this was increased to three acres. In December 2006, the program’s threshold for net worth was raised to \$440,000. In 2011, the Board of Supervisors voted to allow a spouse to deduct his or her first \$10,000 of income from total combined income and to permit the exclusion of all of the income received by an owner during the calendar year as compensation for permanent disability.

In 2011, the Virginia General Assembly enacted legislation which provides an exemption from Loudoun County real estate taxes on the principal dwelling and up to three acres for veterans with 100 percent service-connected, total and permanent disability. The exemption is extended to the veteran’s surviving spouse, so long as the death of the veteran occurred on or after January 1, 2011, the real property is maintained as the survivor’s principal residence, and he or she does not remarry.

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<u>Real Property Tax Relief</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Forecast</u>	<u>Forecast</u>
Foregone Revenue, Elderly & Disabled	\$7,065,020	\$7,120,000	7,296,700	\$7,200,000	\$7,928,000
Foregone Revenue, Disabled Veterans	N/A	\$280,000	\$625,900	\$300,000	\$600,000

In addition to tax deferrals and tax relief, a portion of the County’s assessment portfolio is classified as exempt, either by the General Assembly or by Board of Supervisor designation. In TY 2012, 8.4% of real property was classified as exempt. The estimate for TY 2013 is 8.3% representing \$5.2 billion.

Special District Property Taxes - The County also levies supplemental real property taxes on properties located within a number of special improvement districts, including: the Hamilton Sewer Service District to pay for sewer facilities in a designated area in and adjacent to Hamilton, the Route 28 Transportation District to fund transportation improvements, and three special tax districts related to the expansion of Metrorail service. Owners of property within these special districts pay an additional real property tax, the revenues from which are dedicated to the purpose for which the special district was created. (For a property that lies partly within a special improvement district, the supplemental tax is levied only on the portion of the property value that lies within the district.) These additional revenues are not part of the General Fund but are deposited in separate funds which are discussed in the Other Funds Section of this document.



General Property Taxes

Personal Property Taxes

The table on page R-5 contains eight different categories of personal property tax revenues. The two largest categories are "Vehicles" and "Computer Equipment". State law specifies at least 19 categories of tangible personal property for the purpose of assessing market value. For example, automobiles and light trucks are distinct categories for valuation purposes. State law also allows local authorities to set the tax rate on general personal property and permits them to set tax rates below the general rate for specific categories of personal property and/or for taxpayers meeting designated criteria (e.g., elderly and disabled, charitable, volunteer).

A summary of several current personal property tax rates (expressed as rates per \$100 of assessed value) is provided below. Business tangible personal property is assessed at 50% of original cost in the first year, decreasing each year to 10 percent for property at least five years old. Unlike the other personal property revenue lines, the tax rate for mobile homes is the same as the real property tax rate. Among business tangible property, personal property tax receipts from the computer category has accelerated with the increase in data center construction and development.

Personal Property Taxes (per \$100)	Tax (Calendar) Year 2014 Rate
Personal Property (general)	\$ 4.200
Vehicles	\$ 4.200
Furniture & Fixtures	\$ 4.200
Mobile Homes	\$ 1.155
Aircraft & Flight Simulators	\$ 0.010
Heavy Equipment	\$ 4.000
Satellite Manufacturing Equipment	\$ 0.010
Computer Equipment	\$ 4.200
Machinery & Tools	\$ 2.750

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, with the amount allotted to Loudoun set at \$48,070,701. Consequently, the percentage reduction on each citizen's tax bill will decline over time as the value of the vehicle stock continues to increase. For Tax (calendar) Year 2014, the percentage in Loudoun is 47%.

There are five additional categories of personal property tax rates for vehicles: volunteer fire & rescue, elderly & disabled, clean special fuels, four wheeled electrically-powered low speed vehicles, and motor vehicles powered solely by electricity. Personal property belonging to members of volunteer fire and rescue companies and/or auxiliary companies is taxed at \$0.01 per \$100 assessed value, while such property belonging to elderly and disabled residents is taxed at \$2.10 per \$100 assessed value. The 2004 General Assembly allowed localities to establish a separate category and tax rate for "clean special fuels" vehicles, such as hybrid and alternative fuel vehicles. Beginning in 2005, the Board of Supervisors established a clean special fuels tax rate of \$0.01. For TY 2009, this rate was set at \$1.00 per \$100 assessed value and for TY 2010 a rate of \$4.20 per \$100 assessed value was adopted. The category four-wheeled, electrically-powered low speed vehicles was established for TY 2009, with a rate set at \$1.00 per \$100 assessed value. The \$1.00 rate remains in place. The category of motor vehicles powered solely by electricity was established for TY 2010, with a rate of \$2.00 per \$100 assessed value. In TY 2013 the rate for this vehicle class reverted to the general rate of \$4.20 per \$100 assessed value.

Other Vehicle Taxes (per \$100)	Tax (Calendar) Year 2014 Rate
Volunteer Fire & Rescue	\$ 0.010
Elderly & Disabled	\$ 2.100
Clean Special Fuels	\$ 4.200
Four wheeled Electrically-Powered Low Speed Vehicles	\$ 1.000
Motor vehicles powered solely by electricity	\$ 4.200



General Property Taxes

Public Service Corporation Real and Personal Property Taxes

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

Public Service Corporation Taxes	Tax (Calendar) Year 2014 Rate
Real Property	\$ 1.155
Personal Property – non-vehicle	\$ 1.155
Vehicles	\$ 4.200
Aircraft	\$ 0.010

General Property Taxes – Methodology

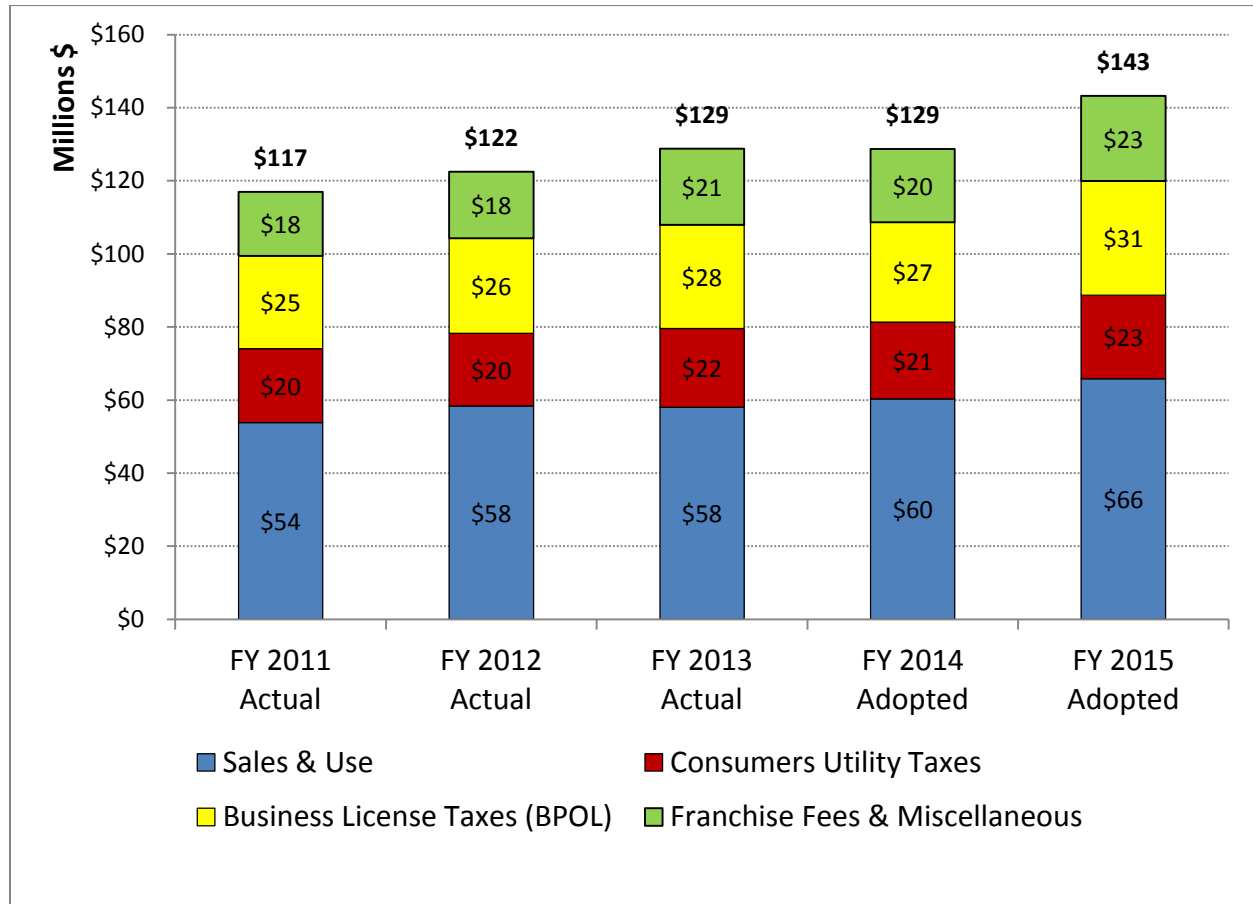
Forecasts for both real and personal property tax revenues are developed in consultation with the Commissioner of the Revenue, the Clerk of the Circuit Court, and the County Treasurer. Forecasts are based on current estimates of respective tax bases, coupled with forecasts of growth or decline. Forecasts incorporate historical analysis, expected growth and business activity, and information regarding broader trends in market values. For real property, the County's automated assessment system serves as a crucial tool in the analysis of ongoing reassessment trends and the current status of the County's total valuation. Assessment data is consolidated in the County's automated Land Management Information System. Taxable assessments are adjusted for deferrals, new construction forecasts, tax relief programs, and the tax collection rate, prior to developing revenue forecasts for the Fiscal Year. The Fiscal Year 2015 (July 1, 2014 to June 30, 2015) forecast combines the forecasts for Tax (Calendar) Year 2014 and Tax (Calendar) Year 2015.

For vehicles, valuation trend data from the National Automobile Dealers' Association, fuel prices, and new vehicle registration trends are evaluated to provide a basis for the forecast for Tax Year 2014 and 2015.



Local Non-Property Taxes

Local non-property taxes include the following four types: Sales and Use taxes, Consumer's Utility taxes, Business, Professional and Occupational License taxes; and Franchise Fees & Miscellaneous.



Local Non-Property Taxes -	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Total	Actual	Actual	Actual	Adopted	Adopted
Sales & Use	\$53,832,926	\$58,365,310	\$58,036,536	\$60,296,767	\$65,844,000
Consumers Utility Taxes	20,236,916	19,864,904	21,504,030	21,066,207	22,864,000
Business License Taxes (BPOL)	25,404,906	26,040,330	28,435,088	27,267,140	31,237,250
Franchise Fees & Miscellaneous	17,529,518	18,176,474	20,779,178	20,098,310	23,303,000
Total - Local Non-Prop. Taxes	\$117,004,266	\$122,447,018	\$128,754,833	\$128,728,420	\$143,248,250

Additional detail on each of the local non-property tax categories is provided on the following pages.

Sales and Use Taxes

The largest local non-property revenue source is the local Sales & Use tax. This Sales and Use tax is also known as the 1% Local Option Tax because state law gives counties and cities the option of levying it. The County currently retains approximately 91% of the revenue collected via this tax, with the balance shared among the towns within the county. The County's share of local sales tax revenue is projected to be approximately \$65.8 million in FY 2015. Sales tax revenue has been increasing as the economy emerges from the 2008-09 economic recession. Revenue is expected to increase in FY 2015 at a rate commensurate with the percentage increase in the number of households in the county plus the rate of consumer price inflation, which impacts the prices of the goods and services purchases to which the tax is applied.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Local Non-Property Taxes

Consumers Utility Taxes

<u>Local Non-Property Taxes - Consumers Utility</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
Electric - State	\$1,077,912	\$1,022,638	\$1,240,564	\$1,165,317	\$1,335,000
Natural Gas - State	208,054	182,174	216,780	224,925	234,000
Electric - Local	5,049,464	4,732,892	5,580,162	5,400,000	6,006,000
Natural Gas - Local	1,784,571	2,056,530	2,052,315	2,075,965	2,209,000
Communications Tax - State	12,116,915	11,870,671	11,902,158	12,200,000	12,080,000
PSAP E-911	0	0	512,051	0	1,000,000
Subtotal - Consumers Utility Taxes	\$20,236,916	\$19,864,904	\$21,504,030	\$21,066,207	\$22,864,000

More than half of the revenue from Consumers Utility taxes derives from the Communications Tax, which is projected to be \$12.1 million in FY 2015. The Communications Tax refers to a set of levies imposed by the Commonwealth on various communication services. The current set of levies dates to January 1, 2007 when a set of statewide communications taxes replaced a number of state and local communications taxes and fees. Communications taxes currently 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). The sales and use tax applies to a host of communications services, including: landline, wireless, and satellite phone services; teleconferencing services, voice-over-internet protocol; and 800 number services, to name a few.

The Virginia Department of Taxation administers the Communications Tax and returns the revenues to localities. The County receives a fixed percentage (2.78%) of Commonwealth collections for state-wide communications taxes less an administrative fee. Communications Tax revenues have not grown over time. This is not expected to change in part because the growth in cell phone use has led many subscribers to disconnect their landline phone service, one of the major services to which the tax is applied. PSAP E-911 revenue is generated by a fee of \$0.75 per month on each wireless cell phone subscription. The PSAP E-911 revenues represent money collected by the State and distributed to the County for the purpose of funding of 911 emergency call capability for wireless telephones. Prior to July 2012, PSAP E-911 revenues were recorded as Miscellaneous Recoveries under Recovered Costs. This is why PSAP E-911 revenue is zero in the above table for FY 2011, FY 2012, and FY 2014.

The County also imposes levies on the purchase of natural gas and electricity services by county residents and businesses. Consumers pay these taxes on a monthly basis to their utility companies. The utilities in turn remit the collected revenues to the County. Consumer utility tax rates vary based on the type of user, as follows. Natural gas consumption is expressed in units of "hundred cubic feet" ("CCF") while electric consumption is measured in kilowatt-hours ("kWh"):

<u>User Category</u>	<u>Monthly Tax Rate</u>
<u>Natural Gas</u>	
Residential	\$0.63 per month plus \$0.06485 per CCF delivered to a maximum of \$2.70
Commercial	\$0.676 per month plus \$0.0304 per CCF delivered to a maximum of \$72.00
<u>Electricity</u>	
Residential	\$0.63 per month plus \$0.006804 per kWh to a maximum of \$2.70
Commercial	\$0.92 per month plus \$0.005393 per kWh to a maximum of \$72.00

Additional levies on the consumption of natural gas and electricity at tax rates established by the State are also included in this category. These taxes replaced an earlier tax and were instituted in response to utility industry deregulation. The State's electric consumption tax applies different rates to different levels of consumption, but the local component of the rates are much lower than those of the local electric tax and are the same for all customers. The local component of the State natural gas tax is a constant \$0.004 per CCF on consumption up to 500 CCF.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Local Non-Property Taxes

Business, Professional and Occupational License Tax

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on the gross receipts of businesses located within its boundaries. Business license taxes are projected to yield \$31.2 million in FY 2015. BPOL tax rates (shown in the table below) vary according to the category of business. Some types of business pay a fixed or graduated rate, but most are subject to a rate that is applied to their gross receipts from the preceding calendar year, with the proceeds due to the County by March 31st. Beginning in FY 2000, those businesses with annual gross receipts less than \$200,000 became exempt from the gross receipts component of the BPOL tax; however, these businesses still pay an annual fee of \$30. Beginning in FY 2008, application fees were distributed to each BPOL business category rather than shown as a separate budget line.

Local Non-Property Taxes - Business Licenses (BPOL)	Tax Rate	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Amusements	\$0.21/\$100	\$68,043	\$80,893	\$75,816	\$61,800	\$75,000
Business Service Occupations	0.17/100	7,070,711	7,492,854	6,863,023	7,982,500	7,500,000
Business Svcs/Aircraft Lease	0.05/100	33,917	14,659	17,597	56,650	17,600
Business Svcs/Computer Info	0.15/100	846,086	770,704	828,434	875,500	850,000
Federal R&D	0.03/100	41,807	45,736	46,235	30,900	47,000
Personal Service Occupations	0.23/100	1,034,866	1,215,065	1,268,196	1,079,346	1,387,000
Contractors & Contracting	0.13/100	3,979,125	4,286,344	5,220,436	4,105,000	6,200,000
Hotels and Motels	0.23/100	319,498	308,340	301,293	345,050	271,000
Professional & Specialized	0.33/100	1,914,559	2,026,965	2,219,199	2,060,000	2,531,000
Renting by Owner	0.16/100	1,048,149	998,731	1,075,272	1,184,500	1,245,000
Repair Service Occupation	0.16/100	422,995	694,937	772,411	720,416	821,000
Retail Merchant	0.17/100	6,066,646	6,671,512	6,805,661	5,665,000	7,539,000
Retail Merchant/Cert Str	0.20/100	67,522	79,445	73,973	66,950	74,000
Wholesale Merchant	0.05/100	829,511	805,280	835,861	978,500	830,000
Money Lenders	0.16/100	20,608	313,275	317,060	322,670	325,000
Coin Operated Machines ¹	\$150	315	150	150	520	150
Fortune Tellers	\$500/year	0	500	0	520	500
Itinerant Merchants	\$500/year	13,900	21,700	12,250	11,330	12,000
Satellite Imaging Svcs	0.15/100	108,503	78,398	88,063	79,870	92,000
Going Out of Sale Permits	\$65	129	0	0	100	0
Mixed Beverage Licenses	\$200-500	49,335	44,442	34,549	60,000	40,000
Public Svc Corp. License	0.17/100	1,005,296	1,014,572	911,690	1,107,250	925,000
Short-term Rental	0.20/100	214,424	210,277	238,491	231,750	285,000
Delinquent BPOL Tax	N/A	0	(1,370,638)	264,387	0	0
Penalties, Interest & Cost	N/A	248,961	236,188	165,042	241,020	170,000
Subtotal - Business License Taxes		\$25,404,906	\$26,040,330	\$28,435,088	\$27,267,140	\$31,237,250



Local Non-Property Taxes

Franchise Fees & Miscellaneous Taxes

Vehicle Decals - Owners of all registered motor vehicles must display a window decal. The owner purchases a window decal from the Office of the Treasurer, who thereafter levies the license tax along with the personal property tax bill. In FY 2004, the Board of Supervisors increased the decal fees for automobiles from \$24 to \$25 and the fees for motorcycles from \$15 to \$16.

Bank Franchise Tax - Bank franchise taxes are levied annually on the value of each bank's operations within the County but outside of incorporated towns. The tax rate is 80% of the franchise tax rate imposed by the Commonwealth which is currently \$1 per \$100 of franchise value. Banks are required by federal and state regulators to report their assets, liabilities and equity levels at the end of each calendar year. This information is the basis for the franchise value upon which the County's tax is levied. Variations over time in the value of bank equity will cause variations in tax proceeds. In addition, court rulings regarding the term "bank operations" have impacted collections as well. The FY 2015 estimate of revenue is substantially above prior-year levels because a bank not previously subject to the tax has reportedly opted to pay it. Payment of the franchise tax exempts a bank from payment of certain other taxes.

Recordation Tax - 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. (Beginning in FY 2014, an additional recordation tax of \$0.15/\$100 is levied in Loudoun with the proceeds going to the Northern Virginia Transportation Authority of which Loudoun is a member.)

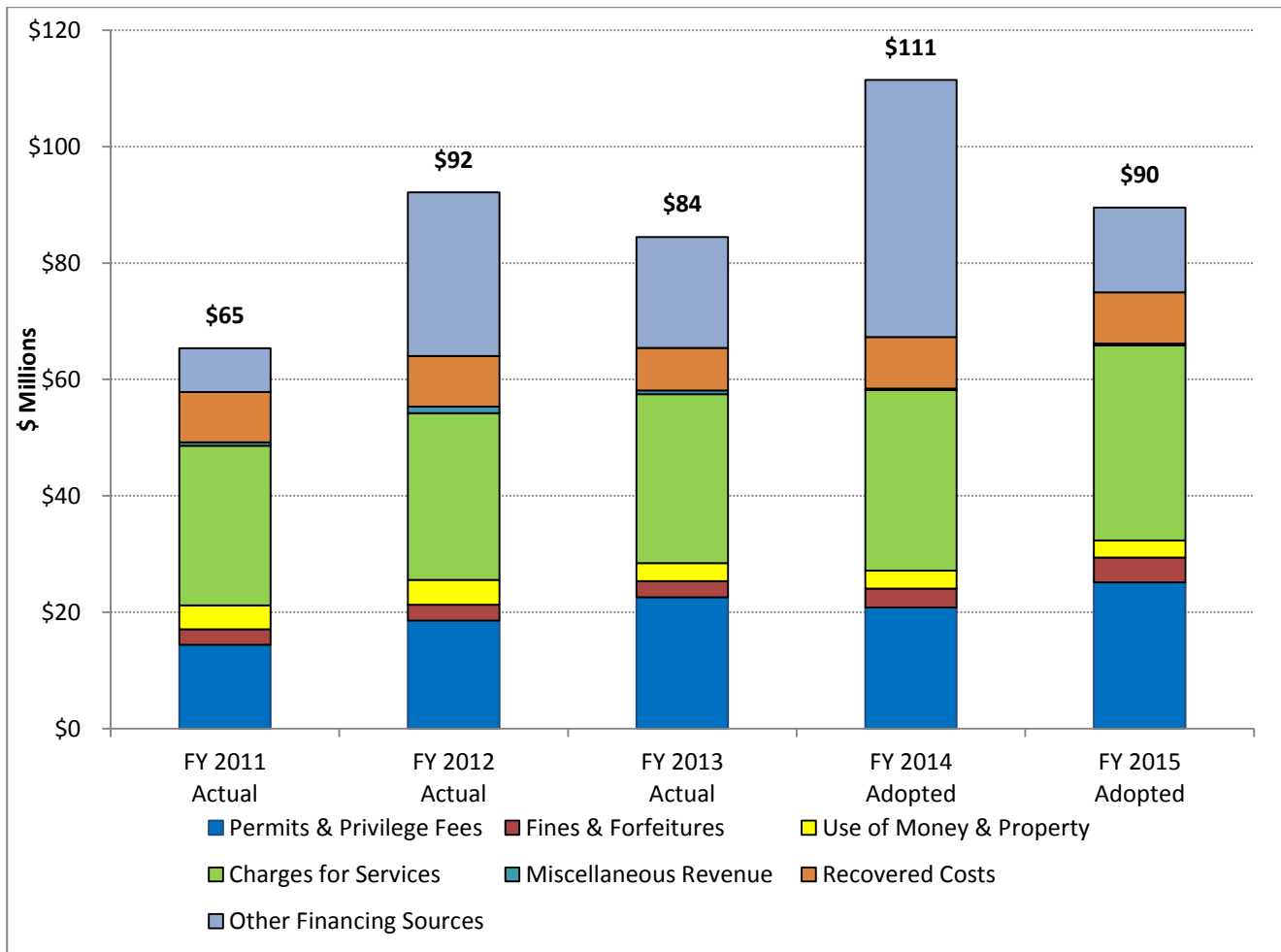
Transient Occupancy Tax - Hotel and motel taxes include a portion of the Transient Occupancy Tax levied on limited-stay facilities. Of the 5% tax, 2% is allocated to the General Fund. The remaining 3% is deposited in the Restricted Use Transient Occupancy Tax Fund. A discussion of this fund may be found in the Other Funds section of this document. (Beginning in FY 2014, Loudoun began levying an additional 2% Transient Occupancy tax with the proceeds going to the Northern Virginia Transportation Authority to fund regional transportation improvements.)

<u>Local Non-Property Taxes - Franchise Fees & Misc.</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
Vehicle Decals	\$5,663,926	\$5,861,761	\$6,061,581	\$6,167,000	\$6,525,000
Bank Franchise Taxes	2,015,493	1,457,652	1,295,921	1,100,000	3,100,000
Recordation Taxes	7,798,769	8,840,406	11,402,167	10,609,000	11,668,000
Taxes on Wills	33,489	40,268	40,699	36,310	40,000
Transient Occupancy Tax - 2%	<u>2,017,841</u>	<u>1,976,386</u>	<u>1,978,810</u>	<u>2,186,000</u>	<u>1,970,000</u>
Subtotal - Franchise Fees & Misc.	\$17,529,518	\$18,176,474	\$20,779,178	\$20,098,310	\$23,303,000



Other Local Sources of Revenue

Other Local Sources of Revenue includes seven types of General Fund revenue 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 fall into one of five groupings according to their purpose and/or permitting source. These five groupings are: Animal Licenses, Sheriff, Health, Building, and Other. Each of these five groups and their individual components are shown on pages R-22 and R-23. Of the five groups, Building fees represent the greatest amount of revenue (\$23.9 million in FY 2015), with Building Permits revenue being the largest of any single fee-related source (\$12.2 million in FY 2015). Building related fee revenue has increased in recent years along with the volume of construction activity in the county.

During FY 2011, the Board of Supervisors approved several changes in the ministerial land development application fees administered by the Department of Building and Development. Several new fees were adopted and a number were revised effective in the second half of FY 2011. These changes were based on a study of the activities required to process each specific fee application. Part of the difference in Building Fee revenue from FY 2011 to FY 2012 is due to these changes.



Other Local Sources of Revenue

Fines and Forfeitures

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
<u>Fines & Forfeitures</u>					
Animal Law Violation Fines	\$4,776	\$3,901	\$10,157	\$3,000	\$8,000
Court Fines And Forfeitures	2,085,104	1,979,078	1,944,839	2,523,324	3,395,000
Delinquent Charges/Late Fees	10,975	12,563	14,735	17,000	15,000
Environ. Health Violation Fines	326	7,200	10,094	0	0
Fire Fines	0	0	55	0	0
Fire Lane Violation Fines	114,720	193,190	216,477	196,650	221,650
Overdue Book Fines	221,160	260,850	266,244	271,744	271,740
Parking / Traffic Fines - Dulles Airport	120,391	116,791	109,438	140,000	140,000
Parking Fines	118,285	117,367	142,213	100,000	140,000
Zoning Violation Fines	30,032	38,707	31,814	30,200	50,500
Total - Fines & Forfeitures	\$2,705,769	\$2,729,647	\$2,746,066	\$3,281,920	\$4,241,890

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.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
<u>Use of Money & Property</u>					
Interest On Investment	\$1,831,144	\$1,768,560	\$1,398,337	\$1,100,000	\$1,100,000
Interest On Loans	2,722	4,293	9,595	2,546	2,546
Rental - General Property	1,091,008	1,020,387	311,319	306,856	151,026
Rental - Recreational Property	972,535	1,253,818	1,183,800	1,329,305	1,345,073
Rental - Concessions/Commissions	7,382	9,633	17,719	14,030	14,030
Sale Of Artworks	901	1,093	787	0	0
Sale Of Concession	89,374	67,013	40,897	219,157	219,157
Sale Of Materials & Supplies	35,815	35,921	42,745	35,785	40,785
Sale Of Meals To Non-Prisoners	43	212	93	150	100
Sale Of Salvage And Surplus	45,109	71,478	90,672	70,000	80,000
Total - Use of Money & Property	\$4,076,033	\$4,232,408	\$3,095,963	\$3,077,830	\$2,952,720



Other Local Sources of Revenue

Charges for Services

In FY 2015, the County is expected to collect \$33.3 million from the users of the various services provided by a number of county agencies. As with Permits and Privilege Fees, Charges for Services are reported for eight separate groupings based upon the nature of the service and/or the administering department. The eight groups are: Court, Sheriff, Other Protection (i.e., animal control), Landfill, Library, Mental Health Substance Abuse and Developmental Services (MHSADS), Parks, Recreation & Community Services (PRCS), and Other. PRCS is the largest group in terms of revenue, expected to be \$17 million in FY 2015. Pages R-24 through R-26 show each of these eight groups along with a detailed list of the various services for which they charge fees.

Fee revenue associated with the disposal of solid waste at the County landfill has been posted to two funds since FY 2006. Landfill revenue required to offset operational expenses is posted to the General Fund and is included in the detailed table referred to above. Landfill service revenue in excess of direct operating expenditures is posted to the Capital Projects Fund to offset the cost of future cell construction and closure.

The revenue estimates for FY 2015 for county provided services are prepared by the department responsible for the service. These estimates incorporate information on the past utilization of these services and projected changes in the agencies' client base.

Miscellaneous Revenue

Revenue sources that do not fit into any of the other categories are classified as miscellaneous. Revenues 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. In the County's new accounting system, Miscellaneous Revenue also includes the proceeds from the sale of county assets. In the old accounting system, these revenues were included under Other Financing Sources.

	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
<u>Miscellaneous Revenue</u>					
Donations - Private Sources	\$149,586	\$243,315	\$258,789	\$32,635	\$63,570
Sale Of Machinery & Equip.	300	639,062	0	0	0
Rebate - Recycled Paper	67,492	53,260	69,586	30,000	0
Solar Renewable Credits	2,200	3,000	1,970	0	2,000
Rebate - Other	0	0	36,851	100,000	100,000
Insurance Recovery	0	0	8,317	0	0
Overpayment Refund	0	0	3,192	0	0
Payments For Property Damage	0	0	11,040	0	0
Primary Fees	3,902	(1,426)	706	0	0
Repayment Of Loan Principal	205,233	0	0	0	0
Other Misc Revenue	<u>153,363</u>	<u>195,504</u>	<u>268,141</u>	<u>126,125</u>	<u>143,973</u>
Total - Miscellaneous Revenue	\$582,076	\$1,132,714	\$658,591	\$288,760	\$309,543



Other Local Sources of Revenue

Recovered Costs

The County is reimbursed by other entities for services that it performs on their behalf. For example, the State reimburses Loudoun for housing prisoners convicted under State law in the County's detention facilities. In addition, incorporated municipalities within the County reimburse it for services provided in support of such things as municipal elections, criminal prosecutions, extraditions and other county issues. The County receives the majority of payments in this category from insurance companies and the Federal government for medical services provided under the auspices of County programs.

<u>Recovered Costs</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
Extraditions Of Prisoners	\$36,186	\$47,238	\$45,294	\$45,000	\$85,000
Housing Prisoners - Fed	88,170	125,685	83,690	95,000	85,000
Housing Prisoners - State	365,556	395,941	537,986	636,500	660,000
Medical Co-Payments	0	0	12,037	0	9,000
Prisoners Keep	0	0	0	108,000	108,000
Room & Board Work Release	102,437	94,142	93,689	95,000	90,000
Medicaid Reimbursements	4,983,149	5,081,829	4,626,926	5,177,720	5,351,170
Comprehensive Services Act	44,516	10,290	10,108	78,240	78,240
Charges By Other Insurance	335,674	384,696	355,015	376,500	376,500
Friendship House Food Unit	14,945	10,572	8,498	14,000	14,000
Juvenile Detention - Contract	100,375	100,375	60,225	88,330	88,330
Juvenile Detention - Per Diem	101,112	85,668	42,020	75,000	75,000
Loudoun Hospital	9,094	9,075	19,369	13,000	13,000
MHSADS Services	34,170	28,500	19,563	35,000	35,000
Capital Vehicle Replacement	1,129	128	0	0	0
Soil & Water Conservation District	302,229	368,907	320,383	315,418	315,418
PRCS Facility Supervsors	124,197	145,944	158,558	89,575	89,575
Protective Services	493,699	397,589	469,308	300,000	300,000
Miscellaneous Recoveries	<u>1,500,777</u>	<u>1,412,645</u>	<u>436,102</u>	<u>1,320,467</u>	<u>1,033,434</u>
Total - Recovered Costs	\$8,637,415	\$8,699,222	\$7,298,772	\$8,862,750	\$8,806,670



Other Local Sources of Revenue

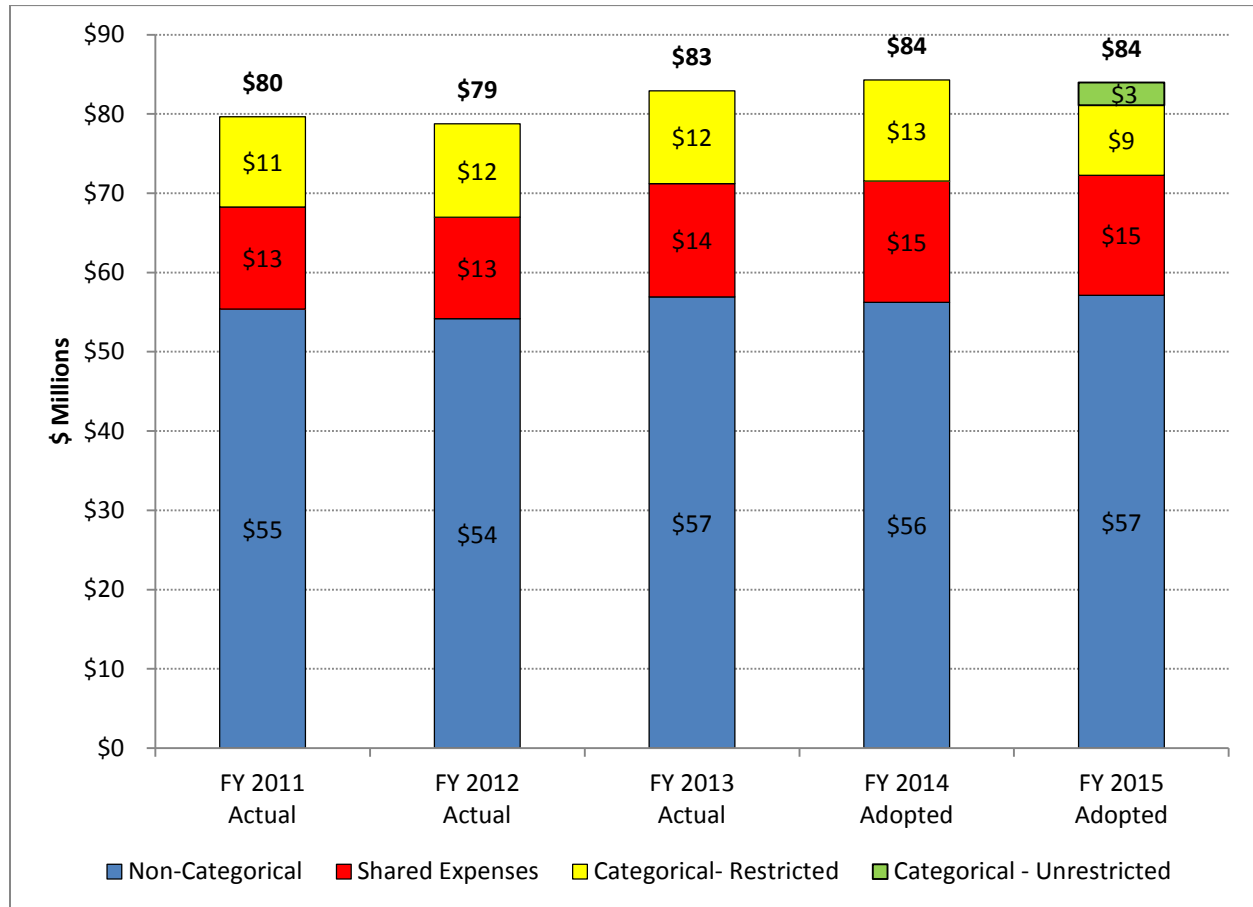
Other Financing Sources

In Loudoun's newly implemented accounting system, "Other Financing Sources" represents revenue arising from the issuance of bonds, capital leasing agreements, as well as transfers of money between the General Fund and various other funds. (A transfer from another fund to the General Fund will be a positive value; a transfer from the General Fund to another fund appears as a negative quantity.) For FY 2015, the General Fund will receive transfers from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund, the Transient Occupancy Tax (TOT) Fund, the Capital Improvement Fund, the Debt Service Fund, the Transportation District Fund, and the EMS Transport Reimbursement Fund. Funding for the County's capital project management activities are shown as a transfer from the Capital Improvement Fund to the General Fund. Expenses associated with these funds are found in the Capital Improvement Program, Debt Service and Other Funds sections of the FY 2015 Adopted Fiscal Plan – Volume 2.

Other Financing Sources/Non-Revenue Receipts	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Transfers from General Fund	0	\$0	\$12,958	\$0	\$0
Transfers from/to Gen Fund - Local Match	93,397	0	0	(1,529,792)	0
Transfers from CSA Fund	183,000	3,462,705	183,000	183,000	183,000
Transfers from TOT Fund	581,560	845,505	862,717	699,049	391,600
Transfers From Public Facilities Fund	214,314	0	0	0	0
Transfers from Animal Trust Fund	6,020	17,000	15,440	0	0
Transfers from Transport. District Fund	1,858,279	1,947,907	2,502,424	3,573,991	6,539,330
Transfers from EMS Transp Reimb Fund	0	0	0	0	317,810
Transfers from Capital Improv. Fund	4,029,982	4,395,260	4,558,053	4,613,116	5,504,410
Transfers from CAPP Fund	3,417	0	0	0	0
Transfers from Debt Svc Fund	585,000	96,050	866,302	90,000	90,000
Transfers from Self-Insurance Fund	0	53,000	10,032,012	0	0
Transfers from School Gen. Fund	0	17,267,996	0	0	0
Transfers from School CIP Fund	0	0	32,240	0	0
Use of Prior Year Fund Balance	0	0	0	3,818,966	1,540,100
Prior Year Carryover	0	0	0	32,688,936	0
Total - Other Financing Sources	\$7,554,969	\$28,085,423	\$19,065,145	\$44,137,270	\$14,566,250



Commonwealth Aid



Payments from the Commonwealth to Loudoun County are divided into four types based essentially upon the conditions attached to the County's use of the funds. The four types are: (1) State Non-Categorical Aid-Unrestricted, (2) State Shared Expenses (3) State Categorical Aid-Unrestricted, and (4) State Categorical Aid-Restricted. "Categorical" aid must be used for certain designated programs or purposes; "Non-Categorical" may be devoted to whatever uses or programs local authorities select. "Unrestricted" aid gives local authorities discretion as to how funds are spent. The revenue associated with each of the four types of aid is shown in the table and each is described briefly on the following page.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Commonwealth Aid - Total					
State Non Categorical Aid-Unrestricted	\$55,380,301	\$54,187,713	\$56,934,647	\$56,244,000	\$57,124,920
State Shared Expenses-Unrestricted	12,869,676	12,798,298	14,292,696	15,308,540	15,124,710
State Categorical Aid - Unrestricted	0	0	0	0	2,850,380
State Categorical Aid - Restricted	11,396,891	11,770,851	11,683,180	12,731,440	8,867,390
Total - Commonwealth Aid	\$79,646,868	\$78,756,863	\$82,910,523	\$84,283,980	\$83,967,400



Commonwealth Aid

State Non-Categorical Aid - Unrestricted

This type of financial support from the State gives the County maximum discretion regarding the use of the funds. A variety of revenue generating mechanisms are used to fund this type of aid to localities. 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 2007 was the first full fiscal year with this cap in place. The amount of revenue coming to Loudoun is the same each year (\$48.1 million).

State Shared Expenses - Unrestricted

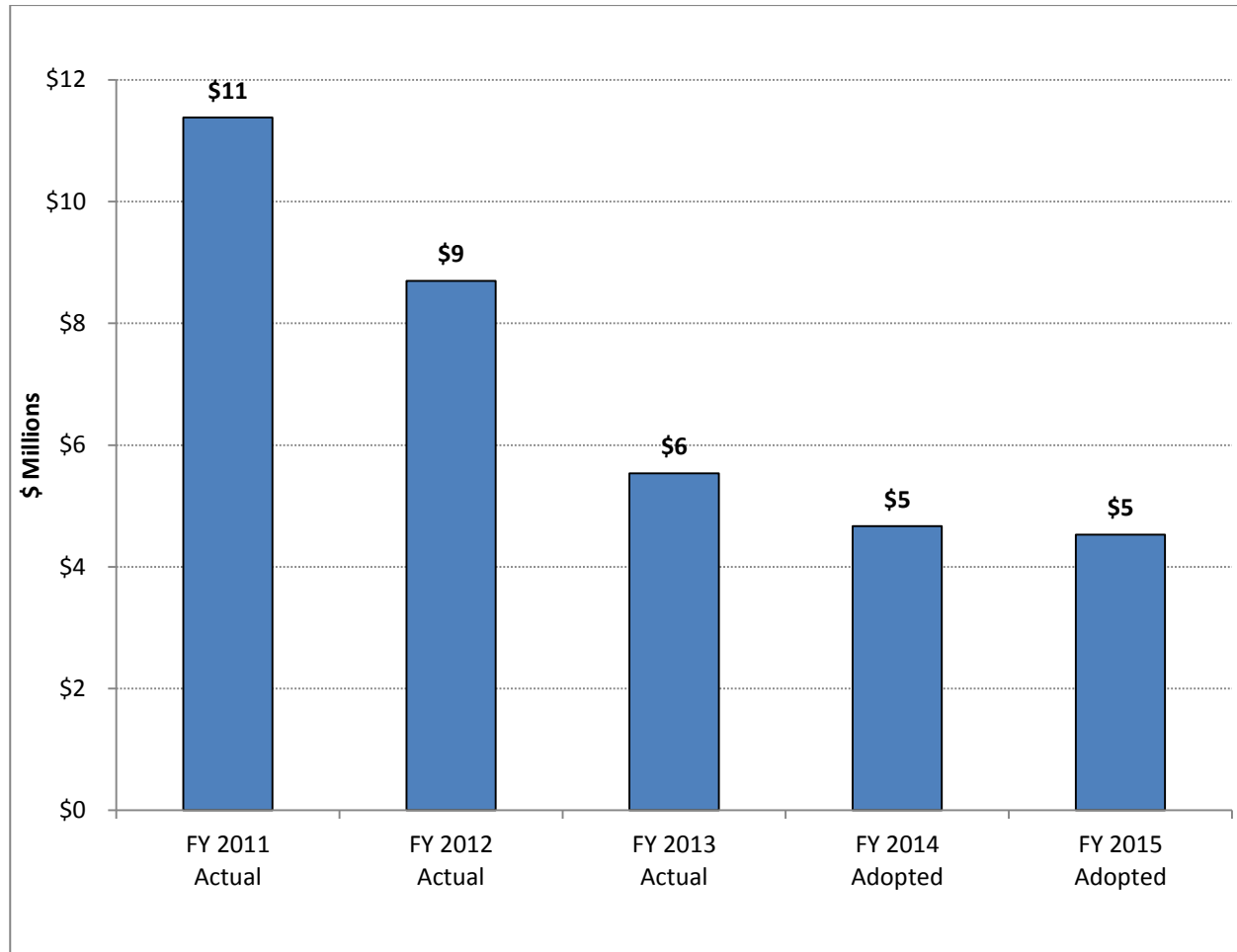
The Commonwealth provides partial operating support through the State Compensation Board for offices established in the State Constitution. This category includes anticipated receipts from the State to assist in defraying costs associated with the operation of these agencies. These revenue sources are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

State Categorical Aid – Restricted & Unrestricted

The County receives a variety of grants and other revenues from the Commonwealth that have been designated for specific programs. Some of these funds come with restrictions on the way in which the money can be spent in support of a program. Annual estimates for these revenues are developed by the county departments that administer the designated programs, based on the latest information available. More than 80% of these funds are directed to programs administered by three county departments: Transportation & Capital Infrastructure; Mental Health, Substance Abuse and Developmental Services; and Family Services.



Federal Aid



Payments from the Federal government to the County are divided into two categories: (1) Federal Non-Categorical Aid – Unrestricted (formerly known as Payments in Lieu of Taxes) and (2) Federal Categorical Aid - Restricted.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Federal Aid - Total					
Federal Non Categorical Aid-Unrestricted	\$2,975	\$3,000	\$6,050	\$1,800	\$1,800
Federal Categorical Aid - Restricted	11,376,605	8,696,676	5,531,608	4,666,570	4,528,830
Total - Federal Aid	\$11,379,580	\$8,699,676	\$5,537,658	\$4,668,370	\$4,530,630

Federal Non-Categorical Aid - Unrestricted

The County receives a payment from the Federal Bureau of Land Management for tax-exempt parcels owned by the National Park Service. Since this revenue is “non-categorical” and “unrestricted”, the County may use it for any program(s) that it wishes, and is not restricted in how the proceeds can be spent beyond such restrictions as pertain to the spending of the County’s own money.

Federal Categorical Aid - Restricted

Federal aid received by the County is principally of the categorical type. The majority of these grants are administered by the Department of Family Services. Other departments administering substantial grants in FY 2015 include: Mental Health, Substance Abuse & Developmental Services; and Parks, Recreation and Community Services.



**Loudoun County Government
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Additional Revenue Details

The following tables present the details of actual and budget revenues for Permits and Privilege Fees and Charges for Services.

Permits, Privilege Fees & Regulatory Licenses -Detail

<u>Animals</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
Dog Licenses	\$378,985	\$370,352	\$399,232	\$368,423	\$385,000
Kennel Application Fees	400	400	1,600	800	800
Petshop And Dealers Fee	0	200	250	200	200
Vicious And Dangerous Dog License	<u>3,000</u>	<u>3,325</u>	<u>6,990</u>	<u>2,500</u>	<u>2,500</u>
Subtotal - Animal Licenses & Fees	\$382,385	\$374,277	\$408,072	\$371,923	\$388,500

<u>Sheriff</u>					
False Alarm Fee	\$211,612	\$162,270	\$143,520	\$130,000	\$130,000
Massage Parlor Permits	18,130	23,700	24,850	25,000	25,000
Pawn Broker License Fees	0	0	0	100	1,300
Precious Metal & Gem Buyer License	1,200	1,200	800	1,200	0
Solicitor Permits	4,125	4,650	4,195	4,400	4,400
Weapons Permits	<u>0</u>	<u>44,531</u>	<u>83,914</u>	<u>50,000</u>	<u>75,000</u>
Subtotal - Sheriff	\$235,067	\$236,351	\$257,279	\$210,700	\$235,700

<u>Health</u>					
Boca Clearance Fees	\$9,575	\$9,750	\$10,225	\$11,000	\$11,000
Health And Sites Evaluation	3,948	2,285	3,218	2,000	2,000
Perc Test Monitoring Fees	200	200	0	1,000	1,000
Replacement Well Fees	1,506	1,400	1,506	500	500
Sanitation & Water Permits & Fees	28,574	28,566	45,534	36,000	40,000
Sanitation Licenses	11,360	10,082	10,366	14,200	14,200
Septic Tank Permits	35,050	35,450	55,700	40,000	44,000
Swimming Pool And Permits	50,600	48,620	53,570	48,950	48,950
Technical Sewage Plan Review Fees	7,050	7,800	10,800	5,250	5,250
Water Supply Licenses	4,754	3,875	3,441	4,000	4,000
Well & Septic Reinspection Fees	<u>2,350</u>	<u>2,225</u>	<u>1,250</u>	<u>1,500</u>	<u>1,500</u>
Subtotal - Health	\$154,967	\$150,253	\$195,610	\$164,400	\$172,400

<u>Building</u>					
Appeals	\$5,249	\$2,800	\$350	\$900	\$12
As-Built Submission Fees	32,400	35,700	30,900	30,900	20,000
Boundary Line Adjustments	47,755	96,125	80,575	82,200	94,200
Bond Final Release Fees	130,255	140,654	135,928	116,000	84,900
Bond Final Release Reinspection Fees	2,490	0	0	7,800	5,020
Bond Reduction Processing Fees	56,010	62,715	89,085	84,400	4,010
Building Permits	7,196,322	8,958,831	11,950,107	10,442,039	12,256,480
CAAM Certification of Approp. Amd.	181	60	0	61	61
CAPA Cert. of Approp. Admin.	0	0	300	168	164
CAPP Cert. of Appropriateness	1,021	840	720	900	960
Commission Permits	20,970	20,970	6,990	34,950	21,886
Construction Plans And Profiles	503,057	614,560	653,478	785,000	480,001
(Continued on next page)					



Loudoun County Government
FY 2015 Adopted Fiscal Plan

	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
Building (continued)					
Electrical Permits	432,345	486,540	480,915	490,000	634,200
Erosion & Sediment Control Permits	559,956	663,012	775,691	704,800	920,646
Easement	35,720	104,086	91,741	69,000	48,399
Final Development Plan Fee	21,382	22,734	16,837	18,800	23,220
Fire Permits	332,245	390,092	372,043	452,055	459,928
Floodplain Alterations	31,973	10,550	11,600	11,200	20,600
Floodplain Study Fees	12,650	7,250	3,625	5,600	37,700
Base Density Division	4,360	16,410	2,735	7,500	5,771
Mechanical Fees	231,800	297,050	287,265	297,300	359,840
Occupancy Permits	189,490	302,240	396,680	338,900	811,175
Overlot Grading Fees	501,350	773,450	949,380	1,020,000	979,771
Performance Bond Extension Fees	214,585	158,100	158,000	148,900	115,600
Plumbing Permits	427,415	554,505	566,445	546,500	622,800
Plat Of Correction	0	0	11,340	5,500	13,160
Rural Site Plan Fees	0	13,800	9,200	8,100	28,200
Road Dedication Plats	49,002	56,235	41,565	26,000	32,300
Subdivision Exceptions	12,010	0	0	33,000	29,001
Family Subdivisions	1,880	0	3,040	5,400	4,440
Preliminary Subdivisions	262,488	280,288	231,470	248,600	608,900
Preliminary Record Subdivisions	15,106	15,100	22,512	14,300	33,301
Record Subdivisions	324,091	422,309	545,361	467,100	536,299
Subdivision Waiver	18,145	31,825	39,500	30,100	27,700
Special Exception For Sign Dev Plan	5,120	3,584	10,240	10,240	20,480
Sign Permits	42,375	71,280	76,605	74,600	99,000
Soils Map Reviews And Mapping Fees	19,994	17,981	7,750	31,100	32,700
Site Plan Amendments	193,830	442,679	436,150	394,500	332,701
Special Exception Error In Bldg Loc	920	0	0	1,400	1,498
Special Exceptions	179,894	163,353	149,820	214,050	229,825
Minor Special Exception	1,497	17,565	3,740	12,695	16,039
Final Site Plans	225,103	420,603	546,643	487,900	508,600
Site Plan Revision Fees	49,500	900	0	2,800	3,001
Zoning Variances	805	805	805	2,200	1,800
FMS Waiver Fees	47,260	91,630	73,780	90,400	90,000
Zoning Correspondence	12,105	39,655	52,490	40,100	42,500
Zoning Concept Plan Amendments	64,883	121,169	73,035	177,954	141,414
Rezoning	132,577	444,516	475,514	340,280	304,676
Rezoning Ordinance Modification	13,310	25,220	25,220	51,144	65,166
Zoning Permits	760,760	1,222,175	1,473,175	1,280,000	2,638,087
Rezoning In The Rt 28 Tax District	11,900	28,560	7,140	19,041	7,139
Subtotal - Building	\$13,435,536	\$17,650,506	\$21,377,485	\$19,764,377	\$23,855,271

Other

Alcohol Permit Fee	\$500	\$300	\$100	\$0	\$0
Land Use Tax Application Fees	115,385	116,649	119,901	100,000	75,000
Refuse Vehicle Hauling Licenses	11,770	11,260	11,130	12,000	12,000
Remote Access Fees	33,580	12,492	172,866	145,000	145,000
Solid Waste Facility Permits	16,500	14,500	24,767	17,500	20,000
Transfer Fees	9,473	10,119	11,952	10,000	10,000
Subtotal - Other	\$187,208	\$165,320	\$340,716	\$284,500	\$493,199



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Additional Revenue Details

Charges for Services -Detail

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
<u>Court</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Clerk Of Court Copy Fees	\$35,081	\$36,433	\$36,894	\$45,000	\$45,000
Excess Fees Of Clerks	778,995	849,775	1,055,108	1,022,000	1,055,000
Subtotal - Court	\$814,076	\$886,208	\$1,092,002	\$1,067,000	\$1,100,000
<u>Sheriff</u>					
Accident Report Charges	\$23,449	\$25,534	\$24,142	\$20,000	\$24,000
ATF Form	2,185	2,125	2,210	2,050	2,050
Courthouse Security Fees	584,016	506,576	490,264	600,000	500,000
DNA Analysis Fees	1,761	1,679	2,752	1,800	1,800
Fingerprinting Charges	5,014	5,693	5,700	5,600	5,800
Good Conduct Letter	520	595	660	460	460
House Arrest Fees	2,055	9,020	15,910	10,000	15,000
Incident Reports	1,880	1,920	1,985	1,900	1,900
Loss Of Summons Copy	15	35	30	50	50
Record Check Charges	5,215	5,081	5,981	7,300	6,600
Sheriff Fees - ADC	43,592	22,364	22,589	23,000	23,000
Sheriff Fees - Civil Process	7,907	7,907	7,907	7,907	7,907
Subtotal - Sheriff	\$677,609	\$588,528	\$580,130	\$680,067	\$588,567
<u>Other Protection</u>					
Animal Adoption Fees	\$24,506	\$23,401	\$25,452	\$55,000	\$45,000
Animal Neuter & Spaying Fees	17,681	16,695	20,072	-	-
Animal Protection Charges	16,552	16,140	15,532	25,200	18,200
Board Of Animals	8,835	7,348	5,675	11,000	8,000
Subtotal - Other Protection	\$67,574	\$63,584	\$66,731	\$91,200	\$71,200
<u>Landfill</u>					
Contract Muni Solid Waste	\$2,319,047	\$2,466,453	\$2,245,739	\$2,525,000	\$3,314,000
Municipal Solid Waste	254,107	5	40	45,000	200,000
Sale - Recycle-Scrap Metal	102,691	102,044	86,327	55,000	75,000
Sale - Recycle - Oil/Battery/Antifreeze	24,775	25,118	22,171	15,000	20,000
Subtotal - Landfill	\$2,700,620	\$2,593,620	\$2,354,278	\$2,640,000	\$3,609,000
<u>Library</u>					
Inter-Library Loan Fees	\$5,508	\$4,431	\$4,017	\$5,552	\$5,552
Damaged & Lost Books Fees	27,345	46,336	51,726	48,450	48,450
Subtotal - Library	\$32,853	\$50,767	\$55,743	\$54,002	\$54,002

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Loudoun County Government
FY 2015 Adopted Fiscal Plan

Additional Revenue Details

Charges for Services -Detail (continued)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
<u>MHSADS</u>					
Aftercare Service Fees	\$14,798	\$9,939	\$12,922	\$12,000	\$12,000
Court Evaluation Charges	57,014	63,671	66,908	67,000	67,000
Day Treatment Clinic Fees	5,907	10,457	8,436	8,500	8,500
Joblink Fees	0	0	5,750	500	500
Labs And Meds	4,684	4,201	3,433	10,000	10,000
Outpatient Clinic Fees	143,424	135,686	124,129	135,000	135,000
Parent-Infant Development Fees	36,641	53,525	63,049	45,000	45,000
Residential Service Fees	314,341	295,544	296,476	318,000	338,000
Substance Abuse Counselor Fees	<u>94,768</u>	<u>96,607</u>	<u>113,250</u>	<u>110,000</u>	<u>110,000</u>
Subtotal - MHSADS	\$671,577	\$669,629	\$694,353	\$706,000	\$726,000
<u>PRCS</u>					
Admission Charges	\$847,666	\$797,770	\$817,214	\$1,097,475	\$1,160,974
After School Activity Fees	5,123,223	5,339,954	5,551,097	6,025,149	6,174,612
Cafeteria Sales	11,050	8,760	14,878	22,544	45,088
Community Center Fees	1,819,050	1,892,164	2,007,058	1,647,680	1,652,421
Daycare Fees	876,617	907,158	945,053	1,246,733	1,246,733
Group Event Fees	543,931	605,709	471,388	314,899	94,844
League Sports Fees	233,810	250,992	212,317	319,582	319,582
Preschool Fees	1,919,068	2,029,496	2,003,242	2,025,258	2,025,258
Recreation Fees	646,869	821,967	891,411	510,021	564,827
Respite Care Fees	244,020	245,964	336,876	237,233	315,159
Summer Camp Fees	1,793,422	1,662,955	1,545,840	2,298,854	2,320,261
Swimming Pool Fees	261,059	269,502	260,549	312,782	312,782
Tournament Fees	772	31,500	15,095	55,019	55,019
Transportation Fees - Group Events	65,537	71,009	78,026	88,163	130,763
Youth Sports User Fees	<u>482,208</u>	<u>500,508</u>	<u>594,897</u>	<u>759,950</u>	<u>759,950</u>
Subtotal - PRCS	\$14,868,302	\$15,435,408	\$15,744,940	\$16,961,342	\$17,178,273

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Loudoun County Government
FY 2015 Adopted Fiscal Plan

Additional Revenue Details

Charges for Services -Detail (continued)

<u>Other</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>
Administration Fees	\$484	\$2,883	\$4,700	\$530	\$0
Case Management Fees	19,548	7,876	53,058	32,500	32,500
Collection Fees - Bad Checks	16,092	12,385	13,090	12,500	12,500
Collection Fees - Delinquent Taxes	208,351	224,149	253,370	145,000	180,000
Commonwealth's Attorney Fees	6,026	11,221	9,943	0	0
Commuter Bus Advertising	0	5,000	54,913	30,000	50,000
Commuter Bus Fares	6,893,452	7,697,759	7,652,415	8,207,562	9,501,004
Court Fine	241,200	250,816	244,307	200,000	250,000
DMV License Agent Commissions	68,668	80,271	95,066	80,000	95,000
Electric Vehicle Charging Service Fee	0	0	51	0	0
Emergency Service Fees	9,299	9,594	10,708	10,000	10,000
Freedom Of Information Fees	3,531	4,745	7,736	2,600	2,700
Hydrogeologic Fees	871	0	871	2,000	850
Well And Septic Evaluation Charges	3,190	1,430	2,090	5,300	5,300
Sale - Cartographic Maps	4,198	2,708	1,815	2,600	2,600
Sale - Digital Data	7,090	11,846	9,214	9,800	9,800
Sale - Maps Plats Surveys	2,164	1,824	503	2,000	500
Sale - Publication	83,762	42,525	32,062	36,900	44,425
Subtotal - Other	\$7,567,926	\$8,367,034	\$8,445,913	\$8,779,292	\$10,197,179



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Tax Exemptions by Board Action

A 2002 amendment to the State Constitution, effective January 1, 2003, directed localities to determine which organizations will be exempt from local property taxes. Previously, the General Assembly granted tax exemptions; tax exemptions previously granted by the General Assembly remain in place. In October 2008 the Board of Supervisors placed a moratorium on new tax exemption by designation applications but the Board lifted that moratorium on December 4, 2013.

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

Legal Entity Name	Real Property		Personal Property		Total
	Calendar Year (CY) 2014 Assessment	Revenue Exempted	Calendar Year (CY) 2014 Assessment	Revenue Exempted	Annual (CY) 2014 Revenue Exempted
Air Force Retired Officers Community	\$83,942,330	\$969,534	\$1,351,427	\$56,760	\$1,026,294
American Water Resources Association	N/A	N/A	\$12,123	\$509	\$509
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	\$38,750	\$1,628	\$1,628
¹ Friends of Homeless Animals, Inc	\$1,078,480	\$12,456	\$13,566	\$570	\$13,026
Howard Hughes Medical Research Institute	\$150,610,920	\$1,739,556	\$28,921,070	\$1,214,685	\$2,954,241
Jack Kent Cooke Foundation	\$9,740,600	\$112,504	\$443,167	\$18,613	\$131,117
Life Line, Inc.	\$672,350	\$7,766	\$5,766	\$242	\$8,008
Loudoun County Transportation Association	\$3,879,400	\$44,807	N/A	N/A	\$44,807
Prison Fellowship Ministries Foundation	\$23,482,100	\$271,218	N/A	\$0	\$271,218
² Prison Fellowship Ministries International	N/A	N/A	\$420,370	\$17,656	\$17,656
Virginia Regional Transportation Association	\$1,952,290	\$22,549	\$2,398,517	\$100,738	\$123,287
Total	\$275,358,470	\$3,180,390	\$33,604,756	\$1,411,400	\$4,591,790

¹According to the Virginia State Corporation Commission, Friends of the Animal Shelter and Guardians of Homeless Animals, Inc. was changed to Friends of Homeless Animals, Inc. on May 18, 2006.

²The Board of Supervisors designated Prison Fellowship Ministries International exempt from local *personal* property taxation. The Board also designated Prison Fellowship Ministries Foundation exempt from local property taxation.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

School Revenue Fund

The 21st Century has been a period of explosive growth in the County's school system. Since 2000, Loudoun County has opened 37 schools to accommodate 39,054 additional students. Continued construction and opening of new schools is expected into the foreseeable future. The table below shows the FY15 funding levels adopted by the School Board.

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY14 Adopted	FY15 Adopted
Local Funding					
General Fund Transfer	\$465,621,173	\$508,025,867	\$532,009,794	\$553,615,482	\$600,769,592
County VRS Reserve[1]	0	0	10,000,000	0	0
Rebates & refunds	271,841	499,524	146,882	200,000	200,000
Sales of textbooks	28,063	64,985	50,933	40,000	45,000
E-Rate reimbursement	409,339	720,890	1,071,998	700,000	750,000
Tuition	1,056,797	1,296,907	1,414,767	955,537	1,420,000
Use of buildings	1,205,273	1,057,984	1,263,013	1,250,372	1,260,000
Athletic, parking and AP test fees	2,235,710	2,370,595	2,460,485	2,380,000	2,470,000
Hughes Foundation	818,460	1,084,944	1,319,206	1,000,000	1,000,000
PAVAN ¹	79,291	30,022	18,201	50,000	18,800
Local grants and contributions	231,084		0	0	0
Sales of equipment & supplies	174,149	312,818	364,018	190,000	325,000
Miscellaneous	793,863	1,020,623	1,232,843	835,563	626,748
Total Local Funding	\$472,925,043	\$516,485,159	\$551,352,140	\$561,216,954	\$608,885,140
Commonwealth Funding					
Sales tax	\$53,096,747	\$55,897,637	\$59,649,603	\$61,285,927	\$65,691,961
Basic aid	113,358,130	122,274,143	137,802,559	136,890,591	150,127,466
Fringe benefits	10,977,816	13,589,997	21,588,023	22,165,214	27,132,589
Textbooks	1,344,463	1,078,689	2,624,788	2,694,966	3,053,448
Special education	13,556,303	14,084,217	16,322,652	17,054,827	17,517,180
Vocation education	1,655,732	2,047,344	1,287,091	1,335,253	1,301,095
Additional Assistance VRS, Inflation, Pre-sch	0	0	2,059,168	2,141,738	0
Salary supplement	0	0	322,500	3,115,764	0
SOL ² materials/training	116,202	123,326	194,697	202,270	226,918
Technology plan	2,026,000	269,916	3,248,129	2,150,000	2,328,000
Other	6,887,570	10,024,261	8,263,448	9,090,382	\$11,047,554
Total Commonwealth Funding	203,018,963	\$219,389,530	\$253,362,658	\$258,126,932	\$278,426,211
Federal Funding					
Title I	\$1,317,316	\$1,312,185	\$1,369,281	\$1,341,153	\$1,206,144
Head Start	830,445	857,838	790,978	850,000	800,000
Handicapped Education	8,854,325	9,781,000	9,652,825	9,312,526	9,300,000
Federal Stabilization	12,417,569	6,140,405	0	0	0
Other	6,885,323	2,653,705	2,843,648	2,824,885	3,367,702
Total Federal Funding	\$30,304,978	\$20,745,133	\$14,656,732	\$14,328,564	\$14,673,846
Other Financing Sources ^{3,5,6}	\$8,144,000	\$7,000,000	\$19,926,000	\$20,000,000	\$20,000,000
Total School Fund⁴	\$714,392,984	\$763,619,822	\$839,297,530	\$853,672,450	\$921,985,197
General Fund Transfer as a % of School Fund Revenue	65.20%	66.50%	63.40%	64.90%	65.20%

[1]VRS reserve fund set up from FY 2010 fund balance to anticipate the increase in state mandated VRS expense.

¹ PAVAN (Performing and Visual Arts Northeast) is a consortium for which Loudoun County Public Schools functions as a fiscal agent.

² SOL = Standards of Learning.

³ Other Financing Sources includes funding for school bus and vehicles leases.

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

⁵ FY 2013: \$9.9 million bus and vehicle lease and \$10.0 million use of fund balance.

⁶ FY 2012: \$7.0 million technology and vehicle lease, \$10.0 million general fund balance.



General Government Administration

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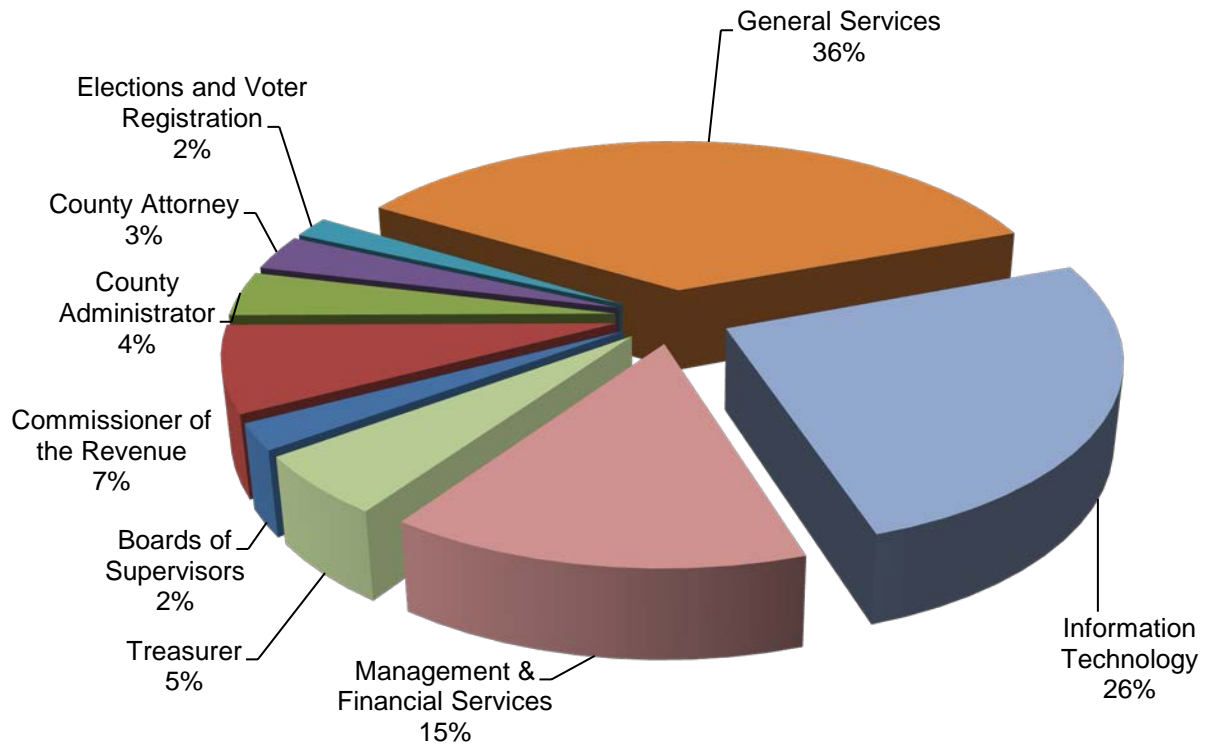
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GENERAL GOVERNMENT ADMINISTRATION FY 2015 ADOPTED EXPENDITURES

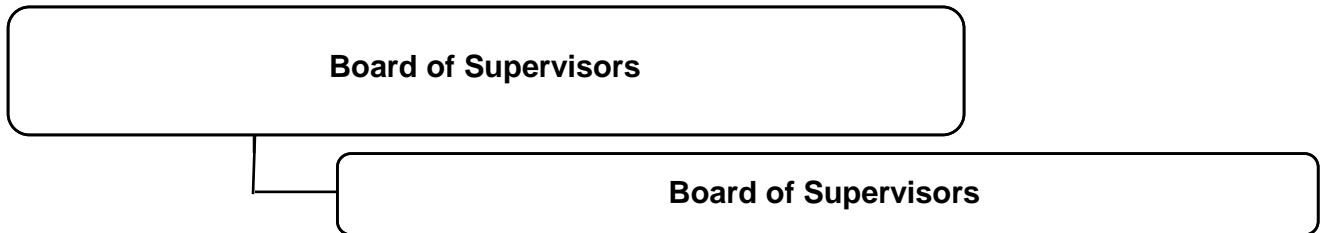


General Government Administration Historical Expenditures

General Government Administration	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Board of Supervisors	\$1,965,899	\$1,870,827	\$2,038,970	\$2,066,000	\$2,071,218
Commissioner of the Revenue	6,043,344	6,479,883	6,509,671	6,738,648	6,928,926
County Administrator	3,085,974	3,141,670	3,398,936	3,489,118	3,584,949
County Attorney	3,031,375	2,850,000	2,610,976	2,770,731	2,850,619
Elections and Voter Registration	1,620,196	1,469,831	1,513,943	1,624,013	1,662,155
General Services	34,196,069	30,732,484	32,709,470	31,797,218	32,269,736
Information Technology	20,340,790	19,500,238	21,330,024	22,990,065	23,438,056
Management & Financial Services	10,592,934	11,111,462	11,748,690	13,119,757	13,430,111
Treasurer	3,840,337	4,183,136	4,470,325	4,705,104	4,803,749
Total General Government Administration	\$84,716,918	\$81,339,531	\$86,331,005	\$89,300,654	\$91,039,519



Board of Supervisors





Board of Supervisors

Mission Statement

By honoring its rich heritage as well as embracing the robust opportunities of a new day, Loudoun County maintains the high quality of life it has achieved, shapes a future that represents the best of both worlds, and creates a place where its residents are proud to live, work, and play.

The strategies that have enabled Loudoun County to achieve this success include: 1) accelerating economic development so that the tax burden to residents is lowered, job opportunities are increased, the commercial potential of the Dulles corridor is realized, and continued levels of business growth and affluence result; 2) adopting fiscal responsibility as a core principle; 3) developing an effective transportation network; 4) maintaining high quality educational opportunities; 5) preserving the best of Loudoun County's unique historical significance and heritage while positioning the County to be in the forefront of progressive enterprise; 6) supporting the geographical and cultural diversity of small towns and rural economies (agriculture, vineyards, horse farms) in the west with planned urban neighborhoods and suburban housing, retail, and commercial infrastructure in the east; 7) achieving a balance of the old and the new, of residential and commercial, and of traditional values (family, community, environmental stewardship) and dynamic growth; and 8) streamlining County government to reduce waste, increase efficiency, and promote a positive climate for constituent interactions.

Description

Loudoun County is governed by a nine-member Board of Supervisors. The Chairman of the Board of Supervisors is elected by the voters at large. The other supervisors are elected from each of eight election districts in the County. All nine members serve concurrent terms of four years.

The Board of Supervisors sets County policies, adopts ordinances, appropriates funds, approves land rezonings and special exceptions to the Zoning Ordinance, and carries out other responsibilities set forth by the State Code. The Board holds regularly scheduled meetings throughout the year to carry out these duties. Public hearings held by the Board afford citizens the opportunity to participate in the policy making process. Additionally, the Board has public comment sessions at its business meetings to receive input from citizens. Meeting schedules, agendas, minutes and other information for the Board of Supervisors are made available to the public online at www.loudoun.gov.

The Board appoints a county administrator, who manages County operations; a county attorney, who oversees its legal affairs; the Planning Commission, which serves in advisory capacity on land use issues; and various other boards and commissions.

The Board established its key areas of focus for its term at a Strategic Planning Retreat in September 2012. The eight strategies incorporate the general goal of fiscal responsibility with the major areas of focus being: Transportation, Economic Development, Land Use & Zoning, and Government Operations & Reform. These goals are reviewed annually and updated as needed.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Board of Supervisors

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,363,763	\$1,418,755	\$1,528,666	\$1,544,182	\$1,544,182
Operations & Maintenance	602,136	452,072	510,304	521,818	527,036
Total Expenditures	\$1,965,899	\$1,870,827	\$2,038,970	\$2,066,000	\$2,071,218
Revenues					
Charges for Services	\$1,082	\$1,588	\$0	\$0	\$0
Total Revenues	\$1,082	\$1,588	\$0	\$0	\$0
Local Tax Funding	\$1,964,817	\$1,869,239	\$2,038,970	\$2,066,000	\$2,071,218

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Board of Supervisors includes an increase of \$27,030 in local tax funding. Expenditures increased primarily due to an increase in fringe benefit costs and an enhancement consisting of a \$10,000 increase in Personnel and a \$10,000 increase in Operations and Maintenance in the Chairman's budget. Additionally, Operations and Maintenance increased by \$1,514 for estimated increases in professional memberships: Virginia Association of Counties – \$74,118, Virginia Municipal League – \$27,945, National Association of Counties – \$6,738, and the High Growth Coalition – \$5,250.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Board of Supervisors includes an increase in Operations and Maintenance of \$5,218 or one percent over the FY 2015 Adopted Budget. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$5,218.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.





Office of the Commissioner of the Revenue

Office of the Commissioner of the Revenue

Office of the Commissioner of the Revenue



Office of the Commissioner of the Revenue

Mission Statement

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

Description

The Commissioner of the Revenue is a locally-elected constitutional officer whose tax assessment duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large, serves a four-year term and provides direct service to most all Loudoun residents and business owners on an annual basis. As the Chief Tax Assessing Officer of Loudoun County, the Commissioner of the Revenue and his staff identify, classify and value real property, individual (primarily vehicles) and business personal property located in Loudoun County and assess local business license, transient occupancy, mixed beverage, consumer utility and other local taxes. The Office also administers land use assessment, rehabilitation tax credit, and the local tax relief program for persons 65 years of age or older or with disabilities. After completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office and the County's eight incorporated towns for their use in preparing tax bills.

The Commissioner of the Revenue's staff also reviews and audits business records and tax returns and visits commercial centers and construction sites to ensure compliance with local and State tax laws and to identify new construction. The Office provides assistance in the completion and filing of State income tax returns and serves as a DMV Select Agent providing Virginia residents with State vehicle registration and license plate services. Staff also defends real estate assessments at Board of Equalization hearings as needed.

Customers include citizens, business owners, leasing companies, accountants, attorneys, Realtors, representatives of other County departments, and federal, state and local authorities, including Loudoun's incorporated towns. While the office has expanded the use of online services by steering taxpayers to Internet self-service, staff continues to have considerable customer contact from taxpayer office visits, phone calls, and e-mail.

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

The Commonwealth, through the State Compensation Board (SCB), reimburses almost all of the principal officer's salary as well as a portion of staff salaries and expenses as mandated by VA. Code §15.2. For FY 2014, the Commonwealth provided over \$326,000 for office expenses, salaries and benefits. While the Commissioner of the Revenue cooperates with and receives funding and office space from the County, as an elected official, he is directly accountable to the voters of Loudoun County.



Office of the Commissioner of the Revenue

Budget Overview

FY 2015 Issues

- As the county grows, the number of parcels, businesses and vehicles to be assessed continues to increase while staffing levels have remained static.
- The integration of two separate County departments (the former Office of the County Assessor with the Office of the Commissioner of the Revenue) will continue to consume substantial resources.
- The Virginia Constitution and Code of Virginia mandate the taxation of property without regard to staffing and funding levels, while staffing levels for the real estate assessment function are below recommended industry standards based upon the number of parcels and the complexity of Loudoun's real property tax base. The Office continues to explore opportunities to use the latest technology such as high resolution digital aerial photography to discover new construction and annually assess all real property.
- The Office must meet increased legal demands resulting from classification, valuation and exemption appeals and litigation.
- The growing number and complexity of businesses increases assessment challenges.
- The Office must continue efficient and uniform management of multiple office locations; a full service Sterling office and two locations at the Government Center.
- The Office must continue to efficiently provide Loudoun's eight incorporated towns with the necessary real, personal and business property assessment and tax relief applicant data for use in administering their tax programs.
- The increasing number of new homes and commercial centers requires substantial discovery work to ensure compliance with local tax regulations.
- The Office is continuously challenged by ever-increasing requests for statistical and other tax data from the public, other localities, other departments, citizens committees, businesses, organizations, and elected officials. Compiling timely, actionable public data is often delayed due to a continued reliance on and use of the County's obsolete tax assessment systems which are in the process of replacement.
- The Office staff is required to devote considerable time to the design, testing and implementation of new tax systems during the upcoming year. These extra duties will weigh on staff that must also perform its regularly assigned duties and comply with mandated deadlines.

FY 2015 Major Work Plan Initiatives

- Meet legislatively mandated duty to ascertain and assess, at fair market value as of January 1, all subjects of taxation in the county.
- Produce land and personal property books by prescribed deadlines.
- Utilize all available means and resources to discover untaxed property and receipts.
- Expand the use of online services by steering taxpayers to Internet self-service by clearly communicating filing requirements through the use of mailings, the County's Citizen Alert System, the Internet, newspapers and cable television.
- Collect and utilize new construction and miscellaneous building permits data for thorough supplemental assessment purposes.
- Administer the Land Use and Revitalization programs in accordance with office policy, the Code of Virginia and the Codified Ordinances of Loudoun County.
- Utilize high resolution satellite images to increase efficiency in discovering and assessing new construction and building additions.
- Continue development and implementation of the new tax system for individual and business personal property, local business license tax, and other local taxes so that it will be fully operational in calendar year 2014.
- Continue addressing unmet real estate assessment functionality needs associated with the real estate computer assisted mass appraisal (CAMA) system that was implemented in FY 2014.

FY 2014 Major Achievements

- Continued detailed design, data conversion, and configuration and development phases for the County's business license and personal property tax assessment system replacement project.
- Provided more than 17,700 DMV Select transactions allowing citizens one-stop vehicle registration in Leesburg and Sterling.
- Held seminars throughout the County to provide citizens the opportunity to learn about the County's tax relief program for persons 65 years of age or older or with disabilities.
- Implemented tax assessment system interface to the County's new financial system.
- Completed implementation of new real estate assessment system, CAMA.

FY 2016 Outlook

- Commercial and residential growth is expected to continue resulting in additional parcels and buildings to be assessed.
- A new for-profit hospital and minor league baseball stadium are anticipated to be assessable for local property taxes.
- New tax assessment software for business taxes and vehicles should be fully operational.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Office of the Commissioner of the Revenue

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual³	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$5,451,023	\$5,326,919	\$5,912,508	\$6,144,603	\$6,328,941
Operations & Maintenance	592,321	1,152,965	597,163	594,045	\$599,985
Total Expenditures	\$6,043,344	\$6,479,883	\$6,509,671	\$6,738,648	\$6,928,926
Revenues					
Other Local Taxes	\$27,179,407	\$29,492,360	\$28,135,387	\$34,052,250	\$34,052,250
Permits Privilege Fees & Regulatory Licenses	116,649	119,901	100,000	75,000	75,000
Charges for Services	85,014	97,194	83,000	95,000	95,000
Intergovernment - Commonwealth	304,652	306,023	330,936	306,000	306,000
Total Revenues	\$27,685,722	\$30,015,478	\$28,649,323	\$34,528,250	\$34,528,250
Local Tax Funding	\$(21,642,378)	\$(23,535,594)	\$(22,139,652)	\$(27,789,602)	\$(27,599,324)
FTE Summary	66.55	66.55	66.55	66.55	66.55

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Office of the Commissioner of the Revenue includes a decrease of \$5,649,950 in local tax funding. Expenditures increased by \$228,977 primarily due to an increase in fringe benefits and salary increases. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues increased by \$5,916,863 in business license taxes and \$12,000 in charges for services and decreased by \$25,000 in permit and other licenses and \$24,936 in funding from the State, for a total revenue increase of \$5,878,927.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Office of the Commissioner of the Revenue includes an increase in Personnel of \$184,338 or three percent and an increase in Operations and Maintenance of \$5,940 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$190,278.

Budget History

FY 2013 Mid-Year: The Board combined the Office of the Assessor with the Office of the Commissioner of the Revenue that resulted in a transfer of 33.00 FTE and \$3,214,141 in local tax funding to the Office of the Commissioner of the Revenue.

¹ In FY 2013 the Board of Supervisors took action to combine the Office of the Assessor with the Office of the Commissioner of the Revenue. For previous years shown, all FTE, Revenue, Expenditures, and Local Tax Funding were combined to provide historical comparability.

² FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

³ In FY 2013, the Board of Supervisors authorized the expenditures of \$536,698 resulting from the early termination of a field data collection services contract for project close down costs, four 12-month full-time temporary positions with benefits, and unmet real estate assessment functionality needs associated with the recently implemented CAMA system.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Office of the Commissioner of the Revenue

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Prepare personal property assessment books by prescribed deadlines. Ensure timely, uniform and thorough application of local personal property tax.					
Personal property assessments	360,272	372,979	390,000	400,000	410,000
Objective: Provide Virginia state titling and vehicle registration services.					
Number of titles processed for DMV	4,565	5,789	5,000	7,000	8,000
Transactions Where Fees Collected ¹	n/a	17,724	14,000	23,000	24,000
Objective: Effectively administer the County's tax relief program for the elderly and disabled. Complete tax relief application review process by established deadlines.					
Tax relief applications received and processed	2,470	2,485	2,450	2,600	2,700
Objective: Ensure timely, uniform, and thorough application of local business taxes. Assess business, professional and occupational license tax and prepare business tangible personal property book by prescribed deadlines.					
Business License Desk Audits ²	2,035	1,359	600	600	625
Business License Field Audits ³	134	78	150	150	175
Business Licenses Issued	13,776	13,924	13,500	13,800	14,000
Business Personal Property Desk Audits	3,668	3,667	3,500	3,500	3,600
Business Personal Property Field Audits	345	181	400	400	425
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	1,158	2,304	1,500	2,100	2,100
Objective: Annually reassess all real property parcels and verify real property sales.					
Number of commercial parcels ⁴	7,100	6,640	7,500	7,100	7,100
Number of commercial appraisers	3	4	4	4	4
Number of record transfers	16,191	14,729	16,500	20,000	20,000
Number of residential appraisers	15	15	15	17	17
Number of residential parcels	114,935	117,360	118,500	120,000	123,000
Percentage of sales verified	96%	70%	70%	80%	80%

¹ Data unavailable prior to FY 2013.

² In FY 2013 the Commonwealth of Virginia redefined how this measure is calculated, which took effect in FY 2014. This necessitated a recalculation by the Office

³ Beginning in FY 2013, Tax Compliance Officers began encouraging business owners to register online rather than submit a paper form. As a result, not all businesses discovered in the field were identified as having been a field discovery. Office procedures were subsequently changed so that these field discoveries are properly identified even when a taxpayer registers online.

⁴ During a recent review of tax exempt real property, it was determined that a number of parcels were designated as Class 400 – Commercial/Industrial property when the parcels were actually zoned as residential. Consequently, when the parcels were reclassified as residential it decreased the number of commercial/industrial parcels and increased the number of residential parcels.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

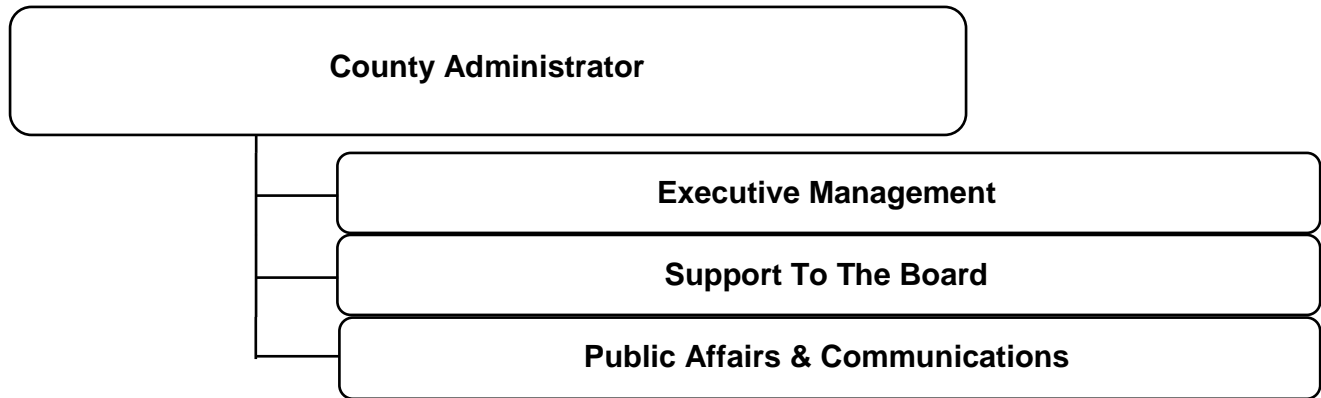
Office of the Commissioner of the Revenue

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.					
Countywide assessments to sale price ratio	98%	97%	97%	96%	96%
Number of parcels	122,035	124,977	126,000	127,100	130,100
Objective: Process new deeds, subdivisions and related records to ensure accurate records as they pertain to the production of the County Land Book.					
Required changes to the Land Book	30,265	26,284	27,016	32,000	32,000
Objective: Respond to all requests for assessment reviews, BOE appeals and court cases.					
Net value change from BOE decisions (millions)	117	192	122	100	100
Net value change from office reviews (millions)	48	9	55	55	55
Number of BOE residential appeals	264	262	280	300	300
Number of commercial BOE reviews	141	151	160	170	170
Number of commercial office reviews	164	269	200	200	200
Number of court cases	12	10	10	12	14
Number of residential office reviews	501	830	550	500	550
Number of tax sale cases worked	6	21	20	15	15
Objective: Meet State requirements for revalidations of all Land Use parcels every 6 years.					
Number of annual revalidations and inspections ¹	1,965	2,345	1,900	1,600	1,600
Number of parcels enrolled in Land Use	4,979	5,018	4,980	5,070	5,100
Objective: Validate improvements whether permitted or unpermitted through site visits.					
Number of permits issued	8,785	10,043	9,050	12,000	12,000
Percentage of permits worked	43%	61%	43%	70%	75%
Total assessed value added to Land Book from new construction (millions)	\$980	\$591	\$980	\$500	\$600

¹ Owners of real property currently enrolled in the land use assessment program must recertify every sixth year. As such, the number of annual revalidations will fluctuate based upon the year in which properties were enrolled in the program or last certified by the property owner.



County Administrator





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

The County Administrator supports the Board of Supervisors in shaping the strategic and policy direction for the County and manages the operations of County government to implement the Board's direction for the future. The Executive Management Program provides management oversight of departments and agencies under the direct control of the Board of Supervisors to ensure effective, efficient performance in compliance with County ordinances and regulations. In this capacity, the County Administrator serves as the Board's official liaison to the Constitutional Officers; the Judiciary; regional, State and local agencies and authorities; incorporated municipalities; and residential and community associations. The Support to the Board Program provides administrative support for Board agendas, meetings, legislative policies and constituent services. The Public Affairs and Communications Program ensures coordinated, effective communication with the public about emergency situations as well as County general government issues and services. This program also coordinates internal communications to keep County staff informed.

Budget Overview

FY 2015 Issues

- The County Administrator's Office will continue to assist the governing body in establishing and achieving its strategic and policy framework, including an emphasis on transportation improvements, economic development activities, and implementation of a Land Use & Zoning Work Program for its term.
- Loudoun County's population is estimated to reach 366,693 by 2015, an annual increase of 3.9 percent over 2014. Given an increasing population, the County will continue to face challenges due to increased service demands, with potentially fewer resources.
- The County Government will experience increased pressure in certain functional areas due to additional growth patterns, development activity, social service demands, advancements in technology, and the potential of decreased federal funding. Staffing and infrastructure needs will continue to be a concern for many departments.
- Regional partnerships, in the areas of transportation planning and public safety, continue to require concentrated focus and participation by County staff, especially in the County Administrator's Office.

FY 2015 Major Work Plan Initiatives

- Maintain the County's AAA bond rating by continued monitoring of the County's financial condition, maintaining a 10% fiscal reserve and providing quarterly updates to the Board through Financial and Housing reports, capital projects reports, and periodic budget outlook reports.
- Provide executive oversight of key strategic land planning, economic development, and transportation initiatives, including continued efforts related to Phase 2 of the Dulles Corridor Metrorail project and long-term planning of the Northern Virginia Transportation Authority (NVTA) Regional and Local funding.
- Implement the Government Reform Commission's decisions, as approved by the Board of Supervisors, including fees for County services and cost recovery programs, new fire/rescue system structure, and fraud, waste and abuse hotline.
- Implement the County Administrator's stakeholders group's recommendations with respect to the Combined Fire and Rescue System governance reform and the EMS Transport Reimbursement program.
- Negotiate the Purcellville Fire and Rescue Station maintenance and reversionary agreement.
- Enhance employee communications and morale through surveys, news blasts, employee lunches, and workforce events.
- Continue expansion and utilization of the Active Citizen Response (ACR) system to additional departments in order to achieve a centrally based constituent response database.
- Participate on the Enterprise Resource Planning (ERP) Steering Committee and coordinate successful implementation of financial and ERP systems, especially with regard to Phase 2 of ERP.
- Continue to roll-out security initiatives related to County personnel, buildings and assets while balancing the public nature of government operations.

FY 2014 Major Achievements

- Supported the Board's Transportation Summit, helping the Board affirm its transportation priorities and investigate options for additional funding sources.
- Played an integral role in the initial structure and responsibilities of NVTA in regards to new transportation funding sources approved by the General Assembly.
- Continued to support the recommendations of the Government Reform Commission through the Board's standing committee structure to final Board action and implementation.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

County Administrator

FY 2014 Major Achievements (Continued)

- Successfully implemented merit increases for FY 2014 and achieved one hundred percent completion of all required employee assessments within designated timelines.
- Contributed to Loudoun's AAA status reaffirmation by all three major bond rating agencies in June 2013 and October 2013 with a record setting interest rate.
- Completed various capital facilities, such as relocation of Sheriff's Office Headquarters, relocation of PRCS Administrative Offices, opening of Brambleton Public Safety Center (including relocation of Fire Marshal's Offices), and opening of Kincora Safety Center.
- Assisted the Board of Supervisors in its decision making process regarding the Silver Line parking garages and the County's application for Transportation Infrastructure and Innovative Financing Act (TIFIA) funding to offset those costs.

FY 2016 Outlook

- Should the growth of the County continue as projected, then demands for services in the face of limited resources will continue to be an issue across the organization.
- A new term of the Board of Supervisors will begin in FY 2016; staff will support the Board as necessary with orientation, hiring of staff, and holding a strategic planning retreat, if desired.
- The planning and decisions related to Phase 2 of Dulles Corridor Metrorail will require additional focus and effort by staff as the project progresses.

Departmental Financial Summary	FY 2012 Actual ¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,679,896	\$2,800,843	\$3,017,699	\$3,102,846	\$3,195,931
Operations & Maintenance	406,078	340,827	381,237	386,272	389,017
Total Expenditures	\$3,085,974	\$3,141,670	\$3,398,936	\$3,489,118	\$3,584,949
Revenues					
Charges For Services	\$243	\$769	\$0	\$0	\$0
Intergovernment – Commonwealth	6,203	0	0	0	0
Total Revenues	\$6,446	\$769	\$0	\$0	\$0
Local Tax Funding	\$3,079,528	\$3,140,901	\$3,398,936	\$3,489,118	\$3,584,949
FTE Summary	24.60	24.80	24.80	24.80	24.80

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Office of the County Administrator includes an increase in local tax funding of \$90,182. Expenditures increased primarily due to an increase in Personnel of \$85,147 for increases in fringe benefits and salary increases as well as an increase in Operations and Maintenance of \$5,035 due to increases in internal service charges. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Office of the County Administrator includes an increase in Personnel of \$93,085 or three percent and an increase in Operations and Maintenance of \$2,745 or one percent over the FY 2015 Adopted Budget. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$95,831.

Budget History

FY 2013: The Board added 0.20 FTE in the Public Affairs & Communications Division to convert a part-time position to a full-time position.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

County Administrator

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Executive Management	\$1,685,061	\$1,687,604	\$1,690,950	\$1,745,905	\$1,794,930
Support To The Board	658,759	646,199	758,046	769,451	791,371
Public Affairs & Communications	742,154	807,868	949,940	973,762	998,648
Total Expenditures	\$3,085,974	\$3,141,670	\$3,398,936	\$3,489,118	\$3,584,949

Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Executive Management	\$197	\$0	\$0	\$0	\$0
Support To The Board	243	500	0	0	0
Public Affairs & Communications	6,006	269	0	0	0
Total Revenues	\$6,446	\$769	\$0	\$0	\$0

Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Executive Management	\$1,684,865	\$1,687,604	\$1,690,950	\$1,745,905	\$1,794,930
Support To The Board	658,516	645,699	758,046	769,451	791,371
Public Affairs & Communications	736,148	807,599	949,940	973,762	998,648
Total Local Tax Funding	\$3,079,528	\$3,140,901	\$3,398,936	\$3,489,118	\$3,584,949

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Executive Management	11.50	11.00	11.40	11.40	11.40
Support To The Board	6.50	7.00	6.60	6.60	6.60
Public Affairs & Communications	6.60	6.80	6.80	6.80	6.80
Total FTE	24.60	24.80	24.80	24.80	24.80



County Administrator Executive Management

Program Goal and Service Description

The Executive Management function exercises daily management and supervision of all County operations, which are organized in the functional areas of Community Development, Community Services, Public Safety and Finance/Internal Operations. This includes executive oversight on the implementation of County policies and regulations. The County Administrator serves as the Chief Administrative Officer of County Government and is directly accountable to the Board of Supervisors. This program provides leadership and strategic direction of county operations from overall service initiatives to strategic positioning of departments and hiring of key leadership positions within the organization. This program also leads the countywide emergency preparedness function in coordination with regional planning and response activities. The office works proactively to manage the County's finances and expenditures, which has resulted in a AAA credit rating with all three rating agencies. The County Administrator and his staff work closely in partnership with other Loudoun County entities, including the business community, Chamber of Commerce, Economic Development Advisory Commission, health and human service providers, and similar groups, to ensure collaboration and shared knowledge and resources.

Budget Overview

FY 2015 Issues

- To maintain core service levels and customer expectations with existing staff, managing workloads of staff will require careful balance to meet established deadlines. In some areas, existing service levels cannot be maintained without additional staff or resources.
- It is estimated that the County will have grown by 54,382 residents between April 2010 and April 2015, putting additional pressure on the organization's ability to provide services with current staffing levels. The Office of the County Administrator will have to work closely with the Board and staff regarding resource constraints.
- Loss of institutional knowledge due to increasing numbers of retirements in the organization will require development of staff and continued succession planning.
- Efforts to retain a high quality workforce will need to continue by providing professional development and educational opportunities, competitive salaries and benefits.
- The uncertainty surrounding state and federal funding sources, as well as continued impacts of sequestration, is leading to additional pressures on residents, staff, and the budget. Any significant cut in defense or federal government spending could result in negative impacts to Loudoun County, its businesses, and residents.

FY 2015 Major Work Plan Initiatives

- Maintain current AAA credit rating with Moody's Investors, Fitch Ratings, and Standard & Poor's and obtain excellent interest rates from the market to ensure fiscal efficiency for Loudoun's residents.
- Provide strategic direction on a range of initiatives and priorities identified by the Board of Supervisors and implement the Board's transportation priorities as defined at the Transportation Summit.
- In working with each department, ensure that resource levels are sufficient to successfully carry out the direction of the Board.
- With improvements directed by the Board to the County's Performance Management System, staff will continue implementation efforts and performance evaluations incorporating three to five specific objectives in each employee's performance expectations.
- Implement and continue to improve the administrative policies to enhance processes and procedures for the organization.
- Proactively address employee morale to strengthen and revitalize the County workforce with outreach through the Leadership Team and the Employee Advisory Committee and recognize employees' exceptional performance.
- Proceed with planned capital facilities to ensure openings remain on schedule.

FY 2016 Outlook

- Based on the demographic characteristics of the department directors, the County may continue to face the loss of institutional knowledge due to retirements of key personnel.
- Employee recognition and compensation, including fringe benefits, will be a continued topic for consideration to increase employee morale.
- The County will continue to focus its efforts in the areas identified by the Board as its strategic priorities.
- It is expected that transportation and other capital projects will continue to be a key issue for departments.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**County Administrator
Executive Management**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,542,397	\$1,591,203	\$1,579,442	\$1,634,166	\$1,683,191
Operations & Maintenance	142,664	96,401	111,508	111,739	111,739
Total Expenditures	\$1,685,061	\$1,687,604	\$1,690,950	\$1,745,905	\$1,794,930
Revenues					
Intergovernment - Commonwealth	\$197	\$0	\$0	\$0	\$0
Total Revenues	\$197	\$0	\$0	\$0	\$0
Local Tax Funding	\$1,684,865	\$1,687,604	\$1,690,950	\$1,745,905	\$1,794,930
FTE Summary	11.50	11.00	11.40	11.40	11.40



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**County Administrator
Executive Management**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide County services that meet the needs of citizens and demonstrate value for their tax dollars.¹					
Percentage of Residents satisfied with County services	88%	n/a	n/a	85%	n/a
Residents satisfied with overall value for their tax dollars %	81%	n/a	n/a	80%	n/a
Objective: Attract and retain high quality workforce with a turnover rate at 10% or lower.					
Average tenure of County Workforce (in years for full-time, permanent FTE)	9.5	9.8	9.8	10.0	10.0
County workforce turnover rate %	9%	8.6%	10%	10%	10%
Objective: Achieve competitive interest rates on General Obligation Bond sales.					
Interest rate achieved at bond sale(s) for year %	2.31%	2.27%	5.00%	5.00%	5.00%
Objective: Ensure at least 95% of residents feel either Very Safe or Safe in their neighborhoods.²					
Percent of residents that indicate that they feel Very Safe or Safe	98%	n/a	n/a	95%	n/a
Objective: Provide all review comments within established timelines.					
Percent of comment letters sent within timelines by Community Development agencies	88%	81%	78%	83%	88%
Objective: Increase efficiency and reduce ongoing costs related to fleet management.					
Annual savings in replacement costs for non-public safety vehicles ²	n/a	\$260,000	\$260,000	\$260,000	\$260,000

¹ Data is obtained from the citizen survey which is not conducted every year. For a year with no survey data, "n/a" is presented.

² This measure with an n/a was new for the year in which numerical data begins.



County Administrator Support To The Board

Program Goal and Service Description

This function provides administrative, research, and documentary support to the Board of Supervisors, staff, and citizens and coordinates the review of legislation before the General Assembly. The Support to the Board function includes coordination of the Board's meeting schedule for its business and standing committee meetings and public hearings. This program also provides for administrative support for ad hoc committees as established by the Board of Supervisors, including administrative and strategic support to the Housing Stakeholder Group. Coordination of the Board's meeting schedule includes the setting of agendas, coordinating the required legal advertisement for items requiring public notice for Board public hearings, and coordinating the support meeting agendas, as well as preparing action summaries and official minutes of the Board meetings. Staff supporting this division ensures that Board meeting documents are available to the public and provides the actions of the Board within two days of the meeting. This division serves as a central point of contact for the County organization's Freedom of Information Act (FOIA) requests, maintains a centralized data base, and provides training for the organization on matters related to FOIA.

Budget Overview

FY 2015 Issues

- Staffing to meet the Board's meeting schedule, committee meetings, and added citizen committees will continue to be a challenge and will be difficult to maintain should the Board increase its number of meetings.
- Staff will be constrained in its ability to turn around Board meeting minutes, action summaries, and Board documents in a timely fashion due to the number of meetings and additional duties expected from each staff member.
- As Board items and packets become more complex, utilization of enhanced and changing technology will be critical to the Board's success during its Board meetings.
- County Administration staff, along with the County's legislative team, will work with the Board on legislation from the 2013 and 2014 General Assembly sessions and its impact on Loudoun County. In addition, pending the outcome of the sessions, issues related to unfunded mandates, local aid to the state, and possible revisions to funding formulae will need to be addressed for future fiscal planning.

FY 2015 Major Work Plan Initiatives

- Keep the Board informed of activities within the organization that support the Board's Strategic Vision, Goals, and Work Program, including meeting semi-annually on updates to the various aspects of the Strategic Plan.
- Review and update templates, processes, and timelines regarding Action Reports, Copy Tests, and Minutes in order to remain compliant with State requirements and to streamline existing efforts.
- Continually review and revise packet review and compilation process in order to deliver documents to the Board and the public in a timely manner. It is estimated that 110 meeting packets for Board business meetings, standing committees, ad hoc committees and public hearings may be prepared during FY 2015.
- Stay abreast of changing technology in order to utilize the iPad and electronic packets most effectively.
- Investigate the use of LaserFiche and electronic documents in order to reduce the office's reliance upon paper printing and copies for FOIA requests, packet preparation, and other work products.
- In preparation of the Board's Legislative Package for the 2015 General Assembly, staff will seek to have the Board continue providing a priority list of legislative initiatives. Further, staff will assist the Board in meeting bill introduction and position deadlines in late 2014 and during the session that will begin in January 2015.

FY 2016 Outlook

- With a new term of the Board of Supervisors in FY 2016, the Board may wish to review its Strategic Goals and Plan for its term.
- Depending on the number of standing committees proposed by the Board, additional resources may be necessary to support the Board and its Committees.
- The Board will continue to identify its legislative priorities and be directly involved in legislative efforts at the General Assembly.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**County Administrator
Support To The Board**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$526,089	\$513,145	\$699,878	\$711,283	\$732,621
Operations & Maintenance	132,669	133,054	58,168	58,168	58,750
Total Expenditures	\$658,759	\$646,199	\$758,046	\$769,451	\$791,371
Revenues					
Charges For Services	\$243	\$500	\$0	\$0	\$0
Total Revenues	\$243	\$500	\$0	\$0	\$0
Local Tax Funding	\$658,516	\$645,699	\$758,046	\$769,451	\$791,371
FTE Summary	6.50	7.00	6.60	6.60	6.60



FY 2015 Adopted Fiscal Plan
Loudoun County Government

County Administrator Support To The Board

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide meeting materials and action summaries to Board, staff and public reflecting actions and background information in a timely manner.					
Percentage of Board business meetings and public hearing action summaries completed within two days of meeting ²	63%	93%	95%	95%	95%
Board meeting minutes completed for meetings held ³	52	35	35	35	35
Number of packets prepared for business meetings public hearings & special meetings ³	72	42	55	55	55
Number of Packets for standing committee and ad hoc committee meetings prepared ³	57	97	77	55	55
Objective: Oversee Freedom of Information Act (FOIA) policy and process, and provide response to FOIA requests within mandated deadlines.					
Percent of FOIA requests responses within deadlines	n/a	n/a	100%	100%	100%
Number of FOIA requests coordinated by County Administration	n/a	152	120	130	130
Objective: Assist the Board in developing their strategic priorities and provide guidance to achieve the implementation of those priorities.					
Number of strategic work sessions held	n/a	3	3	3	3
Priority projects identified	25	20	20	20	20
Percentage of projects on schedule	100%	100%	100%	100%	100%
Objective: Develop and support the Board of Supervisors' legislative package for General Assembly to meet deadlines for adopted positions.					
Legislative Bills screened for impact on Loudoun	3,016	2,575	3,000	2,600	3,000
Legislative Bills with Impact analyzed	216	124	250	200	250

¹ Measures with an n/a were new for the year in which numerical data begins.

² FY 2012 data was lower than other years due to staff turnover and improved tracking methods after FY 2012.

³ The number of meetings, packets, and minutes vary depending on the number of Board Meetings, standing committees, and ad hoc committees of the Board. The different numbers demonstrate revisions to the Board's Business Meeting schedule and standing committee schedules, as well as the formation and completion of the Government Reform Commission's activities.



County Administrator Public Affairs and Communications

Program Goal and Service Description

The Public Affairs and Communications Division coordinates external and internal communications and constituent services activities, from a countywide perspective, in order to connect Loudoun County residents and communities with information about their government's services, operations and policies. The Division's activities increase public awareness of hazards and clearly communicate appropriate actions to take before, during and after emergencies. Public Affairs and Communications also supports clear and open communications to and from county government employees in order to maintain an informed and motivated workforce.

Communications integration and engagement activities achieve the goal of educated, informed and engaged county residents and communities that understand the operations of their government and how to obtain information on its operations and services. This is achieved through the execution of strategic communications plans, training, community outreach and engagement, media relations, online communications, broadcast communications, and constituent and accessibility services (including front line customer service, multilingual services and ADA compliance oversight).

Emergency communications activities achieve the goal of educated, informed and engaged residents, communities, partner organizations and county employees who are prepared for crisis situations and know how to stay informed during emergencies. Local and regional partners are critical to success in this area, as is the establishment of policies and procedures.

Budget Overview

FY 2015 Issues

- Due to the continuing and accelerating changes in the traditional and social media landscape, Public Affairs and Communications is faced with being able to respond to the demands for timely and accurate information in a 24/7 news cycle.
- Constantly evolving technologies continue to widen the array of communications platforms available, which in turn increases public expectations for timely information dissemination across all platforms. The rapidly expanding use of not only social media but also mobile-enhanced applications has created an ever-growing expectation of instantaneous customer service delivery.
- As the multilingual populations continue to grow, there is a rising need for multilingual messaging and outreach.
- The rise of citizen journalism makes it increasingly difficult to provide accurate information to the public during emergencies. Due to vast amounts of misinformation, it is important for the government to effectively communicate with the public and disseminate accurate information.

FY 2015 Major Work Plan Initiatives

- Execute a comprehensive external communications strategy to support the Board's strategic plan and Board directed initiatives.
- Continue to expand the integrated customer service initiative in order to provide seamless access to information through all platforms including, but not limited to online, mobile, phone and in person.
- Expand the use of innovative citizen engagement programs to enable resident participation and enhance their understanding of critical county initiatives.
- Evaluate and revise emergency communications policies and procedures, and work with regional partners to further strengthen collaboration.
- Conduct an annual online communications review process and work with all county departments to ensure Web content accuracy, quality and style countywide.
- Continue to execute a communications training curriculum to include communication standards, media, Web content, crisis communications, social media, employee communications, facilitation, etc. in collaboration with Human Resources.
- Conduct an annual community communications survey to better understand how the public wants to be communicated with and how to best engage in a two way dialogue.
- Conduct an annual employee communications survey to better understand internal communication needs.
- Increase outreach to the multilingual population and people with disabilities in order to provide better information and increase two-way dialogue.

FY 2016 Outlook

- Continued changes in the way the public communicates with the government will require the division to be flexible and nimble in its operations.
- Emergency communications will continue to be key for Loudoun County, neighboring jurisdictions, and regional partners.
- The Division will continue its outreach and support to multilingual and disabled populations in order to provide better information and services



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**County Administrator
Public Affairs and Communications**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$611,409	\$696,496	\$738,379	\$757,397	\$780,119
Operations & Maintenance	130,745	111,372	211,561	216,365	218,529
Total Expenditures	\$742,154	\$807,868	\$949,940	\$973,762	\$998,648
Revenues					
Charges For Services	\$0	\$269	\$0	\$0	\$0
Intergovernment - Commonwealth	\$6,006	\$0	\$0	\$0	\$0
Total Revenues	\$6,006	\$269	\$0	\$0	\$0
Local Tax Funding	\$736,148	\$807,599	\$949,940	\$973,762	\$998,648
FTE Summary	6.60	6.60	6.80	6.80	6.80



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**County Administrator
Public Affairs and Communications**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Keep residents and communities informed, and provide prompt response within 24 hours.					
Divisions/Departments participating in Active Citizen Request (ACR) System	14	16	23	28	33
Percentage of requests submitted through the ACR system resolved	n/a	n/a	n/a	100%	100%
Number of requests processed through ACR	n/a	n/a	n/a	5,000	5,500
Percentage of satisfied customer reports received through the Service Response Card (SRC) program	n/a	n/a	n/a	80%	80%
Translation requests completed for multilingual residents	n/a	n/a	100%	100%	100%
Objective: Increase public awareness on emergency preparedness before, during and after crisis.					
Citizens subscribing to Alert Loudoun	n/a	88,858	90,000	92,000	94,000
Objective: Strengthen cooperation with inter-agency, community and regional partners to assure seamless communication and information dissemination during crisis.					
Attendance rate in Emergency Support Function (ESF – 15) meetings	n/a	95%	95%	95%	95%
Objective: Increase use of government access channel to inform residents through video programming and bulletin board announcements.					
Announcements on Government Access bulletin board	267	125	125	125	125
Hours of webcasts and broadcasts aired ²	454	411	600	850	850
Percentage of Board of Supervisors meetings webcast and broadcast	n/a	n/a	n/a	100%	100%
Objective: Maintain media interaction and placement value through proactive media outreach and rapid response.					
Percentage of media inquiries responded to within 24 hours	100%	100%	100%	100%	100%
Percentage of proposed stories receiving media placement	100%	100%	85%	85%	85%

¹ Measures with an n/a were new for the year in which numerical data begins.

² The use of webcasts and broadcasts is increasing significantly in response to the demand.



**County Administrator
Public Affairs and Communications**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Continue to increase the usage of the County website and social media platforms as the primary source of information for residents by increasing the number of website page views by five percent annually.					
Discrete website visits (millions)	29	26	33	35	37
Percentage of respondents using County's online tools in the last three months	n/a	n/a	n/a	65%	n/a
Visits on social media (millions)	11.0	7.2	8.5	9.0	9.0
Percentage of Employee respondents satisfied with internal communication	n/a	75%	75%	80%	85%
Percentage of Respondents reporting knowledge of specific County issues	n/a	76%	85%	85%	85%

¹ Measures with an n/a were new for the year in which numerical data begins.



County Attorney

County Attorney

County Attorney



County Attorney

Mission Statement

The mission of the Office of the County Attorney is to provide timely, sound and effective legal services and advice to, and legal representation of, the County government.

Description

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

Budget Overview

FY 2015 Issues

Over the last eight years, County officials and agencies have placed increasing demands on legal counsel for all the above mentioned functional responsibilities, with no increase in staffing. The following summarizes some of the current and anticipated challenges for the office:

- **Transactional matters:** The Office is required to review contract documents and provides advice and representation on contract claims and disputes. In addition, legal counsel plays a critical role in financings and capital projects, which have increased in number and complexity. There are some key activities that will require additional attention and support: the acquisition of right-of-way for county road projects, including potential condemnation; legal support of the Dulles Rail project; and innovative methods to finance and construct infrastructure, such as public private partnerships, special taxing districts and community development authorities.
- **Land Development and Regulatory Enforcement:** Three areas of legal support need to be monitored closely to ensure adequate staffing and resources. First, as a result of the recession beginning in 2008-2009, the legal work associated with subdivision and site plan applications dropped and the staffing for this work was decreased accordingly. Over the last two fiscal years, those workloads have increased significantly, and at the same time, there has been a special emphasis on turnaround. The Office will need to follow these trends carefully to ensure that there is adequate staffing for this fee-supported work. Second, increasing demands have been placed on the office for civil enforcement of zoning, building code, erosion and sediment control, and solid waste regulations. Third, the Board has directed a number of changes to land use policies and regulations as part of its business-friendly initiatives, requiring the assistance of legal counsel. Other ongoing activities include: the review and enforcement of development conditions; preparation of easements and agreements associated with the County's storm water management program; and the enforcement of performance bonds for public improvements associated with approved development.
- **Taxation:** Due to the recession beginning in 2008-2009, the office experienced a substantial increase in the tax assessment and collection workload, and staffing was increased through reassignment. This work includes tax foreclosure cases, bankruptcy matters, collection cases and assessment challenges. Those caseloads are beginning to moderate; however, this activity will continue to require a significant commitment of legal resources. The Office proactively pursues the collection of the largest delinquent accounts, prior to those cases being referred for initiation of tax foreclosure sales. In addition, the office anticipates a continuing level of demand for general legal assistance to the local tax officials, including legal opinions and tax ordinance changes.
- **Department of Family Services:** The Office will need to continue a high level of support for Child Protective Services and Adult Protective Services cases. These matters have become increasingly time-consuming. In addition, the housing program may require more legal support in the future following the current review of housing policies. Ongoing activity related to the ADU program may require significant legal support, including transactional work, enforcement and general advising.
- **General Government:** Increasing demands for legal services come from a wide range of other county departments and agencies. Areas requiring substantial legal support include: personnel law, legal services to public safety agencies, preparation of ordinances, FOIA requests, and conflict of interest issues.
- **Litigation:** Denial of land use applications, adoption of new regulations and tax assessments are some of the County actions that can generate legal challenges, among other matters. The County Attorney recommends continuing close consultation with the Board and management to identify legal risks and maintain an appropriate contingency for litigation.

FY 2015 Major Work Plan Initiatives

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



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

County Attorney

FY 2014 Major Achievements

- Managed increasing demands for legal services with constrained resources.
- Continued support of tax assessment functions and tax collection efforts, including monitoring bankruptcy filings for tax officials (multi-year).
- Maintained staff response rates at high levels for review of contracts, leases and documents associated with land development applications.

FY 2016 Outlook

- The potential increase in the use of condemnations for transportation projects may necessitate additional resources if justified by the workload.
- Initiatives by the Board of Supervisors regarding affordable housing ordinance changes could necessitate additional staff specifically assigned to handle Affordable Dwelling Unit cases.
- Keeping up with workload demands and requests associated with land acquisitions will continue to be a challenge as residential and business development increases.

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,152,685	\$2,281,938	\$2,460,409	\$2,609,051	\$2,687,322
Operations & Maintenance	878,690	568,062	150,567	161,680	163,297
Total Expenditures	\$3,031,375	\$ 2,850,000	\$ 2,610,976	\$ 2,770,731	\$ 2,850,619
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$231,833	\$240,249	\$230,127	\$234,477	\$234,477
Fines & Forfeitures	1,419	2,230	1,500	1,500	1,500
Charges For Services	676	1,249	500	425	425
Miscellaneous Revenue	46,343	46,926	10,000	10,000	10,000
Other Financing Sources	144,940	167,574	150,840	154,158	154,158
Total Revenues	\$425,212	\$458,229	\$392,967	\$400,560	\$400,560
Local Tax Funding	\$2,606,163	\$2,391,772	\$2,218,009	\$2,370,171	\$2,450,059
FTE Summary	20.00	20.00	20.00	21.00	21.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Office of the County Attorney includes an increase of \$152,162 in local tax funding. Expenditures increased by \$159,755 primarily due to Personnel adjustments of \$148,642 partly attributed to the Board approved enhancement of 1.00 FTE for a Paralegal position and health care plan enrollments as well as Operations and Maintenance increase of \$11,113 attributed to contractual requirements, internal services charges increases and additional needed materials and supplies. FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenue increased by \$7,593 primarily due to an expected increase of \$4,350 in permits, privilege fees and regulatory licenses and an expected increase of \$3,318 in transfers from the Capital Projects Fund.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Office of the County Attorney includes an increase in Personnel of \$78,271 or three percent and an increase of \$1,617 or one percent in Operations and Maintenance over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase of \$79,888 in local tax funding.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

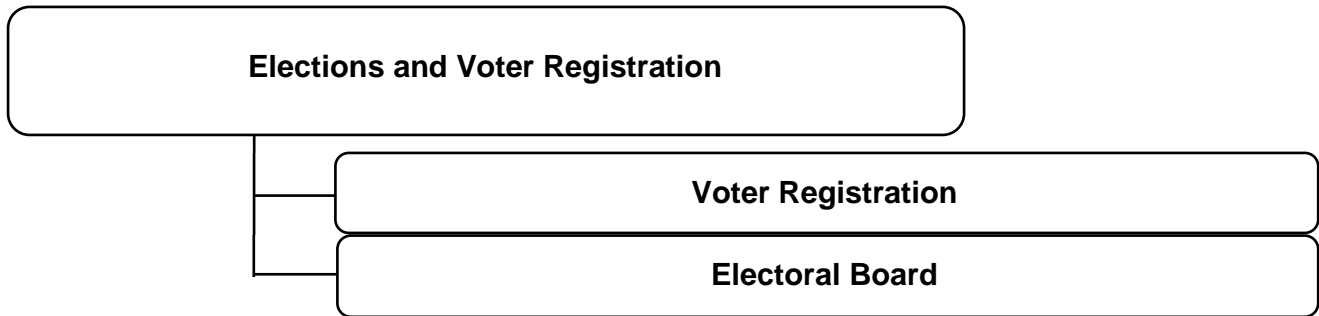
County Attorney

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide legal services in support of the general county government by delivering effective and timely advice or representation based on established priorities.					
Land Development (Submissions Received)	1,244	1,304	1,330	1,330	1,330
Land Development (Submissions Reviewed)	1,233	1,234	1,270	1,270	1,270
Land Development (Turnaround within 10 days) %	27%	32%	30%	30%	30%
Land Development (Turnaround within 20 days) %	78%	75%	75%	75%	75%
Land Development (Turnaround within 30 days) %	97%	100%	88%	88%	88%
Litigation (DFS cases)	57	39	68	68	68
Litigation (general)	29	23	32	32	32
New files opened, written request for opinions/advice	638	594	444	444	444
Regulatory Enforcement	56	72	72	72	72
Tax Collection Cases ¹	503	285	292	292	292
Transactional Matters (Leases and Contracts)	1,729	2,049	2,049	2,049	2,049
Transactional Matters (Property Acquisition)	3	8	8	8	8

¹As economic conditions improved in FY 2013, residents were more likely to pay taxes which in turn reduced the number of tax collection cases.



Elections and Voter Registration





Elections and Voter Registration

Mission Statement

The Office of Elections and Voter Registration 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 Code of Virginia.

Description

The Office of Elections and Voter Registration is comprised of the Electoral Board and the General Registrar. The Electoral Board appoints and supervises the Officers of Election and the General Registrar and supervises all elections in Loudoun County. 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 General Registrar 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 2015 Issues

- A General Election will be held on November 4, 2014, and the ballot will include the Federal offices of United States Senator and Member of the United States House of Representatives (10th District) as well as offices for the Towns of Leesburg and Hillsboro.
- A primary election is scheduled for June 9, 2015. Offices that could appear on the ballot include all seats in the Virginia Senate and Virginia House of Delegates as well as all County Offices including Board of Supervisors, School Board, Commonwealth's Attorney, Commissioner of the Revenue, Treasurer, Sheriff and Clerk of the Circuit Court.
- Since the 2011 State Redistricting, the County has four precincts split between two Virginia House of Delegates and two Virginia Senate districts requiring technical corrections by the General Assembly. Should the June 9, 2015 primary election have Virginia Senate and/or Virginia House of Delegate races on the ballot, these split precincts will once again become an issue. Split precincts require multiple ballot styles at one precinct, as not all voters will vote for the same Senate and/or House of Delegates candidates. The Department is currently working with County Administration and the Loudoun General Assembly delegation to correct the split precincts.
- A Photo ID requirement for voting becomes effective on July 1, 2014, which requires the Office to be prepared to issue photo ID cards to registered voters who do not currently possess one. This change will also result in the need for a large voter education campaign in advance of the November 2014 General Election to ensure that voters are prepared when they arrive at their polling location.
- As the online voter registration system continues to evolve, the Office will need to continually review and revise procedures for processing of applications.
- Over the past several years, the political parties have been increasingly opting for primaries (rather than caucuses). The cost of running a primary election averages approximately \$13.50 per voter, while the cost of a general election averages \$2.50 per voter. This is due to the fact that while the number of precincts that must be operated remains the same for each election, the number of voters choosing to vote in a primary is dramatically lower than the number choosing to vote in a general election. Several potential methods for reducing the cost of primaries have been introduced in the Virginia Legislature, but there has been no action to date on this issue.

FY 2015 Major Work Plan Initiatives

- Conduct absentee voting both in person and by mail a minimum of 45 days prior to all elections scheduled.
- Work with the State Board of Elections on maintenance of the voter records including "cross-check" systems to ensure that voters registered in Loudoun County are not also registered in other states.
- Continue to analyze and refine office procedures in response to the implementation of the State Board of Elections online voter registration system. This system was put into service in July 2013 and has resulted in several changes to the way the Office handles the processing of applications.
- Enhance voter education efforts through the use of direct mail, print advertising and website as new state programs such as the Photo ID requirement and online voter registration move forward.
- Refine testing and implementation of the new voting equipment purchased during FY 2014.

FY 2014 Major Achievements

- Conducted the November 5, 2013, General Election that included the state offices of Governor, Lieutenant Governor, Attorney General, Members of the Virginia House of Delegates and four Loudoun County Bond Questions.
- Conducted over 20 Officer of Election training sessions in the six weeks leading up to the November 2013 General Election. These sessions included "specialist" training sessions on the Electronic Pollbooks, Help Desk (voter issues), Voting Equipment and Chief/Assistant Chief training.
- Successfully operated satellite voting locations during the week prior to the November 5, 2013, General Election at the Cascades Senior Center and the Dulles South Multipurpose Center. These locations gave residents the ability to exercise their right to vote absentee closer to their homes and without the wait time typically associated with voting absentee at the main office.
- Conducted a countywide voter awareness campaign to ensure that voters were educated on the House of Delegates Districts in which they reside to alleviate voter confusion caused by the 2011 state redistricting.



Elections and Voter Registration

FY 2014 Major Achievements (Continued)

- Implemented an electronic means for transmittal of unofficial results at the end of Election Day, which alleviated the need for a large phone bank to receive and process the numbers.
- Began the process of going paperless with many of the manuals and documents required by precincts on Election Day by implementing the use of e-readers instead of relying on printed documents.
- Procured the replacement of all voting machines (since most of the old machines were over 18 years old) to ensure that the County has reliable equipment during elections.

FY 2016 Outlook

- Continued growth of the County population as well as the increasing number of state regulations continue to exert stress on existing staff. The Office anticipates the need for additional temporary staff around elections to assist with the increased workload.
- The Office will need to continually monitor population growth and voting patterns and add voting precincts as needed. Over the past several years, it has been necessary to add precincts nearly every year.
- An election for both state and local offices will be held on November 3, 2015. State offices appearing on the ballot will include all seats in the Virginia Senate and House of Delegates. Local offices appearing on the ballot will be all seats on the County Board of Supervisors, School Board, Commonwealth's Attorney, Commissioner of the Revenue, Treasurer, Sheriff and Clerk of the Circuit Court.
- A presidential primary election is scheduled for March 1, 2016, and is anticipated to be a dual primary as there will be no incumbent on the ballot.
- Town elections are scheduled for May 3, 2016, including the Towns of Hamilton, Lovettsville, Middleburg, Purcellville and Round Hill.
- In addition, a primary election is scheduled for June 14, 2016. The office that could appear on the ballot includes Member of the United States House of Representatives (10th District).



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Elections and Voter Registration

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$978,847	\$1,074,204	\$985,024	\$1,095,094	\$1,127,947
Operations & Maintenance	641,349	390,149	528,919	528,919	534,208
Capital Outlay & Capital Acquisitions	0	5,478	0	0	0
Total Expenditures	\$1,620,196	\$1,469,831	\$1,513,943	\$1,624,013	\$1,662,155
Revenues					
Miscellaneous Revenues	\$(1,426)	\$706	\$0	\$0	\$0
Recovered Costs	1,650	600	0	0	0
Intergovernment- Commonwealth ³	158,396	77,223	94,234	94,234	92,234
Intergovernment- Federal ²	94,315	20,200	0	0	0
Total Revenues	\$252,936	\$98,729	\$94,234	\$94,234	\$94,234
Local Tax Funding	\$1,367,260	\$1,371,102	\$1,419,709	\$1,529,779	\$1,567,921
FTE Summary	9.77	10.00	10.00	10.00	10.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Office of Elections and Voter Registration includes an increase in local tax funding of \$110,070. Expenditures increased primarily due to the increase in Personnel of \$110,070 for additional temporary poll workers needed for the number of anticipated elections throughout FY 2015. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section.

The FY 2015 Voting Machine Custodian enhancement position (1.00 FTE) is included in the Department of General Services to service voting and elections equipment needs.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Office of the Elections and Voter Registration includes an increase in Personnel of \$32,853 or three percent and an increase in Operations and Maintenance of \$5,289 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase of \$38,142.

Budget History

FY 2013: The Board added 0.23 FTE to convert a part-time Assistant Registrar to a full-time position.

¹ During FY 2013, General Registrar and the Electoral Board were merged into one department with two divisions; Electoral Board and Voter Registration. The financial and FTE summaries on this page show the merged totals for all years shown.

² FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

³ FY 2012 actuals for Commonwealth and Federal revenue represent additional funding received for the Electoral Board for voting equipment as a result of redistricting.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Elections and Voter Registration

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Voter Registration	\$870,872	\$809,506	\$853,597	\$878,423	\$900,681
Electoral Board	749,325	660,324	660,346	745,590	761,474
Total Expenditures	\$1,620,196	\$1,469,831	\$1,513,943	\$1,624,013	\$1,662,155
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Voter Registration	\$66,213	\$84,997	\$79,107	\$79,107	\$79,107
Electoral Board	186,723	13,732	15,127	15,127	15,127
Total Revenues	\$252,936	\$98,729	\$94,234	\$94,234	\$94,234
Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Voter Registration	\$804,659	\$724,509	\$774,490	\$799,316	\$821,574
Electoral Board	562,602	646,593	645,219	730,463	746,347
Total Local Tax Funding	\$1,367,260	\$1,371,102	\$1,419,709	\$1,529,779	\$1,567,921
Staffing By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Voter Registration	8.77	9.00	9.00	9.00	9.00
Electoral Board	1.00	1.00	1.00	1.00	1.00
Total FTE	9.77	10.00	10.00	10.00	10.00



Elections and Voter Registration Voter Registration

Program Goal and Service Description

The Voter Registration Office provides a comprehensive year-round program of voter registration and voter outreach. Using the statewide Virginia Elections and Registration Information System (VERIS) database, staff determines eligibility and processes the registration of new voters, maintains the voter registration records and street file database, processes both in-person and by mail absentee ballot applications, certifies candidate petitions and provides public information and access to electronic lists of registered voters and absentee applicants. Staff also assists candidates and elected officials with information and the completion of reports as required by State Code.

Budget Overview

FY 2015 Issues

- Maintenance of the voter rolls continues to be a challenge due to the constant growth as well as new state requirements that the Office utilize "cross-checks" to ensure that voters are not registered in two states.
- Online Voter Registration will continue to evolve and will require review and revision of office procedures.
- There are four precincts split between two House and/or two Senate districts. This will once again become an issue during the June 9, 2015 Primary election due to both the Virginia Senate and Virginia House of Delegates being on the ballot. The General Registrar is currently working with County Administration and the Loudoun General Assembly delegation to correct the split precincts.
- A photo identification requirement for voting becomes effective on July 1, 2014, which requires the Office to be prepared to issue photo identification cards to registered voters who do not currently possess one. This change will also result in the need for a large voter education campaign in advance of the November 2014 General Election to ensure that voters are prepared when they arrive at their polling location.
- As the online voter registration system continues to evolve, the office will need to continually review and revise office procedures for processing of applications.

FY 2015 Major Work Plan Initiatives

- Implement the new photo id requirement for voters effective July 1, 2014. This will include training office staff on operating the new systems required to issue ID to voters on demand.
- Move towards electronic storage of voter registration records as the online voter registration system reduces the need for paper copies of all records.
- Conduct absentee voting both in person and by mail a minimum of 45 days prior to all elections scheduled.
- Work with the State Board of Elections on maintenance of the voter records including "cross-check" systems to ensure that voters registered in Loudoun County are not also registered in other states.
- Continue to analyze and refine procedures in response to the implementation of the State Board of Elections online voter registration system. This system was put into service in July 2013 and has resulted in several changes to the way the Office handles the processing of applications.

FY 2016 Outlook

- An election for both state and local offices will be held on November 3, 2015. State offices appearing on the ballot will include all seats in the Virginia Senate and House of Delegates. Local offices appearing on the ballot will be all seats on the County Board of Supervisors, School Board, Commonwealth's Attorney, Commissioner of the Revenue, Treasurer, Sheriff and Clerk of the Circuit Court.
- A presidential primary election is scheduled for March 1, 2016, and is anticipated to be a dual primary as there will be no incumbent on the ballot.
- Town elections are scheduled for May 3, 2016, including the Towns of Hamilton, Lovettsville, Middleburg, Purcellville and Round Hill.
- In addition, a primary election is scheduled for June 14, 2016. The office that could appear on the ballot includes Member of the United States House of Representatives (10th District).



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Elections and Voter Registration
Voter Registration**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$543,276	\$656,151	\$648,856	\$673,682	\$693,892
Operations & Maintenance	327,596	153,355	204,741	204,741	206,788
Total Expenditures	\$870,872	\$809,506	\$853,597	\$878,423	\$900,681
Revenues					
Intergovernment- Commonwealth	\$66,213	\$64,797	\$79,107	\$79,107	\$79,107
	0	20,200	0	0	0
Total Revenues	\$66,213	\$84,997	\$79,107	\$79,107	\$79,107
Local Tax Funding	\$804,659	\$724,509	\$774,490	\$799,316	\$821,574
FTE Summary	8.77	9.00	9.00	9.00	9.00



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Elections and Voter Registration
Voter Registration

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Provide each citizen of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner by processing voter registration applications in a timely manner, maintaining accurate voter registration records, and providing absentee ballots for eligible voters.					
Absentee Voters voting by email ¹	185	1,015	1,000	200	200
Absentee Voters voting by mail ¹	1,626	7,745	2,000	2,000	1,900
Absentee voters voting in person ¹	3,267	14,175	3,500	2,750	2,600
Cost of voter registration office per registered voter	\$3.54	\$3.42	\$3.60	\$3.60	\$3.60
Elections held	6	2	2	2	4
Number of electronic pollbooks and lookup devices maintained	426	426	426	526	526
Number of registered voters per registrar	22,932	23,163	23,889	24,444	25,000
Registered voters	201,117	208,464	215,000	220,000	225,000
Transactions processed ²	247,240	60,230	35,000	35,000	35,000

¹ The FY 2013 data is higher than other years due to the high turnout for the Presidential election in November 2012.

² FY 2012 actual data is significantly higher than other years due to six elections being held during that fiscal year.



Elections and Voter Registration Electoral Board

Program Goal and Service Description

The Electoral Board, which consists of three members, supervises all elections and referenda conducted in Loudoun County and is responsible under the State Constitution and the Code of Virginia Section § 24.2-106 for election uniformity and legality in accordance with established practices and procedures. The Electoral Board appoints and supervises the Officers of Election and the General Registrar of Loudoun County. It also conducts training courses for Officers of Election designed to qualify new officers in all aspects of polling place operations. The Electoral Board directs the conduct of elections and coordinates the election process, and is appointed for three-year staggered terms by the Circuit Court Judges.

Budget Overview

FY 2015 Issues

- Recruiting enough Election Officers to serve at the precincts has become increasingly difficult and time consuming as the County has grown. The Office will need to continue to find new ways to encourage citizens to serve.
- As the number of Election Officers needed increases, the time necessary to schedule and train them becomes more of a challenge.
- State Board of Elections funding has been in flux over the past several years. The Board has gradually reduced reimbursements for primaries and election related expenses and services, such as the printing of election envelopes and forms, which were previously provided to localities.
- A General Election will be held on November 4, 2014, and the ballot will include the Federal offices of United States Senator and Member of the United States House of Representatives (10th District) as well as offices for the Towns of Leesburg and Hillsboro.
- Over the past several years, the political parties have been increasingly opting for primaries (rather than caucuses) in most years. The cost of running a primary election averages approximately \$13.50 per voter, while the cost of a general election averages \$2.50 per voter. This is due to the fact that while the number of precincts that must be operated remains the same for each election, the number of voters choosing to vote in a primary is dramatically lower than the number choosing to vote in a general election. Several potential methods for reducing the cost of primaries have been introduced in the Virginia Legislature, but there has been no action to date on this issue.
- A primary election is scheduled for June 9, 2015. Offices that could appear on the ballot include all seats in the Virginia Senate and Virginia House of Delegates as well as all County Offices including Board of Supervisors, Commonwealth's Attorney, Commissioner of the Revenue, Treasurer, Sheriff and Clerk of the Circuit Court.

FY 2015 Major Work Plan Initiatives

- Refine testing and implementation of the new voting equipment purchased during FY 2014.
- Continue implementation of paperless solutions for election result reporting as well as documents and manuals used at precincts.
- Enhance voter education efforts through the use of direct mail, print advertising and website as new state programs such as the photo identification requirement and online voter registration move forward.

FY 2016 Outlook

- Continued growth of the County population as well as the increasing number of state regulations continue to exert stress on existing office staff. The office anticipates the need for additional temporary staff around elections to assist with the increased workload.
- The Office will need to continually monitor population growth and voting patterns and add voting precincts as needed. Over the past several years it has been necessary to add precincts nearly every year.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Elections and Voter Registration
Electoral Board**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$435,571	\$418,053	\$336,168	\$421,412	\$434,054
Operations & Maintenance	313,754	236,794	324,178	324,178	327,420
Capital Outlay & Capital Acquisitions	0	5,478	0	0	0
Total Expenditures	\$749,325	\$660,324	\$660,346	\$745,590	\$761,474
Revenues					
Miscellaneous Revenues	\$(1,426)	\$706	\$0	\$0	\$0
Recovered Costs	1,650	600	0	0	0
Intergovernment- Commonwealth ¹	92,184	12,426	15,127	15,127	15,127
Intergovernment- Federal ¹	94,315	0	0	0	0
Total Revenues	\$186,723	\$13,732	\$15,127	\$15,127	\$15,127
Local Tax Funding	\$562,602	\$646,593	\$645,219	\$730,463	\$746,347
FTE Summary	1.00	1.00	1.00	1.00	1.00

¹ During FY 2012, Commonwealth and Federal revenue was received for voting equipment due to redistricting, resulting in higher amounts than in other years.



General Services

General Services

Public Works

Facilities Support

Fleet Management

Waste Management

Environmental Activities

Management Support Services



General Services

Mission Statement

The mission of the Department of General Services is to directly support County residents and County government by providing responsive and effective emergency and essential Public Works support, facility maintenance, solid waste management, environmental compliance, internal services, and vehicle support.

Description

General Services is an integral part of the County's emergency response and recovery operations and is designated as one of the "first responders" to major County emergencies resulting from natural or man-made disasters. On a daily basis, it provides direct support to citizens through its Stormwater Management Program and Environmental Services Group. In addition, General Services operates and maintains the County's physical plant, acquires and manages leased facilities, provides internal support, and acquires and manages the public safety and general vehicle fleet.

Budget Overview

FY 2015 Issues

- The mandates of the Municipal Separate Storm Sewer System (MS-4) Stormwater Discharge Permit will increase each year, requiring additional engineering and management effort and may impact staffing levels and program costs.
- The impacts of forthcoming Phase II Chesapeake Bay Total Maximum Daily Load (TMDL) Watershed Implementation Plan stormwater discharge requirements may result in significant increases in stormwater management costs and program management staffing.
- The increased size of the County's physical plant from the addition of new facilities without additional maintenance staff may impact service levels. Services provided are already heavily contracted out and internal staff levels are significantly below the levels suggested by national standards.
- It is challenging to recruit qualified commercial HVAC technicians due to wage disparity with the private sector.

FY 2015 Major Work Plan Initiatives

- Continue to satisfy the Virginia Stormwater Management Program (VSMP) stormwater discharge permit requirements and develop action plans for addressing the Chesapeake Bay, Goose Creek, and Bull Run TMDLs.
- Respond to the mandated requirements of the Phase II Watershed Implementation Plan and assist in developing detailed plans to meet program requirements.
- Develop and execute a training program for mid-level managers to improve their performance, potential for selection in senior management positions and enhance the Department's efficiency.
- Place into operation an off-site mail distribution facility to enhance security and reduce the possibility of disruption of service at major County facilities from real or simulated mail distribution of lethal or unknown substances.
- Continue to aggressively pursue reductions in leased space cost when leases are extended or renewed by negotiating and resetting lease rates to or below market rate.
- Refine policies and procedures to increase vehicle utilization and reduce fleet operations and maintenance costs.
- Complete the renovation of space at 801 Sycolin Road for relocation of the Emergency Communications Center from the Fire/Rescue Training Facility on Courage Court.
- Initiate a planning effort to develop an office space plan for future County requirements.
- Review solid waste and recycling ordinances and update if necessary.
- Further reduce recycling costs through process improvements.

FY 2014 Major Achievements

- Satisfied all VSMP, MS4 Stormwater Discharge Permit requirements, developed a new four-year Public Education Outreach Plan, and initiated planning for stormwater upgrades driven by TMDLs.
- Completed the renovation of the Sheriff's Headquarters facility at 803 Sycolin Road on time and within budget.
- Re-negotiated and terminated facility leases that reduced lease costs by \$1,270,000 annually.
- Restructured fleet management and vehicle maintenance activities as recommended by the Fleet Management and Utilization Study and reduced annual costs by \$592,000.
- Continued sale of 135 surplus vehicles through the internet auction that yielded \$424,000.
- Outsourced activities, constituting approximately 80% of the Department's budget, including HVAC major repair and maintenance, stormwater maintenance and repair, security maintenance and repair, engineering services, emergency generator maintenance and repair, and construction services in order to preclude technician staff increases.
- Met landfill revenue goals to cover operational expenditures while providing funding for the diversion and recycling programs and reserving funds for capital expenses; and concurrently provided \$1,200,000 in landfill services to governmental agencies and non-profit organizations that hold landfill fee waivers.
- Reduced annual recycling costs by \$77,000 through process improvements.
- Reviewed and recertified the County's Solid Waste Management Plan.



General Services

FY 2016 Outlook

- The increase in building activity rebounding from the recession will drive cost increases in facility construction and service contracts.
- The potential impacts of forthcoming Phase II Chesapeake Total Maximum Daily Load (TMDL) Watershed Implementation Plan stormwater discharge requirements may result in significant increases in stormwater management costs and program management staffing.
- Increased size of the County's physical plant from the addition of new facilities without additional maintenance staff may impact service levels.
- The Department will continue to review fleet vehicle requirements and utilization to effectively right size the fleet and reduce costs.
- The Department will continue to aggressively negotiate solid waste contracts with private collectors to maximize revenue.
- The Department will continue to implement recommendations of the Loudoun County Water and Wastewater Needs Assessment where practicable.
- The Department will continue to encourage and enable program agencies to migrate records storage to the central archives.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

General Services

Departmental Financial Summary	FY 2012 Actual ¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures²					
Personnel	\$8,158,280	\$8,687,336	\$8,875,359	\$9,136,978	\$9,411,087
Operations & Maintenance	24,809,162	21,622,006	23,337,601	22,574,145	22,769,971
Capital Outlay	352,822	211,980	260,000	0	0
Other Uses Of Funds	875,805	211,162	236,510	86,095	88,678
Total Expenditures	\$34,196,069	\$30,732,484	\$32,709,470	\$31,797,218	\$32,269,736
Revenues					
Permits Privileges Fees & Regulatory Licenses	\$25,760	\$35,897	\$29,500	\$32,000	\$32,000
Revenue From Use of Money & Property	1,016,262	393,769	363,575	225,745	225,745
Charges For Services	2,993,993	2,354,278	2,640,000	3,609,000	3,609,000
Miscellaneous Revenue	70,308	71,816	30,000	2,000	2,000
Recovered Costs	86,151	26,410	380,500	303,500	303,500
Intergovernment - Commonwealth	55,206	67,503	33,000	33,000	33,000
Intergovernment – Federal	1,166,900	0	0	0	0
Other Financing Sources	199,612	149,725	154,217	162,344	162,344
Total Revenues	\$5,614,191	\$3,099,398	\$3,630,792	\$4,367,589	\$4,367,589
Local Tax Funding	\$28,581,878	\$27,633,086	\$29,078,678	\$27,429,629	\$27,902,147
FTE Summary	105.63	105.63	104.63	104.63	104.63

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of General Services includes a decrease in local tax funding of \$1,649,049, which includes an approved enhancement for a Voting Machine Custodian position. Expenditures decreased by \$912,252 primarily due to a decrease of \$763,456 in Operation and Maintenance expenditures as a result of a series of operational-related efficiencies and the Department's ongoing effort to streamline its activities. Four major expenditure reductions include recycling contract and custodial reductions (\$77,000 and \$180,000 respectively); natural gas rate and energy savings (\$200,000); and general lease terminations, escalations and consolidations (\$719,000). These decreases in expenditures are offset by Personnel increases of \$261,619 associated with increases in fringe benefits and salary increases. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues increased by \$736,797 primarily due to a projected increase in charges for services revenue associated with the operation of the County's landfill and the anticipated increased utilization by County businesses and residents in FY 2015.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of General Services includes an increase in Personnel of \$274,109 or three percent, an increase in Operations and Maintenance of \$195,826 or one percent, and an increase in Other Uses of Funds of \$2,583 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$383,841.

Budget History

FY 2013: 29.63 FTE were transferred from the Department of Construction & Waste Management. Effective December 2012, the Solid Waste Diversion and Recycling, Environmental Assurance and Strategic Planning, and Disposal Operations Divisions merged with the Department of General Services and became the Environmental Activities and Waste Management Divisions. FY 2012 and FY 2013 reflect this reorganization. As part of this reorganization, 1.00 FTE was transferred to the Department of Transportation and Capital Infrastructure resulting in a decrease of 1.00 FTE to the Department.

FY 2014 Mid-Year: The Board eliminated 1.00 FTE from the Fleet Management Division as a result of efficiencies gained through a fleet study finding.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

² It should be noted that operating costs associated with new facilities opening in FY 2016 are reflected within the program departments and are not included in the projected costs for the Department of General Services.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

General Services

Expenditures by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Works	\$2,695,040	\$2,961,691	\$2,838,004	\$3,052,225	\$3,115,273
Facilities Support	21,769,650	20,718,406	22,325,895	21,301,933	21,585,112
Fleet Management	847,229	920,302	940,076	717,496	735,912
Management Support Services	935,381	1,028,722	1,030,010	1,314,045	1,350,251
Environmental Activities	1,243,267	393,859	577,558	495,839	509,784
Waste Management	5,000,901	4,709,504	4,997,927	4,915,680	4,973,404
Total Expenditures	\$32,491,468	\$30,732,484	\$32,709,470	\$31,797,218	\$32,269,736

Revenues By Program:	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Works	\$149,465	\$150,134	\$154,717	\$162,844	\$162,844
Facilities Support	1,129,696	308,900	298,575	147,745	147,745
Fleet Management	27,973	26,000	30,000	30,000	30,000
Management Support Services	67,155	86,900	65,000	80,000	80,000
Environmental Activities	1,166,900	35,897	29,500	32,000	32,000
Waste Management	2,725,923	2,491,566	3,053,000	3,915,000	3,915,000
Total Revenues	\$5,267,112	\$3,099,397	\$3,630,792	\$4,367,589	\$4,367,589

Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Works	\$2,545,576	\$2,811,557	\$2,683,287	\$2,889,381	\$2,952,429
Facilities Support	20,639,954	20,409,506	22,027,320	21,154,188	21,437,367
Fleet Management	819,256	894,302	910,076	687,496	705,912
Management Support Services	868,226	941,822	965,010	1,234,045	1,270,251
Environmental Activities	76,367	357,962	548,058	463,839	477,784
Waste Management	2,274,977	2,217,938	1,944,927	1,000,680	1,058,404
Total Local Tax Funding	\$27,224,356	\$27,633,087	\$29,078,678	\$27,429,629	\$27,902,147

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Works	18.00	19.00	18.00	18.00	18.00
Facilities Support	39.00	37.00	38.00	40.00	40.00
Fleet Management	10.00	10.00	10.00	7.00	7.00
Management Support Services	9.00	9.00	9.00	12.00	12.00
Environmental Activities	4.00	5.00	5.00	4.00	4.00
Waste Management	25.63	25.63	24.63	23.63	23.63
Total FTE	105.63	105.63	104.63	104.63	104.63



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

General Services Public Works

Program Goal and Service Description

The principal goals of the Public Works Division are to be staffed, trained, and equipped to respond to major County emergencies in support of the County's Emergency Management Plan and to meet the requirements of the Virginia Stormwater Management Program (VSMP) Stormwater Discharge Permit. This Division also provides selected Public Works activities countywide and includes developing and implementing the County's mandated stormwater management program; maintenance and repair of stormwater infrastructure; installing and maintaining County street name signs; emergency response to property flooding; and snow and ice control on County property.

Budget Overview

FY 2015 Issues

- The mandates of the MS4 Stormwater Discharge Permit will increase each year, requiring additional engineering and management effort, and may impact staffing levels and program costs.
- The impacts of forthcoming Phase II, Chesapeake Bay TMDL Watershed Implementation Plan stormwater discharge requirements may result in significant increases in stormwater management costs and program management staffing.
- There is a need for emergency response refresher training to ensure Public Works personnel are equipped to respond to County emergencies.

FY 2015 Major Work Plan Initiatives

- Provide refresher training for all Public Works personnel to ensure timely and effective response to major County emergencies.
- Provide professional heavy equipment operator training and certification where applicable.
- Continue to satisfy the Virginia Stormwater Management Program (VSMP) stormwater discharge permit requirements and develop action plans for addressing the Chesapeake Bay, Goose Creek, and Bull Run TMDLs.
- Continue ten-year program for restoration of aging stormwater infrastructure.

FY 2016 Outlook

- Incremental increases in MS4 Stormwater Discharge Permit requirements will drive additional engineering and management effort and may impact staffing levels and program costs.
- There will be a continuing need for emergency response refresher training to ensure Public Works personnel are equipped to respond to County emergencies.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,382,567	\$1,569,161	\$1,571,906	\$1,626,303	\$1,675,092
Operations & Maintenance	1,259,239	1,360,489	1,266,098	1,425,922	1,440,181
Capital Outlay	30,796	32,041	0	0	0
Other Uses Of Funds	22,438	0	0	0	0
Total Expenditures	\$2,695,040	\$2,961,691	\$2,838,004	\$3,052,225	\$3,115,273
Revenues					
Recovered Costs	\$297	\$409	\$500	\$500	\$500
Intergovernment - Commonwealth	2,242	0	0	0	0
Other Financing Sources	146,925	149,725	154,217	162,344	162,344
Total Revenues	\$149,465	\$150,134	\$154,717	\$162,844	\$162,844
Local Tax Funding	\$2,545,576	\$2,811,557	\$2,683,287	\$2,889,381	\$2,952,429
FTE Summary	18.00	19.00	18.00	18.00	18.00



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**General Services
Public Works**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Execute the comprehensive stormwater infrastructure, repair, maintenance, and restoration program.					
Backlog of maintenance and repair work orders in months	12	12	11	11	11
Capital stormwater repair and restoration funds obligated	\$2,740,000	\$2,847,225	\$3,000,000	\$3,000,000	\$3,000,000
Total value of stormwater infrastructure	\$450,603,160	\$495,114,614	\$540,000,000	\$600,000,000	\$650,000,000
Miles of pipe maintained	525	570	620	675	700
Number of Best Management Practices maintained (ponds, filters, etc.)	730	925	1,000	1,100	1,200
Number of stormwater structures maintained	31,000	33,175	36,000	39,000	40,000
Outfall inspections for illicit discharge completed (average 600/year)	100%	100%	100%	100%	100%
Pond or filter system inspections completed (average 750/year)	100%	100%	100%	100%	100%
Stormwater projects completed by contract annually	490	494	550	550	550
Objective: Train and equip personnel for response to County emergencies.					
Emergency response equipment serviceable and available	100%	100%	100%	100%	100%
Personal protective gear serviceable and available	100%	100%	100%	100%	100%
Public Works personnel receiving training within 12 months	100%	100%	100%	100%	100%
Objective: Maintain street name signs for use by emergency responders.					
Number of street name signs currently installed	17,150	17,156	18,000	18,500	19,000
Number of street name signs maintained/replaced	260	280	280	290	300
Signs missing replaced within two business days	100%	100%	100%	100%	100%



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

General Services Facilities Support

Program Goal and Service Description

The goal of the Facilities Support Division is to operate and maintain County facilities in an effective and cost efficient manner. The Division provides for the operation and maintenance of structures, building systems, security systems, and site improvements for County owned facilities including managing design and construction of major facility repair and maintenance projects; management of workspace construction; housekeeping services; pest control; and emergency and essential repair services for the County's physical plant. It also provides for acquisition and management of leased space; interior layout and design; workstation and furnishing installations; relocation service; indoor air quality monitoring; and periodically scheduled facility condition assessments. A combination of in-house resources and contracted resources are employed to implement these programs.

Budget Overview

FY 2015 Issues

- The increased size of the County's physical plant from addition of new facilities without additional maintenance staff may impact service levels. Services provided by this Division are already heavily contracted out and internal staff levels are significantly below the levels suggested by national standards.
- It is challenging to recruit qualified commercial HVAC technicians.

FY 2015 Major Work Plan Initiatives

- Ensure that facilities' infrastructure is adequate to support County programs.
- Continue timely maintenance and repair of County facilities to ensure a safe and healthy workspace.
- Implement countywide facility security enhancement measures recommended by the Sheriff's Office.
- Place into operation an off-site mail distribution facility for security purposes.
- Aggressively pursue reductions in leased space cost.
- Complete renovation of space at 801 Sycolin Road for relocation of the Emergency Communications Center from the Fire/Rescue Training Facility on Courage Court.

FY 2016 Outlook

- Additional staff will be needed to maintain the increased size of the County's physical plant from addition of new facilities is essential to minimize impact on service levels.
- The increase in building activity rebounding from the recession will drive cost increases in facility construction and service contracts; however, the effort to aggressively pursue reductions in the cost of leased space will continue.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,896,892	\$3,067,214	\$3,134,949	\$3,421,888	\$3,524,545
Operations & Maintenance ¹	18,338,539	17,295,920	18,704,436	17,793,950	17,971,889
Capital Outlay	31,687	144,110	250,000	0	0
Other Uses Of Funds	502,532	211,162	236,510	86,095	88,678
Total Expenditures	\$21,769,650	\$20,718,406	\$22,325,895	\$21,301,933	\$21,585,112
Revenues					
Revenue From Use of Money & Property	\$1,016,261	\$306,930	\$298,575	\$145,745	\$145,745
Miscellaneous Revenue	3,000	1,970	0	2,000	2,000
Recovered Costs	57,748	0	0	0	0
Other Financing Sources	52,687	0	0	0	0
Total Revenues	\$1,129,696	\$308,900	\$298,575	\$147,745	\$147,745
Local Tax Funding	\$20,639,954	\$20,409,505	\$22,027,320	\$21,154,188	\$21,437,367
FTE Summary²	39.00	37.00	38.00	40.00	40.00

¹ The FY 2015 decrease in Operations and Maintenance expenditures is primarily a result of a series of operational-related efficiencies and ongoing effort to streamline activities including custodial contract reductions and general lease terminations, escalations and consolidations.

² As part of the FY 2015 Proposed Budget development process, the Department reassigned positions between the Divisions in order to better align functions and responsibilities. As a result, 1.00 FTE has been reallocated from the Environmental Activities Division and 1.00 FTE from the Waste Management Division to this Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**General Services
Facilities Support**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Acquire and manage adequate leased space to support essential County programs and activities.					
Notify landlords of facility emergencies within one hour	100%	100%	100%	100%	100%
Notify landlords of routine facility issues w/in one day of occupant notification	100%	100%	100%	100%	100%
Square feet of space leased by the County	371,900	371,900	340,000	302,000	302,000
Square foot cost of leased space	\$20.13	\$20.12	\$20.15	\$20.14	\$20.15
Objective: Develop and execute major maintenance and repair programs for County-owned facilities.					
Capital Asset Preservation Program funds budgeted	\$1,840,000	\$2,530,000	\$3,450,000	\$3,450,000	\$3,583,000
Capital Asset Preservation Program funds expended	100%	100%	100%	100%	100%
Number of facilities maintained	76	77	79	79	79
Number of facility assessments completed	16	14	16	16	16
Objective: Repair and maintain County facilities to provide a safe, healthy and functional work environment.					
Maintenance funds budgeted	\$4,443,537	\$4,619,016	\$4,548,309	\$4,688,388	\$4,700,000
Percentage of maintenance funds expended	98%	100%	100%	100%	100%
Percentage of Responses to emergency requests within 1 hour (average 150/year)	100%	100%	100%	100%	100%
Percentage of Responses to work requests within 48 hours (average 10,000/year)	100%	100%	100%	100%	100%
Square feet of space maintained	1,390,160	1,667,740	1,735,544	1,724,376	1,725,000
Square foot cost for janitorial services per year	\$1.41	\$1.25	\$1.25	\$1.25	\$1.25
Square foot cost of space maintained	\$2.65	\$2.66	\$2.66	\$2.72	\$2.73



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

General Services Fleet Management

Program Goal and Service Description

The goal of the Fleet Management Division is to provide for the acquisition, equipping, licensing, assignment, maintenance, replacement, and disposition of County vehicles in a timely and economical manner. The vehicle inventory includes general-purpose vehicles, special-use vehicles, public safety vehicles, fire apparatus, buses, motorcycles, heavy equipment, and trailers. Vehicle maintenance is accomplished in partnership with the Loudoun County Public Schools (LCPS) Transportation Division, using both LCPS resources at the Vehicle Maintenance Facility and contracted service providers. This Division also manages the County's vehicle operating and replacement funds.

Budget Overview

FY 2015 Issues

- There is a continuing need to increase vehicle utilization and reduce fleet size to optimize operations and maintenance costs.
- The volatility of fuel prices is likely to impact operating costs of the County's vehicle fleet.

FY 2015 Major Work Plan Initiatives

- Continue development of policies and procedures to increase vehicle utilization and reduce fleet operations and maintenance costs.
- Review types of vehicles acquired with a view toward providing the lowest cost vehicle to accomplish program requirements.
- Investigate efficiencies and cost effectiveness of replacing owned motor pool cars with rental cars.
- Remove infrequently used special purpose equipment from the fleet and provide service through equipment rental when needed.
- Continue to assist Fire-Rescue in reducing maintenance and repair costs on fire apparatus.
- Provide inspection and maintenance oversight of the commuter bus fleet.
- Implement a more precise methodology for determining vehicle replacement funding based upon vehicle type and utilization.

FY 2016 Outlook

- The Division will provide continued maintenance oversight of the expanding commuter bus fleet and the pending shift to different buses with the anticipated completion of Phase I of the Dulles Corridor Metrorail project.
- The Division will continue to review fleet vehicle requirements and utilization to effectively right size the fleet and reduce costs through the implementation of best management practices and consultant recommendations.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$644,729	\$708,570	\$729,155	\$562,051	\$578,913
Operations & Maintenance	202,500	175,903	210,921	155,445	156,999
Capital Outlay & Acquisitions	0	35,829	0	0	0
Total Expenditures	\$847,229	\$920,302	\$940,076	\$717,496	\$735,912
Revenues					
Recovered Costs	\$27,973	\$26,000	\$30,000	\$30,000	\$30,000
Total Revenues	\$27,973	\$26,000	\$30,000	\$30,000	\$30,000
Local Tax Funding	\$819,256	\$894,302	\$910,076	\$687,496	\$705,912
FTE Summary¹	10.00	10.00	10.00	7.00	7.00

¹ The Board eliminated 1.00 FTE during FY 2014 as a result of a fleet study finding. In addition, as part of the FY 2015 budget development process, the Department reassigned positions between the Divisions in order to better align functions and responsibilities. As a result, 2.00 FTE have been reallocated to the Management Support Services Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**General Services
Fleet Management**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.					
Number of public safety vehicles in service at year end	617	602	617	630	630
Public safety vehicle maintenance cost per mile	\$0.29	\$0.26	\$0.25	\$0.25	\$0.25
Public safety vehicle maintenance downtime	2.24%	2.68%	2.75%	2.75%	2.75%
Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.					
Non-public safety vehicle maintenance cost per mile	\$0.20	\$0.21	\$0.20	\$0.21	\$0.21
Non-public safety vehicle maintenance downtime	2.49%	2.26%	2.75%	2.50%	2.50%
Number of non-public safety vehicles in service at year end	587	560	523	520	520
Objective: Operate and maintain County fleet vehicles to provide safe transportation.					
Number of County vehicles in service at year end	1,204	1,162	1,140	1,150	1,150
Required State vehicle inspections completed	100%	99%	100%	100%	100%
Required vehicle emissions inspections completed	99%	99%	100%	100%	100%



General Services Waste Management

Program Goal and Service Description

The goal of the Waste Management Division is to operate and maintain the County Landfill and provide recycling and diversion opportunities for the citizens and businesses of Loudoun County. Landfill operations are fee supported and provide free disposal for County government, public schools and selected town and non-profit agency activities. The Division performs compliance monitoring and reporting, closed acreage maintenance and landfill infrastructure planning according to Federal, State and County regulations. The Division manages the recycling drop-off centers, household hazardous waste collection events; collection of seven materials for recycling or diversion at the landfill; administration of the state funded Litter Prevention and Recycling Grant; and educational programs. These services are implemented by staff and contract resources.

Budget Overview

FY 2015 Issues

- The replacement of aging operational systems, increasing number of compliance structures and maintenance acreage, and escalating material and fuel costs may impact operational costs.
- The County has experienced increased participation and higher contract costs in the household hazardous waste and electronics collection events without additional resources and/or programmatic changes, which may result in reduced service levels.

FY 2015 Major Work Plan Initiatives

- Negotiate solid waste contracts with private collectors to fund landfill operations and fee waiver grant costs.
- Re-compete the drop-off center contract to further reduce recycling costs through process improvements and to take advantage of a larger pool of potential contractors.

FY 2016 Outlook

- The Division will continue to aggressively negotiate solid waste contracts with private collectors to maximize revenue.
- The Division will begin analyzing additional changes in the recycling program to further reduce costs.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,100,245	\$2,061,750	\$1,973,365	\$1,924,144	\$1,981,868
Operations & Maintenance	2,883,495	2,647,754	3,014,562	2,991,536	2,991,536
Capital Outlay	17,161	0	10,000	0	0
Total Expenditures	\$5,000,901	\$4,709,504	\$4,997,927	\$4,915,680	\$4,973,404
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$25,760	\$0	\$0	\$0	\$0
Charges For Services	2,593,690	2,354,278	2,640,000	3,609,000	3,609,000
Miscellaneous Revenue	53,510	69,786	30,000	0	0
Recovered Costs	0	0	350,000	273,000	273,000
Intergovernment - Commonwealth	52,963	67,503	33,000	33,000	33,000
Total Revenues	\$2,725,923	\$2,491,566	\$3,053,000	\$3,915,000	\$3,915,000
Local Tax Funding	\$2,274,977	\$2,217,938	\$1,944,927	\$1,000,680	\$1,058,404
FTE Summary¹	25.63	25.63	24.63	23.63	23.63

¹ As part of the FY 2015 Proposed Budget development process, the Department reassigned positions between the Divisions in order to better align functions and responsibilities. As a result, 1.00 FTE has been reallocated to the Facilities Support Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**General Services
Waste Management**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Administer the Litter Prevention and Recycling Grant Program and provide recycling education programs.					
Number of educational program participants	3,641	4,582	3,600	3,500	3,500
Number of educational programs held	56	78	60	65	65
Objective: Provide recycling and reuse opportunities for County residents.					
Number of participants at household hazardous waste events	3,083	4,691	3,250	3,700	3,700
Tons of household hazardous waste	99	156	100	120	120
Objective: Monitor and maintain the landfill to meet permit requirements.					
Environmental compliance reports completed as required	49	48	48	48	48
Ground and surface water samples collected and analyzed	100	105	105	105	105
Landfill and greenhouse gas samples collected and analyzed	1	1	1	1	1
Leachate samples collected and analyzed	18	17	20	20	20
Number of acres of closed landfill maintained by staff	50	58	58	63	63
Objective: Provide recycling and reuse opportunities at the County Landfill and County Recycling Drop-off Centers.					
Tons of antifreeze, waste oil, batteries, and metal recycled	829	739	832	860	860
Tons of material collected at County Recycling Drop-off	2,716	2,642	3,056	3,000	3,000
Tons of waste diverted from on-site burial	18,175	13,472	19,000	16,000	16,000
Tons of yard waste converted into compost or free mulch	2,979	3,950	3,000	3,300	3,300
Objective: Provide a stable disposal option for County residents and businesses while achieving maximum capacity.					
Compactive landfilling efficiency (2.5 Cubic Yard/ton maximum)	1.85	2.04	2.50	2.50	2.50
Number of business transactions	23,656	24,708	23,000	26,000	26,000
Number of County resident transactions	52,033	53,828	52,000	52,000	52,000
Tons of waste buried	85,679	111,915	93,000	112,000	112,000



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

General Services Environmental Activities

Program Goal and Service Description

The Environmental Activities Division coordinates and leads energy and environmental initiatives that span multiple departments and outside agencies. The energy group provides leadership, guidance, and technical expertise to reduce energy consumption, improve energy efficiency, reduce energy costs, and facilitate energy conservation in County facilities. The environmental group provides technical advice and assistance concerning state legislation and regulatory actions related to water, stormwater, air quality and other environmental programs. The environmental group also manages water and wastewater projects initiated by the Board of Supervisors, serves as the subject matter experts for the County's Water and Wastewater Needs Assessment, provides impact analysis, planning, implementation strategies, and resource assessment for local compliance with the Phase II Watershed Implementation Plan and other state and federal mandates. Administration of the County's solid waste regulations, as well as meeting the regulatory requirements of Virginia's Solid Waste Management Regulations and Virginia's Solid Waste Planning and Recycling Regulations (9VAC20-130) are also the group's responsibility, including developing and maintaining the State-mandated Solid Waste Management Plan that presents a cohesive strategy for the management of nonhazardous solid waste generated within the County.

Budget Overview

FY 2015 Issues

- Meeting the Phase II Watershed Implementation Plan nutrient and sediment reduction goals will be costly to the County and its residents.
- Prioritizing needs and identifying funding to solve problems associated with communities with water and wastewater needs in a systematic manner is necessary.
- Updating solid waste and recycling ordinances to meet industry standards and state legislative changes is essential.

FY 2015 Major Work Plan Initiatives

- Develop scenarios and strategies to meet the Phase II Watershed Implementation Plan nutrient and sediment reduction goals in a cost effective manner.
- Develop a plan for implementation of the recommendations of the Loudoun County Water and Wastewater Needs Assessment.
- Review and update solid waste and recycling ordinances.

FY 2016 Outlook

- Evolving Phase II Watershed Implementation Plan requirements will be responded to in a cost effective manner.
- Recommendations of the Loudoun County Water and Wastewater Needs Assessment will be implemented where practicable.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$462,443	\$347,689	\$537,558	\$449,314	\$462,794
Operations & Maintenance	316,535	46,170	40,000	46,525	\$469,990
Capital Outlay	113,454	0	0	0	0
Other Uses of Funds	350,835	0	0	0	0
Total Expenditures	\$1,243,267	\$393,858	\$577,558	\$495,839	\$509,784
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$0	\$35,897	\$29,500	\$32,000	\$32,000
Federal Categorical Aid ¹	1,166,900	0	0	0	0
Total Revenues	\$1,166,900	\$35,897	\$29,500	\$32,000	\$32,000
Local Tax Funding	\$76,367	\$357,961	\$548,058	\$463,839	\$477,784
FTE Summary²	4.00	5.00	5.00	4.00	4.00

¹ The Department received Federal ARRA/EEBCG grant funding which was used for one-time operational and capital purchases.

² As part of the FY 2015 budget development process, the Department reassigned positions between the Divisions in order to better align functions and responsibilities. As a result, 1.00 FTE have been reallocated to the Facilities Support Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**General Services
Environmental Activities**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Administer and obtain compliance with County's local solid waste ordinance-1080.					
Number of permitted Stormwater Management Facilities (SWMF) within the County	6	6	6	6	6
Number of SWMF inspections performed	24	24	24	24	24
Percentage of solid waste management facilities in compliance	100%	100%	100%	100%	100%
Objective: Administer and obtain compliance with County's local solid waste ordinance-1084.					
Number of complaints related to Solid Waste Commercial (SWC) companies	6	6	6	6	6
Number of private Solid Waste Commercial vehicles permitted	461	433	440	450	450
Percentage of complaints responded to regarding SWC companies within 48 hours	100%	100%	100%	100%	100%
Objective: Administer and obtain compliance with County's local solid waste ordinance-1086.					
Number of complaints related to recycling by business/residents	8	7	7	8	8
Percentage of recycling complaints responded to within 48 hours	100%	100%	100%	100%	100%
Objective: Administer and obtain compliance with County's ordinance-1080 and 1088.					
Number of complaints about litter, trash, and SWMF	115	72	100	110	115
Percentage of complaints responded to about Chapter 1080/1088	100%	100%	100%	100%	100%
Objective: Operate and maintain County facilities to minimize annual energy cost increases.					
Energy use in kWh per square foot of space	23.45	20.19	21.35	20.5	20.75
Total cost of energy for all County facilities	\$4,670,171	\$4,468,897	\$5,236,000	\$5,000,000	\$5,100,000



General Services Management Support Services

Program Goal and Service Description

The goal of the Management Support Services Division is to provide management of the countywide mail distribution, central records, and surplus property programs in an effective and cost efficient manner. The Division also provides selected fiscal activities to support the County's energy program including installation support for new facilities, utility budgeting and accounting for all County occupied facilities; analysis processing, and reconciliation of energy usage and charges; and development and execution of energy contracts. Internal department services include budgeting and financial control; fleet central fund budgeting, cost tracking, and oversight; motor pool vehicle scheduling; and office automation support.

Budget Overview

FY 2015 Issues

- The cost of energy, opening of new County facilities, and increasing service demands on all programs continue to escalate facility operating costs.
- The volatility of fuel prices is likely to impact the central fund vehicle operating costs managed by Fleet Division.
- Service demands will exceed the capacity of the mail distribution program as the inventory of County occupied facilities continues to grow.

FY 2015 Major Work Plan Initiatives

- Continue to facilitate program agencies' records migration to centrally archived records management and storage.
- Restrain costs in a volatile energy market through close monitoring of energy consumption.
- Maintain fiscal controls while meeting increased service demands and regulatory oversight.
- Increase mail distribution security and program efficiencies to meet changing and expanding service requirements.
- Increase revenues from sale of surplus County property.
- Expand on-line sales and limit in store sales to once each month.
- Develop new mail distribution processes to support installation security.

FY 2016 Outlook

- The mail distribution activity will be moved to an offsite location to enhance Government Center Security.
- Program agencies will be encouraged and assisted to migrate records storage to the central archives.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$858,513	\$932,952	\$928,426	\$1,153,278	\$1,187,876
Operations & Maintenance	76,868	95,770	101,584	160,767	162,375
Total Expenditures	\$935,381	\$1,028,722	\$1,030,010	\$1,314,045	\$1,350,251
Revenues					
Revenue From Use Of Money & Property	\$67,002	\$86,840	\$65,000	\$80,000	\$80,000
Miscellaneous Revenue	21	61	0	0	0
Recovered Costs	133	0	0	0	0
Total Revenues	\$67,155	\$86,900	\$65,000	\$80,000	\$80,000
Local Tax Funding	\$868,226	\$941,822	\$965,010	\$1,234,045	\$1,270,251
FTE Summary¹	9.00	9.00	9.00	12.00	12.00

¹ As part of the FY 2015 budget development process, the Department reassigned 2.00 FTE positions from the Fleet Management Division in order to better align functions and responsibilities. In addition, an increase of 1.00 FTE is attributable to the approved enhancement Voting Machine Custodian position.

FY 2015 Adopted Fiscal Plan
Loudoun County Government

General Services Management Support Services

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Increase the number of surplus property items internally reallocated (re-purposed) to other County Agencies and maximize revenue from the public resale of County surplus property.					
Number of items auctioned online	1,244	1,528	1,700	1,750	1,800
Number of surplus store items sold	5,621	2,979	3,000	3,000	3,000
Repurposed/reallocated items within government agencies	904	886	950	1,000	1,100
Revenue from online auctions	\$382,626	\$536,184	\$525,000	\$550,000	\$550,000
Revenue from store sales ¹	\$23,438	\$14,053	\$13,500	\$12,000	\$12,000
Objective: Increase the number of centrally archived records stored at County Records Center to minimize County records stored in agencies' office space.					
Annual net number of record boxes added to the record inventory	1,412	2,268	1,500	1,000	500
Number of record boxes stored at Centralized Record Center ²	14,171	16,439	17,500	18,500	19,000

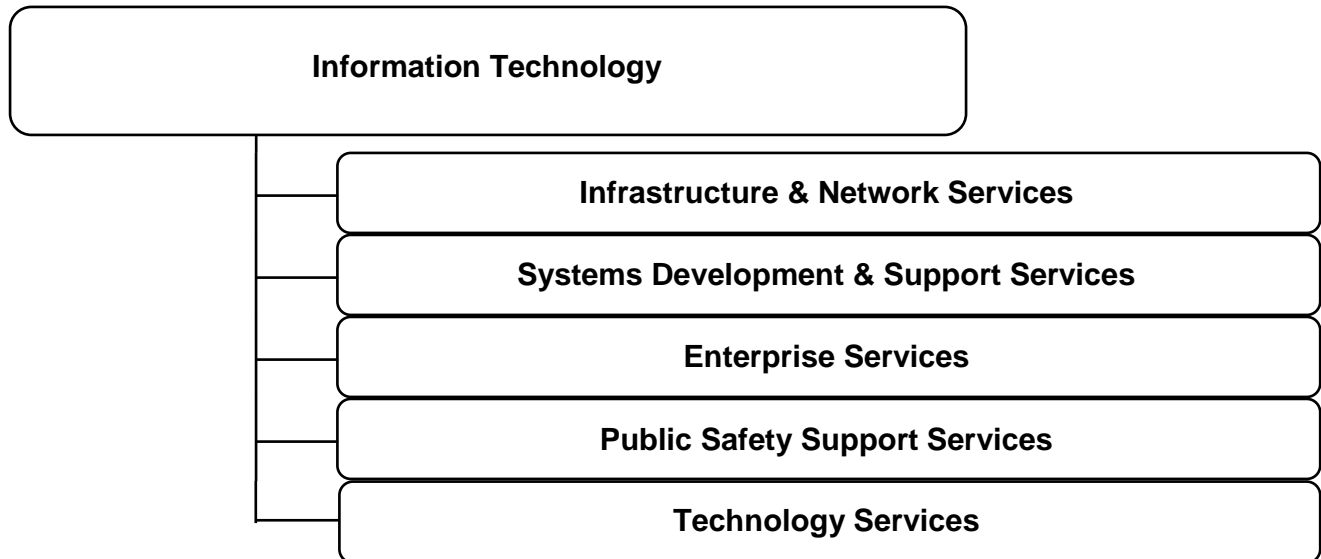
¹ Migration toward more items sold online auctions which yields higher sale prices than sales from the surplus store.

² The rate of increase in the number boxes stored at the Records Center is decreasing beginning in FY 2013 and beyond as the number of records stored electronically increases.





Information Technology





Information Technology

Mission Statement

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

Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and LCPS and radio services to the County's public safety agencies, volunteer firefighters and emergency medical staff. Assistance and services are also provided to the County's incorporated towns and County staff that use State-provided equipment and networks. The Department provides services on a 24 hours per day, seven days per week basis. County information systems manage data and provide management information for County and LCPS functions including tax administration, public safety, dispatching, administration, land development, student information, and fiscal management. Services for County and LCPS staff cover a range of activities including training; problem solving; hardware and software maintenance; systems development; network management; audio/video services; teleworking services; radio communications; voice and data communications; copying, printing and imaging systems; and Help Desk services. Project management oversight is provided by DIT for all Enterprise Technology projects. DIT also manages the County's cable franchise agreements and facilitates internet broadband discussions as well as advocates for internet broadband services in Loudoun County. The Department's services are provided through five programs, which were established in FY 2013 as a result of a reorganization of the Department: Infrastructure and Network Services, Systems Development and Support Services, Enterprise Services, Public Safety Support Services, and Technology Services. The Department will analyze and evaluate further reorganization and consolidation of programs in FY 2015 and will propose changes during the FY 2016 budget process. Voice communications, copying services, and imaging services are funded through the Central Services Fund, which is managed by the Department.

Budget Overview

FY 2015 Issues

- The implementation of several new Enterprise Systems will require additional communication and coordination to ensure that both the technical and functional support aspects of these new systems are managed appropriately.
- The new Computer Aided Dispatch (CAD) System and E-911 System for the public safety emergency communications operations will be implemented in conjunction with the relocation of the Emergency Communications Center. These projects will significantly increase the Department's workload. The Public Safety Support Services Program will allocate resources as needed for these project implementations.
- The implementation of Phases 2 and 3 of the Enterprise Resource Management (ERP), the tax system, the new Student Information System (SIS), and upgrades for the land development system will be completed while the Department simultaneously maintains the operational status of 205 existing legacy systems as well as post go-live support for Phase 1 of the ERP. These projects will significantly increase the Department's workload.
- The ever increasing technology based service delivery needs of County Departments and LCPS will need to be addressed with limited resources.
- Mobile consumer devices are being integrated into the County's operations. DIT is required to search out and implement new technologies, which will increase service demands.
- The community and County require the Department to continuously improve the availability of broadband services to ensure the continued vitality and growth of the community.
- Institutional knowledge and legacy information technology skills will continue to be temporarily depleted as staff members retire and new employees are hired.
- While providing an effective technology infrastructure security program to ensure the safety of the infrastructure from the increasing number of threats, the Department will face challenges resulting from the ever increasing enterprise use of consumer technology, such as tablets.
- The increase in device types (smartphones, tablets) in addition to services hosted in the cloud represents a significant increase in the number of vectors for security intrusions. This will represent a challenge to monitor and secure at the current resource level.

FY 2015 Major Work Plan Initiatives

- Continue the implementation of new core ERP systems, Phases 2 and 3, as well as revenue systems while supporting existing legacy systems.
- Effectively manage the provision of required technology based services with increasingly scarce resources.
- Continue the implementation of Countywide document imaging to 80 percent of County departments.
- Continue facilitating the expansion and enhancement of broadband services to citizens and businesses with an emphasis on western Loudoun.
- Implement a new CAD System and E-911 Phone Switch by the summer of 2015 while maintaining or migrating the operational status of more than 50 existing public safety systems.
- Complete the implementation of the new Library Management System and the new Student Information System for LCPS.
- Expand the wide area communications network to seven new County government and LCPS facilities.



Information Technology

FY 2014 Major Achievements

- Maintained 205 existing systems while providing System Development staff resources to ensure information technology expertise and availability for County Core Financial System (CFS) implementations and Phase 1 of the new ERP.
- Completed the implementation of Phase 1 of the new ERP system, the new Real Property Assessment System (CAMA), and Phase 1 of the new Tax System.
- Coordinated and completed the review and assessment of all CAD vendors and selected the vendor for the new Public Safety enterprise system including CAD, Fire, Law and Jail Management.
- Assessed and realigned positions within DIT to ensure that current technologies are supported while developing a succession model for the next generation of DIT staff.
- Completed a secondary backbone loop from DIT to the Government Center to ensure fault tolerance in the County network infrastructure.
- Continued the expansion of broadband initiatives and facilitated the creation of the County's first Broadband Forum.
- Continued the project management as well as technical coordination required to move the Emergency Communications Center from Courage Court to 801 Sycolin Road.
- Completed the technical updates to the Board of Supervisors Board Room including audio, video and computing systems as well as expanded the use of the Granicus Web Streaming solution to both the Purcellville and Lovettsville rooms.
- Continued expansion of the imaging program to triple the number of pages managed electronically by Laserfiche from five million to fifteen million pages and integrated imaging into the newly implemented Tax and Land Management System.
- Loudoun County ranked third in its population category in a national survey conducted by the Center for Digital Government and the National Association of Counties as one of the most technologically advanced county governments in the nation.

FY 2016 Outlook

- The majority of new Enterprise Systems will move from project status to operating status in FY 2016 resulting in an increase in budgetary requirements for several DIT divisions.
- The new ERP system will present opportunities to expand citizen services and online capabilities via the County website.
- Ongoing security threats to the County network will continue to require vigilance and the staffing to provide the necessary oversight to ensure security of our County systems.
- Demand for new technologies will continue to increase, resulting in the need for ongoing training and staffing to manage mobile devices and mobile applications as well as collaboration tools.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Information Technology

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$9,487,023	\$9,709,429	\$10,492,022	\$10,921,561	\$11,249,207
Operations & Maintenance	10,424,216	9,350,632	10,734,002	12,034,504	12,154,849
Capital Outlay	429,551	238,215	104,000	34,000	34,000
Other Uses of Funds	0	201,962	0	0	0
Total Expenditures	\$20,340,790	\$19,500,238	\$21,330,024	\$22,990,065	\$23,438,056
Revenues					
Other Local Taxes	\$2,374,134	\$2,380,432	\$2,440,000	\$2,400,000	\$2,400,000
Charges For Services	0	437	0	0	0
Miscellaneous Revenue	0	96,717	0	0	0
Total Revenues	\$2,374,134	\$2,477,585	\$2,440,000	\$2,400,000	\$2,400,000
Local Tax Funding	\$17,966,656	\$17,022,652	\$18,890,024	\$20,590,065	\$21,038,056
FTE Summary	84.19	85.19	86.19	89.19	89.19

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Information Technology includes an increase in local tax funding of \$1,660,041 and 2.00 FTE for approved enhancements. Expenditures increased \$1,660,041 which is comprised of an increase in Personnel of \$429,539, an increase in Operations and Maintenance of \$1,300,502 and a decrease in Capital Outlay of \$70,000. These expenditure increases are primarily due to recurring costs of associated with the ERP implementation and the Board approved FY 2015 enhancement requests of 2.00 FTE for a Sharepoint System Support Senior Systems Analyst and a Broadband and Cable Franchise Agreement Support Communications Specialist. During mid-year FY 2014, the Board of Supervisors approved 1.00 FTE for the Department since the Department requested to downgrade a manager position into a much lower classification and for another position be created with that same lower classification. The net effect of these changes was a reduction in the personnel expenditures budget for the Department and an increase of 1.00 FTE in the Department's personnel resources. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plans (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues decreased by \$40,000 in FY 2015 due primarily to anticipated decreases in State telecommunications tax revenue.

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

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Information Technology includes an increase in Personnel of \$327,646 or three percent and an increase in Operations and Maintenance of \$120,345 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$447,991.

Budget History

FY 2013 Mid-year: 1.00 FTE Program Manager transferred from the Department of Management and Financial Services to the Department of Information Technology Services as a temporary loan to assist with the ERP systems implementation. This transfer was not reflected in the FTE count until FY 2013, after the FY 2014 budget was adopted.

FY 2014 Mid-year: The Board of Supervisors added 1.00 FTE Senior Systems Analyst for the Imaging System to the Central Services Fund. This additional position's FTE is not shown in the Department's General Fund FTE count and the additional expenditures are in the Central Services Fund, not in the Department's General Fund budget. Please see the Central Services Fund page for more information.

The Board of Supervisors downgraded a manager position from Advisor/Manager III to Specialist I and added 1.00 FTE Specialist I per the Department's request during FY 2014. The result provided the Department with the personnel resources needed.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Information Technology

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Infrastructure & Network Services	\$11,220,802	\$7,669,729	\$7,964,975	\$7,894,381	\$8,050,006
Systems Development & Support Services	5,061,144	5,022,912	6,203,962	7,695,610	7,856,910
Enterprise Services	645,671	876,869	922,052	827,582	546,887
Public Safety Support Services	3,413,174	4,726,135	4,830,732	5,163,480	5,243,513
Technology Services	0	1,204,592	1,408,303	1,409,012	1,440,739
Total Expenditures	\$20,340,790	\$19,500,238	\$21,330,024	\$22,990,065	\$23,438,056

Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Enterprise Services	\$0	\$437	\$0	\$0	\$0
Public Safety Support Services	2,374,134	2,477,149	2,440,000	2,400,000	2,400,000
Total Revenues	\$2,374,134	\$2,477,585	\$2,440,000	\$2,400,000	\$2,400,000

Local tax Funding	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Infrastructure & Network Services	\$11,220,802	\$7,669,729	\$7,964,975	\$7,894,381	\$8,050,006
Systems Development & Support Services	5,061,144	5,022,912	6,203,962	7,695,610	7,856,910
Enterprise Services	645,671	876,433	922,052	827,582	846,887
Public Safety Support Services	1,039,040	2,248,987	2,390,732	2,763,480	2,843,513
Technology Services	0	1,204,592	1,408,303	1,409,012	1,440,739
Total Local Tax Funding	\$17,966,656	\$17,022,652	\$18,890,024	\$20,590,065	\$21,038,056

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Infrastructure & Network Services	29.91	29.91	29.91	33.24	33.24
Systems Development & Support Services	31.80	31.80	32.80	32.80	32.80
Enterprise Services	4.26	5.26	5.26	5.73	5.73
Public Safety Support Services	10.80	10.80	10.80	10.80	10.80
Technology Services	7.42	7.42	7.42	6.62	6.62
Total FTE¹	84.19	85.19	86.19	89.19	89.19

¹ The FY 2015 FTE increased due to 2.00 FTE enhancement positions and 1.00 mid-year FY 2014 enhancement position.



Information Technology Infrastructure & Network Services

Program Goal and Service Description

The goal of the Infrastructure & Network Services Program is to provide infrastructure technical support services as well as disaster resilient data center operational support to County government offices that in turn provide highly available services to citizens and businesses. Included are the community centers, libraries, school administrative offices, school buildings, and other facilities. The County's network extends to 118 County facilities and supports over 300 network file servers. Services are provided on a 24 hours per day, seven days per week basis and include operations and data center, County networks, personal computer equipment and software installation; troubleshooting and repair; equipment upgrades; asset control; telephone services; copiers; scanners; and help desk services. The Town of Leesburg's administrative offices and all LCPS facilities are connected to the County's wide area network and are provided internet access, firewall services, virus scanning, intrusion prevention and other services. Support and problem solving assistance are also provided to departments and agencies equipped with State owned and operated hardware, software, and networks.

Budget Overview

FY 2015 Issues

- Technologies must continue to be contemporary, flexible, scalable and secure, which will result in dynamically changing service and operational requirements in order to ensure continuous efficient support on a 24 hours per day, seven days per week basis.
- Staff continues to identify opportunities to shift to cloud based hosted applications either through internal hosting or other outsourced solutions that result in the most cost effective architecture implemented.
- Mobile consumer devices are being integrated into the County's operations. DIT is required to search out and implement new technologies, which will increase service demands.
- The community and County require the continuous improvement and increased availability of broadband services to ensure the continued vitality and growth of the community with no full-time, dedicated DIT staff to devote to this effort.
- The ever increasing technology based service delivery needs of County Departments and LCPS will need to be addressed with limited resources.

FY 2015 Major Work Plan Initiatives

- Expand the Wide Area Communications network to seven new County government and LCPS facilities.
- Upgrade Wide Area Network and internet access circuit infrastructures to increase bandwidth, security, and redundancy.
- Continue to deploy virtual desktop technology to improve overall support as well as reduce desktop deployment costs and improve energy efficiency.
- Provide technology resources for the Courthouse construction project, including the design of the facility's infrastructure and the setup of the new facility's technology.
- Continue expansion of County government in-building wireless networks to support growing demands for wireless access.
- Effectively manage the provision of required technology based services with increasingly limited resources.
- Continue facilitating the expansion and enhancement of broadband services to citizens and businesses with an emphasis on western Loudoun.

FY 2016 Outlook

- The needs for ongoing mainframe support will be assessed as the County begins to transition legacy systems to cloud hosted and server based infrastructures.
- Aging equipment will be replaced to improve overall performance and ensure current and supportable technology infrastructures.
- Staff will continue to work with County agencies to thoroughly understand business needs by planning, implementing and managing the best information technology solutions available.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Information Technology
Infrastructure & Network Services**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$4,121,547	\$3,149,662	\$3,427,832	\$3,844,067	\$3,959,389
Operations & Maintenance	6,838,452	4,433,330	4,507,143	4,030,314	4,070,617
Capital Outlay	260,802	86,737	30,000	20,000	20,000
Total Expenditures	\$11,220,802	\$7,669,729	\$7,964,975	\$7,894,381	8,050,006
Local Tax Funding	\$11,220,802	\$7,669,729	\$7,964,975	\$7,894,381	\$8,050,006
FTE Summary¹	29.91	29.91	29.91	33.24	33.24

¹ FY 2015 FTE total includes the approved enhancement of 1.00 FTE for the Broadband and Cable Franchise Support Communications Specialist position. This Program's FTE total also reflects other position changes that occurred during FY 2014.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Information Technology Infrastructure & Network Services

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain operational availability of all major computer systems.					
Major computer availability	100%	99%	99%	99%	99%
Percentage of windows servers virtualized	49%	60%	66%	72%	78%
Windows servers virtualized	145	180	195	215	232
Objective: Close 90% of service call requests within 48 hours.					
Calls opened	21,914	20,002	27,000	27,000	28,000
Customer satisfaction rating - PC/printer support services	91%	99%	95%	95%	95%
Number of calls closed within 48 hours	16,017	16,609	17,000	17,000	17,000
Number of personal computers maintained per system engineer	506	507	520	541	555
Number of personal computers maintained	3,544	3,553	3,640	3,790	3,890
Percentage of calls closed within 48 hours ²	73%	83%	63%	63%	61%
Objective: Upgrade Networks.					
Planned upgrades accomplished	n/a	1	2	3	2
Objective: Add new County government and public school facilities to County network.					
Customer satisfaction rating for network services	97%	97%	95%	95%	95%
Number of planned new networked facilities	7	4	7	7	5
Objective: Close 50% of Help Desk calls on initial contact.					
Calls closed on initial contact	12,447	12,634	16,000	16,000	16,000
Calls closed per help desk staff	2,537	2,642	4,000	4,000	4,000
Customer satisfaction rating for help desk services	97%	99%	96%	96%	96%
Help desk calls received	21,914	20,002	27,000	27,000	28,000
Percentage of help desk calls closed on initial contact	49%	64%	59%	59%	58%

¹ Measures with an n/a were new for the year in which numerical data begins.

² At current staffing levels, the Help desk has an approximate closed calls in 48 hours capacity number of 17,000. It is anticipated with the increase in devices (tablets, smart phones, etc.) that there will be an increase in calls to the Help desk. This increase in calls along with the maximum number of calls that can be closed will create a descending percentage of calls closed within 48 hours, starting with FY 2014.



Information Technology Systems Development & Support Services

Program Goal and Service Description

The Systems Development & Support Services Program supports over 205 major information systems and subsystems utilized by the County government and LCPS to aid in providing services to students, teachers, staff, citizens and businesses. The Program also provides services for support of existing information systems, the development of new systems and the management of vendor supplied software systems, both remotely hosted at private sector data centers and locally hosted at the County data center. Systems analysis and design, computer programming, and database administration services are provided to all County government departments through six staff teams. DIT operates and provides systems support for information systems that are utilized by every department within the County and many departments in LCPS. Currently, this program is fully engaged in initiatives to replace the core financial systems used by the County and LCPS. These include finance, payroll, human resources, budgeting, procurement, tax billings and collections, real property assessments, and other functions. Another important undertaking is the modification and enhancement of the County's Land Management Information System (LMIS) so it can be removed from the mainframe computer.

Budget Overview

FY 2015 Issues

- Staff must receive additional training on the contemporary technologies required to support the new financial systems.
- The Program must continue to work with functional support staff to ensure that the new ERP system is managed effectively through ongoing support and maintenance.
- Audit compliance must be maintained and best practices utilized with both old legacy systems that are being replaced and the many new systems that are being implemented.
- While meeting the increasing demands for mobile application development, staff is engaged in implementing the enterprise Core Financial System (CFS) and other systems, which is becoming increasingly difficult to manage.
- The implementation of several new Enterprise Systems will require additional communication and coordination with County staff to ensure that both the technical and functional support aspects of these new systems are managed appropriately.
- Staff resources are to be increasingly dedicated to the implementation of Phases 2 and 3 of the ERP System, the new Tax System, the new SIS, and completing upgrades for the land development system while simultaneously maintaining the operational status of 205 existing legacy systems as well as post go-live support for Phase 1 of the ERP.

FY 2015 Major Work Plan Initiatives

- Provide enhanced technical assistance for the new Real Property Assessment System as well as the implementation of CFS, including the Tax System and Phase 2 (all Human Resources and Payroll Systems modules) and Phase 3 (Advanced Procurement System) of ERP while supporting existing legacy systems.
- Maintain the operational and production status of 205 existing information systems.
- Complete the implementation of the new Library Management System and the SIS for LCPS.
- Work with the Department of Building and Development to identify and create mobile applications in support of Code Enforcement mobile activities.

FY 2016 Outlook

- Transition of CFS from project funding to operating funding will result in a substantial increase in this Division's budget for maintenance and support of these new systems.
- Priority must be given to the projects related to the retirement of the mainframe. Convert applications such as the LMIS from legacy database technologies to the current technologies.
- Increasing support for mobile applications development in support of our growing mobile workforce will continue.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Information Technology
Systems Development & Support Services**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,947,616	\$3,793,691	\$4,214,200	\$4,217,214	\$4,343,730
Operations & Maintenance	1,104,533	1,071,133	1,989,762	3,478,396	3,513,180
Capital Outlay	8,995	60,000	0	0	0
Other Uses Of Funds	0	98,088	0	0	0
Total Expenditures	\$5,061,144	\$5,022,912	\$6,203,962	\$7,695,610	\$7,856,910
Local Tax Funding	\$5,061,144	\$5,022,912	\$6,203,962	\$7,695,610	\$7,856,910
FTE Summary¹	31.80	31.80	32.80	32.80	32.80

¹ During FY 2013, 1.00 FTE was transferred from the Department of Management and Financial Services to the Department of Information Technology for the ERP systems implementation.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Information Technology Systems Development & Support Services

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide timely systems development and enhancement services to LCPS.					
Number of project requests received for LCPS	313	104	200	200	200
Number of projects completed for LCPS	149	83	140	160	160
Number of projects completed on time for LCPS	140	72	126	140	140
Percent of projects completed on time for LCPS	94%	73%	85%	85%	85%
Objective: Manage Database Administration.					
Number of production DB2 tables	n/a	6,349	6,349	6,349	6,349
Number of production Oracle tables ²	n/a	11,339	40,597	49,500	49,550
Number of production SQL server tables	n/a	21,794	21,794	40,000	42,500
Production DB2 space managed (megabytes)	n/a	1,203.36	1,251.49	1,300.00	1,500.00
Production Oracle space managed (megabytes)	n/a	182.14	224.43	490.00	530.00
Production SQL server space managed (megabytes) ³	n/a	1,048.00	1,227.92	2,000.00	3,000.00
Objective: Maintain the operational status of existing County Government and Loudoun County Public Schools information systems and provide support to staff.					
Number of existing systems	205	206	207	195	190
Percent of total systems development resources required for maintenance and staff support	44%	41%	45%	45%	45%
Objective: Provide timely systems development and enhancement services to County Government.⁴					
Number of project requests received for County Government	414	182	425	450	450
Number of projects completed for County Government	219	219	175	300	300
Number of projects completed on time for County Government	157	201	149	280	280
Percent of projects completed on time for County Government	90%	88%	85%	85%	85%

¹ Measures with an n/a were new for the year in which numerical data begins.

² The FY 2014 increase is due to the ERP going into production.

³ The FY 2014 increase is due to the conversion of data from DB2 to SQL.

⁴ The data for this objective reflect the decline in the number of requests from FY 2012 to FY 2013 due to the planning for and implementation of the ERP System.



Information Technology Enterprise Services

Program Goal and Service Description

The Enterprise Services Program manages the technology that facilitates access to County services and staff as well as applications that improve business processing throughout County government operations. The Program is responsible for the design, installation, and maintenance of systems including the County government's Webcasting, Citizen Relationship Management (CRM) and the websites. The Program is also responsible for the Document Imaging and Management System (DIMS), scanning services, and the development processes that facilitate the management of County records. Enterprise Services also manages and supports web conference and teleconferencing systems, webcasting of Board committee meetings, and the audio/visual equipment in the County to include the Board of Supervisors Meeting Room and training for personal communications systems (i.e., newsletter system, etc.).

Budget Overview

FY 2015 Issues

- The continuous demand for collaboration technology, such as SharePoint, will require the allocation of resources and the development of an enterprise solution.
- The Program will have to manage and maintain County website content, website redevelopment, and existing web systems 24 hours per day/seven days per week with static or declining resources and demands for new systems and services.
- County websites will be monitored in order to ensure compliance with the Americans with Disabilities Act.
- Integration with the Core Financial System (CFS) will result in significant increases in development and administration required for enterprise imaging systems.
- CRM expansion will require greater need for integration and administrative services to support the increasing number of processes and functions.
- An expansion of a new Service Request Management System for internal operations will require additional resources to fully utilize the increased capability of the system.

FY 2015 Major Work Plan Initiatives

- Expand CRM to 80 percent of County departments and incorporate mobile technology.
- Expand DIMS and integrate with existing information systems as well as to the new CFS for the County and LCPS.
- Establish a collaboration platform for the County to utilize for team and project functions.
- Support the initiative of the Office of the County Administrator, Public Affairs and Communications Division to update the technology in the Board of Supervisor's meeting room.
- Continue to expand the use of modules from the County's hosted website to replace costly stand-alone systems and increase the level of service provided by the County which will include the replacement of the County Intranet as well as the use of a mobile application offering.
- Continue the roll out of Smart Cloud Control Desk (SCCD) to provide service request reporting, tracking and resolution services to all internal operation departments.
- Continue the implementation of Countywide document imaging to 80 percent of County departments.

FY 2016 Outlook

- Expanded use of imaging, SCCD, CRM, and the website, along with an increase in supported endpoints like tablets and smartphones, will require additional staffing resources to maintain and improve these systems.
- Twenty-four hours per day, seven days per week, 365 days per year expectations for availability of services will continue to strain the personnel resources.
- Unified communications (a convergence of voice, video, email, text and collaboration services) will be implemented resulting in another medium to provide integration services.
- Smartphone and tablet access to existing systems and services will require an even higher level of support and administration.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Information Technology
Enterprise Services**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$537,230	\$611,249	\$657,686	\$554,012	\$570,631
Operations & Maintenance	108,441	214,196	264,366	268,570	271,256
Capital Outlay	0	51,425	0	5,000	5,000
Total Expenditures	\$645,671	\$876,869	\$922,052	\$827,582	\$846,887
Revenues					
Charges For Services	\$0	\$437	\$0	\$0	\$0
Total Revenues	\$0	\$437	\$0	\$0	\$0
Local Tax Funding	\$645,671	\$876,433	\$922,052	\$827,582	\$846,887
FTE Summary¹	4.26	5.26	5.26	5.73	5.73

¹ FY 2015 FTE total includes the approved enhancement of 1.00 FTE for the Sharepoint System Support Analyst position and the 1.00 Specialist I mid-year FY 2014 enhancement position. The Program FTE total also reflects other position changes that occurred during FY 2014.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Information Technology Enterprise Services

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Implement enterprise document management/imaging.¹					
Number of document management processes	16	20	40	50	60
Number of hours per week saved by imaging	52	52	150	200	250
Number of pages managed by imaging system	5,603,339	10,820,858	7,900,000	15,000,000	20,000,000
Percentage of departments with at least one imaging process	50%	60%	80%	90%	95%
Objective: Implement the CRM across all departments.					
Average monthly CRM cases	474	415	550	600	650
Number of complaints, issues and inquiries submitted	114	520	150	600	650
Objective: Implement the SharePoint system across all departments.					
Number of site collections	1	2	10	15	20
Number of users supported	10	60	230	350	500
Objective: Implement webcasting of public meetings and programs.					
Average number of monthly webcast views ²	1,083	8,436	1,770	19,000	22,300
Hours of video in webcast system	418	586	723	800	1,000
Objective: Manage outsourced Work Release scanning service.					
Number of large format pages scanned by Work Release Inmates	188,055	226,219	250,000	290,000	330,000
Number of small format pages scanned by Work Release Inmates	874,802	1,133,038	1,000,000	1,300,000	1,500,000
Total contractual services savings	\$509,531	\$633,918	635,000	\$793,000	\$885,000

¹ Data for this objective increased as the system implementation expanded.

² Data increased significantly starting in FY 2015 since the webcast views were used for not only external purposes, but also for internal purposes, for the distribution of information to employees, such as Emergency Workplace Procedures.



Information Technology Public Safety Support Services

Program Goal and Service Description

The Public Safety Support Services Program maintains communications and information systems used by all public safety agencies in the County, by providing specialized technical services in support of the safety and protection of all Loudoun County citizens. The purpose of the Program is to ensure 24 hours per day, seven days per week operation of technology services used by both mobile and stationary employees of the Office of the Sheriff, the Department of Fire, Rescue and Emergency Management, the Office of the Commonwealth's Attorney, the Department of Animal Services, and the Courts. This Program is responsible for application development, systems analysis and design, computer programming, and database management for new and existing systems, and the management of vendor provided software packages and systems. Over 50 information systems and subsystems are utilized by the multiple public safety agencies within the County and are maintained and supported by this Program. This Program is also responsible for ensuring the working order and performance of the County government's radio communications systems that include the radio transmitters, radio console systems, nine 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. Support and maintenance for high speed microwave data communications equipment is also provided. The program ensures that all public safety systems are operational and up to date through the monitoring of system performance, installation of new software releases, fixing bugs, and problem solving.

Budget Overview

FY 2015 Issues

- While supporting and maintaining over 50 existing public safety information systems, staff will also provide support for the implementation of the new public safety technology systems (i.e. CAD) and the new NCR alerting system. The Program will allocate resources as needed to these project implementations. Additional staff resources may be needed in the future for the implementation and the ongoing support of the NCR alerting system.
- The Program will train staff in new technologies, contemporary databases and reporting tools that will support the Public Safety Technology systems (i.e. CAD and other systems). The Department is standardizing the Microsoft "MSSQL" database, the "Visual Studio" development tool, the Microsoft ".net" development architecture, and the "Crystal Reports" reporting tools.
- The new CAD System and E-911 System for the public safety emergency communications operations will be implemented in conjunction with the relocation of the Emergency Communications Center that may require the Division to reallocate staff resources as needed to implement these projects in a timely manner.
- The Program will have to manage staffing levels and ensure the availability of staff with proper skills to support the existing systems at a time when there are no additional resources to assist in workload with potential new projects such as CAD-2-CAD or EMS Transport Reimbursement Program. CAD-2-CAD is a National Capital Regional (NCR) data sharing initiative that will electronically exchange unit and incident information between participating jurisdictions' dispatch systems. The Department hopes to purchase an interface that will create and push the appropriate data items to the third party billing agency for the EMS Transport Reimbursement Program, which is scheduled to be operational in early FY 2015.
- The Program will ensure the 24 hours per day, seven days per week operation of critical power, HVAC, security, and other technological systems required for uninterrupted services for nine telecommunications tower sites that provide the backbone of the public safety trunked radio system infrastructure regardless of environmental conditions. This is a critical, priority operation for the Division, in addition to the various new projects.
- The Program will have to provide adequate assistance in the relocation of the E-911 Emergency Communications Center (ECC) by overseeing all technical details and technology management matters related to the Public Safety Answering Point (PSAP) staffed by the Department of Fire, Rescue and Emergency Management Services and the Sheriff's Office in order to ensure that there is no lapse in coverage for the E-911 System during this relocation.
- While meeting increasing demands for application development and specialized website development, staff is engaged in both the implementation of the Public Safety Technology systems and the day to day management of break-fix issues, which requires the Program to create a new oversight model to prioritize and assign work on projects or issues accordingly in order to maintain operational consistency.

FY 2015 Major Work Plan Initiatives

- Provide vision and leadership to align information technologies, architectures, and standards with the public safety agencies' goals and requirements while new and emerging technologies are changing expectations for the delivery of services.
- Train existing staff on the new technologies required to support contemporary public safety systems and infrastructure.
- Implement a new CAD and E-911 Phone Switch by the summer of 2015 while maintaining or migrating the operational status of more than 50 existing public safety systems.
- Manage activities to support the relocation of the E-911 ECC.
- Develop a strategy to support Next Generation 911 (NG911) in a consistent and well thought out manner while maximizing all available resources.
- Support the implementation of Panasonic Toughpads and ruggedized tablets that are used by the public safety agencies in the field for mobile computing.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Information Technology Public Safety Support Services

FY 2016 Outlook

- The Program will have to manage resources and ensure the availability of staff with proper skills to support the implementation of multiple new systems and any additional demands from public safety agencies.
- Audit compliance, in cooperation with DIT's Security Officer, will become a priority as the Virginia State Police and the Federal Bureau of Investigation (FBI) increase Criminal Justice Information Services (CJIS) compliance within information technology organizations.
- The Program will facilitate the necessary supporting infrastructure to lay groundwork for NG911 applications and services.
- Transition of funding for the new ECC as well as CAD projects from project funds to operating funds will result in a substantial increase in this Program's funding needs.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$880,630	\$1,276,543	\$1,334,144	\$1,424,406	\$1,467,138
Operations & Maintenance	2,372,791	3,305,665	3,487,588	3,730,074	3,767,375
Capital Outlay	159,754	40,052	9,000	9,000	9,000
Other Uses Of Funds	0	103,874	0	0	0
Total Expenditures	\$3,413,174	\$4,726,135	\$4,830,732	\$5,163,480	\$5,243,513
Revenues					
Other Local Taxes	\$2,374,134	\$2,380,432	\$2,440,000	\$2,400,000	\$2,400,000
Miscellaneous Revenue	0	96,717	0	0	0
Total Revenues	\$2,374,134	\$2,477,149	\$2,440,000	\$2,400,000	\$2,400,000
Local Tax Funding	\$1,039,040	\$2,248,987	\$2,390,732	\$2,763,480	\$2,843,513
FTE Summary	10.80	10.80	10.80	10.80	10.80



Information Technology Public Safety Support Services

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain the public safety radio system at 99.99% availability.					
Eight Hundred – 800 MHz System Availability	100%	100%	100%	100%	100%
Number of voice radio transmissions	6,602,395	6,998,995	7,205,000	7,300,000	7,500,000
Objective: Provide timely applications development and enhancement support to Public Safety agencies.					
Number of project requests	71	78	60	50	50
Number of projects completed ¹	24	20	10	15	15
Percentage of projects completed on time ¹	83%	85%	85%	85%	85%

¹ The Public Safety Support Services Program was reorganized in FY 2013. As a result of the reorganization, the criteria used to assess what is considered to be a “project” was refined thus resulting in a combination of smaller tasks that were formerly considered projects, producing an overall reduced number of projects.



Information Technology Technology Services

Program Goal and Service Description

The Technology Services Program provides administrative, policy, project management, security and disaster recovery services in support of the Department of Information Technology (DIT) as well as all other County departments. This Program provides leadership, guidance, and purchasing support to all divisions within DIT and assesses and creates all policies related to the use of technology resources and services within the County government. In addition, the Technology Services Program provides executive project management oversight for all technology related projects and ensures that all disaster recovery and continuity of operation plans are up to date and in place for all technology systems utilized by the County. This Program manages and monitors all aspects of security including email and internet, personal computer and network infrastructure security, and ongoing review and risk mitigation for all data that traverses the County network. Lastly, this Program is responsible for the facilitation of discussions with businesses, citizens and providers to expand broadband throughout Loudoun County as well as oversight for all County Cable Franchise agreements in collaboration with the County's Communication Commission.

Budget Overview

FY 2015 Issues

- This Program provides an effective security program to ensure the safety of the County's technology infrastructure with increasing threats; it will face the challenges resulting from the ever increasing enterprise use of consumer technology.
- The increase in device types (smartphones, tablets) in addition to services hosted in the cloud represents a significant increase in the number of vectors for security intrusions which results in a challenge to monitor and secure at the current resource level.
- The Program will continue to address the challenge of continuing to update disaster recovery and resiliency plans as newer, cloud based technology services change the model for disaster recovery.
- Aligning information technology architectures and standards with the County departmental goals and requirements will continue to be required as new and emerging technologies change expectations for the delivery of services.
- Facilitating the expansion of broadband services to underserved communities in the County will continue to be a requirement, with limited Departmental resources, topographical challenges, and limited support of current franchisees.
- Providing contractual oversight and executive project management for over \$30 million in existing CFS projects, as well as new enterprise projects such as CAD, SIS, and Library Management System, will need to continue to be done with limited staffing resources.

FY 2015 Major Work Plan Initiatives

- Provide vision and leadership for all current and upcoming enterprise projects including CFS, CAD, SIS and Library Management.
- Minimize the County's risk to SPAM, computer viruses and other network/system threats via a Countywide effort involving program staff and continually informing staff in all Departments about threats.
- Enhance the disaster recovery status of County information systems to include all new enterprise systems.
- Continue to improve and prudently invest in technologies that improve staff productivity, enhance service delivery to the public and ensure efficient County business operations.
- Analyze and modify the Microsoft Enterprise Agreement to identify cost efficiencies.
- Enhance cable service administrative oversight and continue to facilitate discussions to promote the expansion of broadband services throughout the County.

FY 2016 Outlook

- Changes in technologies, such as Blackberry, will require assessment of mobile devices and the ongoing support of such devices.
- Facilitation and expansion of broadband services to underserved communities in the County will continue.
- The migration of enterprise applications from project status to operating status will require additional analysis and auditing of new systems for regulatory and security compliance.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$892,359	\$878,284	\$858,160	\$881,862	\$908,318
Operations & Maintenance	476,670	326,308	485,143	527,150	532,422
Capital Outlay	63,865	0	65,000	0	0
Total Expenditures	\$1,432,894	\$1,204,592	\$1,408,303	\$1,409,012	\$1,440,739
Local Tax Funding	\$1,432,894	\$1,204,592	\$1,408,303	\$1,409,012	\$1,440,739
FTE Summary¹	7.42	7.42	7.42	6.62	6.62

¹ FY 2015 FTE total reflects position changes that occurred during FY 2014.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Information Technology
Technology Services**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Manage email related threats.					
Email delivered ²	23,301,305	25,157,624	27,498,292	12,843,153	15,411,784
Email received	27,658,467	33,941,762	32,515,620	21,920,246	26,304,295
Productivity gain in FTE from minimized spam/malicious email	3.13	6.31	3.60	6.52	7.82
Threats removed	4,357,162	8,784,138	5,017,329	9,077,095	10,892,512
Objective: Maintain the security of County systems and data.					
Blocked internet based network attacks ³	4,977,105	7,056,212	13,763,985	10,160,944	12,193,153
Workstation malware removed	82,028	45,052	32,209	38,651	46,381

¹ Measures with an n/a were new for the year in which numerical data begins.

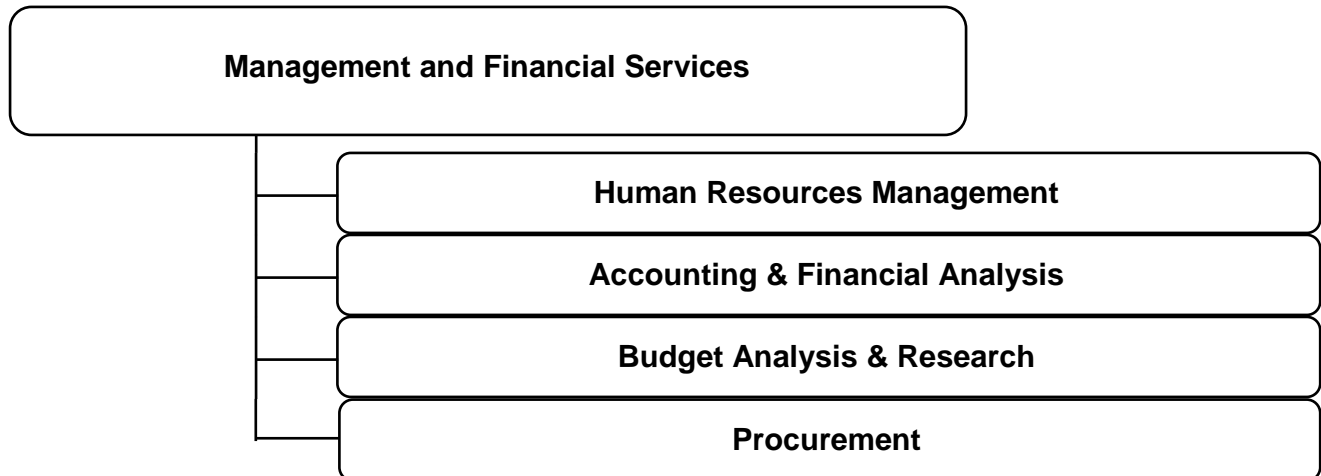
² FY 2015 and FY 2016 are lower because the Department no longer is servicing Loudoun County Public Schools (LCPS) email. LCPS email accounted for over 50% of total email servicing in FY 2013.

³ The number of network attacks is increasing significantly as well as the number of blocked internet based network attacks.





Management and Financial Services





Management and Financial Services

Mission Statement

The mission of the Department of Management and Financial Services is to effectively support County Departments and Constitutional Officers in the provision of services to the residents and businesses 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 County agencies and the County Administrator in the areas of budgeting, program review, management analysis, economic and analytical research, recruitments, human resources issues, employee benefits, training, procurement, financial accounting and reporting, payroll, risk management, insurance, capital financing and debt management. The Department's programs include Human Resources Management, Accounting and Financial Analysis, Budget Analysis and Research, and Procurement. In addition, the Department functions as the County liaison to the Board of Equalization and provides administrative and analytical support to the Fiscal Impact Committee.

Budget Overview

FY 2015 Issues

- The County is midway through the 36-month implementation of the new Oracle financial and human resources operating system (Enterprise Resource Planning Project - ERP). The implementation of the new ERP system will require changes to business processes for accounting, budget preparation, financial tracking, human resources, procurement, and training of staff.
- The implementation of the iSupplier module in Oracle will involve a major change in business processes involving suppliers.
- The County's employee turnover rate for FY 2013 was 8.6%. Based on the current increasing trend for FY 2014, the employee turnover rate for FY 2015 is projected to reach 11%, potentially resulting in more than 300 position vacancies.
- Efforts to recruit and retain top talent will be impacted by the County's ability to deliver market competitive pay and a comprehensive and affordable benefits package.
- The rising costs of employee benefits, health insurance, and the self-insurance programs will continue to require innovative solutions to minimize increased costs to the County and employees.
- The Governmental Accounting Standards Board (GASB) has issued new pronouncements which will change the presentation of certain financial information in the Comprehensive Annual Financial Report (CAFR).
- The continuing debate regarding the federal government debt ceiling and potential for another federal shutdown may impact the County's credit rating.
- The Dulles Corridor Metrorail Project will require on-going financial review and analysis to determine future debt issuance.
- The County government has responded to continuing population growth and changing demographics by enhancing services and programs. The growth in the number of programs increases the workload and demand for services provided by staff.
- The continuing changes in services provided by the County government increases the need for greater transparency and better means of measuring service delivery.
- The mixed economic performance in different sectors of the economy make forecasting of revenues challenging.

FY 2015 Major Work Plan Initiatives

- Complete implementation of ERP, the County's financial and human resources information system (HRIS).
- Implement a County-wide comprehensive safety program.
- Continue to encourage employee participation in the County's award winning wellness program.
- Conduct a comprehensive review of the Human Resources Handbook to ensure legal compliance and streamline internal procedures.
- Continue implementation of provisions of the federal government's Affordable Care Act.
- Implement new GASB Pronouncements including an analysis of necessary policy or process changes.
- Continue to review financing needs and options for the Dulles Corridor Metrorail Project to implement the most advantageous financing plan for the County.
- Manage the debt issuance process to ensure compliance with Board of Supervisors' debt policy.
- Continue discussions with the credit rating analysts to provide appropriate information to strengthen the County's position.
- Develop an investor outreach program and investor webpage.
- Earn achievement of Government Finance Officers' Association annual award for FY 2014 Comprehensive Annual Financial Report.
- Continue to review the requirements, financial impacts, and implementation steps associated with the Virginia General Assembly's Transportation Funding Bill (HB2313), including projections for regional and local revenues and applicable transportation projects.
- Collaborate with County departments and the Loudoun County Public Schools (LCPS) to successfully monitor the FY 2015 budget and manage the FY 2016 budget development process and the FY 2017 Outlook that incorporates management direction regarding service delivery and the planning for new facilities within the fiscal guidelines established by the Board of Supervisors.
- Provide financial analysis and research for existing programs and for the development of new programs.
- Earn recognition from the Government Finance Officers' Association for the annual budget document.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities and Infrastructure Act (PPEA).
- Earn Achievement of Excellence in Procurement Award from the National Purchasing Institute.



Management and Financial Services

FY 2014 Major Achievements

- Recruited a total of 1,060 new employees (427 regular, permanent employees and 633 temporary employees) in order to provide high quality service delivery to residents and businesses.
- Implemented the contract vendor internal audit program which resulted in the audit of Performance Bonds, Municipal Bonds, and the Payment Card Industry Data Security Standard (PCI DSS).
- Processed 282 residential and commercial appeals that were submitted to the Board of Equalization (BOE) with 208 appeals being heard in 2013.
- Received the Certificate of Achievement in Financial Reporting from the Government Finance Officers' Association for FY 2012 Comprehensive Annual Financial Report.
- Received Distinguished Budget Presentation Award from the Government Finance Officers' Association for FY 2014 Adopted Budget Document.
- Received the International City/County Management Association (ICMA) Center for Performance Measurement's Certificate of Achievement Award in performance measurement.
- Participated in implementation of the new transportation funding bill (HB2313), resulting in new local/regional funding.
- Completed the update to the Fiscal Impact Guidelines which provides guidance for long-term forecasting and impacts of land development.
- Earned Achievement of Excellence in Procurement Award for 2013 from National Procurement Institute and the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP). This is a three-year accreditation for local, state and federal agencies which formally recognizes excellence in procurement.

FY 2016 Outlook

- A new Board of Supervisors will take office which may require orientation regarding budget, procurement and other financial and human resources processes and procedures.
- Implementation of the fully-integrated financial and human resources information system will require MFS staff support to train County Department staff on new processes.
- Continue implementation and compliance with the federal government's Affordable Care Act.
- Complete the review/revision of Human Resources Handbook to ensure legal compliance and streamline internal procedures.
- Initiate a comprehensive review and update of the County's Classification and Compensation System to ensure market competitiveness of positions.
- Continue recruitment of new employees and retention of existing employees to ensure the County has the skills and knowledge necessary to successfully meet its mission and strategic goals and objectives.
- The Government Accounting Standards Board (GASB) has issued a new pension pronouncement requiring the reporting of the Virginia Retirement System (VRS) unfunded liabilities on government-wide statements. This pronouncement results in changes to actuarial methodology and requires consideration of the cost-sharing plan of the schools.
- The increase in the number of transportation projects and Phase 2 of the Dulles Corridor Metrorail Project will require additional financial analysis and issuance of debt.
- Increased need and demand for program review and analysis will continue to create workload pressures for the Budget and Research Program.
- Continued increased demand for capital improvements projects will require continued procurement staff support.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Management and Financial Services

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	6,765,235	\$7,416,947	\$7,620,704	\$8,957,831	\$9,226,567
Operations & Maintenance	2,357,695	2,764,835	4,127,986	4,161,926	4,203,544
Capital Outlay ³	540,324	0	0	0	0
Other Uses Of Funds ⁴	929,680	929,680	0	0	0
Total Expenditures	\$10,592,934	\$11,111,462	\$11,748,690	\$13,119,757	\$13,430,111
Revenues					
Charges For Services	\$72	\$647	\$0	\$0	\$0
Miscellaneous Revenues	650,138	180,507	138,700	142,700	142,700
Recovered Costs	83,611	4,131	30,000	30,000	30,000
Other Financing Sources	285,871	1,061,551	288,001	374,889	374,889
Total Revenues	\$1,019,692	\$1,246,836	\$456,701	\$547,589	\$547,589
Local Tax Funding	\$9,573,242	\$9,864,626	\$11,291,989	\$12,572,168	\$12,882,522
FTE Summary	76.84	77.84	75.84	84.00	84.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for Management and Financial Services includes an increase in local tax funding of \$1,280,179 and 8.16 FTE. Personnel expenditures increased \$1,337,127 due primarily to annualized costs associated with the 7.16 FTE and long-term temporary positions approved by the Board as FY 2014 mid-year enhancements; an FY 2015 Administrative Assistant enhancement position for the Division of Human Resources; increases in fringe benefits; and salary increases. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Additionally, the increase in Operations and Maintenance expenditures of \$33,940 is comprised of an increase of \$75,000 for the contractual funds for workplace investigations and executive position searches, \$2,261 for the enhancement position, offset by general base budget reductions. Revenues increased by \$90,888 primarily due to an increase of \$86,888 in the transfer from the Capital Projects Fund to fund an additional position in the Procurement Division and \$4,000 for increased miscellaneous revenue.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Management and Financial Services includes an increase in Personnel of \$268,736 or three percent and an increase in Operations and Maintenance of \$41,618 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$310,354.

Budget History

FY 2013: The Board of Supervisors added 1.00 FTE Pension Analyst in the Human Resources Management Program.

FY 2013 Mid-Year: 1.00 FTE from Budget Analysis and Research transferred to Planning Services Department. 1.00 FTE from Human Resources Management Operations transferred to the Department of Information Technology as a temporary loan to assist with the ERP Systems implementation.

FY 2014 Mid-Year: The Board of Supervisors added 0.16 FTE to an Administrative position in the Procurement Program to make it full-time and added 1.00 FTE Contracting Officer for the Procurement Program to support the expanding Transportation Capital Improvements program. As a result of the implementation of the ERP, the Board of Supervisors added 6.00 FTE, including 5.00 FTE (one Systems Manager, two Systems Accountants, one Financial Analyst, and one Business Systems Analyst) in the Accounting and Financial Analysis Program and 1.00 FTE in the Budget Analysis and Research Program.

¹ Expenditures for the Board of Equalization are included in the Accounting and Financial Analysis Program and expenditures for the Fiscal Impact Committee are included in the Budget Analysis & Research Program for all years.

² FY 2012 Actual data may differ from that shown in FY 2014 Adopted Fiscal Plan due to changes in the financial system and chart of accounts.

³ The FY 2012 capital outlay expenditures were for the replacement and upgrade of the Laserfiche Imaging System in the Accounting & Financial Analysis Program.

⁴ The Transfer to Self-Insurance Fund amount is not budgeted for the adopted budget, but it is budgeted during the year, amending the budget.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Management and Financial Services

Expenditures By Program¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Human Resources	\$4,603,955	\$4,878,405	\$5,728,856	\$5,879,470	\$5,993,829
Controller's Office	2,873,772	3,038,294	2,827,207	3,770,961	3,872,233
Budget Analysis & Research	1,985,207	1,977,899	1,865,148	2,015,162	2,068,149
Procurement	1,130,000	1,216,864	1,327,479	1,454,164	1,495,900
Total Expenditures	\$10,592,934	\$11,111,462	\$11,748,690	\$13,119,757	\$13,430,111
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Human Resources	\$48,611	\$32,584	\$30,000	\$30,000	\$30,000
Controller's Office	640,196	870,175	120,000	124,000	124,000
Budget Analysis & Research	35,072	4,202	0	0	0
Procurement	295,813	339,875	306,701	393,589	393,589
Total Revenues	\$1,019,692	\$1,246,836	\$456,701	\$547,589	\$547,589
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Human Resources	\$4,555,344	\$4,845,821	\$5,698,856	\$5,849,470	\$5,963,829
Controller's Office	2,233,575	2,168,120	2,707,207	3,646,961	3,748,233
Budget Analysis & Research	1,950,135	1,973,697	1,865,148	2,015,162	2,068,149
Procurement	834,187	876,989	1,020,778	1,060,575	1,102,311
Total Local Tax Funding	\$9,573,242	\$9,864,626	\$11,291,989	\$12,572,168	\$12,882,522
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Human Resources ²	30.81	32.14	30.14	31.14	31.14
Controller's Office ³	19.80	20.13	21.13	26.13	26.13
Budget Analysis & Research ⁴	14.20	13.54	12.54	13.54	13.54
Procurement ⁵	12.03	12.03	12.03	13.19	13.19
Total FTE	76.84	77.84	75.84	84.00	84.00

¹ Expenditures for the Board of Equalization are included in the Accounting & Financial Analysis Program and expenditures for the Fiscal Impact Committee are included in the Budget Analysis & Research Program for all years.

² 1.00 FTE Administrative Assistant FY 2015 enhancement is presented in FY 2015 and FY 2016 totals.

³ 5.00 FTE FY 2014 mid-year positions for ERP implementation are reflected in FY 2015 and FY 2016 totals.

⁴ 1.00 FTE FY 2014 mid-year position for ERP implementation is reflected in FY 2015 and FY 2016 totals.

⁵ 1.00 FTE FY 2014 mid-year position for CIP Transportation Initiatives and 0.16 FTE addition to position is reflected in FY 2015 and FY 2016 totals.



Management and Financial Services Human Resources Management

Program Goal and Service Description

The goal of the Human Resources (HR) Management Program is to strategically recruit, develop and retain a highly qualified and diverse workforce in service of the County's mission and to maintain a professional and safe work environment. To achieve this goal, the HR Operations Section and HR Benefits & Risk Section collaborate to provide the following services to the County: Employee Benefits and Wellness; Employee Relations; Learning and Organization Development; Safety and Risk Management; Strategic Projects; and Workforce Planning.

Budget Overview

FY 2015 Issues

- The County is midway through the 36-month implementation of the new Oracle financial and human resources operating system (Enterprise Resource Planning Project - ERP). The implementation of the new ERP system will require changes to business processes for accounting, budget preparation, financial tracking, human resources and procurement and training of staff
- The County's employee turnover rate for FY 2013 was 8.6%. Based on the current increasing trend for FY 2014, the employee turnover rate for FY 2015 is projected to reach 11%, potentially resulting in more than 300 position vacancies.
- Efforts to recruit and retain top talent will be impacted by the County's ability to deliver market competitive pay and a comprehensive and affordable benefits package.
- The rising costs of employee benefits, health insurance, and the self-insurance programs will continue to require developing innovative solutions to minimize increased costs to the County and employees.

FY 2015 Major Work Plan Initiatives

- Complete implementation of ERP, the County's financial system and human resources information system (HRIS).
- Implement a County-wide comprehensive safety program.
- Increase employee participation in the County's award winning wellness program.
- Conduct a comprehensive review of the Human Resources Handbook to ensure legal compliance and streamline internal procedures.
- Continue implementation of provisions of the federal government's Affordable Care Act.
- Revamp the County's training program to include a stronger emphasis on leadership development and organizational development.
- Implement a Countywide comprehensive safety program.
- Maintain and update Loudoun County's Equal Employment Opportunity Plan (EEOP).
- Continue to identify innovative solutions to enable the County to provide a comprehensive and affordable employee health benefits program.
- Increase outreach efforts with the workforce to encourage employees to take advantage of the offerings available through the Employee Assistance Program (EAP) provider.

FY 2016 Outlook

- A new Board of Supervisors will take office which may require orientation regarding budget, procurement and other financial and human resources processes and procedures.
- Implementation of the fully-integrated financial and human resources information system will require MFS staff support to train County Department staff on new processes.
- Continue implementation and compliance with the federal government's Affordable Care Act.
- Complete the review/revision of Human Resources Handbook to ensure legal compliance and streamline internal procedures.
- Initiate a comprehensive review and update of the County's Classification and Compensation System to ensure market competitiveness of positions.
 - Continue recruitment of new employees and retention of existing employees to ensure the County has the skills and knowledge necessary to successfully meet its mission and strategic goals and objectives.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Management and Financial Services
Human Resources Management**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,270,543	\$2,452,387	\$2,669,122	\$2,778,196	\$2,861,542
Operations & Maintenance	1,403,732	1,496,337	3,059,734	3,101,274	3,132,287
Other Uses Of Funds ¹	929,680	929,680	0	0	0
Total Expenditures	\$4,603,955	\$4,878,405	\$5,728,856	\$5,879,470	\$5,993,829
Revenues					
Charges For Services	\$0	\$500	\$0	\$0	\$0
Miscellaneous Revenue	\$0	\$32,084	\$0	\$0	0
Recovered Costs	48,611	0	30,000	30,000	30,000
Total Revenues	\$48,611	\$32,584	\$30,000	\$30,000	\$30,000
Local Tax Funding	\$4,555,344	\$4,845,821	\$5,698,856	\$5,849,470	\$5,963,829
FTE Summary²	30.81	32.14	30.14	31.14	31.14

¹ The Transfer to Self-Insurance Fund amount is not budgeted for the adopted budget, but it is budgeted during the year, amending the budget.

² 1.00 FTE Administrative Assistant FY 2015 enhancement is presented in FY 2015 and FY 2016 totals.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Management and Financial Services Human Resources Management

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide efficient recruitment services.					
Percentage of applicant referrals to departments within 3 business days	95%	99%	95%	95%	95%
Number of job vacancies posted annually	311	300	300	330	330
Objective: Deliver a comprehensive wellness program designed to positively impact employee health, mitigate absenteeism, and reduce health care costs to the organization.					
Average health plan cost per employee per year	\$11,541	\$12,833	\$15,316	\$17,010	\$17,010
Employee wellness activities and events	16	15	18	15	15
Participants in wellness activities and events ¹	2,592	1,693	2,600	2,000	2,000
Objective: Deliver competitive pay increases for county staff.					
Actual total pay increase ²	3%	0%	2%	3%	2%
Average pay increase for the competitive market	1.63	3.35	3.00	2.25	2.25
Objective: Deliver outstanding customer service which consistently meets or exceeds the customer's expectations.					
Customer service satisfaction survey rating - Benefits	3.80	3.74	3.60	3.60	3.60
Customer service satisfaction survey rating - HR Operations	3.89	3.61	4.00	3.75	3.75
Customer service satisfaction survey rating – Risk Management	3.60	3.26	3.60	3.60	3.60
Objective: Deliver a comprehensive risk management program designed to positively impact employee health and workplace safety.					
Incidence rate for OSHA cases per 100 FTE ³	3.95	3.50	4.00	3.75	3.75
Participants in Risk Mgt./Workplace Safety training and activities ⁴	1,084	1,888	1,000	1,400	1,400
Risk Mgt./Workplace Safety training, activities and events	15	19	20	20	20
Objective: Deliver learning offerings to support employee development and to meet organizational needs.					
Employees participating in e-learning	2,940	3,188	3,000	3,200	3,200
Number of classroom learning sessions offered	50	65	55	50	50
Number of employees participating in classroom learning	930	1,350	1,000	1,000	1,000

¹ FY 2015 and FY 2016 number of participants will be lower than FY 2014 due to some staff time having to be dedicated to the implementation of the Enterprise Resource Planning (ERP) Human Resources System.

² To offset the new 5% employee contribution to the Virginia Retirement System effective July 1, 2012, the Board of Supervisors approved a 5% pay raise for employees. The net result of the new contribution and the pay increase was an average of a 1% reduction in pay to employees. However, the Board approved a one-time 2% merit-based bonus for all eligible employees for distribution in May 2013.

³ The 2012 national incidence rate for state and local governments was 5.2, which is the latest data available.

⁴ The FY 2013 data is much higher due to mandatory, employee workplace safety training during that year.



Management and Financial Services Accounting & Financial Analysis

Program Goal and Service Description

The Accounting and Financial Analysis Program serves the citizens of Loudoun County, its vendors, agencies and County employees through the timely and accurate processing and reporting of financial transactions and the ongoing management of the County's debt. The program processes the County's accounts payables, accounts receivables, and payroll; monitors capital projects, records capital assets, and ensures all Federal and State grant requirements are met; develops financing strategies to fund the capital improvement program for both the General Government and the Loudoun County Public Schools (LCPS); reconciles and processes payment of countywide obligations; and ensures timely reporting of financial data to the governing body, rating agencies, and the public. This program also provides administrative and documentary support to the Board of Equalization (BOE) when in session and is the main contact for all citizens appealing the current assessments; answers all phone calls and emails, and provides administrative support to Department staff as needed.

Budget Overview

FY 2015 Issues

- The County is midway through the 36-month implementation of the new Oracle financial and human resources operating system (Enterprise Resource Planning Project - ERP). The implementation of the new ERP system will require changes to business processes for accounting, budget preparation, financial tracking, human resources and procurement and training of staff.
- The Governmental Accounting Standards Board (GASB) has issued new pronouncements which will change the presentation of certain financial information in the Comprehensive Annual Financial Report (CAFR).
- The ongoing debate regarding the federal government debt ceiling and potential for another federal shutdown may impact the County's credit rating.
- The Dulles Corridor Metrorail Project will require on-going financial review and analysis to determine future debt issuance.

FY 2015 Major Work Plan Initiatives

- Complete implementation of ERP, the County's financial system and human resources information system (HRIS).
- Implement new GASB Pronouncements including an analysis of necessary policy or process changes.
- Continue to review financing needs and options for the Dulles Corridor Metrorail Project to implement the most advantageous financing plan for the County.
- Manage the debt issuance process to ensure compliance with Board of Supervisors' debt policy.
- Continue discussions with the credit rating analysts to provide appropriate information to strengthen the County's position.
- Develop an investor outreach program and investor webpage.
- Earn achievement of Government Finance Officers' Association annual award for FY 2014 Comprehensive Annual Financial Report.
- Manage the debt issuance process and maintain debt limits set by the Board of Supervisors.
- Continue updates and improvements to the Board of Equalization's online system to improve efficiency of the appeals process and reduce redundancy.
- Continue to monitor outstanding debt and any debt refunding opportunities to ensure compliance with the Board of Supervisors' debt policy.

FY 2016 Outlook

- A new Board of Supervisors will take office which may require orientation regarding budget, procurement and other financial and human resources processes and procedures.
- The Government Accounting Standards Board (GASB) has issued a new pension pronouncement requiring the reporting of the Virginia Retirement System (VRS) unfunded liabilities on government-wide statements. This pronouncement results in changes to actuarial methodology and requires consideration of the cost-sharing plan of the schools.
- The increase in the number of transportation projects and Phase 2 of the Dulles Corridor Metrorail Project will require additional financial analysis and issuance of debt.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Management and Financial Services
Accounting & Financial Analysis**

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel ²	\$1,988,626	\$2,075,470	\$2,230,374	\$3,178,128	\$3,273,472
Operations & Maintenance	344,823	962,824	596,833	592,833	598,761
Capital Outlay ³	540,324	0	0	0	0
Total Expenditures	\$2,873,772	\$3,038,294	\$2,827,207	\$3,770,961	\$3,872,233
Revenues					
Miscellaneous Revenue	\$544,146	\$3,872	\$30,000	\$34,000	\$34,000
Other Financing Sources	96,050	866,302	90,000	90,000	90,000
Total Revenues	\$640,196	\$870,175	\$120,000	\$124,000	\$124,000
Local Tax Funding	\$2,233,575	\$2,168,120	\$2,707,207	\$3,646,961	\$3,748,233
FTE Summary²	19.80	20.13	21.13	26.13	26.13

¹ All years of expenditures presented include the Board of Equalization.

² 5.00 FTE FY 2014 mid-year positions for ERP implementation are reflected in FY 2015 and FY 2016 totals.

³ The FY 2012 capital outlay expenditures were for the replacement and upgrade of the Laserfiche Imaging System in the Accounting & Financial Analysis Program.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Management and Financial Services Accounting & Financial Analysis

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Measure the volume of transactions processed and the average length of time it takes to process a vendor check from the date of request from department, with a goal of: 4 days.					
Average number of days to pay	3	2	4	4	4
Number of employee payments made	100,813	97,513	95,150	95,520	95,780
Number of operating checks issued	94,790	98,618	85,000	85,000	85,000
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	AAA
County's Bond Rating - Moody's	Aaa	Aaa	Aaa	Aaa	Aaa
County's Bond Rating - Standard and Poor's	AAA	AAA	AAA	AAA	AAA
Objective: Manage and plan for current and future debt obligations to fit within affordability index.					
Annual debt issuance (limited to \$200 million annually) ¹	\$12,000,000	\$128,250,000	\$174,786,523	\$191,881,166	\$169,558,928
Debt service to expenditures - less than 10%	9.00%	8.93%	9.33%	9.23%	9.50%
Debt to estimated market value of taxable property - less than 3%	1.45%	1.93%	2.02%	1.99%	2.10%
Refunding/defeasance - net present value savings	\$24,360,000	\$118,895,000	\$10,000,000	\$5,000,000	\$5,000,000
Objective: Develop and support the Board of Equalization for public hearings to meeting deadlines and State mandates.					
Number of public hearings scheduled and advertised	21	16	29	29	29
Number of packets prepared for hearing	219	240	250	300	350
Number of FOIA requested	2	0	2	2	2
Number of appeals submitted	405	282	300	350	400
Decision documentation processed for appellants and BOE %	100%	100%	100%	100%	100%

¹ Annual debt issuance includes \$7 million of Loudoun County Public Schools (LCPS) capital vehicle leases.



Management and Financial Services Budget Analysis & Research

Program Goal and Service Description

The Budget Analysis and Research Program provides primary support to the County Administrator in development, analysis, review and implementation and monitoring of the County's operating budget. This program also conducts management analysis, coordinates performance measurement and management, provides fiscal impact analysis, conducts grant management and training and leads special projects for County officials and staff.

Budget Overview

FY 2015 Issues

- The County is midway through the 36-month implementation of the new Oracle financial and human resources operating system (Enterprise Resource Planning Project - ERP). The implementation of the new ERP system will require changes to business processes for accounting, budget preparation, financial tracking, human resources and procurement and training of staff.
- The County government has responded to continuing population growth and changing demographics by enhancing services and programs. The growth in the number of programs increases the workload and demand for services provided by staff.
- The continuing changes in services provided by the County government increases the need for greater transparency and better means of measuring service delivery.
- The mixed economic performance in different sectors of the economy make forecasting of revenues challenging.

FY 2015 Major Work Plan Initiatives

- Complete implementation of ERP, the County's financial system and human resources information system (HRIS).
- Continue to review the requirements, financial impacts, and implementation steps associated with the Virginia General Assembly's Transportation Funding Bill (HB2313), including projections for regional and local revenues and applicable transportation projects.
- Collaborate with County departments and the Loudoun County Public Schools (LCPS) to successfully monitor the FY 2015 budget and manage the FY 2016 budget development process and the FY 2017 Outlook that incorporates management direction regarding service delivery and the planning for new facilities within the fiscal guidelines established by the Board of Supervisors.
- Provide professional financial analysis and research for existing programs and for the development of new programs such as the Emergency Medical Services (EMS) transport billing program options.
- Earn recognition from the Government Finance Officers' Association for the annual budget document.
- Improve the County's performance management efforts through enhanced reporting and refinement of guidelines for departments.

FY 2016 Outlook

- A new Board of Supervisors will take office which may require orientation regarding budget, procurement and other financial and human resources processes and procedures.
- Coordinate, analyze and produce a Program Review document, working with County Administration and County departments.
- Implementation of the fully-integrated financial and human resources information system will require MFS staff support to train County Department staff on new processes.
- Increased need and demand for program review and analysis will continue to create workload pressures for the Budget and Research Program.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel ²	\$1,644,168	\$1,713,118	\$1,490,356	\$1,641,771	\$1,691,024
Operations & Maintenance	341,039	264,781	374,791	373,391	377,125
Total Expenditures	\$1,985,207	\$1,977,899	\$1,865,148	\$2,015,162	\$2,068,149
Revenues					
Charges For Services	\$72	\$110	\$0	\$0	\$0
Recovered Costs	35,000	4,092	0	0	0
Total Revenues	\$35,072	\$4,202	\$0	\$0	\$0
Local Tax Funding	\$1,950,135	\$1,973,697	\$1,865,148	\$2,015,162	\$2,068,149
FTE Summary²	14.20	13.54	12.54	13.54	13.54

¹ Expenditures for the Fiscal Impact Committee are included for all years presented.

² 1.00 FTE was added during FY 2014 for ERP support and is reflected in FY 2015 and FY 2016 totals.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Management and Financial Services Budget Analysis & Research

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide quarterly revenue, expenditure analysis to County departments and management and maintain a positive fiscal environment.					
Budget Adjustments processed ²	4,839	4,898	1,000	1,000	1,000
Finance/Government Services and Operations Committee updates	12	15	15	15	15
Percent of depts. with actual expenditures within 10% of budget	n/a	68%	90%	85%	85%
Percent variance between actual revenues collected versus budget	n/a	10%	10%	10%	10%
Objective: Develop timely and effective services for clients from the Budget Office based on management direction and established priorities.					
Overall Client Survey Satisfaction Rating (out of 5.00)	3.99	4.30	4.30	4.30	4.30
Objective: Process the Grant Application Summary Form documents received from departments within three business days of receipt. Identify new outside grant opportunities to help defray and augment County services by at least \$10,000,000.					
Amount of continuation grants identified	n/a	\$3,681,905	\$12,000,000	\$12,000,000	\$12,000,000
Number of new grants identified	n/a	21	15	15	15
New grant opportunities	\$13,005,213	\$5,096,881	\$6,000,000	\$6,000,000	\$6,000,000
Number of continuation grants identified	n/a	27	20	20	20
Number of employees participating in grant training program ³	0	25	25	25	25
Total grants awarded	n/a	\$8,778,786	\$18,000,000	\$18,000,000	\$18,000,000
Objective: Improve organizational and programmatic performance by continually monitoring and reporting on organizational performance throughout the fiscal year.					
Number of new or improved measures developed	n/a	50	50	50	25
Percent of departments with an overall performance improvement	n/a	25%	25%	25%	25%
Percent of performance measures targets met or exceeded.	n/a	75%	75%	75%	75%

¹ Measures with an n/a were new for the year in which numerical data begins.

² FY 2014 through FY 2016 data is projected to be much lower due to the implementation of the new Oracle financial system since the new system requires fewer budget adjustments.

³ The grants analyst position was vacant in FY 2011 and FY 2012, resulting in no grants training.



Management and Financial Services Procurement

Program Goal and Service Description

The Procurement Program 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 program conducts all procurements in accordance with the Virginia Public Procurement Act of the Code of Virginia and other applicable law. Procurement makes contract awards in a fair and impartial manner with avoidance of even the appearance of impropriety, while giving all qualified vendors access to the County's business.

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

Budget Overview

FY 2015 Issues

- The County is midway through the 36-month implementation of the new Oracle financial and human resources operating system (Enterprise Resource Planning Project - ERP). The implementation of the new ERP system will require changes to business processes for accounting, budget preparation, financial tracking, human resources and procurement and training of staff.
- The implementation of the iSupplier module in Oracle will go live in June 2014. This implementation will change business processes involving suppliers.
- Procurement is affected by vacancies within County departments as it relates to delegated purchasing authority. With a training period for delegated authority staff of about one year, turnover affects average staff workload dramatically and limits available time for process improvements and training.
- A number of legislative initiatives, which require that jurisdictions establish small, women-owned, and minority (SWAM) programs, including set-asides, have been proposed in the recent Virginia General Assembly sessions. It is anticipated they will again be proposed in the 2015 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.
- Procurement is responsible for ensuring compliance of the County's Purchasing-Card Program and Delegated Purchasing programs.

FY 2015 Major Work Plan Initiatives

- Complete implementation of ERP, the County's financial system and human resources information system (HRIS).
- Continue Vendor Outreach Programs.
- Continue monthly Buyer/Seller Information Exchange.
- Continue participation in local and regional small and minority vendor trade shows.
- Continue to grow the County's Purchasing-Card Program.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities and Infrastructure Act (PPEA).
- Earn Achievement of Excellence in Procurement Award from the National Purchasing Institute.

FY 2016 Outlook

- A new Board of Supervisors will take office which may require orientation regarding budget, procurement and other financial and human resources processes and procedures.
- Implementation of the fully-integrated financial and human resources information system will require MFS staff support to train County Department staff on new processes.
- Continued increased demand for capital improvements projects will require continued procurement staff support.
- Maintain the Procurement Program's current level of service to Departments. This will be affected by an increase in Capital Improvement Program (CIP) projects due to additional Northern Virginia Transportation Authority (NVTA) funding and Board Initiatives/Priorities and the new i-Procurement System.
- Continue vendor outreach programs including educating vendors on the new i-Procurement System.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Management and Financial Services
Procurement**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel ¹	\$1,083,123	\$1,175,972	\$1,230,852	\$1,359,737	\$1,400,529
Operations & Maintenance	46,877	40,892	96,627	94,427	95,371
Total Expenditures	\$1,130,000	\$1,216,864	\$1,327,479	\$1,454,164	\$1,495,900
Revenues					
Charges For Services	\$0	\$36	\$0	\$0	\$0
Miscellaneous Revenue	\$105,992	\$144,551	\$108,700	\$108,700	108,700
Recovered Costs	0	39	0	0	0
Other Financing Sources	189,821	195,249	198,001	284,889	284,889
Total Revenues	\$295,813	\$339,875	\$306,701	\$393,589	\$393,589
Local Tax Funding	\$834,187	\$876,989	\$1,020,778	\$1,060,575	\$1,102,311
FTE Summary¹	12.03	12.03	12.03	13.19	13.19

¹ 1.00 FTE was added during FY 2014 to support CIP Transportation Initiatives and an 0.16 FTE addition to an administrative position is reflected in FY 2015 and FY 2016 Procurement Program totals.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Management and Financial Services
Procurement**

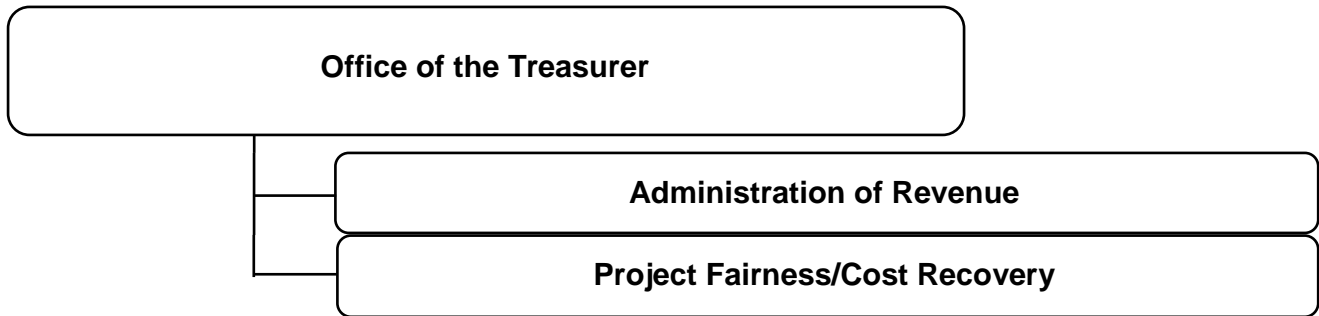
Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.					
Average monthly active contracts	465	540	540	650	650
Average monthly value Pcard spent	\$534,572	\$624,777	\$638,411	\$670,331	\$703,847
Average number of weeks to process IFBs/RFPs	19	14	16	16	16
External Customer Satisfaction Rating (out of 5.00)	4.50	4.70	4.70	4.70	4.70
New term contracts	19	15	16	15	15
Number of IFBs/RFPs issued	60	73	65	75	80
Percent of dollars spent using term contracts	74%	83%	80%	80%	80%
Percent of PCard spent vs. total spent ¹	4%	7%	5%	7%	8%
Percent of PO spent on active contracts	94%	91%	90%	90%	90%
Percent of purchases by Departments via Delegated Authority	72%	75%	73%	75%	75%
Percentage of value of Delegated Authority purchases compared to total value of all purchases	9.12%	15.00%	15.00%	15.00%	15.00%
Total PO spent on active contracts	\$70,138,684	\$97,885,185	\$111,042,556	\$105,000,000	\$110,000,000

¹ Percent of P-Card spent is low because the majority of purchase dollars spent is done via contracts that do not allow P-Card payments at this time.





Office of the Treasurer





Office of the Treasurer

Mission Statement

The Treasurer's Office is dedicated to serving the citizens of Loudoun County, both commercial and private, as well as the Board of Supervisors and other government agencies including Loudoun County Public Schools. The services provided by the Treasurer's Office affect virtually every citizen in Loudoun County.

Description

The Treasurer is a Constitutional Officer under the State's Constitution and the Code of Virginia. The principal functions of the Treasurer's Office are collecting all real and personal property, business license and other taxes as specified by the State Code and the Codified Ordinances of Loudoun County; acting as primary depository for all County agencies; investing and safeguarding County funds; reconciling of County funds; providing outstanding customer services to taxpayers, County and School staff; and ensuring vehicle registration compliance.

Budget Overview

FY 2015 Issues

- As the population continues to increase, the Treasurer's Office faces the challenge of responding to an increasing number of taxpayer inquiries, either by phone, email, or in person, as well as handling more than 1.2 million transactions.
- Considerable staff resources will be required and is essential to the initial and ongoing design, testing and implementation of the new tax system prior to its completion in FY 2015 in addition to the changes in business practices associated with the countywide Enterprise Resource Planning (ERP) system.
- With interest rates at their lowest in recent history, the Treasurer must continue to wisely invest County funds to obtain the highest yield with minimal risk while ensuring cash flow needs are met during the year.

FY 2015 Major Work Plan Initiatives

- Continue phased implementation of new tax system software in conjunction with the Commissioner of the Revenue and Department of Information Technology.
- Continue to work with ERP consultants to design, test and implement system interfaces between tax system software and ERP system.
- Design, test and implement new online payment portal for tax payments.
- Bill semi-annual real estate, semi-annual prorated personal property and annual business license taxes at least 30 days prior to the due date.
- Strive to continue to provide outstanding customer service to the County citizens, as well as to County and School staff.
- Continue to actively collect delinquent real and personal property accounts in order to maintain one of the lowest delinquency rates in the Northern Virginia.

FY 2014 Major Achievements

- Continued integration of new assessment system updates into legacy tax system, while developing and testing the new tax system.
- Continued to work with ERP designers to design efficient system interfaces between new tax system software and current ERP system.
- Implemented Phase One of tax system (cashiering module) for all county agencies in conjunction with new requirements associated with Phase One of ERP.
- Implemented billing of the new Metrorail Tax Districts established on January 1, 2013.
- Participated in the development and implementation of EMS Transport Reimbursement Program process for the County.
- Implemented and processed Transient Occupancy Tax changes effective FY 2014.
- Transitioned to upgraded transmission platform for electronic payment for County and Schools.
- Continued implementation of Laser Fiche Scanning for Treasurer's Office documentation.

FY 2016 Outlook

- The Office will continue to review department structure as the new tax system is expected to bring more efficient work processes.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Office of the Treasurer

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,119,554	\$3,294,024	\$3,423,427	\$3,619,799	\$3,728,393
Operations & Maintenance	720,782	889,112	1,026,302	1,064,709	1,075,356
Capital Outlay	0	0	20,596	20,596	0
Total Expenditures	\$3,840,337	\$4,183,136	\$4,470,325	\$4,705,104	\$4,803,749
Revenues					
General Property Taxes	\$716,817	\$485,309	\$250,827	\$432,834	\$432,834
Other Local Taxes	5,861,761	6,061,581	6,167,000	6,525,000	6,525,000
Fines & Forfeitures	117,367	142,213	100,000	140,000	140,000
Use of Money & Property	1,727,051	1,362,564	1,100,000	1,100,000	1,100,000
Charges For Services	485,980	509,418	357,500	442,600	442,600
Miscellaneous Revenue	1,671	37,629	2,500	2,500	2,500
Recovered Costs	5,000	5,000	1,000	1,000	1,000
Intergovernment - Commonwealth	294,660	290,806	325,171	325,171	325,171
Total Revenues	\$9,210,308	\$8,894,521	\$8,303,998	\$8,969,105	\$8,969,105
Local Tax Funding	\$(5,369,971)	\$(4,711,385)	\$(3,833,673)	\$(4,264,001)	\$(4,165,356)
FTE Summary	43.00	44.00	44.00	45.00	45.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Office of the Treasurer includes a decrease of \$430,328 in local tax funding and increase of 1.00 FTE. Personnel expenditures increased by \$234,779 primarily due to the approved Reconciliation Accounts Assistant enhancement position as well as increases in fringe benefits and salaries. Operations and Maintenance expenditures increased \$38,407, mostly due to a \$39,000 increase in postal services which was offset by a slight decrease in internal services. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues increased by \$665,107 primarily due to expected increases of \$358,000 in motor vehicle decals, \$182,007 in vehicle taxes, \$50,000 in court fines, \$35,000 in collection fees on delinquent taxes, \$100 in FOIA fees and \$40,000 in parking fines.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Office of the Treasurer includes an increase in Personnel of \$108,594 or three percent and an increase in Operations and Maintenance of \$10,647 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$98,645.

Budget History

FY 2013 Mid-Year: The Board approved a transfer of 1.00 FTE from the Department of Parks, Recreation, and Community Services for the Cash Auditor function.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Office of the Treasurer

Expenditures By Program:	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Administration of Revenue	\$3,778,134	\$4,114,246	\$4,392,641	\$4,624,828	\$4,721,339
Project Fairness/Cost Recovery	62,203	68,890	77,684	80,276	82,410
Total Expenditures	\$3,840,337	\$4,183,136	\$4,470,325	\$4,705,104	\$4,803,749
Revenues By Program:	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Administration of Revenue	\$8,188,746	\$8,117,338	\$7,853,171	\$8,266,271	\$8,266,271
Project Fairness/Cost Recovery	1,021,562	777,183	450,827	702,834	706,717
Total Revenues	\$9,210,308	\$8,894,521	\$8,303,998	\$8,969,105	\$8,972,988
Local Tax Funding by Program:	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Administration of Revenue	\$(4,410,612)	\$(4,003,091)	\$(3,460,530)	\$(3,641,443)	\$(3,544,932)
Project Fairness/Cost Recovery	(959,359)	(708,294)	(373,143)	(622,558)	(624,307)
Total Local Tax Funding	\$(5,369,971)	\$(4,711,385)	\$(3,833,673)	\$(4,264,001)	\$(4,169,239)
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Administration of Revenue	42.10	43.10	43.10	44.10	44.10
Project Fairness/Cost Recovery	0.90	0.90	0.90	0.90	0.90
Total FTE	43.00	44.00	44.00	45.00	45.00



Office of the Treasurer Administration of Revenue

Program Goal and Service 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 cash receipts for all County and School agencies. Critical services provided include preparation and mailing of tax bills; collection and processing of revenue; processing of payments received in person, online and via mail; issuance of County decals; accounting for all revenue from the various County agencies, departments, and programs; managing disbursement of all County and School funds; reconciling the County's bank accounts; researching and resolving outstanding checks before submission to the Commonwealth's Unclaimed Property; investing and safeguarding County funds; maintaining the County's primary banking relationship and associated services for both the County and the Schools. Furthermore, when changes in the State Tax Code and County Ordinances occur, the office educates the public and implements new processes and procedures to accommodate such changes.

Budget Overview

FY 2015 Issues

- Considerable staff resources will be required and essential to the initial and ongoing design, testing and implementation of the new tax system prior to its completion in FY 2015 in addition to the new workload associated with the countywide ERP system.
- The Division faces the challenge of responding to an increasing number of taxpayer inquiries, either by phone, email, or in person, as well as handling more than 1.2 million transactions as the population continues to increase.
- As the County and Schools continue to grow, the need for automated and electronic payment processing through credit cards will increase, thus increasing the number of bank and credit card reconciliations needed on a monthly basis.
- As the number of County residents increases, the Division strives to continue to research and approve all tax refunds in a timely manner pursuant to the Code of Virginia.
- With interest rates at their lowest in recent history, the Treasurer must continue to wisely invest County funds to obtain the highest yield with minimal risk while ensuring cash flow needs are met during the year.

FY 2015 Major Work Plan Initiatives

- Continue to seek automation improvements to meet the increase in taxpayer accounts by researching new avenues of accepting payments from taxpayers, in addition to in person, online and over the phone.
- Strive to provide outstanding customer service to the County citizens, as well as to County and School staff.
- Continue phased implementation of new tax system software in conjunction with the Commissioner of the Revenue and Department of Information Technology.
- Continue to maintain or decrease delinquency rate for personal and real property through all means allowable by State Code, such as DMV stops, liens and court judgments.
- Continue to reduce amount of checks submitted for Unclaimed Property by routine review of uncleared checks.
- Reconcile the County's 49+ bank statements, 30+ investment accounts, and 34 merchant accounts within 60 days of month-end.
- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Implement Image Cash Letter to increase availability of funds and decrease costs associated with physical deposits in conjunction with new tax systems processing.
- Maintain the County's primary investment objective of preserving capital and liquidity.
- Identify and implement resulting efficiencies as a result of the new tax system.
- Continue to work with ERP consultants to design, test and implement system interfaces between tax system software and ERP system.
- Design, test and implement new online payment portal for tax payments.
- Bill semi-annual real estate, semi-annual prorated personal property and annual business license taxes at least 30 days prior to the due date.
- The Division will continue to actively collect delinquent real and personal property accounts in order to maintain one of the lowest delinquency rates in the Northern Virginia.

FY 2016 Outlook

- The Division will review the tax bill printing process and evaluate the need for an outside vendor for bill printing.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Office of the Treasurer
Administration of Revenue

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,059,860	\$3,231,451	\$3,359,456	\$3,553,236	\$3,659,833
Operations & Maintenance	718,274	882,795	1,012,589	1,050,996	1,061,506
Capital Outlay & Capital Acquisitions	0	0	20,596	20,596	0
Total Expenditures	\$3,778,134	\$4,114,246	\$4,392,641	\$4,624,828	\$4,721,339
Revenues					
Other Local Taxes	\$5,674,383	\$5,911,920	\$6,067,000	\$6,395,000	\$6,395,000
Use of Money & Property	1,727,051	1,362,564	1,100,000	1,100,000	1,100,000
Charges for Services	485,980	509,418	357,500	442,600	442,600
Miscellaneous Revenue	1,671	37,629	2,500	2,500	2,500
Recovered Costs	5,000	5,000	1,000	1,000	1,000
Intergovernment - Commonwealth	294,660	290,806	325,171	325,171	325,171
Total Revenues	\$8,188,746	\$8,117,338	\$7,853,171	\$8,266,271	\$8,266,271
Local Tax Funding	\$(4,410,612)	\$(4,003,091)	\$(3,460,530)	\$(3,641,443)	\$(3,544,932)
FTE Summary¹	42.10	43.10	43.10	44.10	44.10

¹ During FY 2013 1.00 FTE was transferred from Parks, Recreation, and Community Services for the Cash Auditor function.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Office of the Treasurer
Administration of Revenue

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Bill and collect semi-annual real estate, semi-annual prorated personal property, and annual business license taxes.					
Number of tax accounts billed (in thousands)	885.59	912.80	911.00	949.00	940.00
Number of tax accounts paid online (in thousands)	270.10	297.20	315.00	330.00	350.00
Number of decals paid online (in thousands)	107.90	118.10	128.00	138.00	150.00
Number of taxpayer inquiries	89,246	91,594	92,700	95,000	97,850
Number of transactions processed for the County (in thousands)	1,216	1,251	1,290	1,301	1,301
Tax and decal value collected online in dollars (in millions)	\$90.98	\$103.81	\$112.00	\$121.00	\$128.00
Objective: Maintain 100% compliance with the County's Investment Policy. Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.					
Average dollar value of investment portfolio (in millions)	\$429.00	\$434.90	\$441.00	\$455.00	\$460.00
Average rate of return	0.41%	0.31%	0.25%	0.22%	0.35%
Benchmark rate of return	0.04%	0.10%	0.08%	0.08%	0.15%
Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 47+ bank statements within 60 days of month end.					
Average number of quarterly bank transactions (in thousands)	280	305	300	330	350
Percentage of bank reconciliations completed in 60 days ¹	100%	100%	80%	100%	100%
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%	31%	30%	30%	30%
Objective: Research and process payment re-application or authorize refunds for real property, personal property.					
Number of accounting entries ²	29,460	33,365	34,000	34,000	26,000
Number of tax refunds authorized	33,917	35,269	37,400	38,148	39,292

¹ FY 2014 estimates are expected to be below prior year history due to difficulties encountered with the new general ledger systems. The FY 2015 Board approved enhancement for 1.00 FTE for a Reconciliation Accounts Assistant is anticipated to return completion within 60 days back to 100%.

² In FY 2016, implementation of PCI and a change in account structures is anticipated to consolidate and reduce the number of accounting entries.



Office of the Treasurer Project Fairness/Cost Recovery

Program Goal and Service Description

The Project Fairness program is a joint effort between the Treasurer's Office and the Sheriff's Office with input from County residents. The Sheriff's Office issues citations on vehicles with expired, improper, or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees. The Project Fairness program has collected over \$16.6 million in new revenue since its inception. Additional recurring annual revenue is received on these vehicles which continue to be taxed in future years. Project Fairness actively seeks to identify and enforce vehicle registration through neighborhood patrol and citizen complaints. Furthermore, Loudoun County participates in the Northern Virginia Compact for Local Motor Vehicle License Enforcement. The participating jurisdictions reciprocally enforce local motor vehicle license display requirements.

Budget Overview

FY 2015 Issues

- Local Ordinances and/or Virginia Code changes may have an adverse impact in the success and/or operation of the Project Fairness program.

FY 2015 Major Work Plan Initiatives

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

FY 2016 Outlook

- The Treasurer may consult with the Board of Supervisors when the expansion of the program is feasible.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$59,694	\$62,573	\$63,971	\$66,563	\$68,560
Operations & Maintenance	2,509	6,317	13,713	13,713	13,850
Total Expenditures	\$62,203	\$68,890	\$77,684	\$80,276	\$82,410
Revenues					
General Property Taxes ¹	\$716,817	\$485,309	\$250,827	\$432,834	\$432,834
Other Local Taxes	\$187,378	\$149,661	\$100,000	\$130,000	130,000
Fines and Forfeitures	117,367	142,213	100,000	140,000	140,000
Total Revenues	\$1,021,562	\$777,183	\$450,827	\$702,834	\$702,834
Local Tax Funding	\$(959,359)	\$(708,294)	\$(373,143)	\$(622,558)	\$(620,424)
FTE Summary	0.90	0.90	0.90	0.90	0.90

¹ Revenue adjusted in FY 2013 and forward to reflect transfer of revenue to Office of the Sheriff for deputy salaries associated with Project Fairness.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Office of the Treasurer
Project Fairness/Cost Recovery

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Issue warning notices & violation notice to vehicles with expired County decals.					
Number of new accounts established on discovered vehicles	13,110	11,502	11,730	12,058	12,300
Number of violation notices issued	3,556	3,335	3,668	4,043	4,123
Number of warning notices issued	15,665	14,508	15,000	15,300	15,606





Public Safety and Judicial Administration

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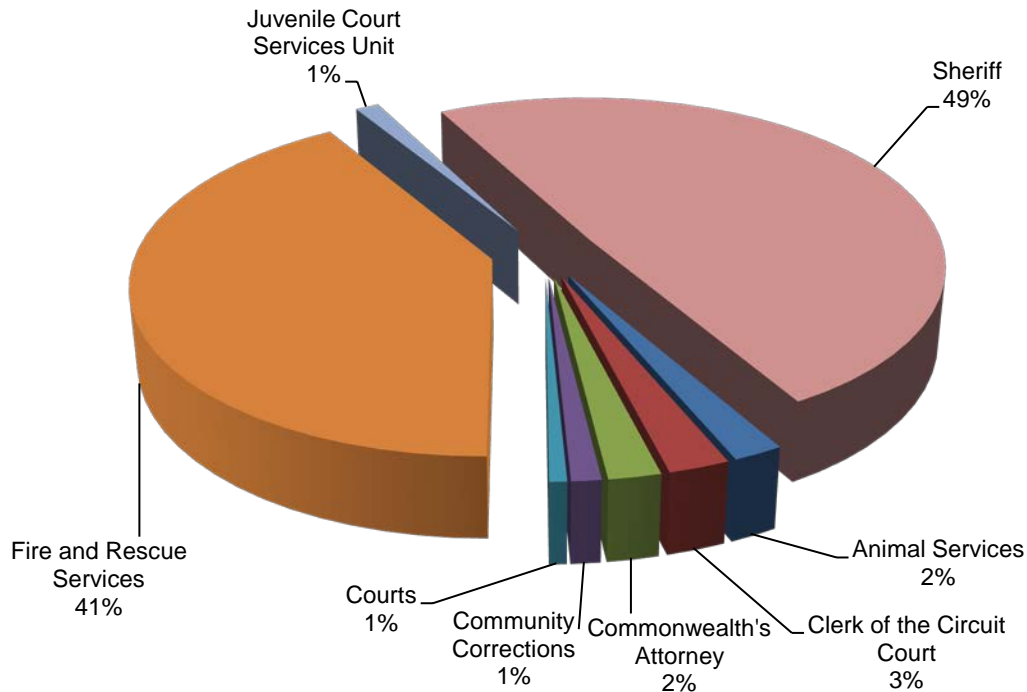
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PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2015 ADOPTED EXPENDITURES



Public Safety & Judicial Administration Historical Expenditures

<i>Public Safety & Judicial Administration</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Animal Services	\$2,561,745	\$2,742,477	\$2,875,072	\$3,204,851	\$3,216,404
Clerk of the Circuit Court	3,505,922	3,660,756	3,799,647	3,890,183	3,975,753
Commonwealth's Attorney	3,021,665	3,082,242	3,147,148	3,338,930	3,436,461
Community Corrections	1,652,845	1,603,755	1,797,612	1,895,231	1,949,237
Courts	1,076,124	999,013	1,080,343	1,118,319	1,144,847
Fire and Rescue Services	54,501,801	57,835,033	60,050,116	67,622,784	72,058,527
Juvenile Court Services Unit	1,762,031	1,922,099	2,018,092	1,998,359	2,029,179
Sheriff's Office	73,778,270	74,886,210	76,390,474	80,698,170	82,933,775
Total Public Safety & Judicial Administration	\$141,860,403	\$146,731,585	\$151,158,504	\$163,766,827	\$170,744,183



Animal Services

Department of Animal Services

Animal Shelter

Animal Control



Animal Services

Mission Statement

The Department of Animal Services is dedicated to serving the community with compassion, integrity and professionalism and committed to fostering the positive treatment of animals through an innovative and creative approach to animal sheltering, law enforcement, humane education and community outreach.

Description

The Department of Animal Services is organized into two Divisions – Animal Shelter and Animal Control. The facility located in Waterford, Virginia, serves as the County pound, in accordance with Code of Virginia § 3.2 6546(b), providing for the safe, humane and lawful care and treatment of companion animals, 365 days a year. The facility also serves as the headquarters for Animal Control operations, as set forth under Code of Virginia § 3.2, 6555, enforcing the Comprehensive Animal Laws of Virginia and local animal ordinances 24 hours a day, seven days a week. The Department is also engaged in community outreach efforts that support and promote adoptions and animal welfare; animal behavioral enrichment, adoption and surrender counseling; guidance on issues related to wildlife and agricultural animals; and operates a vital and supportive volunteer program.

Budget Overview

FY 2015 Issues

- Higher incidence of complex animal related cases that require intensive medical support and special housing needs for animals subject to abuse or improper care by owners/caretakers strain departmental resources (i.e., staffing, funding, space).
- In FY 2013, the Department continued to experience a noticeable increase in dog bites, wildlife calls, stray and surrender pickups in the South Riding and Gum Spring areas of the County due to significant population growth and development.
- Costs for vaccinations, veterinary treatment and medications have increased approximately 25% since FY 2010, which continues to adversely impact the shelter's operational budget.
- Since FY 2012, the Department has experienced a 128% increase in the number of requests to participate in community events, humane education events and requests for shelter tours. The increased workload to schedule, prepare for and attend these events places additional strain on staff and resources.

FY 2015 Major Work Plan Initiatives

- Increase animal placements from approximately 75% to 80% by enhancing adoption, animal enrichment, foster care, breed rescue, and lost and found programs.
- Forge stronger partnerships with the veterinary community, rescue organizations, and regional shelters to create better outcomes for animals housed at the shelter.
- Create innovative and proactive programs designed to improve the customer experience and streamline administrative processes to achieve greater efficiencies.
- Increase dog licensing compliance through community outreach efforts and technology enhancements (on-line license purchase) and create greater efficiencies in dog license processing and enforcement.

FY 2014 Major Achievements

- Successfully partnered with Loudoun Interfaith Relief and the Loudoun County Humane Society to provide pet food resources to low income families. This partnership significantly increasing the number of residents with animals served from approximately 30 families to over 160 families through the Pet Pantry Food Delivery Program.
- Increased participation in the foster program from five to approximately 60 foster care providers, which allowed a 58% increase in the number of animals fostered in the first quarter of FY2014.
- Implemented a spay/neuter pilot program for adoptable animals that streamlined the administrative and transport process creating a better customer adoption experience, and reducing the number of care days at the shelter by an average of three days.
- Implemented procedures to reduce the number of delinquent dog licenses resulting in an 85% increase in the number of dog licenses issued in the field and an additional \$6,000 in revenue.
- Partnered with Family Services to uncover instances of abuse toward animals committed by children.
- Successfully deployed one of the Department's State UASI grant funded disaster trailers and completed a full-scale pet friendly shelter operation as part of an emergency/disaster exercise.

FY 2016 Outlook

- A needs assessment will be conducted to determine the impact on animal services and enforcement as a result of population growth and new housing and commercial development.
- The Department will continue working with the Department of Transportation and Capital Infrastructure in the planning and development of the program design and concepts for the animal shelter capital improvement project.
- The Department will continue to participate in regional and state efforts to develop new and improve existing legislation that will enhance enforcement efforts and support animal sheltering care and welfare needs.
- Outreach to veterinary leaders locally and throughout the region to enhance partnerships in animal care and welfare will continue.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Animal Services

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,048,910	\$2,225,369	\$2,360,907	\$2,572,028	\$2,649,189
Operations & Maintenance	512,835	508,608	514,165	561,599	567,215
Capital Outlay & Acquisitions	0	8,500	0	71,224	0
Total Expenditures	\$2,561,745	\$2,742,477	\$2,875,072	\$3,204,851	\$3,216,404
Revenues					
Permits Privilege Fees and Regulatory Licenses	\$ 374,277	\$ 408,072	\$ 371,923	\$ 388,500	\$ 388,500
Fines & Forfeitures	3,901	10,157	3,000	8,000	8,000
Revenue From Use Of Money & Property	1,835	1,175	4,500	1,500	1,500
Charges For Services	65,289	67,931	92,700	74,200	74,200
Miscellaneous Revenues	11,547	10,500	0	0	0
Other Financing Sources	70,000	15,440	0	0	0
Total Revenues	\$526,848	\$513,275	\$472,123	\$472,200	\$472,200
Local Tax Funding	\$2,034,897	\$2,229,202	\$2,402,949	\$2,732,651	\$2,744,204
FTE Summary	32.35	33.35	33.35	34.42	34.42

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Animal Services includes an increase of \$329,702 in local tax funding and 1.07 FTE. The Board approved an enhancement of \$176,253 and 1.07 FTE for an Animal Control Officer. Personnel expenditures increased \$211,121 due to an increase of \$65,867 associated with the enhancement and a Board approved average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and Maintenance increased \$47,434 due to costs associated with the enhancement as well as an increase in central services charges. Capital Outlay expenditures of \$71,224 are vehicle costs associated with the approved enhancement.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Animal Services includes an increase in Personnel of \$77,161 or three percent, an increase in Operations and Maintenance of \$5,616 or one percent, and the elimination of one-time capital expenditures over the FY 2015 Adopted Fiscal Plan. Revenues are held at FY 2015 levels for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$11,553.

Budget History

FY 2013: The Board added 1.00 FTE for an Administrative Assistant position to the Animal Control Division.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Animal Services

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Animal Shelter	\$1,391,420	\$1,405,728	\$1,442,895	\$1,528,707	\$1,568,791
Animal Control	1,170,326	1,336,748	1,432,177	1,676,144	\$1,647,613
Total Expenditures	\$2,561,745	\$2,742,477	\$2,875,072	\$3,204,851	\$3,216,404

Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Animal Shelter	\$115,531	\$64,134	\$72,000	\$57,500	\$57,500
Animal Control	411,318	449,141	400,123	414,700	\$414,700
Total Revenues	\$526,848	\$513,275	\$472,123	\$472,200	\$472,200

Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Animal Shelter	\$1,275,889	\$1,341,594	\$1,370,895	\$1,471,207	\$1,511,291
Animal Control	759,008	887,607	1,032,054	1,261,444	1,232,913
Total Local Tax Funding	\$2,034,897	\$2,229,202	\$2,402,949	\$2,732,651	\$2,744,204

Staffing Summary By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Animal Shelter	19.58	18.51	18.51	18.51	18.51
Animal Control	12.77	14.84	14.84	15.91	15.91
Total FTE	32.35	33.35	33.35	34.42	34.42



Department of Animal Services Animal Shelter

Program Goal and Service Description

The Code of Virginia § 3.2 6546(b) mandates that the governing body of each County shall maintain or cause to be maintained a pound in accordance with regulatory guidelines issued by the Department of Agriculture and Consumer Services. The Animal Shelter provides care and treatment for all unwanted, stray, abused, abandoned, and impounded companion and domestic animals, seven days a week, 365 days a year. As an open access facility, the shelter accepts all animals regardless of health, age or temperament, and facilitates placement through a variety of adoption and alternative placement programs. The shelter provides humane education programs for children and adults in coordination with schools, community groups and other organizational partners. The Volunteer Program promotes critical support to a variety of shelter programs and activities through specialized training and development of animal care volunteers.

Budget Overview

FY 2015 Issues

- The Animal Shelter's aging facility coupled with office space and housing limitations presents unique challenges for staff particularly in the areas of disease prevention, population management, and storage capacity.
- The Animal Shelter's location in Waterford continues to adversely impact accessibility for residents from Loudoun's most densely populated areas in the eastern and southern parts of the County.
- The Department's placement efforts through partnerships with rescues and other transfer organizations still face limits as these releasing agencies are often at capacity limiting their ability to assist in receiving shelter pets.
- Intake of animals as a result of complex abandonment, cruelty, neglect and hoarding cases continues to present financial, facility and care challenges for the shelter.
- In addition to a 27% increase in costs for veterinary care and a 22% increase in medical supplies since FY 2010, other increases in necessary facility and animal care products present budgetary challenges that could impact the level of care the Animal Shelter provides.

FY 2015 Major Work Plan Initiatives

- Improve the customer experience to 100% satisfaction as reported on adopter surveys by providing ongoing resources and counseling for adopters to ensure successful, permanent placement of shelter pets.
- Expand the use of foster care providers, rescue and transfer partners and other state and national sheltering programs to improve animal placements, enrichment, socialization, and the overall quality of life for shelter pets.
- Enhance the behavioral assessment and enrichment program to better serve the needs of the shelter's diverse animal population to include long term care for high volume intake cases, animals with behavioral or temperament challenges, and medically compromised animals.
- Provide education and community resources to at least 3,200 Loudoun residents to improve pet identification and concentrate efforts to reunite animals with their owners to reduce the number of stray animals in shelter care.
- Focus humane education efforts within Loudoun communities that promote departmental services, safe animal interactions, and address current animal welfare issues and concerns.

FY 2016 Outlook

- Additional funding sources will be necessary to offset increasing costs of veterinary care, medical and vaccination expenses.
- The continuing intake of medically compromised and behaviorally challenging animals greatly impacts staff workload and available resources (i.e., medical funding, enrichment and training, staff time and expertise).
- The Department may be expected to address, through policy or ordinance, community expectations focused on controversial issues such as feral cat population, Trap Neuter Vaccinate Release (TNVR) programs, or national no-kill practices.
- The staff at the Animal Shelter will need to enhance education and community resources to improve pet identification and concentrate efforts to reunite animals with their owners to reduce the number of stray animals in shelter care.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Department of Animal Services
Animal Shelter**

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,063,441	\$1,119,824	\$1,172,908	\$1,239,858	\$1,277,054
Operations & Maintenance	327,979	285,904	269,987	288,849	291,737
Total Expenditures	\$1,391,420	\$1,405,728	\$1,442,895	\$1,528,707	\$1,568,791
Revenues					
Revenue From Use of Money & Property	\$1,835	\$1,175	\$4,500	\$1,500	\$1,500
Charges For Services	49,149	52,459	67,500	56,000	56,000
Miscellaneous Revenue	11,547	10,500	0	0	0
Other Financing Sources	53,000	0	0	0	0
Total Revenues	\$115,531	\$64,134	\$72,000	\$57,500	\$57,500
Local Tax Funding	\$1,275,889	\$1,341,594	\$1,370,895	\$1,471,207	\$1,511,291
FTE Summary	19.58	18.51	18.51	18.51	18.51

¹Revenues for FY 2015 for the Animal Shelter Division reflect a decrease of \$14,500 from FY 2014. Revenue projections were reduced to be more in line with prior year actual collections and current trends.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Department of Animal Services
Animal Shelter**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Increase presence in community through social media, online and outreach activities.					
Number of outreach activities to promote animal welfare	79	90	75	80	80
Number of participants that attend outreach activities	n/a	3,758	3,000	3,200	3,200
Number of social media contacts	n/a	7,896	7,800	8,200	8,200
Number of visits to website	453,599	575,454	525,000	575,000	575,000
Objective: Increase the percentage of animal placements.					
Percentage of companion animals adopted/transferred	32%	38%	37%	37%	37%
Percentage of lost companion animals returned to owner ²	41%	43%	42%	42%	42%
Total intake number of companion animals	2,387	2,255	2,550	2,500	2,500
Objective: Increase the level of volunteer support to the department through appropriate training, assignment and active participation of volunteers.					
Total number of volunteer hours	4,721	5,253	5,000	5,200	5,200
Value of volunteer hours ³	\$95,608	\$118,695	\$113,000	\$117,520	\$117,520
Objective: Strive for 100% of respondents who “Agree” or “Strongly Agree” with their overall satisfaction with the department.					
Number of adopter surveys received	150	103	200	200	200
Percentage of surveys responding Agree or Strongly Agree	99%	98%	98%	98%	98%

¹ Measures with n/a were new for the fiscal year in which numerical data begins.

² Return to owner measure is based on the number of stray intakes.

³ Value of volunteer hours is based on the Independent Sector value of a volunteer hour for the state of Virginia. Hourly rate for FY 2012 was \$20.25; FY 2013 actual and FY 2014-FY 2016 projections are based on an hourly rate of \$22.60.



Department of Animal Services Animal Control

Program Goal and Service Description

The Animal Control Division is responsible for providing for the health, safety and welfare of the citizens and animals in Loudoun County through the enforcement of both state and local animal laws as mandated by the Code of Virginia § 3.2 6555. Animal Control Officers protect the public's health and safety from sick, injured, rabid or dangerous animals and assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment. Animal Control provides assistance to law enforcement, fire and rescue and other public safety agencies; investigates and resolves reports of animal cruelty, neglect and abandonment; and participates in educational programs at local schools, community groups, and county wide events on various animal related topics.

Budget Overview

FY 2015 Issues

- Service demand increases will continue to have a negative impact on animal control response times. From FY 2012 to FY 2013, dog bites increased approximately 5%, wildlife calls increased approximately 7%, and total number of calls increased by 6%.
- Calls requiring Animal Control Officers' response in South Riding and Gum Spring areas of the County increased by approximately 20% for emergency calls and are expected to increase further in FY 2015.
- Increased response to cases involving cruelty, neglect, or abandonment, particularly those involving youth, require extensive investigation, collection of evidence, interviews of witnesses and intensive case preparation for court.
- Development continues to be a key factor causing an increase in animal related calls, not just for service, but also for information and guidance. Call volume to the department's communications center has averaged over 20,000 calls since FY 2010 and continues to increase.
- Fewer public education programs will be provided to safety camps, youth organizations and schools due to staff workload.

FY 2015 Major Work Plan Initiatives

- Improve enforcement efforts through the revision and development of local ordinances.
- Expand efforts to pursue public/private partnership for the CARE Medical program.
- Promote greater participation between local, regional and state public safety agencies and organizations that have a shared interest regarding animal related care and welfare enforcement.
- Assemble an Animal Abuse Unit that will improve adjudication efforts through specialized evidence collection and legal prosecution.
- Partner with the Loudoun County Sheriff's Office (LCSO) to incorporate an animal cruelty awareness program into the current Northern Virginia Criminal Justice Academy (NVCJA) curriculum.

FY 2016 Outlook

- The Division will continue the effort to partner with LCSO to incorporate an animal cruelty awareness program into the current NVCJA curriculum.
- An increase in animal related calls for service because of anticipated growth in population and land development, plus associated traffic issues will continue to challenge efforts by both dispatch/communication services and animal control field operations to maintain consistent service response and effective response times.
- Increase in overtime expenditures due to on-call call volume and responses (phone and physical) could require additional funding.
- Increases in the number of violent and complex cases that require extensive, time intensive, investigations in order to comprehensively resolve is anticipated.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Department of Animal Services
Animal Control**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$985,469	\$1,105,545	\$1,187,999	\$1,332,170	\$1,372,135
Operations & Maintenance	184,856	222,703	244,178	272,750	275,478
Capital Outlay & Capital Acquisitions	0	8,500	0	71,224	0
Total Expenditures	\$1,170,326	\$1,336,748	\$1,432,177	\$1,676,144	\$1,647,613
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$374,277	\$408,072	\$371,923	\$388,500	\$388,500
Fines & Forfeitures	3,901	10,157	3,000	8,000	8,000
Charges For Services	16,140	15,472	25,200	18,200	18,200
Other Financing Sources	17,000	15,440	0	0	0
Total Revenues	\$411,318	\$449,141	\$400,123	\$414,700	\$414,700
Local Tax Funding¹	\$759,008	\$887,607	\$1,032,054	\$1,261,444	\$1,232,913
FTE Summary¹	12.77	14.84	14.84	15.91	15.91

¹ The FY 2015 Adopted Fiscal Plan for the Animal Control Division includes an increase of \$229,390 in local tax funding and 1.07 FTE. The Board approved an enhancement of \$176,253 and 1.07 FTE for an Animal Control Officer. Other increases are attributable to the Board approved average three percent compensation increase.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Department of Animal Services
Animal Control**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Improve effectiveness of call taking services by resolving more animal call through education.					
Number of wildlife calls received	3,015	3,392	3,495	3,670	3,670
Percentage of domestic animal calls resolved through education	17%	60%	32%	40%	40%
Percentage of wildlife calls resolved through education	73%	60%	66%	68%	68%
Total number of calls for service/assistance	20,568	20,842	21,875	22,970	22,970
Total number of domestic animal calls	15,237	17,057	18,380	19,300	19,300
Objective: Increase number of citizens and animals served through the Community Animal Resource Effort (CARE) Program.					
Number of animals served by CARE ¹	1,139	1,235	700	330	330
Number of animals spayed/neutered through CARE	21	18	20	22	22
Number of citizens receiving food and/or CARE supplies ¹	527	573	25	35	27
Objective: To improve citizen compliance through the enforcement of state and local laws.					
Number of calls dispatched to Animal Control Officers	4,396	4,661	4,595	4,640	4,640
Number of cases resolved outside of court	4,200	4,466	4,335	4,545	4,545
Number of complaints requiring more than one response by an ACO	1,390	1,284	1,375	1,450	1,450
Percentage of successful court dispositions	71%	71%	70%	70%	70%
Total number of court cases	196	195	195	195	195
Objective: Increase the percentage of dogs licensed in Loudoun County.					
Number of dog license notices issued	32,037	35,364	30,000	31,000	31,000
Number of dogs licensed by Animal Control Officers	247	416	550	600	600
Number of new and renewed dog licenses sold	21,709	23,208	23,500	24,000	24,000
Percentage of dogs licensed in Loudoun County	44%	43%	44%	45%	45%

¹ The number of animals and citizens served by CARE are projected to decrease significantly as a large number of recipients are now being served through a public/private partnership with Interfaith Relief.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Department of Animal Services
Animal Control**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain a response time of 30 minutes for emergency and urgent calls.					
Average response time for calls after 9 PM (minutes) Target response=45 mins	61	36	45	47	47
Average response time for emergency calls, persons in danger (minutes) Target response=30 mins	28	23	26	25	25
Average response time for routine calls (minutes) ¹ Target response = 420 mins	320	1,121	175	150	150
Average response time for urgent calls Target response= 30 mins	26	23	27	28	28
Total number of calls after 9 PM	114	87	120	125	125
Total number of emergency/ urgent calls	923	1,132	1,080	1,135	1,135
Total number of routine calls	1,322	3,208	3,370	3,540	3,540
Total number of animal control complaints received	4,396	4,661	4,595	4,650	4,650

¹ Routine calls do not require an immediate response from ACOs as they are considered non-urgent and administrative in nature. The FY 2013 actual of 1,121 includes calls that were classified as "routine license" calls that were captured during the implementation of the new dog licensing process. These types of calls are not included as routine calls in future years.





Clerk of the Circuit Court

Clerk of the Circuit Court

Clerk of the Circuit Court



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 quasi-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 performs multiple services for patrons. The Code of Virginia provides more than 800 statutory duties and responsibilities that the Clerk of the Circuit Court is responsible to perform, many of which are very complex and legally sophisticated. In addition, many of the duties that are performed by the Clerk's Offices in Virginia are divided among various government agencies in other states. To accomplish all of the statutory duties, the Clerk's Office is organized into nine (9) functional divisions:

The Recording Division is responsible for recordation of deeds, docketing judgments, issuing marriage licenses, accepting filing of fictitious business name applications; administering notary public authorization; recordation of military discharge papers; public research assistance; and managing daily mail for the Clerk's Office and court. The Recording Division has the responsibility for maintaining all records pertaining to deeds, mortgages, plats, judgments and other various land records.

The Probate Division adjudicates the probate of wills and estates; administers the appointment of guardians/fiduciaries; prepares legal documents; assist citizens with probate process; and issues legal directives on probate/guardian cases.

The Criminal Division provides for the case management of all felony and misdemeanor appeal criminal cases, records management, judicial support, collection of fines and costs, administers fines and costs payment program and provides public research assistance. The Criminal Division is responsible for transmitting conviction and sentencing information to multiple state and county public safety and criminal justice agencies.

The Civil Division is responsible for the case management of civil cases, records management, judicial support, administration of court order processing, receipting statutory filing fees, issuance of subpoenas, processing concealed handgun permits and providing public research assistance. The Civil Division is responsible for the administration of the offsite records center in the Cardinal Park industrial center where the majority of court files are retained. The Civil Division also manages a wide variety of cases, many of which are complex in nature and include, but are not limited to, adoptions, divorces, child custody, land disputes, contract disputes, judgments, name changes and parental visitation cases.

The Judicial Division assists judges in court proceedings; prepares all criminal court orders including sentencing, conviction and transportation orders; prepares notice of fines and costs obligation to the criminal defendant; administers oaths; processes evidence and exhibits.

The Jury Management Division assembles qualified juror pools; issues jury summonses; manages juror scheduling for trial; assists judges with jury trials; administers juror services and juror payments; records management of jury reports; and administers jury trials and grand jury. The Jury Management Division is responsible for managing the annual juror questionnaire program, which includes issuing 45,000 juror questionnaires and administering the juror qualification process.

The Archives Division provides for the management of historic records collections, administers preservation of records and State grant programs, provides public research assistance, and administers public education programs.

The Administration Division manages office operations, budget and finance, payroll, human resources, information technology administration, purchasing, records management of election ballots, freedom of information responses; administers oaths to elected officials and appointees; and manages criminal restitution payments to victims of crime.

The Law Library Division is responsible for managing legal research resources in the law library and providing public research assistance to *pro se* litigants.



Clerk of the Circuit Court

Budget Overview

FY 2015 Issues

- The integration of newly digitized civil court cases will continue as new court cases are filed with the Clerk. All pending court cases are retained in paper and digital format until such time as all stakeholder clients who use the court records are prepared to use the digital court records exclusively. As the civil and criminal divisions continue to file, manage and retain paper court records while simultaneously administering the digital court records system, a substantial investment of staff time in this business transformation process will present significant operational challenges and demands.
- The continued need for records storage space while the Clerk is continuing to operate parallel paper and digital court records systems will continue to present issues in the management of court records. The use of an offsite records center and the frequent visits by staff to the offsite records center to retrieve paper court files for judicial staff, attorneys and other patrons will continue to create operational and resource allocation issues.
- A steady increase in the number of *pro se* litigants in Loudoun County who attempt to litigate court cases without an attorney is expected to continue, which will require a substantial investment of staff time and other County resources to assist these individuals, particularly by the Civil division, Criminal division and the Law Library.
- The Circuit Court Clerk's Office continues to experience substantial increases in civil caseload, especially in the number of concealed handgun permit applications. Additionally, the increased caseload and complexity associated with divorce cases, child custody/visitation cases and garnishment of wages cases will continue to present more challenges related to workload management, timely and efficient case processing and resource allocation.

FY 2015 Major Work Plan Initiatives

- Continue the expansion of the E-Recording system for the recordation of deeds, which will continue to streamline deed recordation processes. In FY 2014, 22% of the deed workload was submitted electronically by banks, mortgage companies and title companies. The Clerk has the goal of increasing E-Recording submissions to 33% in FY 2015.
- Continue the planning and implementation of an E-filing system for court cases that will permit attorneys to electronically submit legal pleadings for filing in court cases and merge the E-filing system with the current digital court records management system.
- Continue the process of converting paper court records and historic records to digital images and integrate those images into an online management and retrieval system to improve the retention of court records and improve access to public records.
- Continue expanding the number of criminal and civil court cases that are digitized and integrated to enhance efficiencies and streamline the case management functions of criminal and civil court cases.
- Explore and evaluate paperless, electronic and virtual processes and procedures to better utilize technologies to do business in the court system by bringing all significant stakeholders together to ensure a consensual and productive transformation.
- Continue the development of programs and information for a rising number of *pro se* litigants with the assurance of avoiding the dispensation of legal advice, which is prohibited by law. Continue to use the partnership with the circuit court judges and the local professional association of attorneys to prepare forms and brochures to direct *pro se* litigants to helpful legal resources.
- Work in partnership with the Department of Transportation and Capital Infrastructure and General Services to properly plan and effectively execute wayfinding programs to ensure citizens can find the services/resources needed within the Courts Complex.
- Develop an application that will permit visitors to use mobile devices to locate services within the facility.
- Develop a seamless solution for data sharing between Commonwealth and County agencies and clients via a secure cloud solution and/or integration of applications, or the development of an application to download digital data more effectively.

FY 2014 Major Achievements

- Successfully expanded E-Recording for the recordation of deeds and land records that permits financial institutions, law firms, banks and other businesses to electronically submit legal documents and accept electronic forms of payment for taxes and fees.
- Achieved a significant increase in the volume of citizens who used the online juror questionnaire option to respond to the juror survey, which improves the efficiency related to processing 45,000 responses to assess juror qualification.
- Continued partnership with the Library of Virginia to provide free access to historic court records through the Library's website and through linking the County's historic records to this website.
- Successfully secured additional state funding for technology enhancements and programs in the Clerk's Office (E-Recording, Digital Docket System, Restricted Access Digital Court Files, Digital Court Files Management System and Digital Historic Records), reducing the local tax funding for technology projects and enhancements.
- Successfully completed the conversion of paper criminal court files to digital images for all pending and active criminal court cases and the pending civil court files. The use of these technologies allowed the Civil Division to keep pace with increased civil caseload without the addition of new permanent staffing resources.

FY 2016 Outlook

- The Clerk's Office will continue with records conversion projects as more paper records are converted to digital records to be retained in electronic format.
- Storage space for paper records will continue to present records management challenges for the Clerk until such time as paper records can be destroyed or are no longer required to be retained with the advent of digital retention systems.



Clerk of the Circuit Court

FY 2016 Outlook (Continued)

- Further increases in *pro se* litigants in civil court cases will continue to stress the resource allocation in the Clerk's Office.
- E-Recording and E-filing technologies will continue to be embraced as the Clerk has the goal of receiving more than 50% of all deed recordings electronically and 25% of all civil pleading in electronic format.
- An effective partnership with the County's capital projects team, the courts expansion architect and other courts expansion consultants will be essential to effectively and productively plan the next phase of courts expansion and program allocation within the expansion building and the existing courts complex structures.
- Continued growth in civil court cases, including divorce cases and adoption cases, will present caseload management challenges with existing resources.
- Workload trends related to concealed handgun permit applications show that handgun permit applications increase substantially one year prior to a presidential election year. Handgun permit application workload could increase between 55% and 70% in FY 2016 based upon historical workload data for concealed handgun permits.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Clerk of the Circuit Court

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,197,846	\$3,417,324	\$3,490,454	\$3,595,950	\$3,703,828
Operations & Maintenance	308,076	238,360	284,193	269,233	271,925
Capital Outlay & Capital Acquisitions	0	5,072	25,000	25,000	0
Total Expenditures	\$3,505,922	\$3,660,756	\$3,799,647	\$3,890,183	\$3,975,753
Revenues					
Other Local Taxes	\$8,892,246	\$11,442,867	\$10,645,307	\$11,708,000	\$11,708,000
Permits Privilege Fees & Reg Licenses	22,611	184,819	155,000	155,000	155,000
Charges For Services	886,208	1,092,432	1,067,000	1,100,000	1,100,000
Recovered Costs	0	5,152	0	0	0
Intergovernment- Commonwealth	3,026,063	3,434,541	3,203,704	3,518,715	3,518,715
Total Revenues	\$12,827,128	\$16,159,810	\$15,071,011	\$16,481,715	\$16,481,715
Local Tax Funding	\$(9,321,206)	\$(12,499,054)	\$(11,271,364)	\$(12,591,532)	\$(12,505,962)
FTE Summary	43.00	43.00	44.00	44.00	44.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Clerk of the Circuit Court includes a decrease of \$1,320,168 in local tax funding. Personnel expenditures increased \$105,496 due to a Board approved average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. In addition, beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and Maintenance decreased \$14,960 due to a reduction in repairs and maintenance of equipment of \$10,000 as well as a decrease in central services charges. Revenues increased by \$1,410,704 due to projected increases in recordation taxes, excess clerk fees and taxes on deeds.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Clerk of the Circuit Court includes an increase in Personnel of \$107,878 or three percent and an increase in Operations and Maintenance of \$2,692 or one percent over the FY 2015 Adopted Budget. Revenue is held at FY 2015 levels for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$85,570.

Budget History

FY 2014: The Board added 1.00 FTE for an Archival Records Clerk funded by Technology Trust Funds received by the Clerk's Office from the State.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Clerk of the Circuit Court

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Ensure a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia. Issue requisite number of jury questionnaires to provide adequate numbers of jurors.					
Number of jury summons issued	45,000	40,000	35,000	35,000	40,000
Objective: Probate all wills and estates as required annually by the Code of Virginia.					
Number of Wills Probated	560	505	578	595	559
Probate Documents Indexed/Scanned ¹	4,514	3,861	9,351	12,696	12,000
Objective: Annually issue Concealed Handgun Permits within 45 days per the Code of Virginia.					
Number of Concealed Handgun Permits issued	1,953	3,471	2,273	3,409	3,072
Objective: Review complaints for divorce, receive and retain all court filings in divorce cases, assist judges with divorce proceedings, issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies and other appropriate county and state agencies.					
Number of concluded and processed divorce cases	834	640	708	727	691
Objective: Provide public access and inspection of criminal and civil court files and properly retain all court files requested.					
Number of court files provided for public inspection	8,523	9,299	8,627	7,333	6,003
Objective: Review marriage license application and legally issue marriage license.					
Number of marriage licenses issued	1,906	1,853	1,852	1,870	1,858
Objective: Review the filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees and disburse garnishment collections to appropriate parties.					
Number of garnishment cases/collections administered	554	322	367	375	354
Objective: Review the filing of all deed recordings to ensure compliance with law, collect the appropriate amount of state and county taxes for the transactions and properly record the deeds among the land records for public inspection.					
Number of deed and deed of trust recordings	68,036	88,743	74,174	81,458	81,458
Objective: Review application for business name to ensure compliance with law and properly record fictitious business filings.					
Number of fictitious business name applications filed	1,296	1,208	1,214	1,239	1,220

¹ The Clerk's Office currently scans and indexes current, daily probate records. The FY 2014 projected increase represents the older probate records that will now be scanned and indexed as well. FY 2015 and FY 2016 projections represent a projected workload increase based on current trends.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Clerk of the Circuit Court

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Review, process and transmit court orders in civil court cases to counsel, litigants and other appropriate local and state government agencies.					
Number of civil court orders processed	8,410	8,577	8,984	8,657	8,739
Objective: Preparation, processing, issuance and transmission of criminal conviction/sentencing orders, dismissal orders and legal notice of fines, costs and restitution payments to counsel, litigants, public safety agencies and other appropriate local and state agencies.					
Number of criminal orders/notices prepared and disseminated	7,327	8,176	7,445	7,650	7,757





Commonwealth's Attorney

Commonwealth's Attorney

Commonwealth's Attorney



Commonwealth's Attorney

Mission Statement

The mission of the Office of the Commonwealth's Attorney is to aid in investigations and prosecute felony, misdemeanor, traffic, juvenile and statutorily specified civil matters, which are presented by law enforcement officers and government officials from the Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department, Federal Law Enforcement agencies and certain County departments. The Commonwealth's Attorney's office oversees the Victim and Witness Assistance Program, which assists victims and witnesses as they cooperate with the prosecution, seeks to enhance witness safety, and attempts to reduce the levels of trauma often associated with criminal cases. There are over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia.

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, magistrates, and the general public during regular business hours. Multiple "on-call" prosecutors are available 24 hours to handle law enforcement emergencies or other situations requiring immediate attention. The attorneys are also available to work with law enforcement agencies to provide legal advice as requested to facilitate investigations in specific complex or high profile cases. The Office has one prosecutor specifically assigned to regional gang related matters and coordinates information flow with other regional offices. A second area of specific concentration is in domestic violence. Two full-time prosecutors are specifically assigned to concentrate efforts on domestic violence cases and are involved in developing training programs for local law enforcement agencies as well as assisting in the coordination of a county wide multi-agency response through the Domestic Violence Steering Committee and the Domestic Abuse Response Team (DART).

A unique aspect of the Office is its proximity to Washington D.C., as well as a major international airport. As such, coordinating efforts with Federal law enforcement agencies and the U.S. Attorney's office is essential. To this end, attorneys are at times cross designated as Special Assistant United States Attorneys (SAUSAs) and are able to prosecute cases in the Federal Courts if necessary. Additionally, Assistant United States Attorneys (AUSAs) have, at times, been appointed as a volunteer Assistant Commonwealth's Attorneys for Loudoun County.

The Victim and Witness Assistance Program provides crisis intervention by advising victims of their rights as defined by Virginia Code and notifies them of the services the program and State provide. These services include an explanation of the court process, introductions to the courtroom environment, a liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing with the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence. This program also serves as liaison to the County's Domestic Abuse Response Team (DART), the Child Protective Committee and the Child Advocacy Center (CAC).

Budget Overview

FY 2015 Issues

- An economic environment with an uncertain outlook can become an added stressor for individuals and can elevate a willingness to participate in property crimes, retail theft and substance abuse. This can also be an indicator of additional family stresses that have the tendency to result in increased domestic matters, both civil and criminal.
- The Victim Witness program continues to manage large case volumes. Crimes against persons, which include child abuse, sexual assault, domestic violence, robbery, homicide and identity theft, involve specialized resources and services.

FY 2015 Major Work Plan Initiatives

- Develop cases and investigations with regional prosecutors and the Office of the Attorney General through the use of a Multi-Jurisdictional Grand Jury.
- Continue to coordinate efforts with local agencies, the Domestic Violence Steering Committee and DART to maintain current level of focus on Domestic Violence prosecutions.
- Streamline organizational structure, liaison assignments and training initiatives in coordination with refocused areas of new law enforcement administration initiatives.
- Continue to expand use of the Check Enforcement Program to aide local businesses with loss and recovery.
- Continue to collaborate with other agencies to devote resources to criminal asset forfeiture.
- Continue to develop and expand community outreach efforts through social media outlets, community events and other electronic communication and notification methods.
- Develop a series of public safety informational literature to increase community awareness and information dissemination.

FY 2014 Major Achievements

- Maximized volunteer labor efforts through internships with regional law students and volunteer attorneys. The number of volunteer hours in the office has continued to negate the need for full time legal assistants or paralegals.
- Continued to develop law enforcement training programs, keeping officers updated on current legal issues, evidence collection and updates to the Code of Virginia.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Commonwealth's Attorney

FY 2014 Major Achievements (Continued)

- Participated as instructors/lecturers in numerous regional training seminars.
- Extended the contract for collection of delinquent Court fines and costs with the Office of the Treasurer capturing statutory changes, which were effective on July 1, 2013. Successful collection efforts resulted in revenues that were greater than initial estimates.
- Maintained core service levels without increasing staffing and keeping operational spending flat.

FY 2016 Outlook

- Changes in State leadership and potential changes in local leadership present some uncertainty as to the focus that will ultimately be placed on public safety initiatives and funding.
- The Office looks to continue community outreach efforts through electronic and print media as well as in-person presentations to County neighborhoods, communities and civic organizations upon request.
- To maintain competitive balance with jurisdictions, the Office will evaluate personnel training and experience levels.
- The Office will continually evaluate staff efficiency and space needs to accommodate restricted space until courthouse expansion is completed.

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,869,358	\$2,947,767	\$3,014,250	\$3,207,071	\$3,303,283
Operations & Maintenance	152,307	134,475	132,898	131,859	133,178
Total Expenditures	\$3,021,665	\$3,082,242	\$3,147,148	\$3,338,930	\$3,436,461
Revenues					
Charges For Services	\$11,221	\$9,943	\$0	\$0	\$0
Intergovernment- Commonwealth	787,072	797,387	873,230	873,230	873,230
Intergovernment- Federal	28,854	23,241	0	0	0
Other Financing Sources	99,114	83,772	0	0	0
Total Revenues	\$926,261	\$914,344	\$873,230	\$873,230	\$873,230
Local Tax Funding	\$2,095,403	\$2,167,898	\$2,273,918	\$2,465,700	\$2,563,231
FTE Summary	33.00	33.00	33.00	33.00	33.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Office of the Commonwealth's Attorney includes an increase of \$191,782 in local tax funding. Personnel expenditures reflect increases of \$125,771 in salaries and \$67,050 in benefits. Beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's personnel budget. These costs were previously shown in the Miscellaneous/Non-Departmental section. Furthermore for FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Operations and Maintenance expenditures decreased \$1,039 due to central services vehicle charges.

FY 2016 Budget Analysis

The FY 2016 Projected budget for the Office of the Commonwealth's Attorney includes an increase in personnel of \$96,212 or three percent and an increase in operations and maintenance of \$1,319 or one percent over the FY 2015 Adopted Fiscal Plan. FY 2016 estimated revenues are anticipated to remain at FY 2015 levels. As a result, the FY 2016 Projected budget for the Office includes an increase of \$97,531 in local tax funding.

Budget History

FY 2014 Mid-Year: The Board replaced revenue associated with the elimination of the Victim Witness Grant with local tax funding. The 1.00 FTE previously partially funded with this grant is now fully funded by local tax funding.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Commonwealth's Attorney

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.					
Forfeiture action initiated ¹	84	81	50	50	50
Number of Jury Trials	39	40	40	40	40
Probation violation hearings	409	411	500	500	500
Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.					
Local brochures distributed	6,500	6,400	6,500	6,500	6,500
Number of criminal injuries compensation fund claims	100	95	100	100	100
Number of referrals to LAWS and other agencies	2,000	1,900	2,000	2,000	2,000
Number of victims impact statements issued	237	250	260	260	260
Number of victims provided services	4,000	4,000	4,000	4,000	4,000
Percent of Victims/Witnesses provided with services	100%	95%	95%	95%	95%
Reports of violent crimes against women	1,000	1,000	1,000	1,000	1,000

¹ Forfeiture action fluctuates year to year, which is attributed to number of criminal cases and criminal investigations.



Community Corrections

Community Corrections

Community Corrections



Community Corrections

Mission Statement

The mission of the Department of Community Corrections is to promote public safety and offender accountability by providing quality pretrial and probation community supervision, investigations and intervention services for offenders referred by the Loudoun Judiciary.

Description

Community Corrections is comprised of three primary duty areas responsible for providing pretrial and post-trial services for the Loudoun Courts by supervising defendants and offenders for whom Loudoun County is responsible. Probation and Pretrial supervision and intervention provide an alternative to costly incarceration and promote public safety and offender accountability through various forms of intervention to correct offender behavior such as community service, sex offender treatment, restitution to crime victims, substance abuse and domestic violence counseling and treatment, drug testing, screening, and assessment, GPS monitoring, shoplifting group, Life Skills group, prison re-entry planning, and DWI/Victim Impact Panels.

The Pretrial Division utilizes Pretrial Officers to conduct pre-adjudication investigations, makes bond recommendations to the Courts concerning defendants' suitability for supervised release, and supervises those defendants released to the custody of the Pretrial Division. Pretrial Officers conduct over 1,000 bond/release investigations for the Courts per year. The Pretrial Division reduces unnecessary detention by providing appropriate supervision options to the Court for defendants awaiting trial. By identifying lower risk defendants who may be safely supervised in the community, expensive jail space is preserved for higher risk and violent offenders.

The Post Trial Division supervises adult offenders referred for probation supervision by all three Loudoun County Courts. Within the Post Trial division there are staff who supervise specialized caseloads of offenders such as those convicted of Domestic Assault and Battery, Driving While Intoxicated, and Spanish-speaking offenders.

Budget Overview

FY 2015 Issues

- The growth in the number of defendants and offenders placed in the pretrial and local probation programs continues to keep pace with population growth. Probation and Pretrial caseloads significantly exceed recommended officer caseload sizes pursuant to recommendations of the Virginia Department of Criminal Justice Services (DCJS). The Pretrial supervision caseload has doubled in the last two years from an average of 112 cases to the current 226. The Board approved enhancement of an additional Pretrial Officer should aid in alleviating some of the Pretrial caseloads.
- The Department of Criminal Justice Services initiative for implementation of Evidence Based Practices will involve substantial staff training.
- The Department continues to experience safety concerns in the wake of an arson and a subsequent attempted arson of the office building in 2012. During the period from January to April 2013, a Deputy was posted in the office for security. The inventory of illegal weapons, drugs, ammunition, and handcuff keys confiscated from offenders during that brief period highlights the need for improvements in office safety. The arson cases remain unsolved.

FY 2015 Major Work Plan Initiatives

- Fully implement a supervision fee for all offenders referred by the Court for probation supervision.
- Continue office safety enhancements through a range of projects such as building renovations, staff safety training, and potential contracting for law enforcement presence in the office.
- Collaborate with the Department of Information Technology with the implementation of the Laserfiche document scanning technology, so the Department can move from a manual paper file storage system to a paperless electronic storage system.
- Develop and implement staff learning teams to enhance staff communication and learning and foster mutual accountability and teamwork.
- Continue to improve the Department's collaboration with other agencies and stakeholders to improve service delivery to the offender population by improvements to the Victim Impact Panels; work with numerous County departments in the cross-systems mapping project to address gaps in systemic treatment of mentally ill persons in the criminal justice system; and work with the Community Criminal Justice Board and Loudoun Re-entry Councils.
- Improve the use of technology in offender supervision by using a new enhanced capability of GPS monitoring in domestic violence cases to increase offender accountability and victim safety.

FY 2014 Major Achievements

- The Department supervised 1,908 new offenders on probation for FY 2013 and achieved a successful closure rate of 85%. This rate is above the DCJS benchmark of 75%. The trend through the third quarter of FY 2014 indicates that this success rate will continue. Successful outcomes are attributed to the use of evidence based practices with offenders where corrective interventions are used to address non-compliance.



Community Corrections

FY 2014 Major Achievements (Continued)

- The Pretrial Division screened 3,420 offenders and conducted 1,074 investigations/evaluations for the Court on incarcerated defendants during FY 2013. After the third quarter of FY 2014 there were 805 full investigations completed. A total of 503 new defendants were referred for pretrial supervision during this same time frame.
- The Pretrial Division was selected by the Virginia Department of Criminal Justice Services as one of eight pilot sites within the Commonwealth to study a new offender risk assessment tool and how the use of evidence based practices correlates with offender success rates. The Pretrial Division hosted a training seminar on the new assessment practices for the Loudoun Judiciary; more referrals are being made from the Courts as a result.
- Community Corrections continues to save the County thousands of dollars by providing probation and pretrial alternatives to incarceration. The daily caseload number of pretrial defendants is 176. If these defendants were to remain incarcerated and not placed under the custody of the Pretrial Division, the cost to the County to house these individuals on a daily basis in the Adult Detention Center would be significant (\$233 per day per inmate per the Virginia Compensation Board cost analysis). Using this estimate the total could exceed \$41,000 per day. Similar savings occur with Probation Supervision, which has an average daily caseload of over 850 offenders.
- The Department monitored the completion of 27,755 community service hours by offenders in FY 2013 and collected \$178,489 in restitution owed to crime victims. The Department also monitored and collected \$287,100 in fines and Court costs. After the third quarter of FY 2014 the numbers in each of these areas are trending upward by approximately 10%.
- The Loudoun Re-entry Council (LRAC), chaired by Community Corrections staff, hosted the first community resource fair at the Loudoun County Adult Detention Center. The Council is a public/private collaboration of stakeholders whose mission is to improve service and resource delivery to offenders returning home from incarceration.
- Community Corrections staff currently chair the Domestic Abuse Response Team and the Loudoun Re-entry Council and are also involved in the Loudoun Gang Response and Intervention Team (GRIT), Loudoun Continuum of Care, Community Criminal Justice Board, and the Virginia Community Criminal Justice Association. All groups are a collaboration of County agency and private stakeholder entities that continue to be instrumental in improving service delivery to offenders in the criminal justice system.
- Community Corrections staff as part of the Domestic Abuse Response Team (D.A.R.T.) were invited to the U.S. Department of State, Bureau of Consular Affairs to present information about Loudoun's Domestic Violence Project.

FY 2016 Outlook

- The Courts and Magistrates will be increasingly looking toward alternatives to incarceration offered by the Department of Community Corrections. The numbers of referrals received from the Court and Magistrate will continue to steadily increase.
- The Virginia Department of Criminal Justice Services recommends a caseload of no more than 40 offenders for pretrial officers and 60 offenders for probation officers. Currently probation officers have caseloads that exceed 80. The Pretrial Division has experienced a similar trend with four staff supervising an average daily caseload of 176, trending upward to the current 226 offenders. As the County continues to grow and the Courts increasingly utilize pretrial services, the Department anticipates the need for another FTE by FY 2016.
- Increased training and awareness to address drug and alcohol abuse issues among those involved in the Court system will be emphasized by Community Corrections. In collaboration with the Virginia Department of Corrections Training Academy, Community Corrections will explore enrollment opportunities for staff to be trained as certified criminal justice addictions professionals.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Community Corrections

Departmental Financial Summary	FY 2012 Actual ¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,564,909	\$1,505,436	\$1,658,234	\$1,752,656	\$1,805,236
Operations & Maintenance	87,935	98,319	139,378	142,575	144,001
Total Expenditures	\$1,652,845	\$1,603,755	\$1,797,612	\$1,895,231	\$1,949,237
Revenues					
Charges For Services	\$7,216	\$51,423	\$32,000	\$32,000	\$32,000
Recovered Costs	51,989	10,000	54,000	36,902	36,902
Intergovernment- Commonwealth	596,603	604,261	631,773	643,857	643,857
Total Revenues	\$655,808	\$665,684	\$717,773	\$712,759	\$712,759
Local Tax Funding	\$997,036	\$938,071	\$1,079,839	\$1,182,472	\$1,236,478
FTE Summary	21.86	20.86	19.86	20.86	20.86

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Community Corrections includes an increase of \$102,633 in local tax funding and 1.00 FTE. Personnel expenditures increased \$94,422 due to an enhancement for a Pretrial Officer totaling \$77,377 and 1.00 FTE, as well as a Board approved average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and Maintenance increased \$3,197 for costs associated with the enhancement. Revenues decreased \$5,014 due to a projected decrease in recovered costs.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Community Corrections includes an increase in Personnel of \$52,580 or three percent and an increase in Operations and Maintenance of \$1,426 or one percent over the FY 2015 Adopted Budget. Revenues are held at FY 2015 levels for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$54,006.

Budget History

FY 2013: The Board eliminated 1.00 FTE for a Drug Court Probation Officer as part of the Adult Drug Court Program, which was eliminated.

FY 2014: The Board eliminated 1.00 FTE for Drug Court Probation Officer that was not initially eliminated in FY 2013 when the Adult Drug Court Program was eliminated.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Community Corrections

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Enhance offender successful compliance with probation by utilizing evidence based interventions to correct negative behavior.					
Mental health treatment referrals	38	24	25	25	30
Shoplifter Group referrals	167	198	200	200	205
Number of offenders undergoing drug testing	384	364	375	385	395
DWI/Victim Impact Panels	631	479	500	525	550
Batterer/Domestic Violence group referrals	133	163	170	175	180
Community service referrals	438	592	600	610	620
Substance abuse education/treatment referrals	299	295	310	325	340
Objective: Promote cost savings by offering probation and pretrial services as an alternative to housing offenders in the Adult Detention Center.^{1,2}					
Probation Division: 10% of average daily caseload ³	n/a	89	92	95	98
Daily cost of incarceration saved	n/a	\$20,737	\$21,436	\$22,135	\$22,834
Pretrial Division: 50% of average daily caseload ³	n/a	88	95	102	110
Pretrial: Daily cost of incarceration saved	n/a	\$20,504	\$22,135	\$23,726	\$25,630
Objective: Promote public safety and increase accountability by supervising persons who have been charged with and/or convicted of domestic violence and related offenses.					
Local Probation: Percentage of DV offenders successfully completing probation	79%	79%	75%	77%	77%
Local Probation: Average daily number DV cases under supervision	175	200	210	225	250
Local Probation: New DV cases opened	133	160	200	215	225
Pretrial: Percentage of DV defendants successfully completing supervision	79%	96%	80%	80%	80%
Pretrial: Average daily number of DV cases under supervision	28	20	35	45	55
Pretrial: New DV cases opened	45	55	60	70	75

¹ Measures with n/a are new for the year in which numerical data begins.

² Estimated daily cost per inmate at the ADC is \$233 based on the Virginia Compensation Board estimate.

³ Ten percent of Probation caseloads and 50% of Pretrial caseloads are used to illustrate the estimated number of clients/cases that would otherwise be incarcerated if Community Corrections supervision was not an alternative sanction.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Community Corrections

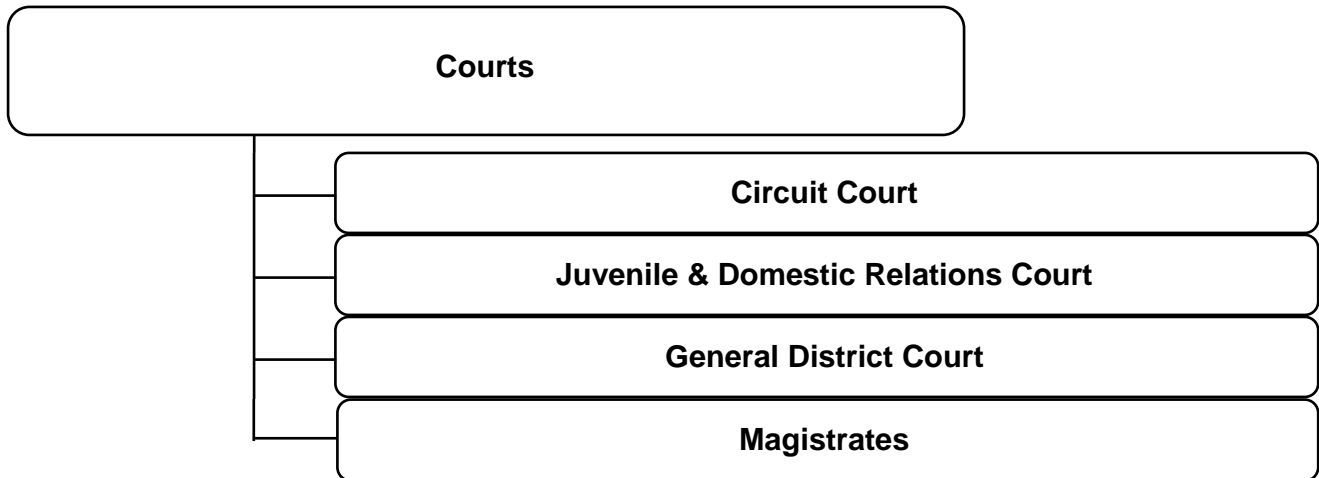
Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Assist the Courts in making bond decisions by interviewing, evaluating, and investigating incarcerated pretrial defendants to provide verified information on each pre-bond report.					
Number of pretrial defendants interviewed, evaluated and investigated ¹	n/a	1,074	1,150	1,225	1,300
Objective: Provide an alternative to detention through community service work.					
Number of Community Service hours worked	21,461	27,755	28,000	29,000	30,000
Value of Community Service hours worked ²	\$128,766	\$201,224	\$203,000	\$210,250	\$217,500
Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.					
Value of fines and costs collected from offenders	\$211,175	\$287,100	\$300,000	\$315,000	\$330,000
Value of restitution collected from offenders	\$128,989	\$178,489	\$180,000	\$185,000	\$190,000
Objective: Promote public safety and serve Loudoun Judiciary by enforcing all general and special conditions of pretrial and probation and supervising all defendants and offenders referred by the Courts.					
Local Probation: Percentage of offenders successfully completing probation	83%	85%	85%	85%	86%
Local Probation: Average daily number under supervision	805	895	925	950	975
Local Probation: New cases opened	1,889	1,908	1,925	1,950	1,975
Pretrial: Percentage of defendants successfully completing supervision	86%	85%	85%	85%	86%
Pretrial: Average daily number under supervision	170	176	190	205	220
Pretrial: New cases opened	573	655	710	765	820

¹ Measures with n/a are new for the fiscal year in which numerical data begins.

² Value of community service hours worked is based on the federal minimum wage rate of \$7.25 per hour.



Courts





Courts

Mission Statement

The mission of the Courts is to serve the public through support of the judicial system of Loudoun County by 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, and General District Courts, as well as 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, as well as provide youth and families with the services needed to rehabilitate and to protect the community. The General District Court Clerk's Office works as a team member with judges, law enforcement agencies, the Commonwealth Attorney's Office, attorneys and the public in an effort to provide accurate records and information and the issuance of legal documents in a timely manner. The Magistrate's Office is the point of entry for the court system. The Magistrates provide 24-hour service to the public, law enforcement, and other agencies that need access to the Court. The Magistrates issue warrants of arrest, conduct bail bond hearings, commit offenders to jail and release prisoners from jail.

Budget Overview

FY 2015 Issues

- Court caseloads and community demand for services continue to increase with population growth.
- Providing services to Loudoun's growing English as a Second Language (ESL) and non-English speaking population places pressure on the Court system.

FY 2015 Major Work Plan Initiatives

- Effectively provide information to the public.
- Conclude all cases promptly and efficiently within the time periods advocated by the Supreme Court of Virginia.
- Provide effective access to the justice system as required by law.
- Maintain human dignity and justice by ensuring equal application of the judicial process to all controversies.

FY 2014 Major Achievements

- Delivered requested cases and managed dockets to the Courts in a timely and efficient manner.

FY 2016 Outlook

- Population growth will continue to increase the demand for court provided services, as well as lead to an increase in caseloads for all courts.
- Providing services to Loudoun's continuously growing English as a Second Language (ESL) and non-English speaking population presents challenges to the Court system.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Courts

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$777,671	\$728,345	\$731,208	\$767,184	\$790,200
Operations & Maintenance	298,452	270,668	349,135	351,135	354,645
Total Expenditures	\$1,076,124	\$999,013	\$1,080,343	\$1,118,319	\$1,144,847
Revenues					
Recovered Costs	\$26,177	\$28,924	\$20,768	\$20,768	\$20,768
Intergovernment- Federal	11,117	0	0	0	0
Total Revenues	\$37,295	\$28,924	\$20,768	\$20,768	\$20,768
Local Tax Funding	\$1,038,829	\$970,089	\$1,059,575	\$1,097,551	\$1,124,079
FTE Summary	7.00	6.00	6.00	6.00	6.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Courts includes an increase of \$37,976 in local tax funding primarily due to partial year funding for a temporary position in the Circuit Court, fringe benefit cost increases and health plan enrollments. Beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's personnel budget. These costs were previously shown in the Miscellaneous/Non-Departmental section. Furthermore for FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Operations and Maintenance increased by \$2,000 due to an increase in legal and special litigation services for the Juvenile and Domestic Relations Court.

FY 2016 Budget Analysis

The FY 2016 Projected budget for the Courts includes a three percent personnel services increase and a one percent operations and maintenance increase over the FY 2015 Adopted Budget. This amounts to increases of \$23,016 in Personnel Services and \$3,510 in operations & maintenance over the FY 2015 Adopted Budget. FY 2016 Projected revenues are anticipated to remain at FY 2015 levels. As a result, the FY 2016 Projected budget for the Courts includes an increase of \$26,528 in local tax funding.

Budget History

FY 2012: The Board added 1.00 FTE for one County Attorney position in the Circuit Court Division.

FY 2013: The Board eliminated 1.00 FTE for the Drug Court Coordinator position.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Courts

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Circuit Court	\$782,899	\$709,875	\$716,193	\$752,169	\$772,623
Juvenile & Domestic Relations Court	60,946	72,590	78,923	80,923	81,732
General District Court	100,555	84,910	134,950	134,950	136,300
Magistrates	131,723	131,638	150,277	150,277	154,192
Total Expenditures	\$1,076,124	\$999,013	\$1,080,343	\$1,118,319	\$1,144,847
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Circuit Court	\$11,117	\$0	\$0	\$0	\$0
General District Court	26,177	28,924	20,768	20,768	20,768
Total Revenues	\$37,295	\$28,924	\$20,768	\$20,768	\$20,768
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Circuit Court	\$771,782	\$709,875	\$716,193	\$752,169	\$772,623
Juvenile & Domestic Relations Court	60,946	72,590	78,923	80,923	81,732
General District Court	74,378	55,987	114,182	114,182	115,532
Magistrates	131,723	131,638	150,277	150,277	154,192
Total Local Tax Funding	\$1,038,829	\$970,089	\$1,059,575	\$1,097,551	\$1,124,079
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Circuit Court	7.00	6.00	6.00	6.00	6.00
Total FTE	7.00	6.00	6.00	6.00	6.00



Courts Circuit Court

Program Goal and Service Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal, in which an appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, information and indictments for misdemeanors. The Circuit Court has appellate jurisdiction of all cases, civil and criminal, in which an appeal, or writ of error may be taken from or to the judgment or proceedings of any inferior tribunal. Jury trials are conducted in the Circuit Court. The Circuit Court is charged with the supervision of fiduciaries, the jury selection process, hearing administrative appeals, conducting medical malpractice panels, participating in annexation hearings, hearing election contests, and lawyer discipline. Overall responsibility for the oversight of the court facilities rests with the Circuit Court. Appointments to the Board of Zoning Appeals and Electoral Boards 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 County staff and funded with local tax revenues. 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 2015 Issues

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

FY 2015 Major Work Plan Initiatives

- Continue to provide judicious, prompt, and efficient handling of all cases in light of the increased number of cases and increased complexity.
- Recent judicial retirements, and delays in filling these vacancies, have created additional workload for staff and sitting Judges.

FY 2016 Outlook

- Projected population growth indicates that civil and criminal caseloads will continue to increase.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$656,623	\$607,760	\$610,609	\$646,585	\$665,983
Operations & Maintenance	126,276	102,114	105,584	105,584	106,640
Total Expenditures	\$782,899	\$709,875	\$716,193	\$752,169	\$772,623
Revenues					
Intergovernment- Federal	\$11,117	\$0	\$0	\$0	\$0
Total Revenues	\$11,117	\$0	\$0	\$0	\$0
Local Tax Funding	\$771,782	\$709,875	\$716,193	\$752,169	\$772,623
FTE Summary	7.00	6.00	6.00	6.00	6.00



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Courts
Circuit Court

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain judicious, prompt, and efficient handling of cases by concluding all civil and criminal cases in a judicious, prompt, and efficient manner¹.					
Number of commenced civil cases	3,570	3,305	4,200	4,200	4,200
Number of commenced criminal cases	1,851	1,906	2,587	2,587	2,587

¹ Cases fluctuate year to year which is attributed to the number of criminal cases and investigations.



Courts Juvenile & Domestic Relations Court

Program Goal and Service 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 2015 Issues

- The Juvenile & Domestic Relations Court continues to experience increased service demand for both juvenile and specifically domestic violence cases.
- Attracting and retaining qualified staff continues to be a challenge when competing with other jurisdictions and the private sector.

FY 2015 Major Work Plan Initiatives

- Address increased need for Spanish and other language interpreters and translators.
- Address need for additional support for the Court's second full-time judge, as the current state provided support is not sufficient.

FY 2016 Outlook

- The State's reluctance to provide additional compensation may continue to hinder the court's ability to attract and retain qualified staff.

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Operations & Maintenance	\$60,946	\$72,590	\$78,923	\$80,923	\$81,732
Total Expenditures	\$60,946	\$72,590	\$78,923	\$80,923	\$81,732
Local Tax Funding	\$60,946	\$72,590	\$78,923	\$80,923	\$81,732

¹ All employees in Juvenile & Domestic Relations Court are state employees, and as such the County does not incur any personnel expenditures related to Juvenile & Domestic Relations Court.



Courts

Juvenile & Domestic Relations Court

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents¹.					
Number of Juvenile & Domestic Relations hearings	19,532	19,541	20,453	20,453	20,453
Number of new Domestic Relations cases	3,613	2,504	3,890	3,890	3,890
Number of new Juvenile cases	4,171	4,129	4,124	4,214	4,214
Number of spouse abuse cases	828	908	846	846	846

¹ Cases fluctuate year to year which is attributed to the number of criminal cases and investigations.



Courts General District Court

Program Goal and Service Description

The General District Court is a court 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 \$25,000. These court cases include criminal, civil, traffic and mental health 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. The staff of the General District Court is employed by the State, while the County funds the office's operating expenses.

Budget Overview

FY 2015 Issues

- The volume of cases filed in the General District Court, including traffic cases, criminal cases and civil cases continues to increase commensurate with the population growth in Loudoun County and in surrounding areas.
- Due to the changes in the statute, the civil jurisdictional limit has increased from \$15,000 to \$25,000 for Warrant in Debts and unlimited amount on Unlawful Detainers. As a result of this change, there will be a significant increase in the number of filings.
- The types of cases heard in General District Court, specifically for misdemeanor crimes of a criminal or traffic nature, results in the filing of a considerable amount of paperwork requiring additional staff time and effort.
- The Court provided translators for the non-native English speaking public in court proceedings will continue to rise requiring additional resources to complete casework.

FY 2015 Major Work Plan Initiatives

- Continue to meet the increasing needs of services and handle more complex cases with current staff.
- Use qualified/certified language interpreters for non-English speaking individuals for court hearings by using services over the phone and in person.

FY 2016 Outlook

- As the population continues to grow in Loudoun County and in surrounding areas the volume of cases filed in the General District Court, including traffic cases, criminal cases and civil cases are expected to increase.

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Operations & Maintenance	\$100,555	\$84,910	\$134,950	\$134,950	\$136,300
Total Expenditures	\$100,555	\$84,910	\$134,950	\$134,950	\$136,300
Revenues					
Recovered Costs	\$26,177	\$28,924	\$20,768	\$20,768	\$20,768
Total Revenues	\$26,177	\$28,924	\$20,768	\$20,768	\$20,768
Local Tax Funding	\$74,378	\$55,987	\$114,182	\$114,182	\$115,532

¹ All employees in the General District Court are state employees, and as such the County does not incur any personnel expenditures related to General District Court.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Courts
General District Court

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Ensure court cases are resolved promptly and efficiently by processing all court cases filed by attorneys, police agencies, and the public.¹					
Number of civil cases concluded	19,498	12,656	20,235	20,235	20,235
Number of criminal cases concluded	8,144	7,636	9,300	9,300	9,300
Number of defendant's request for an Interpreter	1,612	1,061	2,200	2,200	200
Number of traffic cases concluded	60,866	44,234	67,150	67,150	67,150
Objective: Provide information and assist the public with questions by phone and in person.					
Number of information packets distributed	133,486	115,000	137,000	137,000	137,000
Number of questions answered by phone calls per deputy clerk	87,337	88,425	88,010	88,010	88,010
Number of questions answered in person per deputy clerk	86,994	79,255	88,100	88,100	88,100

¹ Cases fluctuate year to year which is attributed to the number of criminal cases and investigations.



Courts Magistrates

Program Goal and Service Description

The Magistrate's Office is the point of entry for the County's court system. Magistrates conduct probable cause hearings, issue warrants, conduct bail hearings, commit offenders to jail, release prisoners from jail, and issue emergency custody orders, temporary detention orders, medical emergency detention orders and emergency protective orders in domestic abuse and stalking cases. The Magistrate's Office operates 24 hours a day. The County funds the operating expenditures for the Magistrates Office and provides a salary supplement for some of the Magistrates in addition to their State salaries. The Magistrate's Office is under the supervision of the Supreme Court of Virginia.

Budget Overview

FY 2015 Issues

- Loudoun County continues to have the lowest ratio of magistrates to population of any locality in Virginia and continues to average the third most processes issued per magistrate in Virginia.
- The Magistrate's Office is staffed by six full-time magistrates and the Chief Magistrate, all of whom cover Fauquier and Rappahannock Counties as needed. Periodically magistrates from Fauquier County are required to work in the Loudoun office to cover workload.
- Additional resources are needed to allow for increased utilization of video conferencing.
- Staffing shortages coupled with population growth and staffing increases in the Sheriff's Office and other law enforcement agencies add tremendous workload to the Magistrates' Office.

FY 2015 Major Work Plan Initiatives

- Secure staffing from the Commonwealth of Virginia as the Office is short one Magistrate based on population; this shortage presents challenges in providing staff coverage during medical, personal, and vacation leave. During staffing shortages, the Chief Magistrate must cover the front line, impacting other managerial duties.
- Continue to maintain the current level of service provided by the Magistrates Office.

FY 2016 Outlook

- Maintaining service levels will continue to be an issue with projected population increases.

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$121,049	\$120,585	\$120,599	\$120,599	\$124,217
Operations & Maintenance	10,675	11,053	29,678	29,678	29,975
Total Expenditures	\$131,723	\$131,638	\$150,277	\$150,277	\$154,192
Local Tax Funding	\$131,723	\$131,638	\$150,277	\$150,277	\$154,192

¹ All employees in the Magistrate's Office are state employees, however the County provides a salary supplement to the Magistrate's which is include in the Office's operating budget.



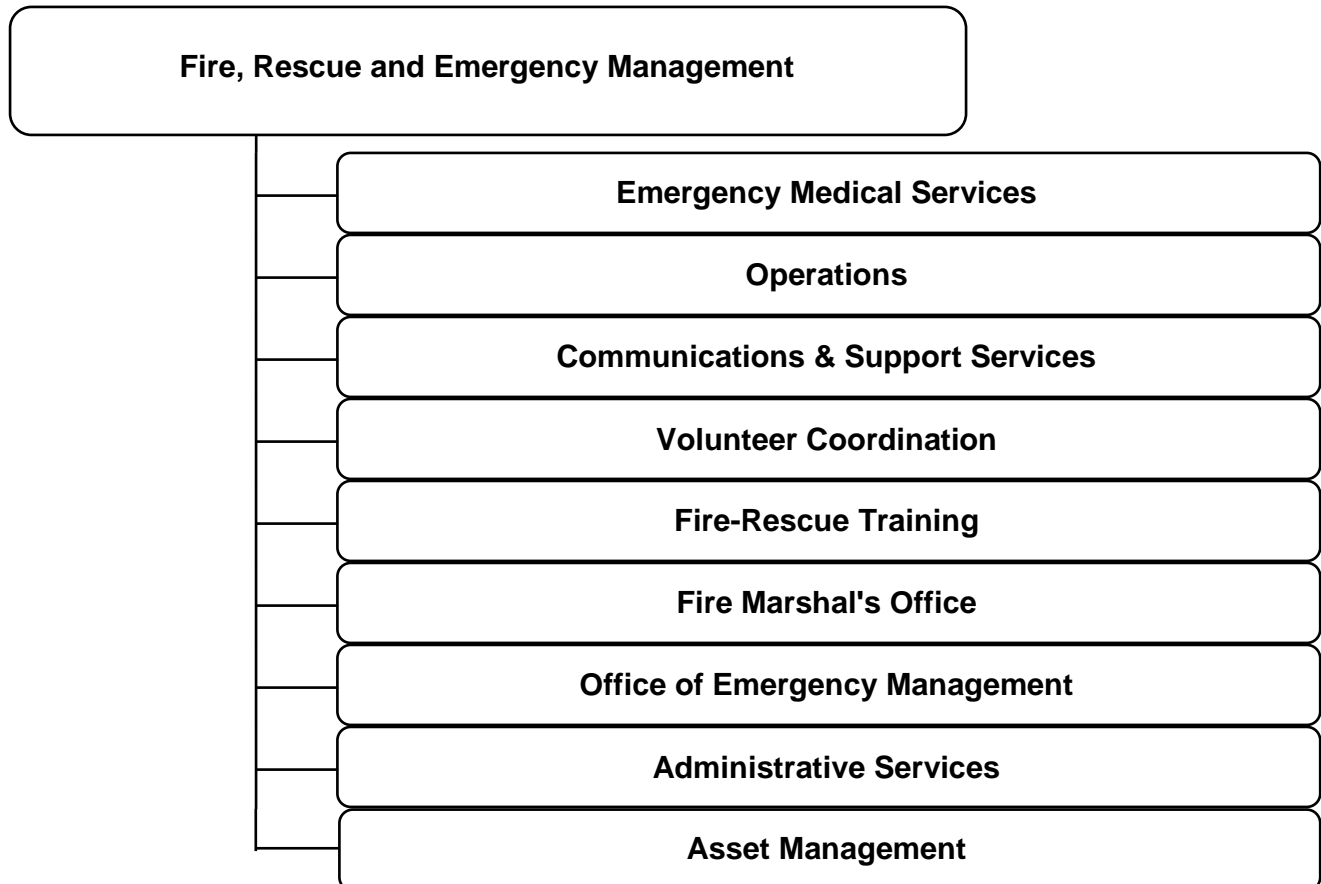
Courts Magistrates

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide judicial services and accomplish statutory responsibilities on a twenty-four hours per day, 365 days per year basis¹.					
Duty hours	10,698	11,430	11,900	11,900	11,900
Processes administered per Magistrate	4,636	3,646	4,453	4,453	4,453
Processes issued	23,181	20,064	26,720	26,720	26,720
Processes issued per duty hours per Magistrate	2.16	1.76	2.24	2.24	2.24

¹ Cases fluctuate year to year which is attributed to the number of criminal cases and investigations.



Fire, Rescue and Emergency Management





Fire, Rescue and Emergency Management

Mission Statement

The Loudoun County Department of Fire, Rescue and Emergency Management, in combination with the 16 volunteer fire and rescue companies, provides comprehensive and effective fire and emergency medical services to the community dedicated to the well-being of citizens, visitors and system members, and strives to meet the demands of increased service, guided by the core organizational values of teamwork, integrity, professionalism and service.

Description

The Department of Fire, Rescue and Emergency Management is organized into nine programs: Emergency Medical Services; Operations; Communications and Support Services; Volunteer Coordination; Fire-Rescue Training; Fire Marshal's Office; Office of Emergency Management; Administrative Services; and Asset Management. The Department delivers operational Fire and EMS call response services from 19 strategically located stations, provides administrative support for the County's 16 volunteer fire companies and the Fire and Rescue Commission as well as maintaining the County's emergency communications and emergency operations centers. All fire prevention and life safety education as well as code related fire safety inspections for existing business and production occupancies, multifamily and commercial occupancies are conducted by the Department. Additional responsibilities of the Department include the investigation of fires, explosions and hazardous materials incidents. The Department also coordinates the County emergency management and all related hazards disaster services as well as special events planning.

Budget Overview

FY 2015 Issues

- Growth in commercial and residential construction continues to drive the need for additional apparatus, stations, training, support and personnel to meet current service demands.
- The growth of the senior population and the addition of senior living residential communities in the County is placing greater emphasis on EMS and leading to the increasing need for on-going and enhanced training.
- Planning for mitigation of natural and manmade disasters, pandemic medical emergencies and prospective acts of terrorism, remains a key focus of the Department. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.
- Continued emphasis on technical rescue training is needed due to the projected expansion of the countywide transportation network including road infrastructure and the Dulles Corridor Metrorail that results in more potential risk for serious incidents.
- Funding is required to complete the replacement of 700 self-contained breathing apparatus (SCBA) over a three year, three phase process in order to meet the national standards by 2017.
- The occupancy of several new and renovated stations (Brambleton, Kincora, Loudoun Heights, Middleburg, and Aldie) will require oversight punch list remediation. Planning for new stations in Lucketts, Aldie, Kirkpatrick Farms, Round Hill and Leesburg South will be initiated in FY 2015 as will the planning for the renovation of the Sterling and Lovettsville stations.
- The expected implementation of a new Combined Fire and Rescue System structure will necessitate programmatic and administrative changes as well as staffing adjustments/enhancements.
- Funding constraints continue to challenge the Department in keeping up with the level of maintenance of the current facility infrastructure and the replacement of furniture, fixtures and equipment associated with aging facilities.
- Continued emphasis on retention of volunteer personnel is a major issue as several volunteer companies continue to initiate requests for County emergency staffing to cover service shifts.

FY 2015 Major Work Plan Initiatives

- Continue efforts to coordinate timely comprehensive maintenance and routine replacement of the 46 frontline and reserve apparatus of emergency fire and rescue apparatus so as to ensure safe and effective operations.
- Continue to provide public education and programs to raise awareness of the hazards of construction materials and contents and the need for sprinklers.
- Continue efforts to reduce overtime and utilize qualified volunteer personnel while maintaining effective minimum staffing to meet the Board of Supervisors' obligations.
- Complete new technology projects during FY 2015 including: the construction of the new Emergency Communications Center; the replacement of the Computer Aided Dispatch and Record Management Systems; the FY 2011 regional CAD-to-CAD initiative (Phases 1 and 2); and the design and coordination for the Command Competencies Training Lab.
- Continue the emphasis on fire and life safety inspections as well as overall community outreach for all preventive actions through the implementation of Community Risk Reduction program to be piloted out of three stations.
- Conduct regular training and manage operations, as needed, in the Emergency Operations Center to ensure emergency preparedness.
- Place all new/replacement capital fire rescue vehicles endorsed for purchase in the FY 2014 and FY 2015 budgets into full service within 30 days of manufacturing, while ensuring the Department's front line and reserve fleet of apparatus is maintained in a uniform and predictable state of constant readiness. Implement further measures to reduce apparatus repair and maintenance costs.
- Continue officer training programs, focusing on candidate and newly promoted/elected system officers.
- Implement the EMS Transport Reimbursement Program which, will necessitate additional administrative oversight to ensure effective program management. On-going public relations activities will remain as a high priority for the Department during and beyond the implementation of the program.



Fire, Rescue and Emergency Management

FY 2014 Major Achievements

- Completed precursor tasks for the establishment and implementation of the EMS Transport Reimbursement Program.
- Participated in the development of the framework for the Combined Fire and Rescue System.
- Participated and provided information and exercises for the first County-wide Insurance Services Office (ISO) Survey to develop one single Public Protection Classification (PPC) for the County, reflecting a single rating of 5/10 for non-hydrant properties and a single rating of 3/10 for hydrant properties. Both classifications represent improvement in the PPC for Loudoun County, in particular for rural properties, and offer the potential to significantly reduce residential and commercial property insurance rates.
- Provided training and support to insure mandatory training standards for all personnel ranks were delivered.
- Established the Community Risk Reduction Program, consistent with Vision 20/20, of the National Strategic Model for Fire and Life Safety.
- Maintained standardized fire causation information for fire investigation case management procedures and for further Public Fire Safety Education targeted curriculum.
- Continued design, development, and architectural review of the command competencies training lab, to include the planning of procurement of simulation equipment in conjunction with developing and delivering strategic and tactics course instruction.
- Continued to serve as an active regional partner in the threat assessment and response for the Federal Urban Area Security Initiative for the National Capital Region, while enhancing response capabilities through planning and training.
- Participated in the National Capital Region "CHAOS" tabletop exercise.
- Participated in the procurement process and selection of a new vendor for the Computer Aided Dispatch/records management system software and the continued development of the CAD-to-CAD project.
- Monitored the prioritized County-wide inventory of properties that require inspections and permits in order to reduce backlog of outdated and expired permits.
- Provided fire and rescue training to approximately 3,000 career and volunteer students through approximately 150 different courses.
- Emphasized alternative career development through the certification of advanced life support technicians, swift water, hazardous materials providers, and rescue technicians, which enable the Department to react to high risk, low frequency incidents.
- Procured and placed into front line service two engines and seven ambulances as part of the Board's adopted apparatus program.
- Continued incumbent training in mass casualty incident management and quarterly rescue training for all rescue squads/trucks/engines personnel in the county.
- Approximately 120 new volunteers from 14 volunteer fire rescue companies completed and graduated from certification courses.
- Continued to achieve a retention rate of 80 percent for trained volunteer members.
- Participated in regional development and planning for response and training procedures to include the expansion of training props at the Fire-Rescue Training Center in preparation for the expansion of the Metrorail into Loudoun County.

FY 2016 Outlook

- Funding is required to complete the replacement of 700 self-contained breathing apparatus (SCBA) over a three year, three phase process in order to meet the national standards by 2017.
- Continue to seek funds to enhance overall service delivery in the face of the growth in commercial and residential construction.
- Continue to develop and deliver a diverse training program to support current system service delivery standards.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management

Departmental Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$41,428,946	\$44,738,371	\$45,414,109	\$51,263,042	\$55,667,830
Operations & Maintenance	12,591,260	12,821,661	14,564,118	16,155,015	16,205,697
Capital Outlay & Capital Acquisitions ²	431,890	275,001	71,889	204,727	185,000
Other Uses of Funds	49,706	0	0	0	0
Total Expenditures	\$54,501,801	\$57,835,033	\$60,050,116	\$67,622,784	\$72,058,527
Revenues					
Other Local Taxes	\$4,748,268	\$4,795,063	\$4,880,000	\$4,880,000	\$4,880,000
Permits Privilege Fees & Regulatory Licenses	118,800	132,626	176,898	133,072	133,072
Fines & Forfeitures	2,744	986	6,650	6,650	6,650
Charges For Services	1,472	1,314	0	0	0
Miscellaneous Revenues	50	100	0	0	0
Recovered Costs	1,718	1,110	69,000	69,000	69,000
Intergovernment- Commonwealth	899,953	982,313	496,000	966,388	966,388
Intergovernment- Federal	1,214,172	634,954	29,762	118,251	118,251
Other Financing Sources	68,354	76,060	78,610	396,419	413,360
Total Revenues	\$7,055,531	\$6,624,526	\$5,736,920	\$6,569,780	\$6,586,721
Local Tax Funding	\$47,446,270	\$51,210,507	\$54,313,196	\$61,053,004	\$65,471,806
FTE Summary	523.81	532.77	547.15	587.94	620.42

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Fire, Rescue and Emergency Management includes an increase in local tax funding of \$6,739,808 and 40.79 FTE. This increase in local tax funding is primarily attributed to an increase in expenditures of \$7,572,668 including an increase of \$5,848,933 in Personnel, an increase of \$1,590,897 in Operations and Maintenance, and an increase of \$132,838 in Capital Outlay. These expenditure increases are partially due to Board approved enhancements that total \$3,227,149 and 28.83 FTE, which is comprised of: \$0 and 1.00 FTE to convert of a temporary Fleet Technician to a permanent position; \$322,808 and 2.07 FTE for an Assistant Fire Chief position and an Administrative Assistant position; \$413,764 and 4.48 FTE to provide career service coverage for a tanker 24 hours a day, seven days a week at the Philomont Volunteer Fire Department Station #8; \$811,485 and 8.96 FTE to provide career service coverage for one engine and one tanker 12 hours a day or 6 PM to 6 AM, seven days a week at the Hamilton Volunteer Fire Department Station #5; \$1,029,971 and 11.20 FTE to continue the implementation of a hybrid staffing factor that minimizes the use of overtime to fulfill minimum daily staffing requirements; \$149,121 and 1.12 FTE for a Radio Technician position; and a \$500,000 increase to the County's annual contribution provided to the Combined Fire-Rescue System for distribution to the 16 volunteer companies.

Other expenditures increases are associated with base budget adjustments of approximately \$4,345,000, which is primarily comprised of: personnel costs associated with annualizing of partial year and mid-year FY 2014 enhancement positions of 8.96 FTE for the emergency staffing at Arcola Pleasant Valley Volunteer Fire and Rescue Company Station #9 of approximately \$530,000 and personnel costs of approximately \$365,000 for the 3.00 FTE approved by the Board as a mid-year FY 2014 enhancement for the management of the EMS Transport Reimbursement Program; increased benefit costs of approximately \$1,403,000 for Retiree Health Savings Plan (RHSP) and healthcare plan enrollments; approximately \$270,000 for compensation adjustments due to earned certifications and education; nearly \$330,000 for payroll tax requirements; \$470,000 for Fire Program disbursements of State Fire Programs funding; and \$459,000 for ongoing, various operational needs including capital vehicle replacement costs, and increases in contractual costs. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section.

The FY 2015 Adopted Fiscal Plan also includes revenue increases totaling \$832,860, which offset the increases in expenditures and is primarily attributed to State Fire Programs funding provided to the County and volunteer fire and rescue companies based on population and a transfer from the EMS Transport Reimbursement Program Fund to cover all associated costs with the program management personnel. No local tax funding is utilized for the EMS Transport Reimbursement Program. Additional information on the Department's Capital Improvement Program projects as well as the EMS Transport Reimbursement Program Fund can be found in Volume 2 of this document.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

² Operating costs for new facilities opening in FY 2016 are inclusive of operating expenditures that are generally shown in the Department of General Services programs in the year of appropriation.



Fire, Rescue and Emergency Management

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Fire, Rescue and Emergency Management includes an increase in Personnel of \$4,404,788, which is comprised of a base increase as well as associated personnel costs of new facility openings. The FY 2016 Projected Budget also includes an increase in Operations and Maintenance of \$50,682. Overall increase in the FY 2016 Projected Budget are due to anticipated enhancement requests of 32.48 FTE and \$2,966,316 associated with the opening of a fire and rescue station in the Kirkpatrick Farm community and \$185,000 for the replacement of the Lucketts Fire Station. It is anticipated that the permanent Kirkpatrick Farm Station will provide service coverage 24 hours a day, seven days a week and as a result will require additional staffing beyond the 13.44 FTE. Revenues anticipate an increase in funds from the EMS Transport Reimbursement Fund. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$4,418,802.

Budget History

FY 2013: The Board approved a net increase from FY 2012 to FY 2013 of 8.96 FTE as part of the FY 2013 Adopted Fiscal Plan in order to provide county career coverage at the Kincora Fire and Rescue Station #24/35 that opened in winter 2013.

FY 2014: The Board approved a net increase from FY 2013 to FY 2014 of 14.38 FTE in enhancement positions as part of the FY 2014 Adopted Fiscal Plan. In addition, the FY 2015 Adopted Fiscal Plan includes a mid-year FY 2014 request approved by the Board of 8.96 FTE in order to provide County coverage at the Arcola Pleasant Valley Volunteer Fire and Rescue Company Station #9 and 3.00 FTE for the management of the EMS Transport Reimbursement Program implemented beginning in FY 2015.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Emergency Medical Services	\$860,108	\$889,806	\$996,613	\$1,013,951	\$1,039,408
Operations	34,232,225	36,764,424	37,764,132	43,135,853	47,042,375
Fire-Rescue 911 Communications	2,991,656	3,479,606	3,788,212	4,304,867	4,369,557
Volunteer Coordination	6,459,237	6,576,738	7,053,502	7,436,628	7,561,520
Fire-Rescue Training	3,594,816	2,993,277	3,181,099	4,053,410	4,138,437
Fire Marshal's Office	2,404,733	2,639,266	2,222,378	2,119,530	2,175,477
Office of Emergency Management	806,367	1,064,002	716,927	723,228	741,692
Administrative Services	2,106,798	1,964,561	1,861,597	2,674,723	2,607,662
Asset Management	1,045,861	1,463,353	2,225,656	2,160,594	2,382,398
Total Expenditures	\$54,501,801	\$57,835,033	\$60,050,116	\$67,622,784	\$72,058,527
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Emergency Medical Services	\$414,642	\$281,905	\$9,762	\$9,762	\$9,762
Operations	278,134	218,693	0	0	0
Fire-Rescue 911 Communications	4,748,268	4,795,063	4,949,000	4,949,000	4,949,000
Volunteer Coordination	30,507	77,523	0	0	0
Fire-Rescue Training	857,514	815,323	256,000	966,388	966,388
Fire Marshal's Office	426,673	674,104	411,705	128,178	128,178
Office of Emergency Management	287,248	301,092	98,610	187,099	187,099
Administrative Services	1,437	1,314	0	317,809	334,750
Asset Management	11,108	10,976	11,843	11,544	11,544
Total Revenues	\$7,055,531	\$6,624,526	\$5,736,920	\$6,569,780	\$6,586,721
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Emergency Medical Services	\$445,466	\$607,901	\$986,851	\$1,004,189	\$1,029,646
Operations	33,954,091	36,545,731	37,764,132	43,135,853	47,042,375
Fire-Rescue 911 Communications	(1,756,612)	(1,315,457)	(1,160,788)	(644,133)	(579,443)
Volunteer Coordination	6,428,730	6,499,215	7,053,502	7,436,628	7,561,520
Fire-Rescue Training	2,737,302	2,177,954	2,925,099	3,087,022	3,172,049
Fire Marshal's Office	1,978,060	2,516,631	2,050,673	1,991,352	2,047,299
Office of Emergency Management	519,119	762,910	618,317	536,129	554,593
Administrative Services	2,105,360	1,963,248	1,861,597	2,356,914	2,272,912
Asset Management	1,034,753	1,452,376	2,213,813	2,149,050	2,370,854
Total Local Tax Funding	\$47,446,270	\$51,210,507	\$54,313,196	\$61,053,004	\$65,471,806
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Emergency Medical Services	1.07	4.48	7.84	6.72	6.72
Operations	416.59	419.95	426.67	462.51	494.99
Fire-Rescue 911 Communications	41.27	41.27	42.27	43.39	43.39
Volunteer Coordination	3.07	3.07	3.07	3.07	3.07
Fire-Rescue Training	19.80	19.75	21.99	20.87	20.87
Fire Marshal's Office	15.44	16.51	17.57	17.57	17.57
Office of Emergency Management	5.33	5.33	5.33	5.33	5.33
Administrative Services	18.05	13.86	13.86	20.93	20.93
Asset Management	3.19	8.55	8.55	7.55	7.55
Total FTE	523.81	532.77	547.15	587.94	620.42



Fire, Rescue and Emergency Management Emergency Medical Services

Program Goal and Service Description

The Emergency Medical Services (EMS) Division provides professional and technical oversight for emergency medical services delivery, training, equipment specifications and quality assurance in conjunction with the Office of the Medical Director (OMD). This Division ensures compliance with the regulations of the Virginia Department of Health, Office of Emergency Medical Services (VAOEMS), as promulgated under the Code of Virginia, Title 32.1. VAOEMS regulations establish standards that include staffing, training, equipment, medical direction and quality assurance. The Division also manages the system-wide blood borne airborne pathogen/infection control program to ensure compliance with occupational safety and health regulations (OSHA).

Budget Overview

FY 2015 Issues

- As demands for emergency medical services increase, so will the demand for additional advanced life support providers and additional career and volunteer training needed to maintain current system service delivery standards.
- Ensuring adequate medical care (basic and advanced life support) is provided during every emergency medical call, in accordance with the Board Adopted Fire, Rescue and EMS Plan remains one of the most important focuses.

FY 2015 Major Work Plan Initiatives

- Continue to develop and organize a quality improvement program that focuses on formal education and other presentations relating to quality improvement, performance improvement, outcomes analysis, external regulatory requirements, projects topics and other pertinent areas of study.
- Continue to develop a proactive recruitment, retention and training plan for qualified advanced life support personnel.
- Continue expanding the Combined Fire Rescue System capability to accurately identify, manage and treat acute cardiac dysfunction through the utilization of 12 lead electro-cardiac monitoring capability within the existing budget or through grant awards.
- Develop and implement system wide training that addresses the actions required by EMS and Fire units needed at the scene of a Mass Casualty incident to include active shooter.
- Continue to implement the recruitment and retention initiative focused on attracting, training and supporting advanced life support (ALS) personnel, the current and increasing EMS demands may be successfully met.

FY 2016 Outlook

- The changing demography of the County will drive the need for prompt and effective basic and advanced life support service. This will drive the need for additional certification and on-going recertification training programs.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$242,840	\$465,067	\$749,529	\$765,886	\$788,863
Operations & Maintenance	609,576	322,344	247,084	248,065	250,546
Capital Outlay & Capital Acquisitions	7,692	102,394	0	0	0
Total Expenditures	\$860,108	\$889,806	\$996,613	\$1,013,951	\$733,594
Revenues					
Intergovernment- Commonwealth	\$41,669	\$167,089	\$0	\$0	\$0
Intergovernment- Federal	372,973	114,816	9,762	9,762	9,762
Total Revenues	\$414,642	\$281,905	\$9,762	\$9,762	\$9,762
Local Tax Funding	\$445,466	\$607,901	\$986,851	\$1,004,189	\$1,029,646
FTE Summary¹	1.07	4.48	7.84	6.72	6.72

¹ The FY 2015 decrease of 1.12 FTE is due to the reassignment of personnel to the Operations Division.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management Emergency Medical Services

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Ensure that EMS turnout and response times identified in the Board Adopted Fire and Rescue Plan are met.					
Emergency Medical Service incidents -- Advanced Life Support	9,471	10,571	10,977	11,598	12,219
Emergency Medical Service incidents -- Basic Life Support	8,173	7,412	7,799	7,835	7,871
Percent 10 minute ALS response goal met in suburban areas	86%	87%	90%	90%	90%
Percent 10 minute BLS response goal met in suburban areas	90%	90%	90%	90%	90%
Percent 14 minute BLS response goal met in rural areas	92%	94%	92%	92%	92%
Percent 15 minute ALS response goal met in rural areas	91%	91%	92%	92%	92%
Provide delivery of Emergency Medical Services to the community					
Emergency Medical Service incidents per 10,000 residents	536	529	532	530	530
Emergency Medical Service incidents	17,644	17,984	18,776	19,434	20,092
Objective: Ensure that on-scene EMS supervision and management is provided to EMS providers within ten minutes at 80 percent of critical and large incidents.²					
Percentage of calls EMS Supervisor on scene within ten minutes ³	n/a	39%	80%	85%	90%
Total number of incident responses by EMS Supervisor	n/a	820	1,035	1,120	1,213
Total number of incidents requiring on-scene EMS supervision	n/a	1,252	1,294	1,318	1,348

¹ Measures with an n/a were new for the year in which numerical data begins.

² EMS Supervisors are periodically not able to respond due to being on another call, not in service, or out of position.

³ The reported percentage for FY 2013 reflects partial year data as the EMS Supervision program was implemented mid-year of FY 2013.



Fire, Rescue and Emergency Management Operations

Program Goal and Service Description

The Operations Division provides timely and effective response to 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 volunteer fire and rescue companies. Operations personnel are assigned to one of three different shift schedules averaging 42 hours per week. The shifts are Monday through Friday, 12-hour shifts (6 AM to 6 PM); seven day, 12-hour shifts (6 AM to 6 PM); and seven day, 24-hour shifts (6 AM to 6 AM). The Operations Division supports non-emergency activities which include public fire life safety education programs; smoke alarm inspections and installation; pre-emergency incident planning; and fire safety inspections for commercial and multifamily occupancies. This Division also performs specialty response services including wildland firefighting, hazardous materials response and mitigation, and swift water rescue.

The Operations Division is challenged with the critical task of ensuring fire and rescue services are delivered throughout the county through meeting established response goals and maintaining minimum staffing. The Operations Division provides consistent and reliable service to an increasing population as outlined in the Board's Adopted Service Plan, based on NFPA standards and staffing requests from various volunteer and fire and rescue companies. As a result, the number of career fire/rescue operational personnel has increased from 13.00 FTE in FY 1989 to 462.51 FTE in FY 2015.

Budget Overview

FY 2015 Issues

- The Division must continue to address and manage emergency staffing coverage requests from volunteer stations not included in the budget development processes through utilizing overtime until personnel can be recruited, trained and become operational.
- Modern lightweight construction necessitates a greater reliance on built in fire suppression systems such as sprinklers to extinguish fires prior to flashover as well as to avert building collapse, which is paramount to achieving firefighter as well as civilian safety. The Division must continue to promote public education and programs to increase the number of fire suppression systems installed throughout the county.

FY 2015 Major Work Plan Initiatives

- Maintain daily staffing levels to ensure delivery of the Board of Supervisors' Adopted Service Plan response and staffing goals for delivering fire and EMS services within the 520 square miles of Loudoun County.
- Continue advanced technical development of personnel for specialty response programs including: the Hazardous Materials Offensive Response; Swift Water Rescue; Mass Casualty Incident Management; and Rescue Technician Training by continuing to support, and provide advanced training, and participation in the National Capital Region Hazardous Materials/Weapons of Mass Destruction program and protocols.
- Continue conducting quarterly rescue, rural water, and other specialty training to ensure proficiency in critical job functions.
- Continue participating in numerous committees and work groups with regional partners in the Metropolitan Washington Council of Governments (COG) and Fire Departments of Northern Virginia (NOVA).
- Continue supporting public fire and life safety initiatives through community risk reduction program based on national strategic loss control efforts through home fire-life inspections and smoke alarm testing and replacement programs due to a 36% increase in accidental fire incidents over the last two years.

FY 2016 Outlook

- The Division must continue to maintain daily staffing levels to ensure delivery of the Board of Supervisors' Adopted Service Plan response and staffing goals for delivering fire and EMS services within the 520 square miles of Loudoun County as well as address and manage emergency staffing coverage requests from volunteer stations not included in the budget development processes through utilizing overtime until personnel can be recruited, trained and become operational.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management Operations

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$30,862,422	\$33,264,448	\$33,504,927	\$38,514,222	\$42,536,546
Operations & Maintenance	3,296,985	3,467,066	4,187,316	4,549,742	4,505,829
Capital Outlay & Capital Acquisitions	61,328	32,910	71,889	71,889	0
Other Uses of Funds	11,491	0	0	0	0
Total Expenditures	\$34,232,225	\$36,764,424	\$37,764,132	\$43,135,853	\$47,042,375
Revenues					
Recovered Costs	\$1,590	\$1,110	\$0	\$0	\$0
Intergovernment- Federal	276,544	217,583	0	0	0
Total Revenues	\$278,134	\$218,693	\$0	\$0	\$0
Local Tax Funding	\$33,954,091	\$36,545,731	\$37,764,132	\$43,135,853	\$47,042,375
FTE Summary^{1, 2}	416.59	419.95	426.67	462.51	494.99

¹ The FY 2015 increase of 35.84 FTE is comprised of 33.60 FTE associated with the Board approved mid-year FY 2014 enhancement of 8.96 FTE to provide County staff coverage at the Arcola Pleasant Valley Fire Department Station #9 for an Engine and Tanker; and FY 2015 enhancement requests including 8.96 FTE for County staff coverage for an Engine and Tanker at the Hamilton Volunteer Fire Department Station #5; 4.48 FTE for County staff coverage for a Tanker at the Philomont Volunteer Fire Department Station #8; and 11.20 FTE to continue the implementation of the Board's hybrid staffing factor. In addition, an increase of 2.24 FTE is a result of personnel reassignment including 1.12 FTE from the Emergency Medical Services Division and 1.12 FTE from the Fire-Rescue Training Division.

² The FY 2016 increase of 32.48 FTE is associated with the planned opening a Fire and Rescue Station in the Kirkpatrick Farm community. The Kirkpatrick Farm Fire and Rescue Station will provide service coverage 24 hours a day, seven days a week.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management Operations

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Complete 100% of building inspections assigned by County Fire Marshal's Office.					
Fire prevention inspections to complete	1,293	1,281	1,600	1,600	1,600
Percent of assigned fire prevention inspections completed	100%	100%	100%	100%	100%
Objective: To ensure daily productivity by personnel when not on emergency incidents to include daily apparatus checks/maintenance, physical training, drills/training, pre-fire plans, building inspections, mapping, etc. This objective covers all stations with career staffing in Loudoun County.					
Battalion 1: Number of nonemergency activity hours	77,698	83,395	80,000	85,000	85,000
Battalion 2: Number of nonemergency activity hours	118,483	132,167	125,000	135,000	135,000
Battalion 3: Number of nonemergency activity hours	99,288	96,652	95,000	95,000	95,000
Objective: Deliver an adequate water supply (4,000 gallon minimum) in rural response zones for fire suppression purposes within 12 minutes (total response time) 80 percent of the time.¹					
Four Thousand-4000 gal. of water delivered in 12 minutes 80 percent of the time ²	60%	49%	80%	70%	70%
Objective: Ensure that fire turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.					
Number of fire incidents	5,635	5,807	6,027	6,061	6,094
Percent 10 minute Fire response goal met in suburban areas	87%	88%	90%	90%	90%
Percent 14 minute Fire response goal met in rural areas	86%	86%	86%	86%	86%
Objective: To protect the lives & property of all residents & visitors to Loudoun County.					
Career Firefighters/EMTs per 1,000 residents	1.27	1.24	1.21	1.21	1.21
Career Firefighters/EMTs per 50 square miles	40.06	40.38	41.03	41.00	41.00
Total civilian deaths as a result of fire incidents	0	0	0	0	0
Total fire loss of real and personal property (millions)	\$10.87	\$3.07	\$10.00	\$6.00	\$6.00
Objective: Provide fire-rescue industry training to incumbent operational personnel.					
Battalion 1: Number of incumbent training hours	11,412	11,512	12,000	12,000	12,000
Battalion 2: Number of incumbent training hours	23,379	24,367	24,000	24,500	24,500
Battalion 3: Number of incumbent training hours	22,385	19,622	22,000	22,000	22,000

¹ "Total response time" is defined in the 2005 Service Plan as "turnout time" (time from completion of the initial incident dispatch until the appropriately staffed apparatus responds) plus "transit time" (time from the initial response until arrival on the scene).

² The 80% goal is difficult to meet due to time and distance limitations.



Fire, Rescue and Emergency Management Communications & Support Services

Program Goal and Service Description

The Communications and Support Services Division provides timely and accurate data and technologies to support local/regional interoperability and emergency response. This Division serves as the County's Public Safety Answering Point (PSAP) for all emergency incidents using the County's Enhanced 911 (E-911) system. All E-911 calls and non-emergency fire and rescue calls are processed through this center. The emergency calls for other public safety entities are routed to the respective agencies. The Division also maintains the Computer Aided Dispatch (CAD) system used by emergency dispatchers and call takers, as well as by operational personnel, which serves to initiate calls for service, dispatch, and maintain the status of personnel. The specialized mapping available through the GIS programs utilizes economic and population figures as well as CAD data to assist personnel with the planning of the proper placement of future assets for services. GIS Coordination also provides updated information for the CAD system and the mapping layers for the mobile data computers. The Division also develops and maintains emergency vehicle response boundaries and algorithms. Staff provides technical support and coordination for the Department's technology and communication infrastructure that includes over 930 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability requirements. Project coordination is also being provided for the purchase and implementation of the County's new Public Safety Technology Systems including the replacement of CAD, Records Management System and volunteer station automation system (VSAS).

Budget Overview

FY 2015 Issues

- The planned relocation of the Emergency Communications Center (ECC) to a new facility requires planning and coordination by Division staff in conjunction with DIT, General Services, and various consultants.
- Implementation of a new CAD system and IP phone switch requires a coordinated effort to train personnel within the Division in order to utilize the new capabilities associated with these systems.
- Training and preparation of personnel is needed for new technology capabilities by implemented throughout the region such as text to 911 and vehicle telematics (On-Star, Vehicle 911).
- Coordination of personnel with the Department of Information Technology and the Sheriff's Office is required in order to: determine the specific data that will be integrated into the new CAD; collect the data for the new CAD; maintain data within the current CAD; and develop a process for integrating and maintaining the required information into the new CAD system.

FY 2015 Major Work Plan Initiatives

- Continue to update the regional response maps to include regional centerlines that allow for routable directions to be used by all Northern Virginia jurisdictions.
- Provide technical support and inter-operability with other agencies within the Metropolitan Washington region through the implementation of a planning and maintenance program to ensure reliability of radio systems and mobile radios.
- Participate in a regional project to determine a regional response box identification procedure so that all response boxes are numbered and identified in the same manner across the Northern Virginia region (NOVA).
- Contribute to an effort to determine a regional Fire and EMS resource directory and standardized unit identification procedure so that all emergency resources are identified in the same manner across the Metropolitan Washington and/or Northern Virginia regions.
- Continue to chair the NOVA Communications Manual initiative as requested by the NOVA Chiefs. The NOVA Communications Manual project will provide all of the ECCs in the region with a document that provides expected response levels and initiatives based on regional agreement; similar to the NOVA Operational Manuals.
- Continue to obtain, create, transfer and enter data that is required for the new CAD while maintaining the current system.
- Complete the replacement of the CAD and have all personnel trained on the new systems.
- Begin the installation and configuration of the new Records Management System for the combined fire-rescue system.

FY 2016 Outlook

- The new CAD system will continue to be implemented into FY 2016, which will necessitate the continued coordination of personnel with the Department of Information Technology and the Sheriff's Office.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,807,465	\$3,174,785	\$3,413,865	\$3,655,887	\$3,765,564
Operations & Maintenance	184,191	271,023	374,347	598,013	603,993
Capital Outlay & Capital Acquisitions	0	33,798	0	50,967	0
Total Expenditures	\$2,991,656	\$3,479,606	\$3,788,212	\$4,304,867	\$4,369,557
Revenues					
Other Local Taxes	\$4,748,268	\$4,795,063	\$4,880,000	\$4,880,000	\$4,880,000
Recovered Costs	0	0	\$ 69,000	\$ 69,000	69,000
Total Revenues	\$4,748,268	\$4,795,063	\$4,949,000	\$4,949,000	\$4,949,000
	\$(1,756,612)	\$(1,315,457)	\$(1,160,788)	\$(644,133)	\$(579,443)
Local Tax Funding					
FTE Summary¹	41.27	41.27	42.27	43.39	43.39

¹ The FY 2015 increase of 1.12 FTE is attributable to the approved enhancement of a Radio Technician position.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management Communications & Support Services

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide GIS information properly formatted in graphical form within 16 business hours of the request and the number of total outputs requested.					
Average time to produce specialized maps in hours	14.58	13.54	14.25	14.25	14.25
Percentage maps produced within 16 hour goal	71%	73%	75%	80%	80%
Total number of specialized maps produced	91	84	130	140	160
Objective: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E-911 system.					
Average EMS call processing time (minutes)	1:53	1:52	1:49	1:47	1:46
Average Fire call processing time (minutes)	1:05	0:52	0:52	0:50	0:49
Number of calls dispatched <= 60 seconds	6,539	7,216	7,400	7,700	8,050
Number of calls dispatched > 60 seconds	15,908	16,138	15,050	14,900	14,750
Percentage of calls dispatched in 60 Seconds or less	29%	31%	33%	34%	35%
Percentage of emergency calls ¹	50%	48%	48%	48%	48%
Percentage of emergency landline calls ¹	24%	23%	21%	20%	19%
Percentage of emergency wireless calls ¹	76%	77%	79%	80%	81%
Percentage of non-emergency calls	50%	52%	52%	52%	52%
Total number of incidents created	25,761	27,549	27,893	28,555	29,217
Total telephone calls answered by ECC Personnel	213,698	211,407	215,500	218,100	220,300
Objective: Ensure mobile data computer (MDC) equipment in all designated fire-rescue apparatus and vehicles is functioning and maintained properly according to the Board adopted Service Plan.					
Percentage of apparatus and vehicles without MDCs	2%	1%	0%	0%	0%
System members trained to utilize MDCs	138	51	110	118	125
Total number of apparatus outfitted with MDCs	128	129	130	130	130
Objective: Monitor and evaluate the amount of time, total number and cost associated with the maintenance the Computer-Aided Dispatch (CAD) system by Fire-Rescue personnel.					
Cost of processing an update or revision for CAD	\$9,504	\$9,504	\$10,085	\$9,700	\$9,700
Number of hours spent on updates	270	360	540	540	540
Number of updates or revisions to CAD	21	16	24	24	24

¹ "Percentage of emergency calls" reflects the total percentage of emergency calls of all received calls. Furthermore, the emergency landline and wireless call performance measures reflect the proportion of only the emergency calls.



Fire, Rescue and Emergency Management Communications & Support Services

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: To ensure emergency communication technologies are functioning and maintained in order to achieve interoperability and connectivity in the fire-rescue and emergency management community.					
Number of Service Repairs for Communication Technologies	n/a	n/a	1,550	1,700	1,900

¹ Measures were new for the year in which numerical data begins.



Fire, Rescue and Emergency Management Volunteer Coordination

Program Goal and Service Description

The Volunteer Coordination Division supports fire and rescue volunteer system members by overseeing and providing guidance in various human resource aspects including but not limited to: pre-placement physicals, training issues, benefits, recruitment, retention, and recognition. The Volunteer Coordination program works in conjunction with the Department, the Fire and Rescue Commission, and the 16 independent volunteer companies to enhance volunteers' participation in the combination system. The mission of the Volunteer Coordination Division is to facilitate programs to enhance Fire Rescue volunteerism in Loudoun County, administratively support Fire Rescue volunteers, and be an advocate for the volunteer companies to promote a healthy combination system.

Budget Overview

FY 2015 Issues

- The Division will need to develop, as part of the new CAD system, a volunteer records management information system (VSAS) that captures retirement benefit activity with the capacity to maintain necessary and ongoing performance data.
- Volunteers are experiencing increases in time commitments for additional training required as a result of increased national and county standards and certifications for firefighting and emergency medical services. This additional time commitment may impact recruitment and retention efforts in attracting and sustaining volunteer membership.

FY 2015 Major Work Plan Initiatives

- Identify and pursue new financial resources and opportunities for the recruitment of fire and rescue volunteers.
- Continue implementing new leadership and professional development programming through County and State opportunities to enhance volunteer participation and retention for up to 18 senior volunteer leaders.
- Continue supporting volunteer corporations in the development of individualized recruitment and retention programs.
- Continue identifying and implementing diverse recruitment and targeted recruitment.
- Continually identify new volunteer benefits to attract and retain members.

FY 2016 Outlook

- The Division will continue to identify and pursue new financial resources and opportunities for the recruitment of fire and rescue volunteers in order to provide incentives to counter the anticipated time commitments for additional training required as a result of increased national and county standards and certifications for firefighting and emergency medical services.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel ¹	\$1,024,579	\$1,067,954	\$1,065,282	\$947,942	\$976,380
Operations & Maintenance ²	5,434,658	5,508,785	5,988,220	6,488,686	6,585,140
Total Expenditures	\$6,459,237	\$6,576,738	\$7,053,502	\$7,436,628	\$7,561,520
Revenues					
Intergovernment- Federal	\$30,507	\$77,523	\$0	\$0	\$0
Total Revenues	\$30,507	\$77,523	\$0	\$0	\$0
Local Tax Funding	\$6,428,730	\$6,499,215	\$7,053,502	\$7,436,628	\$7,561,520
FTE Summary	3.07	3.07	3.07	3.07	3.07

¹ The majority of the personnel appropriation is associated with the Length of Service Award Program annual contribution.

² The increase in Operations & Maintenance funding in FY 2015 over FY 2014 reflects the enhancement request of \$500,000 to provide additional contribution to fire and rescue volunteer companies included in the FY 2015 Adopted Budget.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Fire, Rescue and Emergency Management Volunteer Coordination

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Volunteer Activity					
Number of active duty volunteers per 1,000 residents	2.48	2.59	2.53	2.53	2.53
Number of active duty volunteers per 50 square miles	78.27	84.62	81.73	81.73	81.73
Volunteer duty hours	530,464	512,845	540,000	542,500	544,000
Volunteer training hours	83,635	88,285	85,000	87,000	88,000
Volunteers entering basic certification training	132	105	115	120	120
Objective: Reduce the fiscal impact of maintaining fire and rescue services to the community, by increasing recruitment and enhancing the retention of volunteer personnel in the fire and rescue system.					
Active duty volunteer members (administrative and operational) ²	814	888	850	850	850
Net gain/loss of volunteers	38	100	50	50	50
New volunteer members	336	382	350	350	350
Terminated or deceased volunteer members	298	282	300	300	300
Total Volunteer membership (includes Dual)	1,784	1,805	1,815	1,815	1,815
Volunteer personnel and benefits processed	800	836	840	850	860
Volunteer recruitment activities	51	31	30	35	35
Volunteer retention rate ³	83%	84%	80%	80%	80%
Volunteers active for five or more years	n/a	782	790	800	815

¹ Measures with an n/a were new for the year in which numerical data begins.

² Active duty volunteers are those who met 80 points over three categories of activities as defined by the Length of Service Award Program (LOSAP) requirement.

³ Volunteer Retention Rate reflects the percentage of members retained after one year.



Fire, Rescue and Emergency Management Fire-Rescue Training

Program Goal and Service Description

The Training Division provides the combined fire-rescue system with a high quality and comprehensive education program to facilitate excellent service to citizens and visitors. The Training Division serves system members by offering programs to meet the daytime, evening and weekend schedules of the Department as well as the volunteer fire-rescue community. The programs offered include: Basic and Advanced Life Support Programs; Fire Suppression, Hazardous Materials; Technical Rescue; Leadership and Management; and Recertification and Instructor Curriculums.

Budget Overview

FY 2015 Issues

- Expand the comprehensive training program that tailors to both career and volunteer personnel ensuring seamless operational capability and will necessitate the provision of conducting training programs seven days a week.
- National and regional shortages of certified advanced life support (ALS) personnel as well as changes to the scope of practice between the different levels of ALS providers will result in advanced medical education courses, specifically Paramedic, to be conducted on a regular basis to enhance the skill sets of system personnel.
- Changes in the new EMT Curriculum at the National and State level will challenge staff to make sure that new requirements are covered while still trying to keep programs at reasonable length while minimizing financial burden on the Department.
- Increased testing requirements by the Virginia Department of Fire Programs (VD FP) will challenge staff to meet requirements while minimizing the financial burden on the Department.
- Continued emphasis on technical rescue training is needed due to the projected expansion of the countywide transportation network including road infrastructure and Metro that results in more potential risk for serious incidents.

FY 2015 Major Work Plan Initiatives

- Continue providing fire-rescue training programs to meet the demands of a rapidly changing and growing combined system by recruiting additional part-time instructors; cultivating in-house instructors; and creating a quality and effective learning environment for Training Center employees and students.
- Provide the fire-rescue system with a regular training calendar schedule that will be delivered by capable and competent instructors.
- Incorporate new technology to provide distance learning of asynchronous and synchronous programs to reach more members of the system in a more efficient and cost saving manners for subjects where psycho-motor evaluation is not required.
- Review, enhance and implement ongoing, mandatory, system wide entry level and ongoing training of NOVA MAY-DAY procedures, firefighter self-survival techniques, ALS and BLS skills proficiency, and command competencies.
- Continue to expand the comprehensive training program that tailors to both career and volunteer personnel ensuring seamless operational capability and will necessitate the provision of conducting training programs seven days a week.
- Continue implementation of training programs supporting command competencies and standards.

FY 2016 Outlook

- The Division will need to address and revise the training programs to provide the increased testing mandates required by the Virginia Department of Fire Programs (VD FP) as well as technical rescue training needed due to the projected expansion of the countywide transportation network including road infrastructure and the Dulles Corridor Metrorail that results in more potential risk for serious incidents.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Fire, Rescue and Emergency Management
Fire-Rescue Training

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,081,456	\$2,134,821	\$2,125,236	\$2,224,667	\$2,291,407
Operations & Maintenance	1,435,928	819,192	1,055,863	1,828,743	1,847,030
Capital Outlay & Capital Acquisitions	72,198	39,264	0	0	0
Other Uses of Funds	5,234	0	0	0	0
Total Expenditures	\$3,594,816	\$2,993,277	\$3,181,099	\$4,053,410	\$4,138,437
Revenues					
Miscellaneous Revenue	\$0	\$100	\$0	\$0	\$0
Intergovernment- Commonwealth	857,514	815,223	256,000	966,388	966,388
Total Revenues	\$857,514	815,323	\$256,000	\$966,388	\$966,388
Local Tax Funding	\$2,737,302	\$2,177,954	\$2,925,099	\$3,087,022	\$3,172,049
FTE Summary¹	19.80	19.75	21.99	20.87	20.87

¹ The FY 2015 decrease of 1.12 FTE reflects the reassignment of personnel to the Operations Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Fire, Rescue and Emergency Management Fire-Rescue Training

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.					
Educational service quality rating	92%	94%	95%	95%	95%
Service quality of training programs (scale 1-5)	4.68	4.68	4.5	4.71	4.73
Objective: Provide comprehensive training in multiple disciplines that include: fire, rescue, emergency medical rescue, special operations, Incident command, leadership, and management, needed to meet the service delivery needs of the community, local, state and national government standards related to service delivery.					
Number of classes revised or added to the curriculum	18	20	20	20	20
Number of comprehensive classes taught	146	170	176	180	180
Number of students attending comprehensive training classes	3,266	2,995	3,067	3,100	3,125
Number of students enrolled in Monroe Technology Center program	7	20	16	20	20
Percentage of training classes presented on-site	97%	100%	100%	100%	100%
Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.					
Number of NIMS certified system members trained ¹	25	95	145	120	120
Objective: Provide system members comprehensive fire-rescue training program.					
Number of career members scheduled for training classes	1,179	1,109	1,100	1,100	1,100
Number of volunteers scheduled for training classes	2,087	1,743	2,695	2,109	2,109
Percentage of career members successfully completing training classes	91%	98%	96%	96%	96%
Percentage of volunteers successfully completing training classes	91%	95%	96%	96%	96%

¹ In FY 2012, the majority of system members were already NIMS certified; however, beginning in FY 2013, NIMS training is focused on new entry system members as part of the basic certification program.



Fire, Rescue and Emergency Management Fire Marshal's Office

Program Goal and Service Description

The Fire Marshal's Office provides critical programs to ensure a safe living and working environment for residents, workers and travelers within Loudoun County through the development and application of fire prevention engineering, education and enforcement. The key aspect of the overall mission is the prevention of fires, explosions and related incidents, which is accomplished through a comprehensive public education and life safety program which strives to effect behavioral changes and attitudes toward the prevention of fire. Ongoing program initiatives include: smoke alarm installation, testing, and replacement; home fire safety inspections; developmental training for children in proper use of the E-911 system; McGruff and Leesburg Safety Camps; Head Start and senior citizen education programs.

Public fire and life safety education efforts are supplemented by aggressive fire prevention and life safety inspection program which is intended to identify and correct fire and related hazards primarily in public assembly buildings such as churches and night clubs, schools, restaurants, theatres and large tents. The Office also conducts inspections of extremely hazardous substances (EHS) facilities, commercial blasting and multi-family occupancies in Loudoun County and the seven incorporated towns. The Office also conducts fire safety plan reviews and responds to Freedom of Information (FOIA) requests from the public.

Pursuant to the Code of Virginia (§27 31 through §27 37.1), this Office is responsible for the investigation and prosecution of all attempts or threats to commit offenses involving hazardous materials; fires; fire bombings; bombings; and the commission, possession and/or manufacturing of explosive devices, explosive substances and bombs.

The Fire Marshal's Office (FMO) is responsible for the FBI accreditation for the joint Explosives and Hazardous Devices (EHD) team or bomb team between the FMO and the Loudoun County Sheriff's Office. The team is a collaborative effort due to the extended and labor intensive nature of an explosives event. This Office also houses the County's highly effective accelerant canine program.

Budget Overview

FY 2015 Issues

- Although the number of fire, explosion, hazardous materials and environmental crimes investigations remained relatively flat in previous years, the number of crimes increased by 54% in FY 2013. Continued evaluation is required to determine if this is a new trend.
- Demands on staff resources continue to grow as a result of the continued increase in the number of active blasting permits associated with construction in the County.
- The nationally accepted standards for fire investigations (NFPA 921) has resulted in increased levels of staff effort and time required to perform the investigation, interviews, meetings with Commonwealth Attorneys, acquire warrants; service reports and polygraphs, and prepare for hearings and hearings/trials.
- Growth in commercial and residential construction continues to result in an increase in the number of inspections performed.
- Changes in nationally accepted standards and increases in code enforcement and fire investigations necessitates 24/7 staff supervision.

FY 2015 Major Work Plan Initiatives

- Continue to conduct the Community Risk Reduction Program consistent with Vision 20/20, the National Strategic Model for Fire and Life Safety. The Fire and Life Safety Public Education continues to focus on fire prevention and related life safety public education, especially since it is estimated that 30% to 40% of U.S. homes do not have operating smoke alarms. This high impact program has recently expanded into all areas of the county, with a goal of having the correct number of working smoke alarms in all residences of Loudoun County.
- Shift the emphasis to older, more densely populated communities for "door to door" smoke alarm program.
- Continue all public fire and life safety engineering and education programs with an emphasis on identifying fires that could have been prevented or could have been mitigated by inspection or by the educational and motivational elements of inspection due to a 36% increase in accidental fires over last two years.
- Proceed with the implementation of a new inspections management information system through the CAD system that will capture and expand the database of all properties subject to annual and more frequent fire safety inspections.

FY 2016 Outlook

- Demands on staff resources continue to grow as a result of the continued increase in the number of active blasting permits associated with construction in the County as well as the increase in the number of inspections performed due to existing commercial and residential construction.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,746,639	\$1,749,231	\$1,717,894	\$1,737,584	\$1,789,712
Operations & Maintenance	384,315	890,035	504,484	381,946	375,765
Capital Outlay & Capital Acquisitions	273,780	0	0	0	0
Total Expenditures	\$2,404,733	\$2,639,266	\$2,222,378	\$2,119,530	\$2,175,477
Revenues					
Permits Privilege Fees & Reg. Licenses	\$107,692	\$121,649	\$165,055	\$121,528	\$121,528
Fines & Forfeitures	2,744	986	6,650	6,650	6,650
Charges For Services	35	0	0	0	0
Miscellaneous Revenue	50	0	0	0	0
Recovered Costs	\$ 128	0	0	0	0
Intergovernment- Federal ¹	316,024	0	0	0	0
Total Revenues	\$426,673	\$122,635	\$171,705	\$128,178	\$128,178
Local Tax Funding	\$1,978,060	\$2,516,631	\$2,050,673	\$1,991,352	\$2,047,299
FTE Summary	16.01	16.51	17.57	17.57	17.57

¹ FY 2012 federal funding was associated with a Urban Area Security Initiative grant for the County's Bomb Squad.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management Fire Marshal's Office

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Review all submitted development plans for compliance with fire safety regulations.					
Hours required for plans review	85	79	78	78	78
Number of annual plans received and reviewed	57	56	56	56	56
Objective: Minimize fire related deaths that could have been prevented with properly functioning and installed smoke detectors.					
Smoke Alarm Program -- Home alarms requiring service	40	130	50	50	50
Smoke Alarm Program -- Homes visited ²	202	5,197	7,500	202	202
Smoke Alarm Program - Number of alarms installed/replaced	144	463	224	144	144
Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance facilities.					
Total code inspections	1,558	2,146	1,772	2,146	2,146
Total code re-inspections	544	421	532	421	421
Total hours performing code enforcement activities	n/a	3,280	3,600	3,730	3,730
Fire permit revenue	\$105,693	\$121,528	\$121,528	\$121,528	\$121,528
Fire permits issued ³	798	1,230	1,230	1,230	1,230
Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.					
Business, community, and other public outreach hours ⁴	n/a	193	1,600	1,600	1,600
Fire/Life Safety Programs Delivered/Supported ⁴	n/a	61	1,100	1,100	1,100
Objective: Provide rapid and effective response to emergency incidents involving possible or actual IEDs or other explosive incidents and to mitigate all associated hazards.⁵					
Number of devices rendered safe	12	15	15	15	15
Number of emergency bomb squad responses	60	65	94	85	85

¹ Measures with an n/a were new for the year in which numerical data begins.

² This Division focused on visiting and addressing all the homes built prior to establishing a code requiring smoke alarms. As such, in FY 2013 and FY 2014 most of these homes will have been visited by personnel, which results in a decline beginning in FY 2015 back to the FY 2012 and prior levels.

³ The decrease in the number of permits issued in FY 2012 is a result of position turnover throughout the year.

⁴ This measure was implemented mid-year FY 2013 and the decrease is attributed to the Public Education Manager position being vacant for the majority of the fiscal year.

⁵ IEDs refers to Improvised Explosive Devices.



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

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.					
Total incidents investigated	200	308	200	300	300
Total hours investigated ²	n/a	816	820	816	816
Total cases worked	137	99	123	120	120
Total hours spent on investigation activities ²	n/a	3,391	3,500	3,500	3,500

¹ Measures with an n/a were new for the year in which numerical data begins.

² Hours are contingent on the complexity of the incidents investigated.



Fire, Rescue and Emergency Management Office of Emergency Management

Program Goal and Service Description

The Office of Emergency Management Division (OEM) is responsible for facilitating the County's comprehensive emergency management program in accordance with local, state and federal laws, authorities and directives. Areas of focus include activities associated with preparing, responding and recovering from large scale emergencies impacting the community. OEM coordinates the development and ongoing maintenance of supporting plans, policies, procedures, and processes tied to the County's Emergency Operations Plan (EOP) as well as the maintenance of the County's Emergency Operations Center (EOC), which serves as the coordination point for key decision makers providing crisis and consequence management of large scale emergency situations. To ensure personnel are adequately trained in their roles and responsibilities, OEM provides ongoing training and exercise opportunities for personnel assigned to the EOC, community emergency preparedness education through a variety of means, and locally manage the Community Emergency Response Team (CERT) program. Additionally, this Division oversees the County's Special Events Program working with event organizers to ensure safe and successful community events.

Budget Overview

FY 2015 Issues

- Given the County's inclusion in the National Capital Region (NCR), the Division must ensure local emergency preparedness efforts are collaborative with regional partners while balancing the local needs of the community in an effort to meet the local, state and federal guidelines/requirements/mandates pertaining to plans, policies, procedures and processes.
- The Division must continue to focus on identifying the potential replacement funding for personnel costs, ongoing maintenance/replacement of equipment and technology solutions associated with efforts that have been funded through the Urban Areas Securities Initiative (UASI).
- Due to the number of personnel serving as representatives to the County's Emergency Operations Center (EOC), the Division must continue to provide a comprehensive training program that continues to ensure operational readiness of the center and personnel.
- Given the size, scope and complexity of special events occurring throughout the county each year, the Division must continue to enhance the special events program in an effort to create an atmosphere for safe and successful events while minimizing the impact these events have on the surrounding communities.
- Planning for mitigation of natural and manmade disasters, pandemic medical emergencies and prospective acts of terrorism, remains a key focus. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.

FY 2015 Major Work Plan Initiatives

- Continue to revise the County Emergency Operations Plan (EOP), which includes re-alignment of Emergency Support Functions (ESF's), making adjustments to roles and responsibilities given restructuring of a few County departments, and inclusion of new planning guidance as a result of large-scale emergencies impacting communities across the country.
- Continued collaboration with local and regional partners on various committees and working groups to enhance our local/regional emergency preparedness efforts in developing/updating plans, policies, procedures and processes.
- Continue to identify solutions to address the programmatic sustainment costs associated with National Capital Region UASI projects.
- Continue to develop/implement/revise procedures and processes to enhance the capabilities and efficiencies of the EOC.
- Provide measureable training/drills/exercises for EOC personnel to ensure operational readiness of the EOC and personnel.
- Continue working to implement a Special Events ordinance that will enhance the ability to create an atmosphere for safe and successful events while minimizing the impact these events have on the community.

FY 2016 Outlook

- The Division must continue to focus on sustainment of efforts that have been funded through UASI and begin identifying the potential replacement funding for the associated personnel costs, ongoing maintenance/replacement of equipment and technology solutions.
- The Division will need to continue to enhance the special events program in an effort to create an atmosphere for safe and successful events while minimizing the impact these events have on the surrounding communities.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$588,883	\$691,029	\$530,159	\$561,593	\$578,441
Operations & Maintenance	200,592	362,927	186,768	161,635	163,251
Capital Outlay & Capital Acquisitions	16,891	10,046	0	0	0
Total Expenditures	\$806,367	\$1,064,002	\$716,927	\$723,228	\$741,692
Revenues					
Intergovernment- Commonwealth	\$770	\$0	\$0	\$0	\$0
Intergovernment-Federal	218,123	225,032	20,000	108,489	108,489
Other Financing Sources	68,354	76,060	78,610	78,610	78,610
Total Revenues	\$287,248	\$301,092	\$98,610	\$187,099	\$187,099
Local Tax Funding	\$519,119	\$762,910	\$618,317	\$536,129	\$554,593
FTE Summary	5.28	5.33	5.33	5.33	5.33



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Emergency Operations Center (EOC) Usage					
Number of hours EOC activated	148	188	300	300	300
Number of hours EOC is utilized during non-emergencies	1,822	1,436	1,500	1,500	1,500
Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.					
Operational hours	1,070	1,349	1,500	1,500	1,500
Planning hours	2,257	2,594	2,700	2,700	2,700
Training hours	610	482	700	700	750
Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events					
Number of special events	244	281	300	325	350
Number of special events staff hours	1,424	1,051	1,650	1,700	1,750
Special Events-no staff coverage required	23	25	35	35	40



Fire, Rescue and Emergency Management Administrative Services

Program Goal and Service Description

The Administrative Services Division includes program areas which are under the Office of the Chief, which is responsible for management and oversight of the Department. Services and programs that fall under management by the Office of the Chief include: financial management, public affairs, human resources, health and safety, professional standards, and administrative support. Beginning in FY 2015, the Division is responsible for the administration of the EMS Transport Reimbursement Program and the associated 3.00 FTE that are to be funded through program revenues.

Budget Overview

FY 2015 Issues

- The increase in staffing levels and expected rates of employee turnover continue to tax staff responsible for employee recruitment/hiring, promotional process management, and facilitation of disciplinary actions.
- Department services, such as procurement, administrative support, records management, and payroll will continue to increase in demand with the addition of personnel.
- The Division must continue to focus on continued compliance with occupational safety and other industry safety related standards mandates in order to ensure that work environment safeguards are met for health and well-being of Department employees and system members.
- Increased reliance on Departmental staff to process volunteer injury claims and accident investigation necessitates the continuation of an on-call Safety Officer Program to ensure a reliable point of contact 24 hours a day.
- The Department's Officer Development Program for supervisory personnel needs to be developed and expanded commensurate with the generation of future promotional process eligibility lists.
- The expected implementation of a new Combined Fire and Rescue System structure will necessitate programmatic and administrative changes as well as staffing adjustments/enhancements.

FY 2015 Major Work Plan Initiatives

- Recruit and hire/promote quality applicants to fill all authorized positions in a timely manner.
- Meet growing needs in service delivery areas, such as procurement, administrative support, records management, and payroll with current levels of administrative staff support.
- Perform all required disciplinary actions and internal affairs investigations in a fair, just, and comprehensive manner to ensure appropriate and accurate vetting of findings in the context of employee rights, relevant laws, County policies, and Departmental values.
- Develop and maintain a comprehensive health, safety and wellness program to enable a physically fit and psychologically well balanced workforce that targets reduced workers compensation cases.
- Investigate all on the job injuries and accidents involving both career and volunteer personnel and assets to determine cause and implement corrective/preventative measures.
- Continue to provide a comprehensive update and review of existing departmental policies and procedures.
- Update the departmental risk management plan working to address and implement recommendations of the safety and risk assessment consultant in concert with Loudoun County Risk Management staff.
- Develop and implement necessary administrative and procedural policies in order to effectively manage as well as operationalize the quality assurance and training aspects of the EMS Transport Reimbursement Program.

FY 2016 Outlook

- The expected implementation of a new Combined Fire and Rescue System structure will necessitate programmatic and administrative changes as well as staffing adjustments/enhancements.
- Develop programs training programs and community outreach programs to foster greater understanding of cultural diversity.
- The EMS Transport Reimbursement program will continue to be refined based upon program performance and customer feedback.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,673,367	\$1,568,751	\$1,416,358	\$2,095,361	\$2,158,221
Operations & Maintenance	433,431	395,811	445,239	497,491	449,441
Capital Outlay & Capital Acquisitions	0	0	0	81,871	0
Total Expenditures	\$2,106,798	\$1,964,561	\$1,861,597	\$2,674,723	\$2,607,662
Revenues					
Charges For Services	\$1,437	\$1,314	\$0	\$0	\$0
Other Financing Sources ¹	0	0	0	317,809	334,750
Total Revenues	\$1,437	\$1,314	\$0	\$317,809	\$334,750
Local Tax Funding	\$2,105,360	\$1,963,248	\$1,861,597	\$2,356,914	\$2,272,912
FTE Summary²	18.05	13.86	13.86	20.93	20.93

¹ Beginning in FY 2015, all costs associated with the management of the EMS Transport Reimbursement Program are funded through a transfer from the EMS Transport Reimbursement Program Fund. As a result, no local tax funding is required to administer this program.

² The increase in FTE reflects the reassignment of 2.00 FTE from the Asset Management Division, the addition of 3.00 FTE for the management of the EMS Transport Reimbursement Program and an approved enhancement of 2.07 FTE for an Assistant Chief and an Administrative Assistant.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

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

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.					
Percent of error-free pay records submitted	100%	100%	100%	100%	100%
Total timesheets processed	11,548	12,109	12,527	12,981	13,435
Validated payroll record errors	20	19	18	18	18
Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.					
Number of procurements	168	137	200	225	250
Percent of on-time invoiced payments	100%	100%	98%	99%	99%
Percent of procurements executed on-time	98%	100%	95%	95%	95%
Objective: Manage a Human Resources system that meets organizational needs and County HR policies.					
Job applicants hired ¹	10	40	40	35	35
Number of job applicants	1,345	1,300	1,300	1,300	1,300
Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.					
Number of total on-the-job injuries	74	68	75	80	85
Number of responses to emergency calls	704	648	700	725	750
Safety-oriented drill hours	1,645	2,372	2,500	2,750	3,000

¹ The number of applicants hired can fluctuate from year-to year due to the number of approved enhancements positions and the number of vacant positions in any given year.



Fire, Rescue and Emergency Management Asset Management

Program Goal and Service Description

The Asset Management Division ensures critical departmental support services to include planning, facilities development and management, apparatus and fleet management, logistics and supply distribution services, and respiratory protection program management. The Division's Planning and Facilities Section performs strategic risk and trend analysis, development application referrals and plans review, coordination of Department capital construction projects and facility related maintenance, repair, renovation, and asset replacement to include strategic siting, construction, repair, maintenance, and readiness of all rural water supply tanks and dry hydrants. The Division's Apparatus and Fleet Section is responsible for the oversight of apparatus and fleet operations to include specification development, acquisition, maintenance, and repairs to county owned apparatus to ensure uninterrupted around the clock readiness of all response vehicles. The Division's Logistics Section oversees and operates the Fire Rescue Warehouse, ensuring timely and accountable supply receipt and distribution of all departmental equipment, supplies, and materials. The Division's Respiratory Protection Section ensures that all breathing apparatus and geographically distributed compressor locations are maintained in strict accordance with relevant mandates.

Budget Overview

FY 2015 Issues

- The occupancy of several new and renovated stations and facilities (Brambleton/FMO, Kincora, Loudoun Heights, Middleburg, Aldie and the Emergency Communications/E-911 Center) will require oversight punch list remediation. Planning for new stations in Lucketts, Aldie, Kirkpatrick Farms, Round Hill and Leesburg South will be initiated in FY 2015 as will the renovation of the Sterling and Lovettsville stations.
- Facility work orders will continue to increase during FY 2015, given an increasing number of facilities operated by the County and ongoing facility deterioration due to age of a number of volunteer owned worksites.
- Ongoing growth in the size of the Department's fleet of emergency response vehicles, specifically the aging of vehicles, continues to result in fiscal challenges associated with the ability to affordably maintain vehicles in accordance to relevant NFPA standards. Equipment carried on emergency apparatus often has a shorter lifespan than the base vehicle, with no dedicated funding source to replace equipment consistent with corresponding lifespans.
- Funding constraints continue to challenge the Department in keeping up with the level of maintenance of the current facility infrastructure and the replacement of furniture, fixtures and equipment associated with aging facilities.
- The increased utilization of the warehouse as a point of destination for all Departmental and volunteer Fire and Rescue companies is an ongoing trend that will continue to require personnel to be dedicated to program management. The workload of the warehouse currently relies on uniformed Operations staff and available "temporary restricted duty" employees to complete the program's duties.

FY 2015 Major Work Plan Initiatives

- Complete and make operational the new Fire-Rescue Training Center Flashover and Metrorail Props and Command Competencies Lab; the relocated Emergency Communication/E-911 Center; temporary crew facilities at Lovettsville (Station 12); and initiate the renovation of Sterling (Station 11/15) and Lovettsville (Station 12).
- Provide guidance for programming, design, land acquisition and/or construction of pending/future projects including Aldie (Station 7) replacement facility, Lucketts (Station 10) replacement facility, Sterling (Station 11/15) replacement facility, Round Hill (Station 4) replacement facility, Leesburg South F/R station.
- Ensure uninterrupted "around the clock" Departmental operations by maintaining productive and safe working environments at more than 30 worksites, to include oversight of associated facility improvements, building systems and equipment maintenance, furniture and office equipment repair and replacement, facility emergency response and mitigation; and maintain rural water supply assets at more than 75 locations throughout the County to ensure constant readiness.
- Place all new/replacement Fire Rescue vehicles endorsed for purchase in the FY 2013 and FY 2014 budgets into full service within 30 days of manufacturing, while ensuring the Department's frontline and reserve fleet of apparatus is maintained in a uniform and predictable state of constant readiness. Implement further measures to materially reduce apparatus repair and maintenance costs.
- Establish infrastructure sustainability procurement schedules to guide future facility furniture and office equipment replacement and future respiratory protection equipment purchases.
- Maintain all respiratory protection assets in a state of constant readiness, implementing distribution of new SCBA face masks as funding permits.

FY 2016 Outlook

- Funding is required to complete the replacement of 700 self-contained breathing apparatus (SCBA) over a three year, three phase process in order to meet the national standards by 2017.
- Funding constraints could continue to challenge the Division in keeping up with the level of maintenance of the current facility infrastructure and the replacement of furniture, fixtures and equipment associated with aging facilities.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Fire, Rescue and Emergency Management
Asset Management**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$401,295	\$622,286	\$890,859	\$759,900	\$782,697
Operations & Maintenance ¹	611,585	784,478	1,334,797	1,400,694	1,414,701
Capital Outlay & Capital Acquisitions	0	56,589	0	0	185,000
Other Uses of Funds	32,982	0	0	0	0
Total Expenditures	\$1,045,861	\$1,463,353	\$2,225,656	\$2,160,594	\$2,382,398
Revenues					
Permits Privilege and Reg. Licenses	11,108	10,976	11,843	11,544	\$11,544
Total Revenues	\$11,108	\$10,976	\$11,843	\$11,544	\$11,544
Local Tax Funding	\$1,034,753	\$1,452,376	\$2,213,813	\$2,149,050	\$2,370,854
FTE Summary²	3.19	3.19	8.55	7.55	7.55

¹ Operations & Maintenance funding was reallocated in FY 2014 between the Administrative Services and Asset Management Divisions to reflect the reorganization of personnel within the Department implemented between FY 2012 and FY 2013.

² The FY 2015 decrease in FTE reflects the reassignment of 2.00 FTE to the Administrative Services Division and the enhancement of 1.00 FTE for a Fleet Technician permanent position. As a result, the FY 2015 Adopted Fiscal Plan reflects a decrease of 1.00 FTE in this Division.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Fire, Rescue and Emergency Management Asset Management

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Ensure effective service delivery by integrating planning data and analysis of development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals.					
Number of development applications processed	173	204	175	185	195
Number of referral-related activities	1,130	1,449	1,225	1,295	1,365
Percent of on-time development referral submissions	91%	97%	90%	90%	90%
Objective: Ensure uninterrupted readiness of Departmental operations and outfitting of personnel and worksites through effective inventory and supply distribution system management.					
Number of warehouse orders received	4,654	4,528	4,700	4,900	5,100
Percent of on-time warehouse deliveries	98%	100%	95%	95%	95%
Objective: Provide necessary facilities to facilitate strategic goals and essential service delivery through Department-level facility project management of new construction or leased facility build-out and outfitting.					
Number of current projects	16	8	14	11	10
Percent of project milestones	75%	66%	70%	75%	80%
Square feet of current projects at existing facilities	81,076	66,700	83,400	66,500	90,000
Objective: Ensure a safe and productive work environment is consistently provided for Departmental employees and volunteer personnel by maintaining existing Department facilities and occupied worksites in a state of readiness.					
Cumulative square feet of facilities supported	345,765	353,856	411,256	436,756	486,256
Number of currently active projects-current facilities	80	68	70	70	70
Number of facilities supported	36	38	41	43	46
Number of facility repair requests	8,257	7,269	7,000	8,000	8,700
Number of facility-related work orders	1,142	1,644	1,800	1,900	2,000
Square footage of current projects at existing facilities	13,200	18,500	17,900	19,500	20,000
Objective: Ensure uninterrupted readiness of Departmental operations and outfitting of personnel and worksites through effective inventory and supply distribution system management.					
Number of Apparatus Maintained	38	42	44	45	46
Number of Fleet Vehicles Maintained	98	99	98	98	98
Objective: Protect life of personnel responding to incidents.					
Number of Self-Contained Breathing Apparatus (SCBA) units receiving Flow test	612	659	659	665	670
Number of SCBA units repaired	541	514	550	600	650
Percentage of SCBA units tested and certified	100%	100%	100%	100%	100%
SCBA units available for usage	612	659	659	665	670





Juvenile Court Service Unit

Juvenile Court Service Unit

Juvenile Court Service Unit



Juvenile Court Service Unit

Mission Statement

The Juvenile Court Service Unit assists the Virginia Department of Juvenile Justice with protecting the public by preparing court involved youth to be successful citizens.

Description

The Juvenile Court Service Unit (JCSU) is a statutorily mandated agency which performs professional supervision and services for juvenile offenders. The JCSU has three basic components: 1) Intake, the "taking in" and processing of charges against juveniles and domestic relations complaints, including custody, support, visitation and domestic violence; 2) Probation, restoring juveniles to law abiding behavior and supporting their families by providing supervision and structure; and 3) Special Programs, an array of specialized services to restore juveniles and their families to law abiding behavior. These programs and services include alcohol/substance abuse suppression, shoplifting deterrent program, anger management, detention alternatives, gang intervention and re-entry, mediation, post dispositional detention placement, prevention/intervention groups, restitution, restorative justice, and programs for serious offenders.

Budget Overview

FY 2015 Issues

- Maintaining and expanding gang suppression activities at the local and regional level are concerns due to increased gang activity in the region and locality. This is reflected in the number of known gang members supervised by the JCSU. In 2010, 28 gang members were supervised; in 2013, 35 were supervised.
- Domestic relations cases increased in FY 2013 by 11%, including custody, support, visitation and domestic violence. These cases continue to increase, which impacts service delivery and distribution of personnel resources.
- Very low commitment rates requires treating juveniles locally, requiring collaborative partnerships working with law enforcement, behavioral health providers, schools, social services and other agencies.

FY 2015 Major Work Plan Initiatives

- Continue to expand effective non-judicial alternatives to be used as diversions from Court.
- Focus resources on juveniles that are serious or high risk offenders and address their delinquent behaviors.
- Continue to develop an array of graduated sanctions to ensure accountability for juveniles' actions.
- Explore with the collaborative agencies an expansion of services designed to reduce secure detentions while maintaining public safety. The programs identified include: female offender programming and re-entry programming.
- Continue use of the Youth Assessment Screening Instrument (YASI) and the Detention Assessment Instrument (DAI) to guide detention and treatment decisions.
- Initiate identification and intervention strategies locally and regionally to prevent and respond to increased gang involvement.
- Increase monitoring services for civil domestic violence cases by the Family Abuse Officer through use of interns who can assist in the monitoring efforts for those cases post-court action to ensure that protective orders are being observed.
- Continue to offer and develop new varieties of services and programs to build skills and competencies to enable juveniles, under the supervision of the Court Service Unit, to become law abiding members of the community.
- Continue to maintain high visibility in the community and work closely with law enforcement in supervision of serious offenders.
- Continue to educate staff on Juvenile Detention Alternatives Initiative (JDAI) principles.

FY 2014 Major Achievements

- Opened the Evening Reporting Center as a collaborative effort with partnering agencies.
- Established effective and efficient methods of supervision through improved information from the Department of Juvenile Justice, which assisted in understanding the offender population.
- Supervised Release Program (SRP) continues to be a cost effective and successful program. A day at the Juvenile Detention Center costs approximately \$250 per day as opposed to SRP which costs \$35 per day.
- Continued to achieve high juvenile diversion rates of 32% in FY 2011 (compared to the State average of 21.4%), 33% in FY 2012 (compared to the State average of 20.5%) and 34% in FY 2013 (compared to the State average of 12.2%) primarily through the use of shoplifting classes, Restorative Justice, and anger management classes.
- Continued implementation of the Juvenile Detention Alternatives Initiative (JDAI). Pre-dispositional detentions were down in 2013 to 141, from a high in 2004 of 432.

FY 2016 Outlook

- In order to handle the increasing number of intakes, JCSU will need to concentrate on continued diversion programs from Court. Increased diversion rates require resources and monitoring.
- Resources will continue to be concentrated on high risk offenders.
- JCSU will maintain the use of the Detention Assessment Instrument (DAI) as a guide in assessing the need to place juveniles in detention and the Youth Assessment Screening Instrument (YASI) for case planning.
- Collaboration with collateral agencies to more efficiently serve the needs of Loudoun's youth will be increased.
- JCSU will continue cooperation with other County and State agencies in use of the Juvenile Detention Alternatives Initiative (JDAI) in order to detain only those youth who are a risk to themselves or others.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Juvenile Court Service Unit

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,538,720	\$1,673,612	\$1,691,621	\$1,679,486	\$1,707,118
Operations & Maintenance	218,207	248,487	326,471	318,873	322,061
Capital Outlay & Capital Acquisitions	5,104	0	0	0	0
Total Expenditures	\$1,762,031	\$1,922,099	\$2,018,092	\$1,998,359	\$2,029,179
Revenues					
Miscellaneous Revenues	\$0	\$76	\$0	\$0	\$0
Total Revenues	\$0	\$76	\$0	\$0	\$0
Local Tax Funding	\$1,762,031	\$1,922,023	\$2,018,092	\$1,998,359	\$2,029,179
County FTE	19.79	19.79	19.79	18.72	18.72
State FTE	13.47	13.47	13.47	13.47	13.47
FTE Summary	33.26	33.26	33.26	32.19	32.19

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Juvenile Court Service Unit includes a decrease of \$19,733 in local tax funding and 1.07 FTE. Personnel expenditures decreased by a net of \$12,135 as a result of the Board's elimination of 1.07 FTE for a Gang Re-Entry Officer, which was offset by the Board approved average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and maintenance expenditures decreased by \$7,598 due to a decrease in central services vehicle replacement charges.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Juvenile Court Service Unit includes an increase in Personnel of \$27,632 or three percent and an increase in Operations and Maintenance of \$3,188 or one percent over the FY 2015 Adopted Budget. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$30,820.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Juvenile Court Service Unit

Program Objectives and Performance Measures ¹	FY2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Continue to maintain high quality probation and parole services.					
Number of youth committed to DJJ or receiving parole services	n/a	n/a	5	5	5
Number of after-hours probation contacts with law enforcement	n/a	n/a	250	275	300
Number of youth receiving probationary services	2,167	2,025	2,350	2,350	2,400
Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.					
Percent of domestic relations complaints resulting in unofficial action or diversion	45%	49%	45%	45%	45%
Total number of juvenile criminal intakes	n/a	1,173	1,200	1,290	1,420
Total number of civil domestic violence complaints issued	539	545	550	560	570
Total number of domestic relations complaints issued	2,153	2,452	2,500	2,750	3,000
Total number of juvenile criminal complaints issued	1,931	1,802	2,000	1,980	2,180
Percent of juvenile complaints diverted or unofficial	33%	34%	35%	35%	35%
Objective: Continue to provide alternatives to detention by utilizing Supervised Release Program.					
Annual cost savings Supervised Release Program vs. Juvenile Detention Center	\$1,302,392	\$1,418,000	\$1,500,000	\$1,500,000	\$1,500,000
Average per diem for Juvenile Detention Center	\$240	\$240	\$240	\$250	\$250
Average per diem for Supervised Release Program	\$29.53	\$30.55	\$30.00	\$31.00	\$32.00
Electronic monitoring - number of days equipment usage	3,455	4,233	4,500	4,800	5,100
House arrest - number of days served	2,635	1,999	2,650	2,650	2,650
Outreach program - number of days served	927	538	950	600	600
Percent of juvenile recidivism while in Supervised Release Program	0.0%	0.0%	1.0%	1.0%	1.0%
Supervised Release Program - Number of youth served	333	327	350	350	360

¹ Measures with n/a were new for the fiscal year in which numerical data begins.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Juvenile Court Service Unit

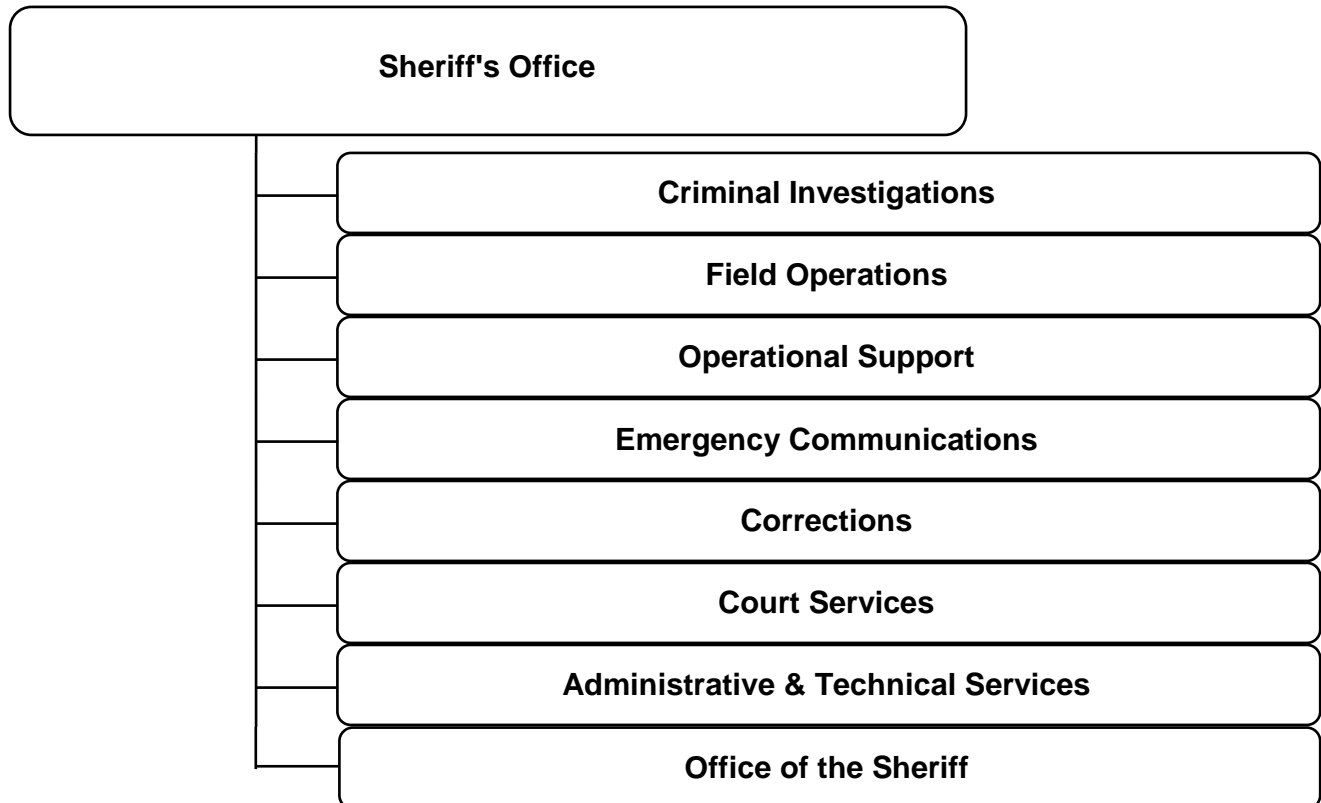
Program Objectives and Performance Measures ¹	FY2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Offer effective non-judicial alternatives to intake diversion, criminal and civil, by continuing to develop alternatives to formal court adjudication.					
Total number of youth who completed the Anger Management Program ¹	n/a	n/a	40	50	50
Annual percent of cases returning to court with new offenses within one year of program	5.0%	4.6%	4.0%	4.0%	4.0%
Number of completed shoplifting deterrent program participants	n/a	75	80	85	95
Successful Restorative Justice cases (agreement made and completed)	230	195	253	250	250
Total number of Restorative Justice Cases	243	315	265	325	330

¹ Measures with n/a are new for the fiscal year in which numerical data begins.





Sheriff's Office





Sheriff's Office

Mission Statement

The Loudoun County Sheriff's Office strives to continuously improve safety and law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency and professionalism.

The Sheriff's Office works interactively with federal, state and other local law enforcement authorities to vigorously and fairly enforce criminal laws by sharing capabilities, strategies and assets. The Sheriff's Office partners with community service groups and human services agencies to implement strategies that improve the quality of life for County residents, businesses and visitors. Finally, the Sheriff's Office engages the community through courteous and proactive outreach and communication and works diligently to constantly improve professionalism.

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, the Emergency Communications Center and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Operational Support Division. The Office of the Sheriff oversees the activities and programs of all divisions.

Budget Overview

FY 2015 Issues

- Calls for service are expected to increase with the construction of Loudoun One, Metro Silver Line and additional housing developments; this increase will significantly stretch current resources.
- Maintaining the current level of service for the Traffic Safety Section without additional personnel presents severe difficulties when accounting for County population growth, the increased number of roadways, additional residential and housing structures, and an increase in the number of schools.
- Maintaining the agency and specialty units' operational readiness and emergency preparedness for natural disasters and security and terrorist threats will be difficult to accomplish without additional overtime funding for training and exercises.
- There is a continual increase in the number of inmates that are the responsibility of the Virginia Department of Corrections (DOC). Those inmates have received sentences that require prison terms yet still reside in the Adult Detention Center. This issue is widespread and common for other localities as well. Staff continues to work with the DOC to resolve this issue, but the challenge of moving convicts into the DOC prison system continues as the state struggles with completing this task in a timely manner.
- The Administrative and Technical Services Division will continue to be challenged to support the other divisions within the agency and manage the training, firearms/ammunition, uniforms, supplies, technology, and internal financial functions if staffing increases are not commensurate with the escalation in workload.
- Due to the overwhelming use of technology and social media, it is increasingly difficult to maintain the integrity of an investigation. Suspects, witnesses and victims all utilize social media to communicate and exchange information. This poses drastic challenges for law enforcement to protect vital information relating to criminal investigations/cases.

FY 2015 Major Work Plan Initiatives

- Continue to utilize and train squad level Crime Scene Technicians to assist the Crime Scene Unit (CSU) on large crime scenes. Additionally, continue to cross train squad level/field Crime Scene Technicians with the same level of training of the Crime Scene Investigators within the CSU. This will prepare the squad level technicians for large scale scenes as well as provide assistance for CSU during personnel shortages.
- Provide safety and law enforcement services to the communities in Loudoun County through the station service area concept of the four Sheriff's Stations located in the Eastern, Ashburn, Dulles South and Western regions of the County.
- Continue efforts to reduce the number of fatal, personal injury and property damage accidents by educating the public about texting while driving and impaired driving and by conducting sobriety checkpoints. The enforcement of traffic laws and ensuring that commercial motor vehicles and drivers operating on the roadways are in compliance with the safety regulations set forth by the Federal Motor Carrier Safety Administration are critical.
- Evaluate benefits and shortcomings of merging or reorganizing LCSO and Fire/Rescue Emergency Communications Center.
- Continue to work with the DOC on the newly implemented "batch processing" Local Inmate Data System (LIDS) until all glitches are resolved.
- Seek final approval for part-time positions to supplement courthouse staffing to reduce the need for overtime.
- Work with County staff during the construction of the new Sheriff's Office Firing Range.
- Continue to provide timely and accurate information to the public and engage the community in public safety issues by utilizing new communications technology and social media.



Sheriff's Office

FY 2014 Major Achievements

- Adjusted Deputy work schedules to reduce overtime.
- Initiated online incident reporting, saving \$126,000 in local tax funds.
- Partnered with other law enforcement agencies to encourage third party trainers to conduct training locally to reduce training costs.
- Enhanced partnerships with State, Local and Federal agencies.
- Redesigned the Master Deputy Program to allow for lateral transfers without penalty, which shortens time-in-grade to next promotion and allows for a more efficient organizational structure. This redesign also aligns pay with increased supervisory responsibility and encourages leadership career paths.
- Secured \$34,000 from State Asset Forfeiture Funds to continue Crisis Intervention Team (CIT) Training.
- Recognized for hiring and retaining veterans through Virginia Values Veterans (V3) Initiative by receiving the Silver and Bronze Certifications.
- Initiated the "No Texting and Driving" Campaign with Loudoun County Public Schools and Monroe Tech to address dangers of texting while driving.
- Adjusted the Rapid Response Unit (RRU) to help with specialty assignments by adjusting schedules to provide coverage without incurring overtime.
- Transformed LCSO website to be available in 79 languages.

FY 2016 Outlook

- The trend of increasing electronic/computer related crimes as well as electronic/computer related evidence is expected to continue into FY 2016, which will strain staff in the Computer Forensic Unit.
- The pending development of Loudoun One and the Dulles Corridor Metrorail Silver Line, as well as continued residential construction will require additional personnel and equipment to meet service demands.
- In FY 2016 another high school will be opening, which will require the addition of one School Resource Officer (SRO). This will bring the total number of School Resource Officers needed to staff all middle and high schools to 24. Another SRO sergeant would be requested to maintain an appropriate supervisor to employee span of control.
- LCSO will coordinate and plan with the United States Secret Service and federal officials for the Presidential campaign visits that will include or impact Loudoun County.
- In order to achieve Association of Public-Safety Communications Officials (APCO) accreditation for the Loudoun County Public Safety Answering Point (PSAP), which is part of the ECC, the Office may need additional resources.
- The firing range is scheduled to open in the Spring of 2016.
- The Office will request an additional Internal Affairs and Administrative Assistant position for Office of the Sheriff to ensure proper professional services are being provided.
- It is unknown if federal Urban Areas Security Initiative (UASI) funding for projects will continue in FY 2016. If the funding is discontinued, localities will have to fund the operational and maintenance costs for several projects, including Automated Fingerprint Identification System (AFIS), Law Enforcement Information Exchange (LINX) and the License Plate Reader (LPR) projects.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$59,690,466	\$62,765,874	\$64,242,426	\$67,411,875	\$69,809,618
Operations & Maintenance	13,364,591	11,274,520	11,986,328	12,753,825	12,964,362
Capital Outlay & Capital Acquisitions	602,736	705,053	161,720	532,470	159,795
Other Uses of Funds	120,476	140,763	0	0	0
Total Expenditures	\$73,778,270	\$74,886,210	\$76,390,474	\$80,698,170	\$82,933,775
Revenues					
General Property Taxes	\$0	\$246,468	\$249,173	\$192,166	\$192,166
Other Local Taxes	4,748,268	4,825,843	4,880,000	4,800,000	4,800,000
Permits Privilege Fees & Reg Licenses	236,351	257,279	210,700	235,700	235,700
Fines & Forfeitures	2,182,087	2,175,120	2,730,324	1,680,000	1,680,000
Use of Money & Property	212	93	150	100	100
Charges for Services	589,580	581,248	680,167	588,667	588,667
Miscellaneous Revenue	12,313	32,320	0	0	0
Recovered Costs	1,061,994	1,251,557	1,424,500	1,337,000	1,337,000
Intergovernment-Commonwealth	10,364,351	11,930,026	12,713,691	12,554,799	12,554,799
Intergovernment- Federal	1,671,032	444,134	15,000	15,000	15,000
Other Financing Sources	0	23,537	0	0	0
Total Revenues	\$20,866,189	\$21,767,626	\$22,903,705	\$21,403,432	\$21,403,432
Local Tax Funding	\$52,912,081	\$53,118,584	\$53,486,769	\$59,294,738	\$61,530,343
FTE Summary	745.48	746.55	746.55	764.18	771.66

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Sheriff's Office includes an increase of \$5,807,969 in local tax funding. This increase is due to approved enhancements totaling \$2,067,782 and 17.63 FTE and a \$1,500,273 reduction in revenue. Approved enhancements include \$361,658 and 2.24 FTE for two School Resource Officers for two new schools opening in the Fall of 2014, \$586,216 and 6.72 FTE for Adult Detention Center staffing, \$112,104 and 1.07 FTE for a civilian Computer Forensic Analyst, \$144,033 and 1.12 FTE for a Financial Crimes Detective, \$75,730 and 1.00 FTE for a civilian Technology Systems Administrator, \$65,999 and 1.00 FTE for a civilian Property Clerk at the Adult Detention Center and \$722,042 and 4.48 FTE for four Dulles South service area deputies.

Other increases in Personnel include an increase of \$1,050,099 related to changes to the Master Deputy Program approved by the Board of Supervisors during FY 2014, as well as a Board approved average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. In addition, beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. These increases are offset by a base reduction of \$1,200,000 to remove the funding provided to the Sheriff's Office in FY 2014 to offset the prior vacancy savings target. Operations and maintenance increases are due to costs associated with the approved enhancements and a base increase of \$327,889 for the ConMed health contract and catastrophic illness costs at the Adult Detention Center. Capital outlay reflects a net increase of \$370,750 due to the approved enhancements. Revenues reflect a decrease of \$1,500,273 largely associated with a projected decrease in court fines and forfeitures.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



Sheriff's Office

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Sheriff's Office includes a base three percent Personnel increase and a base one percent Operations and Maintenance increase over the FY 2015 Adopted Fiscal Plan. The Western Loudoun Sheriff's Station is projected to open in FY 2016 and the Ashburn Sheriff's Station is projected to open during FY 2017. Due to the timing of the opening of Ashburn Station (Fall 2016), staff will likely be requested as mid-year enhancements for FY 2016; vehicle and equipment costs would be requested for FY 2017. Personnel costs for both stations in FY 2016 are estimated at \$375,387 and 7.48 FTE, with operating costs of \$82,177 and capital outlay costs of \$67,275. Operating costs for new facilities opening in FY 2016 are inclusive of General Services' operating expenditures that are generally shown in the Department of General Services programs in the year of appropriation. In FY 2016, Sheriff's Office Personnel costs are estimated at \$69,809,618 with 771.66 FTE, Operations and Maintenance costs are estimated at \$12,964,362 and Capital is estimated at \$159,795. Revenues are held at FY 2015 levels for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$2,235,605.

Budget History

FY 2013: The Board approved a net increase from FY 2012 to FY 2013 of 1.07 FTE as a result of the addition of 4.19 FTE (1.12 FTE for a School Resource Officer at John D. Champe High School, 1.07 FTE for a Computer Forensic Analyst, 1.00 FTE for a Special Investigations Crime Analyst and 1.00 FTE for a Senior Cook at the ADC) and the elimination of 3.12 FTE (1.12 FTE for the Adult Drug Court Deputy and 2.00 FTE, an Administrative Assistant and a Crime Analyst at the Western Loudoun Substation).



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Sheriff's Office

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Criminal Investigations	\$8,477,543	\$7,150,923	\$7,295,720	\$8,616,619	\$8,821,689
Field Operations	22,453,267	22,454,962	24,668,824	24,616,707	25,555,826
Operational Support	9,789,538	11,216,705	11,006,757	10,602,717	10,777,743
Emergency Communications	2,919,983	3,330,822	3,511,425	3,648,585	3,756,957
Corrections	19,255,442	18,484,773	18,325,005	19,802,959	20,290,847
Court Services	3,906,840	4,132,197	4,215,041	4,170,214	4,294,256
Administrative & Technical Services	5,433,649	6,314,880	6,022,225	6,930,698	7,059,792
Office of the Sheriff	1,542,007	1,800,948	1,345,477	2,309,671	2,376,665
Total Expenditures	\$73,778,270	\$74,886,210	\$76,390,474	\$80,698,170	\$82,933,775
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Criminal Investigations	\$2,326,781	\$1,350,817	\$1,264,503	\$1,248,902	\$1,248,902
Field Operations	4,523,867	4,584,004	4,286,102	3,751,800	3,751,800
Operational Support	3,212,267	3,025,985	3,781,935	3,149,523	3,149,523
Emergency Communications	5,002,344	4,760,900	4,880,000	4,800,000	4,800,000
Corrections	3,167,154	6,064,271	6,540,688	6,534,072	6,534,072
Court Services	1,375,502	498,171	607,907	507,907	507,907
Administrative & Technical Services	911,235	1,160,005	1,204,556	1,077,438	1,077,438
Office of the Sheriff	347,039	323,472	338,014	333,790	333,790
Total Revenues	\$20,866,189	\$21,767,626	\$22,903,705	\$21,403,432	\$21,403,432
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Criminal Investigations	\$6,150,762	\$5,800,106	\$6,031,217	\$7,367,717	\$7,572,787
Field Operations	17,929,400	17,870,957	20,382,722	20,864,907	21,804,026
Operational Support	6,577,271	8,190,720	7,224,822	7,453,194	7,628,220
Emergency Communications	(2,082,362)	(1,430,078)	(1,368,575)	(1,151,415)	(1,043,043)
Corrections	16,088,288	12,420,502	11,784,317	13,268,887	13,756,775
Court Services	2,531,338	3,634,027	3,607,134	3,662,307	3,786,349
Administrative & Technical Services	4,522,414	5,154,874	4,817,669	5,853,260	5,982,354
Office of the Sheriff	1,194,968	1,477,476	1,007,463	1,975,881	2,042,875
Total Local Tax Funding	\$52,912,081	\$53,118,584	\$53,486,769	\$59,294,738	\$61,530,343
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Criminal Investigations	71.08	73.20	64.24	79.18	79.18
Field Operations	269.60	265.36	240.72	244.08	251.56
Operational Support	70.37	70.39	103.99	95.71	95.71
Emergency Communications	46.80	46.80	46.80	46.80	46.80
Corrections	188.79	189.84	189.84	196.44	196.44
Court Services	48.80	48.80	48.80	47.80	47.80
Administrative & Technical Services	37.56	40.68	43.68	45.68	45.68
Office of the Sheriff	12.48	11.48	8.48	8.48	8.48
Total FTE	745.48	746.55	746.55	764.18	771.66



Sheriff's Office Criminal Investigations

Program Goal and Service Description

The Criminal Investigations Division (CID) provides intensive follow up investigation of criminal cases referred from the Field Operations Division that are not resolved during the initial response by patrol personnel. CID also initiates its own investigations and investigates referrals from other government agencies, including the Department of Family Services and the Commonwealth's Attorney's Office. CID consists of four major sections: Crimes Against Persons; Auto Theft Unit; Financial Crimes; and the Tactical Enforcement Unit (TEU) focusing on Vice, Narcotics and Gangs.

Budget Overview

FY 2015 Issues

- Cases relating to financial crimes, specifically computer/internet based frauds and thefts are increasing significantly and stretching available resources. The Board approved enhancement of an additional Financial Crimes detective should aid in alleviating the workload.
- Cases relating to computer/internet based sex crimes, specifically related to the possession and distribution of child pornography, continue to increase due to the accessibility of social media and electronic devices.
- Due to the increase of electronic data/evidence, the ability to store this evidence for chain of custody is a constant challenge. Storage banks, computers, and hard drives are extremely costly.
- Due to the overwhelming use of technology and social media, criminal investigations are increasingly becoming more difficult with regards to maintaining the integrity of an investigation. Suspects, witnesses and victims all utilize social media to communicate and exchange information. This poses drastic challenges for law enforcement to protect vital information relating to criminal investigations/cases.

FY 2015 Major Work Plan Initiatives

- Seek to improve and expand criminal investigations relating to on-line child predators and sex offenders by participating full time with the Northern Virginia Internet Crimes Against Children Task Force.
- Continue to identify and target mid to upper level Drug Trafficking Organizations, specifically the distribution of synthetic narcotics, heroin, cocaine and the illegal distribution of prescription narcotics.
- Maintain participation in regional and federal task force programs. These include Drug Enforcement Agency Task Force, USSS Metro Fraud Task Force, Northern Virginia Gang Task Force, Internet Crimes Against Children Task Force, Northern Virginia Human Trafficking Task Force and FBI Innocent Images, Joint Terrorism and Domestic Terrorism Task Forces.
- Continue to utilize and train squad level Crime Scene Technicians to assist the CSU unit on large crime scenes. Additionally, continue to cross train squad level/field Crime Scene Technicians with the same level of training of the Crime Scene Investigators within the CSU unit. Training will include death investigation, impression evidence and bullet trajectory analysis. This will prepare the squad level technicians for large scale scenes as well as provide assistance for CSU for personnel shortages.

FY 2016 Outlook

- The Sheriff's Office expects a continual increase in electronic/computer related crimes as well as electronic/computer related evidence.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office Criminal Investigations

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$6,527,879	\$6,227,550	\$6,406,874	\$7,683,918	\$7,914,435
Operations & Maintenance	1,879,449	923,373	888,846	898,271	907,254
Capital Outlay & Capital Acquisitions	11,598	0	0	34,430	0
Other Uses of Funds	58,617	0	0	0	0
Total Expenditures	\$8,477,543	\$7,150,923	\$7,295,720	\$8,616,619	\$8,821,689
Revenues					
Permits Privilege Fees and Regulatory Licenses	1,200	400	1,200	1,200	1,200
Recovered Costs	0	8,953	0	0	0
Intergovernment- Commonwealth	\$1,178,932	\$1,190,819	\$1,248,303	\$1,232,702	1,232,702
Intergovernment- Federal	1,146,649	150,645	15,000	15,000	15,000
Total Revenues	\$2,326,781	\$1,350,817	\$1,264,503	\$1,248,902	\$1,248,902
Local Tax Funding¹	\$6,150,762	\$5,800,106	\$6,031,217	\$7,367,717	\$7,572,787
FTE Summary¹	71.08	73.20	64.24	79.18	79.18

¹ The FY 2015 Adopted Fiscal Plan for the Criminal Investigations Division includes an increase of \$1,336,500 in local tax funding and 14.94 FTE, attributable to approved enhancements of \$241,931 and 2.19 FTE; as well as 10.52 FTE for the Crime Scene Unit, which was transferred from the Operational Support Division and 2.24 FTE from other divisions.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Criminal Investigations**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Major Crimes-Strive to maintain a 100% closure rate relating to all Internet Crimes Against Children (ICAC) cases.					
Number of ICAC cases per Detective	n/a	n/a	13.6	14.1	14.6
Number of ICAC cases	n/a	n/a	82	85	88
Objective: Major Crimes- Achieve a case closure rate for Uniform Crime Reporting Index Crimes (UCR) of 30% (greater than the national average of 21%) and maintain an overall case closure rate for all cases investigated of 60%.					
Major Crimes Division closure rate	44%	45%	45%	60%	60%
Number of crimes against persons cases per investigator	59	50	51	52	53
Number of crimes against persons cases	809	745	760	775	791
Number of financial crimes cases per investigator	63	67	69	70	71
Number of financial crimes cases	501	539	550	561	571
Number of property crimes cases per investigator ²	60	64	37	75	80
Number of property crimes cases	497	451	75	530	550
Objective: Vice/Narcotics- Achieve 100% closure rate for narcotics & special investigations cases.					
Narcotics closure rate	84%	68%	100%	100%	100%
Number of Vice/Narcotic cases	n/a	464	580	500	520
Number of Vice/Narcotic cases per investigator ³	n/a	52	58	55	60
Objective: Crime Scene Unit- Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.					
Additional processing of evidence requested	22	61	67	74	80
Calls for CSI processing including Field evidence techs ⁴	487	729	744	757	772
Objective: Computer Forensics Unit - Perform forensic exams on electronic evidence.					
Number of cell phone/tablets examinations	n/a	250	330	435	584
Number of computer examinations	31	45	60	80	106
Number of video examinations ⁵	3	25	40	64	102

¹ Measures with n/a are new for the fiscal year in which numerical data begins.

² In FY 2014, eight property crimes detectives were reassigned to specific Sheriff Substations. Those measures are now reported under the assigned station's measures in the Field Operations Division.

³ Due to the reorganization of the Vice/Narcotics Unit and the Gang Intelligence Unit into the Tactical Enforcement Unit, as well as full year vacancies, cases were not distributed evenly among investigators.

⁴ The increase in CSI processing from FY 2012 to FY 2013 is due to increases in residential and business population in the county which resulted in an increase in requests for CSI processing. Additionally, a change in reporting has captured the CSU workload more accurately.

⁵ The increase in the number of video examinations is the result of technological advances which have allowed for more information to be captured in a video format and used for criminal investigations.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office Field Operations

Program Goal and Service Description

The Field Operations Division is responsible for the initial response to all calls for service and patrols in the County 24 hours a day, 365 days a year. Included in those responses are criminal and traffic investigations, arrests, community relations, warrant services, community policing, and proactive patrol. In addition to patrol duties, the Community Policing, Domestic Violence, Executive Detail, Station Property Crimes Detectives and Dulles Town Center 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 Operational Support when program service demands exceed current capabilities. Support is also provided to the Purcellville, Leesburg and Middleburg Police Departments, the Virginia State Police, Metropolitan Washington Airport Authority Police, Animal Services, Virginia Department of Alcohol Beverage Control and Federal law enforcement agencies.

Budget Overview

FY 2015 Issues

- Calls for service are expected to increase with the construction of Loudoun One, Dulles Corridor Metrorail Silver Line and additional housing developments, which will significantly stretch current resources.

FY 2015 Major Work Plan Initiatives

- Provide safety and law enforcement services to the communities in Loudoun County through the station service area concept of the four Sheriff's Stations located in Eastern, Ashburn, Dulles South and Western regions of the county.
- Complete construction of the Western Loudoun Station and prepare for opening in the summer of 2015.
- Complete design and begin construction of the Ashburn Station and prepare to open in the fall of 2016.
- Continue to train field deputies in Crisis Intervention Team Training to enhance options involving the mentally ill.

FY 2016 Outlook

- The pending developments of Loudoun One and the Dulles Corridor Metrorail Silver Line, as well as continued residential construction will require the need for additional personnel and equipment to meet service demands.
- Staffing increases will be needed related to service demand increases, expected facilities opened (Western Loudoun and Ashburn Stations), potential legislative changes and potential Board priorities.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$18,730,047	\$19,003,427	\$20,731,326	\$20,589,655	\$21,582,731
Operations & Maintenance	3,476,128	3,344,975	3,911,998	3,784,972	3,905,820
Capital Outlay & Capital Acquisitions	218,866	106,560	25,500	242,080	67,275
Other Uses of Funds	28,226	0	0	0	0
Total Expenditures	\$22,453,267	\$22,454,962	\$24,668,824	\$24,616,707	\$25,555,826
Revenues					
Permits Privilege Fees and Regulatory Licenses	\$0	\$400	\$0	\$0	\$0
Fines and Forfeitures	1,365,674	1,311,489	1,530,324	1,030,000	1,030,000
Charges For Services	3,485	4,668	5,010	5,410	5,410
Miscellaneous Revenue	0	7,396	0	0	0
Intergovernment- Commonwealth	3,063,766	3,260,051	2,750,768	2,716,390	2,716,390
Intergovernment- Federal	90,942	0	0	0	0
Total Revenues	\$4,523,867	\$4,584,004	\$4,286,102	\$3,751,800	\$3,751,800
Local Tax Funding	\$17,929,400	\$17,870,957	\$20,382,722	\$20,864,907	\$21,804,026
FTE Summary¹	269.60	265.36	240.72	244.08	251.56

¹ FY 2015 Adopted Fiscal Plan for the Field Operations Division includes enhancements of 4.48 FTE for Dulles South Service Area deputies.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Field Operations**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Domestic Violence (DV) -Reduce the number of high risk and repeat domestic violence cases.					
Number of domestic abuse/assault cases investigated	1,470	1,286	1,298	1,311	1,325
Objective: Dulles Town Center -Maintain safety and security of employees and patrons for Dulles Town Center (DTC) mall, Dulles Eastern Plaza (DEP) and Dulles Crossing Plaza (DCP).					
Annual number of calls responded to at the DTC Mall, DEP and DCP	2,424	2,378	2,425	2,573	2,622
Annual number of calls responded to DTC mall, DEP and DCP per deputy	504	476	485	515	524
Objective: Ashburn Station –Strive to continuously improve safety & law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency and professionalism.					
Annual average calls for service per deputy of Station Service Area	1,104	967	1,015	1,066	1,117
Annual calls for service for Station Service Area	55,224	45,443	47,715	50,101	52,501
Average response time for emergency calls for Station (min:sec)	7:56	7:37	7:37	7:37	7:37
Average response time for non-emergency calls for Station (min:sec)	12:59	13:01	13:01	13:01	13:01
Number of Community Policing service incidents for Station	n/a	522	548	575	604
Number of miles covered for Station Service Area	36	36	36	36	36
Number of patrol deputies for Station Service Area	38	47	47	47	47
Number of property crimes cases in Station Service Area	128	136	146	156	167
Number of property crimes cases per detective for Station	n/a	68	49	52	56
Population served by Station Service Area	84,972	87,153	87,073	89,979	91,395

¹ Measures with n/a are new for the fiscal year in which numerical data begins.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Field Operations**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Dulles South Station - Strive to continuously improve safety & law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency and professionalism.					
Annual average calls for service per deputy of Station Service Area	952	881	925	971	1,020
Annual calls for service for Station Service Area	36,184	33,488	35,162	36,920	38,766
Average response time for emergency calls for Station (min:sec)	10:59	9:48	9:48	9:48	9:48
Average response time for non-emergency calls for Station (min:sec)	15:02	14:12	14:12	14:12	14:12
Number of Community Policing service incidents for Station ¹	n/a	n/a	123	258	271
Number of miles covered for Station Service Area	116	116	116	116	116
Number of patrol deputies for Station Service Area	50	38	38	38	38
Number of property crimes cases in Station Service Area	84	109	117	125	134
Number of property crimes cases per detective for Station	n/a	55	59	63	67
Population served by Station Service Area	73,184	79,790	84,625	91,374	97,166
Objective: Eastern Loudoun Station - Strive to continuously improve safety & law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency and professionalism.					
Annual average calls for service per deputy of Station Service Area	1,120	1,050	1,082	1,114	1,148
Annual calls for service for Station Service Area	72,854	63,012	64,902	66,849	68,854
Average response time for emergency calls for Station (min:sec)	6:44	7:18	7:18	7:18	7:18
Average response time for non-emergency calls for Station (min:sec)	11:11	11:26	11:26	11:26	11:26
Number of Community Policing service incidents for Station	n/a	857	882	908	935
Number of miles covered for Station Service Area	27	27	27	27	27
Number of patrol deputies for Station Service Area	65	60	60	60	60
Number of property crimes cases in Station Service Area	187	127	133	140	147
Number of property crimes cases per detective for Station	n/a	64	67	70	74
Population served by Station Service Area	79,812	80,235	80,036	80,716	80,942

¹ Measures with n/a are new for the fiscal year in which numerical data begins.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Sheriff's Office
Field Operations**

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Western Loudoun Station - Strive to continuously improve safety & law enforcement services to all members of the community through the Step-Up Strategy of improved service, technology, efficiency and professionalism.					
Annual average calls for service per deputy of Station Service Area	776	707	728	750	772
Annual calls for service for Station Service Area	31,048	26,862	27,669	28,499	29,353
Average response time for emergency calls for Station (min:sec)	13:46	13:48	13:48	13:48	13:48
Average response time for non-emergency calls for Station (min:sec)	19:23	18:39	18:39	18:39	18:39
Number of Community Policing service incidents for Station ¹	n/a	281	290	299	308
Number of miles covered for Station Service Area	316	316	316	316	316
Number of patrol deputies for Station Service Area	40	38	38	38	38
Number of property crimes cases in Station Service Area	88	73	77	81	85
Number of property crimes cases per detective for Station	n/a	73	38	40	42
Population served by Station Service Area	38,475	39,411	40,197	40,964	41,740

¹ Measures with n/a are new for the fiscal year in which numerical data begins.



Sheriff's Office Operational Support

Program Goal and Service Description

The Operational Support Division, formerly the Special Operations Division, is responsible for supporting all divisions within the Sheriff's Office as well as other jurisdictions through its staff of highly trained personnel in specialized fields. Operational Support is organized around six general categories: Traffic Safety and Enforcement, Crime Scene Investigations, Field Operations Support, Response Teams, Emergency Management, Juvenile Education and Adult Crime Prevention. The Operational Support Division consists of the following units: Operational Support Administration and Special Events Coordination, Traffic Safety Section (Motor Unit, Operation Fairness, Crash Reconstruction, Crossing Guards, Truck Safety Unit and Traffic Administration), Adult Crime Prevention, Youth Services Section (School Resource Officers and Juvenile Resource Officers), Crime Scene Section (Computer Forensics Unit, Latent Print Unit, Underwater Search and Evidence Recovery Team, and Explosive Ordinance Disposal), K9 Unit, Emergency Management Unit, Underwater Search and Evidence Recovery Team, Explosive Ordinance Disposal, Bike Patrol, Civil Disturbance Unit, Command Unit Operations, Honor Guard, Search and Rescue/Project Lifesaver, Auxiliary Unit, Special Weapons and Tactics Team including the Rapid Response Unit, and Crisis Negotiation Unit.

Budget Overview

FY 2015 Issues

- Maintaining effective levels of service for the elementary Juvenile Resource Instruction Program, in light of the continued openings of new schools as well as the increased demand for Juvenile Resource Unit services, is a challenge with current staffing levels.
- The ability to provide canine coverage across the County 24/7 is an ongoing issue with the current staffing level.
- Maintaining the current level of service for the Traffic Safety Section without additional manpower cannot be accomplished with the County population growth, the increased number of roadways, additional residential and housing structures, and an increase in schools.
- Maintaining the agency and specialty units' operational and emergency preparedness for natural disasters, security and terrorist threats will be difficult with limited overtime funding for training and exercises.
- The Sheriff's Office will need to prepare for the 2015 World Police Games that will impact the National Capital Region with the influx of 20,000-30,000 athletes and spectators, a portion of whom will stay in Loudoun hotels and compete at venues within Loudoun County between June and July 2015.

FY 2015 Major Work Plan Initiatives

- Strive to meet every request for Youth Services and Juvenile Resource instruction programs.
- Strive to provide Internet Safety Program instruction to 14 Loudoun County Public High Schools.
- Continue to provide educational and awareness programs, Neighborhood Watch, and residential and commercial security surveys and inspections to the community through the Adult Crime Prevention Unit.
- Continue to manage the number of fatal, personal injury and property damage accidents by educating the public about impaired driving through sobriety checkpoints, enforcement of traffic laws and ensuring that commercial motor vehicles and drivers operating on the roadways are in compliance with the safety regulations set forth by the Federal Motor Carrier Safety Administration.
- Provide a high level of tactically trained operators through the Rapid Response Unit who are readily available to assist with incidents requiring special weapons and tactics (SWAT) to support the other divisions within the Sheriff's Office with investigations and major incidents, and to provide agency wide tactical training/active shooter training as needed.
- Actively provide services, equipment and education to the disabled members of the community and their families through the Project Lifesaver Program. This will be accomplished by forming community partnerships to assist with education and fundraising to offset the equipment and client costs with the overall goal of increasing the number of clients in the program.
- Build partnerships with local, state and federal agencies to leverage existing available resources for deployment during incidents and emergencies.
- Plan and coordinate the Sheriff's Office response for the 2015 World Police Games.
- Continue to educate the community about dangers through the Internet Safety Program and Synthetic and Pharmaceutical Drug Program and the Drug Abuse Resistance Education (DARE) in elementary and middle schools.

FY 2016 Outlook

- The Traffic Safety Section will continue to see increased service demands as the County and the region continue to grow in population. This will produce additional pressure on the County's road infrastructure, which is currently inadequate in many areas.
- Maintaining the agency and specialty units' operational and emergency preparedness for natural disasters, security and terrorist threats will be difficult with limited overtime funding for training and exercises.
- In FY 2016 another high school will open, which will require the addition of one School Resource Officer, bringing the total number of SRO's to 24. Another SRO sergeant would be requested to maintain an appropriate supervisor to employee span of control.
- With the current upward trend in requests for community services and crime prevention initiatives, specific to the Adult Crime Prevention Unit, additional positions will be necessary. Currently, two crime prevention specialists deliver all crime prevention services to the County; which include public education, residential security surveys, commercial security surveys, Neighborhood Watch, threat assessments, presentation of the Internet Safety Program, and TRIAD; as well as attending community meetings.
- The Office will coordinate and plan with the United States Secret Service and federal officials for the Presidential campaign visits that will include or impact Loudoun County.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Operational Support**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$8,486,622	\$9,829,482	\$9,803,038	\$9,241,009	\$9,518,239
Operations & Maintenance	1,178,104	1,327,530	1,191,119	1,234,558	1,246,904
Capital Outlay & Capital Acquisitions	91,180	27,842	12,600	127,150	12,600
Other Uses of Funds	33,633	31,850	0	0	0
Total Expenditures	\$9,789,538	\$11,216,705	\$11,006,757	\$10,602,717	\$10,777,743
Revenues					
General Property Taxes	0	\$ 246,468	\$ 249,173	\$ 192,166	\$192,166
Fines & Forfeitures	816,414	863,631	1,200,000	650,000	650,000
Charges for Services	25	0	0	0	0
Miscellaneous Revenue	0	15,461	0	0	0
Recovered Costs	397,589	469,308	300,000	300,000	300,000
Intergovernment- Commonwealth	\$1,850,966	\$1,319,504	\$2,032,762	\$2,007,357	2,007,357
Intergovernment- Federal	147,273	88,075	0	0	0
Other Financing Sources	0	23,537	0	0	0
Total Revenues	\$3,212,267	\$3,025,985	\$3,781,935	\$3,149,523	\$3,149,523
Local Tax Funding¹	\$6,577,271	\$8,190,720	\$7,224,822	\$7,453,194	\$7,628,220
FTE Summary¹	70.37	70.39	103.99	95.71	95.71

¹ The FY 2015 Adopted Fiscal Plan for the Operational Support Division includes an increase of \$228,372 in local tax funding and a net decrease of 8.28 FTE. This is attributable to the transfer of the Crime Scene Unit (10.52 FTE) to the Criminal Investigations Division. This decrease in FTE is offset by an approved enhancement of two School Resource Officers (2.24 FTE).



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office Operational Support

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Adult Crime Prevention-Maintain crime prevention awareness through increased information dissemination, safety/security evaluations, safety presentations and improved neighborhood watch involvement.					
Number of safety/security evaluations ¹	n/a	n/a	80	85	90
Number of meetings and presentations	81	110	125	125	125
Number of attendees/crime prevention awareness	2,428	2,954	3,000	3,000	3,000
Active neighborhood watch programs	72	76	80	85	90
Objective: Truck Safety Unit- Maintain the annual average number of truck inspections at 500 each per deputy.					
Number of truck safety inspections completed ²	1,894	1,656	1,500	1,500	2,000
Number of trucks per deputy assigned to units	473	415	500	500	500
Number of trucks taken out of service	937	862	750	750	1,000
Objective: School Resource Officer -Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.³					
Average calls per SRO	371	316	347	347	347
High Schools-number of calls for service	4,567	3,874	4,300	4,300	4,300
Middle Schools-number of calls for service	2,855	2,764	3,000	3,000	3,000
Number of GREAT/VA Rule Program classes taught in Middle Schools	143	367	370	380	380
Number of High School programs and presentations	38	53	50	60	70
Number of High Schools outside of Leesburg	9	10	10	11	12
Number of Middle Schools outside of Leesburg	11	11	11	12	12
Number of SROs assigned to High Schools	9	10	10	11	12
Number of SROs assigned to Middle Schools	11	11	11	12	12
Objective: Youth Crime Prevention- Continue drug prevention presentations to raise awareness of drug abuse among juveniles.					
Number of attendees at drug prevention presentations ⁴	5,386	9,428	9,900	10,400	10,900
Number of drug prevention presentations	2,200	2,611	2,600	2,900	3,025

¹ Measures with n/a are new for the fiscal year in which numerical data begins.

² For FY 2014, there is one vacancy in the Truck Safety Unit. This vacancy may continue into FY 2015.

³ The Sheriff's Office currently provides a SRO at every middle and high school outside the Town of Leesburg limits.

⁴ The increase in the number of attendees is attributable to the DARE program being implemented in the middle schools in FY 2013.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Operational Support**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Full-time K-9 Unit- Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.					
Calls for scene security and searches	279	410	250	400	400
Community relations demonstrations	6	6	25	12	12
Narcotics searches	516	456	500	500	500
Number of full-time K-9s	6	6	6	6	6
Tracks followed	6	30	40	40	40
Objective: Operation Events- Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.					
Number of violations recorded	3,439	3,335	3,400	3,400	3,400
Number of warning notices issued for decals	15,665	14,528	15,000	15,000	15,000
Objective: Traffic Safety Section- Manage number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.¹					
Annual sobriety checkpoints	10	11	12	12	12
Average number of traffic summons issued per deputy	778	735	750	750	750
Number of accidents investigated	1,508	1,719	1,300	1,300	1,600
Number of traffic summons issued	10,891	9,645	9,750	9,750	11,000
Number of calls handled not related to primary duties	717	1,397	900	900	1,300
Objective: Crossing Guards- Provide crossing guard coverage at all posts at designated schools. Also cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.²					
Number of assigned crossing guards	n/a	40	46	53	53
Number of crossing guard posts	49	48	54	61	61
Number of crossing guard vacancies	n/a	2	3	1	1
Number of schools with assigned crossing guards	n/a	29	32	37	37
Objective: Collateral Teams- Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.					
Calls for service	2,018	2,207	2,207	2,500	2,500

¹ For FY 2014, there are three vacancies in Traffic Safety Section. These vacancies may continue into FY 2015.

² Measures with n/a are new for the fiscal year in which numerical data begins.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Sheriff's Office
Operational Support**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Special Events Unit- Coordinate off duty employment requests for special events.					
Number of billable events scheduled/worked	727	896	800	900	900
Number of billable off-duty working deputies ¹	1,314	1,472	1,550	1,625	1,625
Number of non-billable (departmental) off-duty working deputies ²	1,085	128	75	125	150
Number of non-billable events scheduled/worked ³	689	150	50	75	100

¹ Number of working deputies (billable and on-billable) reflects deputies requested and assigned to events.

² There is a reduction in the number of non-billable deputies and assignments due to the adjusting of hours and overtime reduction efforts.

³ The World Police & Fire Games will begin in June 2015 (FY 2015) and carry into July 2015 (FY 2016) and staffing will take place at venues within Loudoun County.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office Emergency Communications

Program Goal and Service Description

The Emergency Communications Center (ECC) is a 24 hour a day mandated component of the Sheriff's Office. This Division'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 nonemergency calls for service to those officers. Support functions comprise the final duty of Emergency Communications staff. Typical tasks include the maintenance of multiple databases within the Computer Aided Dispatch (CAD) system and management and entry of information in and out of the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) computer systems.

Budget Overview

FY 2015 Issues

- Current staffing levels are not adequate to maintain preferred staffing levels and meet service demands caused by more complex 911 calls.
- Manual tracking of tasks performed is time consuming and will continue until the new Computer Aided Dispatch System and other new technologies are implemented.

FY 2015 Major Work Plan Initiatives

- Participate on County multi-departmental team replacing outdated Computer Aided Dispatch System and telephone answering systems.
- Fill dispatcher vacancies as they occur to maintain preferred staffing levels and minimize overtime expenditures.
- Continue to work with vendors, Department of General Services and project management staff as it relates to the build out of the new Emergency Communications Center.
- Institute a Quality Control program.
- Streamline the Division's Freedom of Information Act (FOIA) process.
- Establish an ECC leadership development strategy and increase internal strategic communications.
- Prepare a short-term (two year) and long-term (five year) strategic plan.
- Enhance monthly performance reporting.
- Modernize recruiting and strengthen the training process to include 20 hours minimum per employee, and train dispatchers in crisis intervention (CIT).
- Evaluate a merger or reorganization of LCSO and Fire/Rescue dispatcher functions.

FY 2016 Outlook

- ECC will evaluate the appropriate levels of staffing and budget to achieve Association of Public-Safety Communications Officials (APCO) accreditation for the Loudoun County Public Safety Answering Point (PSAP), which is part of the ECC.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,869,927	\$3,280,027	\$3,456,037	\$3,594,310	\$3,702,139
Operations & Maintenance	50,056	50,795	55,388	54,275	54,818
Total Expenditures	\$2,919,983	\$3,330,822	\$3,511,425	\$3,648,585	\$3,756,957
Revenues					
Other Local Taxes	4,748,268	4,760,863	4,880,000	4,800,000	\$4,800,000
Charges For Services	234	37	0	0	0
Intergovernment- Commonwealth	\$253,843	\$0	\$0	\$0	\$0
Total Revenues	\$5,002,344	\$4,760,900	\$4,880,000	\$4,800,000	\$4,800,000
Local Tax Funding	\$(2,082,362)	\$(1,430,078)	\$(1,368,575)	\$(1,151,415)	\$(1,043,043)
FTE Summary	46.80	46.80	46.80	46.80	46.80



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Sheriff's Office
Emergency Communications**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Communications- Document all incidents according to Standard Operations Procedures to ensure that all information is entered accurately and timely using all criminal information databases.					
Total number of CAD incidents	292,957	255,811	250,108	236,544	222,980
Objective: Communications- Answer all emergency & nonemergency calls 24 hours a day, seven days a week while trying to reduce the hold and ring time for nonemergency calls by an average of 5%.					
Average hold time for non-emergency phone calls (min:sec)	54:00	55:00	51:00	50:00	49:00
Average ring time for non-emergency phone calls (min:sec)	4:00	4:00	4:00	4:00	4:00
Total 911 telephone calls (landline and cellphone)	25,342	24,879	25,137	25,118	25,099
Total non-emergency telephone calls	169,944	161,810	143,233	134,233	125,233



Sheriff's Office Corrections

Program Goal and Service Description

The Corrections Division manages the Adult Detention Center (ADC) and Work Release 24 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 throughout the Commonwealth of Virginia. The Work Release personnel maintain day to day security operations of the facility, operate the Work Force Program and manage work release participants who work in the community.

Budget Overview

FY 2015 Issues

- There is a continual increase in the number of inmates that are the responsibility of the Virginia Department of Corrections (DOC). Those inmates have been convicted and received sentences that require prison terms yet still reside in the Adult Detention Center. This issue is widespread and is common for other localities as well.
- The Division will begin implementing a new staffing model to meet minimum staffing requirements and reduce the need for overtime and stress on existing staff. Staffing levels take 18 to 24 months to stabilize therefore efficiencies in staffing and overtime expenditures will take time to be realized.

FY 2015 Major Work Plan Initiatives

ADC:

- Continue to identify ways to reduce the overall per inmate cost.
- Continue to work with the DOC on the newly implemented "batch processing" Local Inmate Data System (LIDS) to resolve all glitches.
- Automate all paper documents within the Division to include inmate records and court paperwork.
- Work with the Employment Services Section to fill vacancies as timely as possible.
- Recruit for and fill enhancement positions to implement a "staff relief" model to account for mandated training and leave.

Work Release:

- Provide an enhanced level of interaction, programs and guidance to participants in the Work Release program to reduce recidivism.
- Provide maintenance of the ADC and equipment assigned to the ADC and Work Release programs.
- Expand the Work Force program to include additional work crews and efficiently manage the increase in workforce inmates.

FY 2016 Outlook

- As the Sheriff's Office rolls out a new Offender Management System and deploys new technology, such as ultra-portable tablets, it is anticipated that efficiencies will be gained as traditionally labor-intensive duties become less so.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Corrections**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$14,635,640	\$15,098,325	\$14,805,522	\$15,958,177	\$16,436,922
Operations & Maintenance	4,414,024	3,285,788	3,493,183	3,803,292	3,841,325
Capital Outlay & Capital Acquisitions	205,778	24,998	26,300	41,490	12,600
Other Uses of Funds	0	75,663	0	0	0
Total Expenditures	\$19,255,442	\$18,484,773	\$18,325,005	\$19,802,959	\$20,290,847
Revenues					
Revenue From Use of Money and Property	\$ 212	\$ 93	\$ 150	\$ 100	\$ 100
Charges For Services	33,063	41,251	34,800	39,800	39,800
Recovered Costs	664,405	773,296	979,500	1,037,000	1,037,000
Intergovernment- Commonwealth	\$2,183,306	\$5,044,216	\$5,526,238	\$5,457,172	5,457,172
Intergovernment- Federal	286,168	205,415	0	0	0
Total Revenues	\$3,167,154	\$6,064,271	\$6,540,688	\$6,534,072	6,534,072
Local Tax Funding¹	\$16,088,288	\$12,420,502	\$11,784,317	\$13,268,887	\$13,756,775
FTE Summary¹	188.79	189.84	189.84	196.44	196.44

¹ The FY 2015 Adopted Fiscal Plan for the Corrections Division includes an increase of \$1,484,570 in local tax funding and a net increase of 6.60 FTE. This is attributable to approved enhancements of \$595,015 and 7.72 FTE for ADC recommended staffing (6.72 FTE) and a Property Clerk (1.00 FTE). A Civil Process Deputy (1.00 FTE) was transferred to the Court Services Unit. Additionally, a base adjustment of \$327,889 in operations and maintenance was added for the ConMed health contract and catastrophic illness costs at the ADC. Other increases include costs associated with the Board approved average three percent compensation increase and RHSP costs that are now reflected in the Department.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office Corrections

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Adult Detention Center- Protect individuals in custody and care by providing a safe and humane environment in the most cost effective manner possible.					
Average daily cost per inmate	\$21.72	\$16.75	\$17.30	\$18.00	\$18.50
Average daily inmates housed outside of Loudoun ² County	136	43	40	40	40
Average daily inmates housed in Loudoun County ³	233	344	436	476	476
Daily food cost per inmate housed at Loudoun County	\$3.20	\$2.45	\$3.05	\$3.25	\$3.50
Daily health cost per inmate housed at Loudoun County ⁴	\$18.52	\$14.31	\$14.25	\$14.75	\$15.00
Number of inmate bookings per year	5,661	5,167	8,000	6,500	6,500
Objective: ADC Transportation Unit -Provide safe and timely transportation of inmates to Department of Corrections Facilities statewide as well as local transports as needed.					
Annual Cost of transporting inmates	n/a	\$380,588	\$335,000	\$395,000	\$395,000
Average transportation cost per inmate	n/a	\$268	\$250	\$275	\$275
Number of transports	n/a	1,426	1,500	1,500	1,500
Objective: Work Force - Increase the Work Force Program to provide cost reductions to County by providing a variety of services to include but not limited to trash pick-up, painting, landscaping, mowing and moving.					
Number of inmates in the Work Force Program	n/a	9	16	16	16
Recovered cost by inmates for services provided to the County	n/a	\$71,806	\$116,000	\$116,000	\$116,000
Work Force annual hours of labor	n/a	9,883	16,000	16,000	16,000

¹ Measures with n/a are new for the fiscal year in which numerical data begins.

² Outside housing of inmates decreased significantly due to the completion of Phase II of the ADC in April 2012.

³ Average number of inmates housed in Loudoun County increased due to the completion of Phase II of the ADC.

⁴ Medical costs can be skewed by large medical cases.



Sheriff's Office Court Services

Program Goal and Service Description

The Civil Process Program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts, and the Juvenile and Domestic Relations Court. The Unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five day notices" including evictions, and all Loudoun County Treasurer taxpayer notices.

The Court Security Program provides security for all courtrooms, judges, public buildings and grounds on the Courthouse complex. Court Security also manages the court holding area and transports inmates between the Adult and Juvenile Detention Centers and the court buildings on a daily basis.

Budget Overview

FY 2015 Issues

Court Security:

- Court Security faces security concerns with the increased number of cases and courtrooms in daily use including the renewed full service use of the historic courthouse.
- Construction and design of the courthouse sections will require analysis and planning to meet demands and requirements.
- Security considerations will need to be examined for the relocation and/or re alignment of the existing courts complex.

Civil Process:

- The quality of information contained in the documents submitted to Civil Process by the courts is a continual issue and causes delays and workload issues.
- Service demands placed on each process server are increasing due to increased County population growth and the prior economic downturn. Traffic congestion has made it more difficult and time consuming to navigate through the County.

FY 2015 Major Work Plan Initiatives

Court Security:

- Identify, present, and implement ideas to reduce overtime expenditures as service demands increase.
- Meet the increasing security needs of the courts complex and future construction in the most efficient manner possible.
- Introduce advanced security equipment into the Court Security operations.
- Seek approval for part-time positions to supplement courthouse staffing and reduce the need for overtime.

Civil Process:

- Work cooperatively with the Courts to improve the quality of documents submitted to Civil Process for service.
- Continue to process and serve writs and notices efficiently and comply with mandated deadlines.

FY 2016 Outlook

- Current staffing levels will be stressed by the addition of Circuit Court judge(s) and the continued full-time use of the historic courthouse.
- Phase III Courthouse addition will be concluding design development and a finalized staffing plan will be required so that the appropriate FTE enhancements may be requested.
- As Phase III enters construction during the latter part of the fiscal year, security considerations will have to be constantly re-evaluated to adjust for construction disruptions.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Sheriff's Office
Court Services**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,831,567	\$4,103,697	\$4,161,117	\$4,117,007	\$4,240,517
Operations & Maintenance	37,458	28,500	53,924	53,207	53,739
Capital Outlay & Capital Acquisitions	37,815	0	0	0	0
Total Expenditures	\$3,906,840	\$4,132,197	\$4,215,041	\$4,170,214	\$4,294,256
Revenues					
Charges For Services	\$514,483	\$498,171	\$607,907	\$507,907	\$507,907
Intergovernment- Commonwealth	861,019	0	0	0	0
Total Revenues	\$1,375,502	\$498,171	\$607,907	\$507,907	\$507,907
Local Tax Funding	\$2,531,338	\$3,634,027	\$3,607,134	\$3,662,307	\$3,786,349
FTE Summary¹	48.80	48.80	48.80	47.80	47.80

¹ For FY 2015, 1.00 FTE for a Property Clerk was transferred to the Administrative & Technical Services division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Sheriff's Office
Court Services**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Courthouse Security- Provide safety by conducting security checks that minimizes incidents.					
Number of contraband detected during screening ¹	165	168	308	313	320
Number of persons screened	265,274	258,477	247,986	252,000	258,000
Objective: Civil Process- Execute and serve 100% of civil process papers mandated by the Commonwealth of Virginia.					
Average attempts required to serve papers	1.10	1.10	1.11	1.11	1.11
Average number of papers served per day	162.00	167.16	168.00	168.00	168.00
Evictions - Number of Papers Received	1,003	1,021	1,000	1,000	1,000
Number of papers served annually	40,430	41,073	41,900	42,700	43,500
Total service attempts by Civil Process	41,103	44,516	45,400	46,300	47,200
Objective: Courthouse Transportation- 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.					
Number of incidents reported (court transports)	0	0	0	0	0
Number of inmates transported to court	5,145	5,466	6,254	6,629	7,026
Percentage of transports without incidents	100%	100%	100%	100%	100%

¹ The projected increases for contraband detected for FY 2014 through FY 2016 is due to enhanced reporting procedures for contraband detected during screenings. In addition, there has been an increase in various types of unique concealable weapons.



Sheriff's Office Administrative & Technical Services

Program Goal and Service 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 are provided by eight separate entities within the division including the Records Section, Property and Evidence Section, Accreditation and Training Section, Human Resources Section, False Alarm Reduction Unit, Technology Section, Finance and Administrative Support. The Administrative and Technical Services Division also serves as the central repository for the review, update, and distribution of Sheriff's Office General Orders and agency wide policies and procedures.

Budget Overview

FY 2015 Issues

- The Administrative and Technical Services Division will continue to be challenged to support the other divisions within the agency and manage the training, firearms/ammunition, uniforms, supplies, technology, and internal financial functions if staffing increases are not commensurate with the escalation in workload.
- Support functions in the finance section will continue to pose management issues as the workload increases and staffing remains at the current level.
- The Division must continue to manage the agency's four year accreditation process and review process without staff specifically dedicated for this purpose.

FY 2015 Major Work Plan Initiatives

- Continue the expansion of recruiting efforts and ensure all vacancies are filled prior to the next scheduled Academy class.
- Maintain compliance with document entry dates.
- Work with County staff during the construction of the new Sheriff's Office firing range.

FY 2016 Outlook

- The Division will have the responsibility to open and staff the firing range which is scheduled to open in the Spring of 2016.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,184,898	\$3,563,346	\$3,650,038	\$4,032,972	\$4,153,962
Operations & Maintenance ¹	2,211,252	2,200,426	2,274,867	2,810,406	2,838,510
Capital Outlay & Capital Acquisitions	37,500	545,653	97,320	87,320	67,320
Other Uses of Funds	0	5,454	0	0	0
Total Expenditures	\$5,433,649	\$6,314,880	\$6,022,225	\$6,930,698	\$7,059,792
Revenues					
Other Local Taxes	\$0	\$64,980	\$0	\$0	\$0
Permits Privilege Fees And Regulatory Licenses	235,151	256,479	209,500	234,500	234,500
Charges For Services	38,291	37,121	32,450	35,550	35,550
Miscellaneous Revenue	12,313	9,463	0	0	0
Recovered Costs	0	0	145,000	0	0
Intergovernment- Commonwealth	625,480	791,963	817,606	807,388	807,388
Total Revenues	\$911,235	\$1,160,005	\$1,204,556	\$1,077,438	\$1,077,438
Local Tax Funding	\$4,522,414	\$5,154,874	\$4,817,669	\$5,853,260	\$5,982,354
FTE Summary²	37.56	40.68	43.68	45.68	45.68

¹ Operations and maintenance expenditures for the Administrative & Technical Services Division includes an increase of \$535,539. This increase includes \$375,745 for costs related to training, communications and materials and supplies that were moved from other divisions to Administrative & Technical Services to centralize costs. In addition, \$159,794 for training, communications and materials and supplies associated with the seven approved enhancements is budgeted in Administrative & Technical Services.

² The increase of 2.00 FTE from FY 2014 to FY 2015 reflects 1.00 FTE which was transferred from the Court Services Division and 1.00 FTE for a Technology Systems Administrator enhancement approved by the Board.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Sheriff's Office Administrative & Technical Services

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Accreditation and Training Section- Provide required training to all sworn and non-sworn personnel; provide biannual, new hire and remedial firearms training; and process all training requests and travel arrangements associated with training.					
Deputy recruits attending NVCJA ²	29	20	35	35	35
Deputy recruits graduating from the NVCJA	n/a	11	35	35	35
Number of instructor hours used for weapons training	5,347	5,191	5,500	5,500	5,500
Number of registrations processed-training, conferences, academy	2,518	3,521	2,800	3,750	3,750
Objective: Buyer -Process all purchase orders within one week of request and utilize the County's P-Card system for purchases that do not require a purchase order.					
Average turnaround time (in days)	2	3	2	2	2
Number of pcard transactions	n/a	n/a	130	130	130
Number of purchase orders created by the buyer	151	123	168	168	168
Total dollar amount of purchase orders created by the buyer	\$1,061,420	\$1,008,181	\$800,000	\$800,000	\$800,000
Objective: Human Resources Section- Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch and civilian positions.					
Number of applicant investigations completed	n/a	117	120	120	120
Number of applicants hired	47	57	53	45	45
Number of applicants processed	2,163	1,671	2,300	1,955	2,000
Number of other permits and licenses processed	629	645	735	700	720
Number of Personnel Action Forms processed per week	12.75	14.45	13.40	16.00	18.00
Number of polygraph exams administered	108	142	115	150	150
Total Personnel Action Forms processed	607	684	637	700	725
Objective: False Alarm - Implement False Alarm Reduction Program which includes a combination of education, fines and fees to reduce the number of false alarms and reduce the number of false alarm calls by 10%.					
Number of man-hours spent on responding to false alarm calls	n/a	1,819	1,800	1,800	2,000
Number of new alarm registrations	n/a	2,917	2,000	2,000	2,000
Number of renewal/updates to registrations	n/a	20,794	15,000	15,000	15,000
Total number of false alarm calls	3,855	7,741	7,900	8,000	8,200

¹ Measures with n/a were new for the fiscal year in which numerical data begins.

² NVCJA refers to the Northern Virginia Criminal Justice Academy.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Sheriff's Office
Administrative & Technical Services**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Evidence Unit- Ensure that all evidence is located, entered into CAD, available for court or transport at the time of the request, returned or destroyed as required and handled in accordance with the Code of Virginia.					
Hours out of the office to transport evidence/appear in court	788	1,266	1,100	1,500	1,800
Number of items released to unclaimed property	n/a	25	30	35	40
Number of walk-in requests to release evidence -citizen, deputy	n/a	1,466	2,200	1,495	1,525
Number of weapons traced through ATF	n/a	184	250	200	225
Pieces of evidence destroyed/disposed	n/a	4,902	5,000	5,000	5,100
Pieces of evidence submitted and entered	8,713	8,221	8,305	8,390	8,558
Objective: Records Section- Process offense reports, arrest reports, traffic citations and accident reports within 10 days of receipt, tow sheets within 24 hours of receipt and warrants within 72 hours of receipt. Respond to residents' walk-in requests in a professional manner.					
Number of accident reports entered into CAD ²	3,912	3,850	4,000	4,000	4,000
Number of arrest reports entered into CAD	6,113	5,583	5,641	5,699	5,813
Number of citations entered into CAD	27,624	20,602	29,000	24,595	25,086
Number of expungement orders processed	n/a	99	100	120	140
Number of FOIA requests and subpoenas processed	n/a	247	298	350	400
Number of offense reports entered into CAD	23,382	22,732	24,552	23,186	23,650
Number of pieces of mail answered	3,576	3,208	3,800	3,800	4,000
Number of protective orders processed	n/a	1,560	1,300	1,700	1,800
Number of requests from the C/A's office processed	n/a	2,036	2,056	2,076	2,117
Number of tow sheets processed	n/a	1,373	1,400	1,750	1,900
Number of walk-in requests	5,779	8,926	9,372	9,818	10,800
Number of warrants entered into CAD/processed to patrol	6,857	6,625	6,750	6,876	7,013
Number of warrants entered into NCIC/VCIN processed to patrol ³	n/a	6,625	6,750	6,876	7,013

¹ Measures with n/a were new for the fiscal year in which numerical data begins.

² CAD refers to the Computer Aided Dispatch System.

³ NCIC/VCIN refers to the National Crime Information Center and the Virginia Criminal Information Network.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Sheriff's Office
Administrative & Technical Services

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Technology Section- Complete 70% of technology related service requests (SR's) within eight hours.					
Number of SR's closed	n/a	1,944	1,400	1,500	1,600
Number of SR's closed > 9 hours	n/a	328	300	315	330
Number of SR's closed between 1-8 hours	n/a	1,451	1,300	1,350	1,400
Number of SR's opened	n/a	2,438	1,900	2,000	2,100
Percentage of SR's completed within 8 hours	n/a	74%	70%	72%	74%

¹ Measures with n/a were new for the fiscal year in which numerical data begins.



Sheriff's Office Office of the Sheriff

Program Goal and Service Description

The Office of the Sheriff provides professional management and leadership for the Department through the Sheriff, two Chief Deputies, two Internal Affairs Investigators, a Media and Communications Unit, and one Administrative Assistant.

Budget Overview

FY 2015 Issues

- The Internal Affairs Unit is comprised of a 2nd Lieutenant and a Deputy Specialist. Due to the size of the Sheriff's Office, number of investigations and complexity of an Internal Affairs investigation, additional personnel are needed.

FY 2015 Major Work Plan Initiatives

- Continue to provide timely and accurate information to the public and engage the community in public safety issues by utilizing new communications technology and social media.
- Continue to provide professional services with the limited amount of Internal Affairs Detectives and Support Staff.

FY 2016 Outlook

- The Division will request an additional Internal Affairs and Administrative Assistant position to ensure proper professional services are being provided.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,423,886	\$1,660,019	\$1,228,474	\$2,194,827	\$2,260,672
Operations & Maintenance	118,121	113,133	117,003	114,844	115,992
Other Uses of Funds	0	27,797	0	0	0
Total Expenditures	\$1,542,007	\$1,800,948	\$1,345,477	\$2,309,671	\$2,376,665
Revenues					
Intergovernment- Commonwealth	\$347,039	\$323,472	\$338,014	\$333,790	\$333,790
Total Revenues	\$347,039	\$323,472	\$338,014	\$333,790	\$333,790
Local Tax Funding¹	\$1,194,968	\$1,477,476	\$1,007,463	\$1,975,881	\$2,042,875
FTE Summary	12.48	11.48	8.48	8.48	8.48

¹ The FY 2015 Adopted Fiscal Plan for the Office of the Sheriff includes a net increase of \$968,418. This is attributable to an increase of \$1,050,099 for changes to the Master Deputy program approved by the Board; due to this action, \$125,000 previously provided under the original Master Deputy Program was removed. In future years, the costs for this program will be reflected in the personnel costs of the various divisions instead of as a lump sum in the Office of the Sheriff Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Sheriff's Office
Office of the Sheriff

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Media and Communications Unit- Inform media & public of law enforcement activity.					
Number of Media/Public inquires to include FOIA request	1,347	2,054	2,054	2,100	2,150
Number of press releases on crimes and major incidents	223	217	256	260	275
Number of messages/alerts issued through Alert Loudoun	n/a	112	600	600	600
Number of social media updates	n/a	164	750	750	750

¹ Measures with n/a are new for the fiscal year in which numerical data begins.

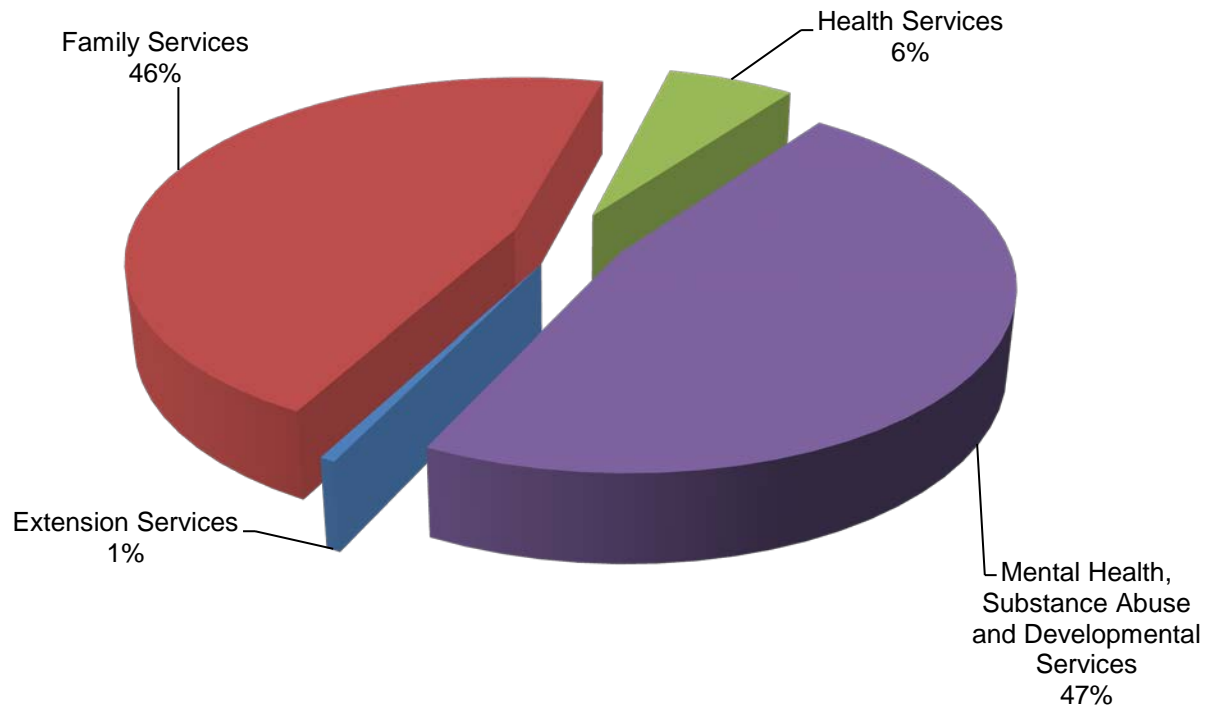


Health and Welfare

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HEALTH AND WELFARE FY 2015 ADOPTED EXPENDITURES

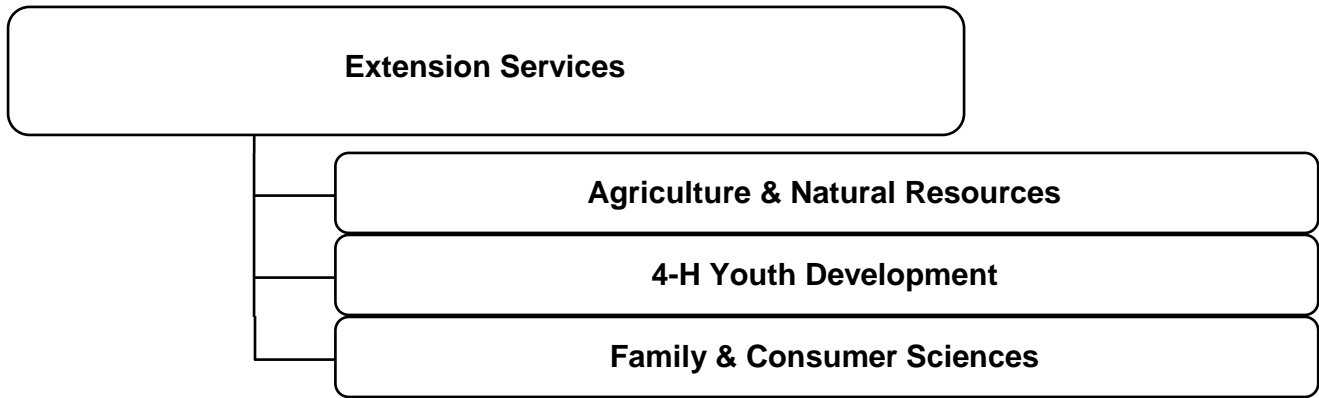


Health and Welfare Historical Expenditures

<i>Health and Welfare</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Extension Services	\$508,193	\$326,677	\$395,642	\$409,976	\$419,929
Family Services	32,213,782	31,815,809	33,193,877	33,636,929	34,296,887
Health Services	3,991,877	4,166,641	4,369,916	4,521,977	4,612,748
Mental Health, Substance Abuse and Developmental Services	29,917,275	30,156,948	33,532,184	34,327,391	35,220,141
Total Health and Welfare	\$66,631,127	\$66,466,075	\$71,491,619	\$72,896,273	\$74,549,705



Extension Services





Extension Services

Mission Statement

Loudoun County Cooperative Extension Office develops and provides research-based education programs relating to agriculture, natural resources, human nutrition, and community viability; it exists to improve Loudoun's social, economic, and environmental well-being by linking the County's residents and organizations to Virginia's land-grant universities.

Description

Loudoun Extension Office provides research-based information and education programs pertaining to humans, plants, animals, and conservation. Although traditionally associated with life and business in rural areas, Extension's ability to access the resources at Virginia Tech and Virginia State University facilitate program offerings that meet Loudoun's suburban as well as its rural learning needs. This integrated focus supports the Board of Supervisors' strategy to preserve Loudoun's rural heritage while positioning the County to be at the forefront of progressive enterprise.

Budget Overview

FY 2015 Issues

- The Loudoun County Rural Economy Business Development Strategy (REBDS) identifies that Loudoun County lacks a centralized source of agriculture education. As a result residents, agriculture producers, and business owners can be challenged when locating or accessing agriculture related information and resources.
- There are few if any research-based programs presented locally to assist beginning farmers and diversifying agriculture producers start new enterprises in Loudoun County; the result can be missed opportunities in promising areas such alternative livestock varieties, nursery/greenhouse production, wine grape production, and vegetable production.
- Loudoun County attracts non-traditional entrants to agriculture and horticulture production operations; those producers require more robust training and education programs than traditional producers to be successful.
- Information exchange among farmers and rural businesses is challenged due to loss of industry concentration; a result is producer isolation and a weakened voice in discussions about Loudoun's future landscape.
- Loudoun County Public School System lacks agriculture/horticulture education programs conveniently located throughout the County to develop the next-generation of agricultural/horticulture producers and Agri-business entrepreneurs. 4-H has not surveyed Loudoun County's parents, students, or school teachers regarding program offerings for at least 10 years.
- Emerging livestock production business models in Loudoun County lack a representative, youth-show category in the Loudoun County Fair.
- Loudoun Extension does not have a food safety specialist to develop or present preventative education programs to the County's commercial/recreational food producers or commercial/recreational food handlers; this increases risks relating to foodborne illness originating with Loudoun's food and beverage producers.
- Vacancies and personnel turn-over in Extension's State and County positions impact service quality and unit cohesion.

FY 2015 Major Work Plan Initiatives

- Form a Loudoun County Agriculture Education Coalition to resolve the agriculture education shortfalls identified in the Rural Economy Business Development Strategy.
- Develop local programs in partnership with Virginia Cooperative Extension (VCE) and other Mid-Atlantic Extension offices aimed at beginning farmers and diversifying agriculture producers who are exploring new enterprises in alternative livestock varieties, nursery/greenhouse production, wine grape production, and vegetable production.
- Reach non-traditional farmers using specialized programs conducted in cooperation with Virginia State University's Small Farm Outreach Program and the Virginia Farmer Mentor Network.
- Create a Loudoun Beginning Farmer Program in coordination with Loudoun County Farm Bureau, Farm Credit of the Virginias, and Virginia Tech's Beginning Farmer Coalition to assist Loudoun's diversifying/beginning farmers plan their farm enterprises from idea conception through the third production year.
- Facilitate information exchange among Loudoun's dispersed commercial horticulture and agriculture producers by working with VCE's Community Viability Specialists to apply technology to resolving their communication challenges.
- Evaluate Extension's 4-H offerings using surveys to better align its programs with County youth education needs.
- Expand the Loudoun County Fair's 4-H show categories to support the County's emerging local food markets.
- Develop Loudoun 4-H programs in concert with VCE and other nearby County 4-H programs to address the need for agriculture, horticulture, and natural resource education aimed at Loudoun's next generation of agricultural/horticulture producers and business owners.
- Partner with one corporate organization to improve the 4-H Science, Technology, Engineering, & Math (STEM) programs.
- Identify and implement one 4-H and Future Farmers of America (FFA) partnership program with CS Monroe Technology Center.
- Coordinate with VCE, Loudoun County Government, and public/private grant fund sources to secure funding to support hiring an Extension Food Safety Specialist. Initial discussions between VCE and Loudoun County have identified some potential funding for this position.



Extension Services

FY 2014 Major Achievements

- Agriculture and Natural Resources Master Gardeners responded to 824 requests for information relating to grass, plants, trees, and insects associated with production agriculture, commercial horticulture, and residential lawns and landscapes.
- Agriculture and Natural Resources Master Gardener programs attracted 1,450 program participants.
- Agriculture and Natural Resources Commercial horticulture program conducted 137 onsite consultations.
- Agriculture and Natural Resources provided 9 onsite farm consultations for livestock or crops.
- 4-H delivered 21 program (club) offerings.
- 4-H had 300 County Fair participants.
- There were 338 youths enrolled in 4-H clubs.
- 4-H after school programs had 78 participants.
- Family and Consumer Sciences provided 33 individuals with information on nutrition, fitness, or health.
- Family and Consumer Sciences made 21 referrals to offices external to Loudoun Extension.

FY 2016 Outlook

- The agriculture education clearinghouse will be in place; the allocation of operational responsibilities and amount of resources: time, people, and funding are unknowns.
- Promising agricultural growth sectors will continue to surface in FY 2016: nursery/greenhouse, wine grapes, vegetable production, hops, and brewing related row crops. Extension's specialized production programs and skill training will help growers convert crops into sales.
- Extension will continue to comply with mandated duties relating to farm damage assessments, disaster preparedness, Chesapeake Bay TMDL and Watershed Improvement Plans, and related functions such as pesticide application instruction.
- The 4-H program offerings will be consistent with the County's education needs as guided by the FY 2015 survey efforts.
- Extension's successes will continue to rely on the staff's ability to form partnerships with other agencies and recruit, organize, and train program volunteers.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Extension Services

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$419,637	\$235,922	\$278,320	\$292,654	\$301,434
Operations & Maintenance	88,556	90,755	117,322	117,322	118,495
Total Expenditures	\$508,193	\$326,677	\$395,642	\$409,976	\$419,929
 Local Tax Funding	 \$508,193	 \$326,677	 \$395,642	 \$409,976	 \$419,929
 County FTE	 6.00	 4.00	 4.00	 4.00	 4.00
State FTE	4.61	4.55	3.48	3.74	3.74
FTE Summary²	10.61	8.55	7.48	7.74	7.74

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Extension Services includes an increase of \$9,494 in local tax funding. Personnel expenditures increased \$9,494 due to increased fringe benefit costs and the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and maintenance expenditures remained flat.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Extension Services includes an increase in Personnel of \$8,780 or three percent and an increase in Operations and Maintenance of \$1,173 or one percent over the FY 2015 Adopted Budget. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$9,953.

Budget History

FY 2013: The Board eliminated 2.00 FTE which included 1.00 FTE in Family and Consumer Sciences and 1.00 FTE in Agriculture and Natural Resources.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

² State FTE figures revised from prior budget documents using updated methodology. 1.00 State FTE (based on 40 hours/week) is equivalent to 1.07 County FTE (based on 37.5 hours/week). State FTE reduced in FY 2013 mid-year by 1.07 FTE in the Expanded Food and Nutrition Education Program (EFNEP) and increased in FY 2014 mid-year by 0.26 FTE in the Youth Financial Coordinator position.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Extension Services

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Agriculture & Natural Resources	\$272,607	\$147,099	\$210,412	\$218,266	\$223,477
4-H Development	144,887	148,934	149,956	154,437	158,240
Family & Consumer Sciences	90,699	30,645	35,274	37,273	\$38,212
Total Expenditures	\$508,193	\$326,677	\$395,642	\$409,976	\$419,929

Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Agriculture & Natural Resources	\$272,607	\$147,099	\$210,412	\$218,266	\$223,477
4-H Development	144,887	148,934	149,956	154,437	158,240
Family & Consumer Sciences	90,699	30,645	35,274	37,273	38,212
Total Local Tax Funding	\$508,193	\$326,677	\$395,642	\$409,976	\$419,929

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Agriculture & Natural Resources	5.14	4.14	4.14	3.17	3.17
4-H Youth Development	3.00	2.94	2.94	3.25	3.25
Family & Consumer Sciences	2.47	1.47	0.40	1.32	1.32
Total FTE	10.61	8.55	7.48	7.74	7.74



Extension Services Agriculture & Natural Resources

Program Goal and Service Description

Agriculture & Natural Resources (ANR) program is the primary source of education and technical information for agricultural and horticultural production within the County. Staff expertise in production agriculture, commercial horticulture/specialty crop production, suburban horticulture, natural resources, conservation and related diagnostic services enable residents, agribusiness leaders, and commercial producers to make informed decisions regarding animals, plants, air, soil, and water in a rural/suburban interface area.

Budget Overview

FY 2015 Issues

- The Loudoun County Rural Economy Business Development Strategy identifies that Loudoun County lacks a centralized source of agriculture education. As a result residents, agriculture producers, and business owners alike can be challenged when trying to access the agriculture related public agencies and resources.
- There are few if any research-based programs presented locally to assist beginning farmers and diversifying agriculture producers starting new enterprises in Loudoun County; the result can be missed opportunities in promising areas such alternative livestock varieties, nursery/greenhouse production, wine grape production, vegetable production, hops and brewery associated row crops.
- Loudoun County attracts non-traditional entrants to agriculture and horticulture production operations; those producers require more robust training and education programs than traditional producers to be successful.
- Information exchange among farmers and rural businesses is challenged due to loss of agriculture industry concentrations; a result is producer isolation and a weakened voice in discussions about Loudoun's future landscape.

FY 2015 Major Work Plan Initiatives

- Form a Loudoun County Agriculture Education Coalition to resolve the agriculture education shortfalls identified in the Rural Economy Business Development Strategy.
- Develop local programs in partnership with Virginia Cooperative Extension (VCE) and other Mid-Atlantic Extension offices aimed at beginning farmers and diversifying agriculture producers who are exploring new enterprises in alternative livestock varieties, nursery/greenhouse production, wine grape production, vegetable production, hops, and brewery row-crops.
- Reach non-traditional farmers using specialized programs conducted in cooperation with Virginia State University's Small Farm Outreach Program and the Virginia Farmer Mentor Network.
- Create a Loudoun Beginning Farmer Program in coordination with Loudoun County Farm Bureau, Farm Credit of the Virginias, and Virginia Tech's Beginning Farmer Coalition to assist Loudoun's diversifying/beginning farmers plan their farm enterprises from idea conception through the third production year.
- Facilitate information exchange among Loudoun's dispersed commercial horticulture and agriculture producers by working with VCE's Community Viability Specialists to apply technology to resolving their communication challenges.
- Provide Loudoun's landowners with technical training and education programs that explain County codes and regulations governing land conservation in partnership with the Loudoun Soil and Water Conservation District Office.
- Comply with Federal and State mandates to develop and submit weather-related, damage assessments.
- Develop and present education programs to Loudoun's private pesticide applicators, agriculture producers, landowners, and homeowners to minimize the possibility of inadvertent, self-inflicted exposure to hazardous chemicals.
- Protect Loudoun's soil, water, and air quality through educational programming relating to integrated pest management, best management practices, household water quality clinics, and a turf nutrient management.

FY 2016 Outlook

- Extension's successes will continue to rely on the staff's ability to form partnerships with other agencies and recruit, organize, and train program volunteers.
- The agriculture education clearinghouse will be in place; the allocation of operational responsibilities and amount of resources: time, people, and funding are unknowns.
- Continue to plan and participate in County, State, and Federal catastrophic weather events and disasters drills.
- Promising agricultural growth sectors will continue to surface in FY 2016: nursery/greenhouse, wine grapes, vegetable production, hops, and brewing related row crops.
- Continue to comply with mandated duties relating to farm damage assessments, disaster preparedness, Chesapeake Bay TMDL and Watershed Improvement Plans, and related functions such as pesticide application instruction.
- Continue to assist Loudoun's agriculture and horticulture producers' increase their economic sustainability by gathering and presenting the best information developed by Virginia's land-grant universities and locally formed coalitions of public and private agencies.
- Continue to work with diversifying/beginning farmers through the Loudoun Beginning Farmer Program.
- Continue to minimize the possibility of inadvertent and hazardous chemical exposure by providing educational programming and services to Loudoun's private pesticide applicators, agriculture producers, landowners, and homeowners.
- Continue to protect Loudoun's soil, water, and air quality through educational programming relating to integrated pest management, best management practices, household water quality clinics, and a turf nutrient management.
- Continue to address the largely held misperception that agriculture and horticulture are strictly cows and corn with little relevance to a suburban environment.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Extension Services
Agriculture & Natural Resources**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$231,677	\$100,792	\$143,569	\$151,423	\$155,966
Operations & Maintenance	40,929	46,307	66,843	66,843	67,511
Total Expenditures	\$272,607	\$147,099	\$210,412	\$218,266	\$223,477
Local Tax Funding	\$272,607	\$147,099	\$210,412	\$218,266	\$223,477
 County FTE	 3.00	 2.00	 2.00	 2.10	 2.10
State FTE	2.14	2.14	2.14	1.07	1.07
FTE Summary¹	5.14	4.14	4.14	3.17	3.17

¹ In FY 2013, the Urban Horticulturalist position was eliminated by the Board of Supervisors.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Extension Services Agriculture & Natural Resources

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Protect soil and water resources by providing homeowner, landowner, and producer consultations and research-based educational programs.					
Help desk calls/visits	3,060	1,668	1,000	1,700	1,700
Number of home owners enrolled in Turf Nutrient Management Program	112	103	125	125	125
Participants in urban horticultural programs ¹	5,088	5,102	1,000	3,000	3,000
Urban horticultural educational programs conducted	133	145	25	100	100
Objective: Improve commercial horticulture businesses profitability and sustainability by providing grower/producer/owner consultations and research-based educational programs.					
Commercial horticulture education programs	9	7	25	15	15
Household Water Quality Clinics ²	50	0	100	100	100
Producer consultations	31	94	50	100	100
Participants in commercial horticultural programs	107	132	500	200	200
Objective: Improve farm profitability, sustainability, as well as natural resource conservation and security by providing farm consultations and research-based educational programs.					
Agricultural educational programs	57	53	40	40	45
Onsite farm consultations	108	112	90	100	100
Participants in agricultural programs	2,765	2,535	1,800	1,800	1,800

¹ In FY 2013, the Urban Horticulturalist position was eliminated by the Board of Supervisors, which impacted the FY 2014 number of programs and participants in this area.

² Household Water Quality Clinic funding from Virginia Tech varies from year to year, as do the number of slots allocated to each county.



Extension Services 4-H Youth Development

Program Goal and Service Description

4-H is a youth development program operated in coordination with Virginia Cooperative Extensions and Virginia's land-grant universities. Loudoun 4-H uses a club-based model that complements County school programs but operates independently. 4-H programs offer science, healthy living, and citizenship instruction to all students enrolled in public, private, and home schools. Loudoun 4-H uses research-based programming formed around experiential youth development to address learning needs in all nine districts through community clubs, project clubs, short term special interest groups, after-school programs, camping programs, and school enrichment programs. Youth leadership development and STEM (Science, Technology, Engineering and Math) projects are expanding into the County's suburban areas. 4-H enrolled youth are up and coming leaders in Loudoun County who positively impact their communities and promote social wellbeing.

Budget Overview

FY 2015 Issues

- Loudoun County Public School System lacks agriculture/horticulture education programs conveniently located throughout the County to develop the next-generation of agricultural/horticulture producers and Agri-business entrepreneurs. 4-H has not surveyed Loudoun County's parents, students, or school teachers regarding program offerings for at least 10 years.
- Zoning and home owner association covenants which restrict the holding of livestock limit suburban youth participation to livestock-based clubs and projects.
- Emerging livestock production business models in Loudoun County lack a representative, youth-show category in the Loudoun County Fair.

FY 2015 Major Work Plan Initiatives

- Evaluate Extension's 4-H offerings using surveys to better align its programs with County youth education needs.
- Expand the Loudoun County Fair's 4-H show categories to support the County's emerging, local food markets.
- Develop Loudoun 4-H programs in concert with VCE and other nearby County 4-H programs to address the need for agriculture, horticulture, and natural resource education aimed at Loudoun's next generation of agricultural/horticulture producers and business owners.
- Identify and implement one 4-H and Future Farmers of America partnership program with CS Monroe Technology Center.
- Expand the show categories in the Loudoun County Fair to reflect emerging local food markets.
- Identify one large corporate partner to assist 4-H improve the quality of its STEM programs and improve the quality of its leadership development programs.
- Expand Loudoun 4-H's successes in embryology by extending the program to private and home school groups in Loudoun County.

FY 2016 Outlook

- With the increase in new food production markets, 4-H in Loudoun County will continue to modify youth, animal show and sale rules to accommodate new varieties and breeds of animals, which will increase the number of County Fair youth participants.
- Extension's 4-H staff will continue to partner with a Loudoun-based corporation to improve its STEM program offerings, identify one new program delivery method, and improve its leadership development program offerings and create a post-secondary school scholarship competition for the 4-H members.
- 4-H will establish one new, cross-county club to facilitate suburban youth access to livestock animals, improve team diversity, and bridge the cultural gap between urban and rural Loudoun County.
- The 4-H program offerings will be consistent with the County's education needs as guided by the FY 2015 survey efforts. Extension will be better able to match 4-H programs to County's youth development needs particularly in the suburban areas.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Extension Services
4-H Youth Development**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$110,966	\$107,895	\$108,436	\$112,917	\$116,305
Operations & Maintenance	33,921	41,038	41,520	41,520	41,935
Total Expenditures	\$144,887	\$148,934	\$149,956	\$154,437	\$158,240
Local Tax Funding	\$144,887	\$148,934	\$149,956	\$154,437	\$158,240
County FTE	1.60	1.60	1.60	1.65	1.65
State FTE	1.40	1.34	1.34	1.60	1.60
FTE Summary	3.00	2.94	2.94	3.25¹	3.25

¹ A state part-time employee's hours increased from 10 hours per week to 20 hours per week.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Extension Services
4-H Youth Development**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Develop and present 4-H Junior Camp and camp activities.					
Number of 4-H camp program offerings	1	2	1	3	3
Number of individually enrolled 4-H campers ¹	235	253	220	530	530
Percent increase of participants in 4-H camps	9%	8%	10%	141%	0%
Objective: Develop and present project and activity based 4-H Clubs.					
Number of 4-H program offerings (clubs)	23	24	26	26	26
Number of individually enrolled 4-H youth (clubs)	348	328	320	320	320
Percent increase of individually enrolled 4-H youth (clubs)	-19%	-6%	-2%	0%	0%
Objective: Develop and present project-based, 4-H In-School programs.					
Number of 4-H program offerings youth ²	10	5	15	15	15
Number of individually enrolled 4-H youth	7,500	7,080	7,000	7,000	7,000
Percent increase of individually enrolled 4-H youth	41%	-5%	-1%	0%	0%
Objective: Develop and present project-based, 4-H After-School programs.					
Number of 4-H program offerings schools	11	13	12	12	12
Participants enrolled in 4-H after school programs	242	102	200	200	200
Percent increase in 4-H after school program participation	89%	-58%	96%	0%	0%

¹ FY 2015 and FY 2016 projected numbers include county fair participants. Fair participants were not included in prior years.

² FY 2012 program offerings include Reality Store, which was discontinued in FY 2013 as an FCS program.



Extension Services Family & Consumer Sciences

Program Goal and Service Description

Family and Consumer Sciences (FCS) programs develop wellness, life skills in three areas: 1) Food, nutrition, and health; 2) Family financial management; and 3) Family and human development. FCS partners with state and local agencies to maximize the impact and quality of its resources.

Budget Overview

FY 2015 Issues

- Extension does not have a Virginia Cooperative Extension (VCE) Food Safety Specialist.

FY 2015 Major Work Plan Initiatives

- Identify public and possibly private funding for Food Safety Specialist. VCE and Loudoun County have identified some potential funding for this position by consolidating certain administrative duties, thus freeing up some existing state funding, which VCE plans to augment with additional funding.
- Develop and implement Extension's food safety services that are relevant to all of Loudoun's districts.
- Introduce Extension's food safety services to Loudoun County.
- Draft a charter and bylaws to guide a Master Food Volunteer program.

FY 2016 Outlook

- The agriculture education clearinghouse will be in place; the allocation of operational responsibilities and amount of resources: time, people, and funding are unknowns.
- Extension will continue to promote Extension's food safety services across Loudoun County.
- Extension's Food Safety Specialist will establish one canning club.
- Extension's Food Safety Specialist will establish a Master Food Volunteer program.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$76,993	\$27,235	\$26,315	\$28,314	\$29,163
Operations & Maintenance	13,706	3,410	8,959	8,959	9,049
Total Expenditures	\$90,699	\$30,645	\$35,274	\$37,273	\$38,212
Local Tax Funding	\$90,699	\$30,645	\$35,274	\$37,273	\$38,212
 County FTE	 1.40	 0.40	 0.40	 0.25	 0.25
State FTE	1.07	1.07	0.00	1.07	1.07
FTE Summary¹	2.47	1.47	0.40	1.32²	1.32

¹ In FY 2013, the Financial Counselor was eliminated by the Board of Supervisors.

² Re-designation of resources from an existing part-time state position (Unit Administrative Assistant) plus additional state funding to hire a Food Safety Specialist.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Extension Services
Family & Consumer Sciences**

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.					
Number of individuals provided information on nutrition, fitness and health ²	111	114	295	0	0
Percent of adult participants who increased knowledge	75%	100%	100%	0%	0%
Objective: Provide information on food borne illness prevention and food safety.					
Number of individuals provided information	n/a	n/a	200	0	0
Objective: Increase the knowledge of individuals, producers, and food vendors on food safety education programs,					
Number of food safety awareness programs presented.	n/a	n/a	n/a	2	2
Number of on-site food safety consultations conducted across the County.	n/a	n/a	n/a	8	15
Number of individuals provided information on food safety.	n/a	n/a	n/a	100	200

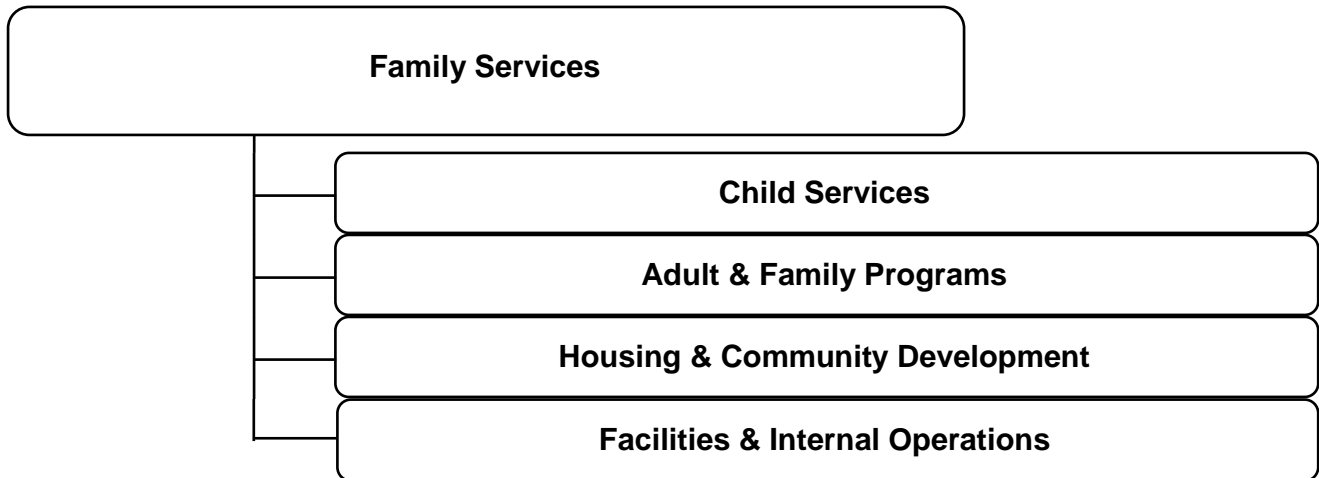
¹ Measures with an n/a were new for the year in which numerical data begins.

² State funded Expanded Food and Nutrition Program (EFNEP) full-time position was eliminated and as such the Department will not have the resources to deliver these programs.





Family Services





Family Services

Mission Statement

The mission of the Department 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 businesses, government and community resources to deliver effective and efficient services; and fosters and supports professional growth and development among staff.

Description

The Department of Family Services administers a wide variety of programs and services that assist children, families, disabled adults and the elderly with basic subsistence and medical needs as well as services to protect children and vulnerable adults from abuse, neglect and exploitation. All services are delivered under state and federal mandates or under local initiatives that seek to improve family stability, help families achieve safe and affordable housing, increase self-sufficiency, and reduce the need for more expensive alternatives or the need for additional government assistance.

The Department operates under the advisement of the Family Services Board appointed by the Board of Supervisors.

Budget Overview

FY 2015 Issues

- In FY 2013, the Department saw a turnover rate of 19.5% of the workforce. With high workloads and flat resources, turnover remains an issue. The turnover rate is expected to remain high throughout FY 2014 and into FY 2015 if current workload trends (service demands, new mandates, and process changes) continue.
- The impacts of federal sequestration reductions on public assistance, federal housing, adoption subsidy, block grants and other programs are expected to continue in FY 2014 and throughout FY 2015.
- Workloads are expected to increase significantly in the Benefits programs, particularly in regard to additional Medicaid applications related to the Affordable Care Act and new mandated processes for determining program eligibility for Medicaid and Supplemental Nutrition Assistance Program (SNAP).
- A statewide initiative called Eligibility Modernization will revolutionize how applications for Benefits programs are received and reviewed and determinations made. This transition will take many months and impact current workloads.
- The lack of available and affordable housing continues to impact low income households.
- Population increases among children and the elderly as well as an increase in the poverty rate place greater service demands on various programs in DFS.

FY 2015 Major Work Plan Initiatives

- Fully implement Eligibility Modernization policies and practices as required by the Virginia Department of Social Services.
- Implement new mandated policies and processes to comply with Medicaid Managed Care for children in Foster Care and Adoption Services.
- Fully integrate High Fidelity Wraparound into service provision in Child Services programs.
- Develop a staff retention plan in order to reduce turnover in areas with growing workloads.
- Pilot a succession planning process as a means to enhance competencies necessary to compete for critical positions in the Department and fill service gaps.

FY 2014 Major Achievements

- Transitioned Benefits Programs to a statewide computer system that allows residents to file applications, report changes, complete reviews via an online portal.
- Collaborated with Mental Health, Substance Abuse, and Developmental Services (MHSDS); Juvenile Court Service Unit (JCSU); Parks and Recreation; Loudoun County Public Schools; and County Administration to create a new program called the Evening Reporting Center. This program provides a supervised, enriched learning environment for teens on probation. This model has proven to keep teens in school and to reduce further penetration into the juvenile justice system.
- Instituted online applications in all Housing Programs and the Emergency Services Program. In addition, the State on-line applications for Day Care assistance and the CommonHelp on-line application process were fully implemented in Loudoun.
- Established the Family Alliance Network (FAN) out of the alumni group of the Family Connections program and through a DFS and Mental Health Substance Abuse Disability Services Collaboration. FAN members will assist families with accessing services for children with a wide variety of treatment needs.
- Redesigned front counter to more effectively serve customers.



Family Services

FY 2014 Major Achievements (Continued)

- Initiated the Emergency Home Repair and Accessibility grant program as part of the existing Home Improvement Program to assist elderly and/or disabled home-owners to make emergency or accessibility repairs to their homes.
- Initiated the Affordable Market Purchase program to implement workforce housing proffers accepted by the Board of Supervisors. The program offers reduced-priced housing to home purchasers earning between 70-100% AMI.
- Instituted many processing and marketing adjustments in the Affordable Dwelling Unit (ADU) program to increase the number of ADUs available for purchase and to reduce the potential for the market sale of units. The Program is working closely with the Dulles Association of Realtors to advertise available ADUs; has doubled the number of intake sessions provided per month; provides all marketing material for every unit available to the full waiting list to maximize exposure of available units for the builder; and with authority granted by the Board of Supervisors, is purchasing ADUs in danger of being sold at market and selling them to qualified ADU buyers.

FY 2016 Outlook

- The increases in Medicaid applications expected in FY 2014 and FY 2015 should level out somewhat in FY 2016, although the numbers are anticipated to remain high.
- Technology innovations and on-line applications will play a more prominent role in how services are delivered.
- There are unknown impacts related to State and/or Federal budget reductions.
- The yearly increases in the child population entering Loudoun County Public Schools places additional workload demands on staff in the Comprehensive Services Act (CSA), Child Protective Services, Foster Care/Adoption, Young Adults Project, Family Connections and Young Parents Services. Only one FTE (a Case Aide position in Child Protective Services (CPS)) has been added collectively since FY 2008.
- Because contract rates for facility operations have been held relatively flat, contractors have not been able to recruit staff at the experience levels that they need due to an inability to pay competitive rates. In order to compete for those individuals, agencies may reduce credential requirements or hire fewer people, which may jeopardize the effectiveness of facility programs.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Family Services					
Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$14,269,429	\$14,696,247	\$15,730,606	\$16,224,655	\$16,711,395
Operations & Maintenance	17,907,253	17,063,608	17,180,365	17,321,868	17,495,087
Capital Outlay & Capital Acquisitions	21,250	10,172	202,500	10,000	10,000
Other Uses of Funds ²	15,850	45,782	80,406	80,406	80,406
Total Expenditures	\$32,213,782	\$31,815,809	\$33,193,877	\$33,636,929	\$34,296,887
Revenues					
Revenue From Use of Money and Property	\$4,293	\$9,595	\$2,546	\$2,546	\$2,546
Miscellaneous Revenue	17,048	10,518	13,771	13,771	13,771
Recovered Costs	239,331	162,382	191,994	189,857	189,857
Intergovernment- Commonwealth	3,222,427	2,934,108	2,960,777	2,848,270	2,848,270
Intergovernment- Federal	6,797,748	5,186,674	4,493,579	4,664,381	4,664,381
Other Financing Sources ³	183,000	183,000	183,000	183,000	183,000
Total Revenues	\$10,463,847	\$8,486,277	\$7,845,667	\$7,901,825	\$7,901,825
Rental Assistance Program Fund	\$8,904,322	\$8,863,434	\$9,201,420	\$9,263,469	\$9,263,469
Local Tax Funding	\$12,845,613	\$14,466,098	\$16,146,790	\$16,471,635	\$17,131,132
FTE Summary	192.27	193.64	194.64	194.64	194.64

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Family Services includes an increase of \$324,845 in local tax funding. Personnel expenditures increased by \$478,663 due primarily to changes in salaries and fringe benefits. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. The \$141,503 increase in Operating and Maintenance expenditures includes standard increases in contractual services. Capital Outlay expenditures were reduced to eliminate one-time funding for computer hardware purchases and front lobby renovations.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Family Services includes an increase in Personnel of \$486,740 or three percent and an increase in Operations and Maintenance of \$173,219 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$659,497.

Budget History

FY 2013: The Board added 2.00 FTE for a Benefits Specialist and a CPS Case Aide. The Board also eliminated 0.63 FTE for the Community Transitions Program.

FY 2014: The Board added a 1.00 FTE Benefits Specialist.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

² Transfer to Rental Assistance Fund. Additional fund summary information can be found in Volume 2 of this document.

³ Transfer from Comprehensive Services Act (CSA) Fund. Additional fund summary information can be found in Volume 2 of this document.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Family Services

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Child Services	\$5,338,717	\$5,541,559	\$5,765,282	\$5,957,078	\$6,105,658
Adult & Family Program	8,872,517	6,760,687	7,632,803	7,473,317	7,647,211
Housing & Community Development	11,233,966	11,917,050	11,802,718	11,897,177	12,060,191
Facilities & Internal Operations	6,768,582	7,596,513	7,993,074	8,309,357	8,483,827
Total Expenditures	\$32,213,782	\$31,815,809	\$33,193,877	\$33,636,929	\$34,296,887

Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Child Services	\$2,172,725	\$2,403,785	\$2,196,318	\$2,204,577	\$2,204,577
Adult & Family Program	4,889,004	2,926,747	2,709,579	2,623,928	2,623,928
Housing & Community Development	10,199,098	10,221,241	10,183,983	10,571,343	10,571,343
Facilities & Internal Operations	2,107,342	1,797,938	1,957,208	1,765,446	1,765,446
Total Revenues	\$19,368,169	\$17,349,711	\$17,047,088	\$17,165,294	\$17,165,294

Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Child Services	\$3,165,992	\$3,137,774	\$3,568,964	\$3,752,501	\$3,901,081
Adult & Family Program	3,983,513	3,833,940	4,923,224	4,849,389	5,023,283
Housing & Community Development	1,034,868	1,695,809	1,618,735	1,325,834	1,488,386
Facilities & Internal Operations	4,661,240	5,798,575	6,035,866	6,543,911	6,718,381
Total Local Tax Funding	\$12,845,613	\$14,466,098	\$16,146,790	\$16,471,635	\$17,131,132

Staffing By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Child Services	50.95	51.32	51.22	51.22	51.22
Adult & Family Program	63.27	64.40	65.40	65.40	65.40
Housing & Community Development	27.18	26.93	26.93	26.93	26.93
Facilities & Internal Operations	50.87	50.99	51.09	51.09	51.09
Total FTE	192.27	193.64	194.64	194.64	194.64



Family Services Child Services

Program Goal and Service Description

The goal of Child Services is to improve the safety and well-being of children, to support families and to promote permanent family homes for those children who need them.

Child Services achieves this goal through the following programs: Child Protective Services, which is mandated by the Code of Virginia to receive and respond to complaints of child abuse/neglect on a 24 hour basis; Foster Care and Adoptions, which is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile and Domestic Relations Court to DFS; Comprehensive Services Act for At-Risk Youth and Families, which provides support to the Community Policy and Management Team, manages Multidisciplinary Team process, and manages all vendor contracts and purchases of services under CSA; Young Adults Project; which is a collaboration between DFS and the Loudoun County Public School system to provide services to high school aged youth in a nonresidential setting; Young Parent Services, which provides case management services to pregnant and parenting teens; and Family Connections, which provides an evidenced based, community intervention program designed to serve families with teens ages 12 to 17 who engage in extreme at-risk behaviors, reducing the need for more expensive services.

Budget Overview

FY 2015 Issues

- The State has placed Foster Care under Managed Care requiring additional processes to secure services for children.
- Child Services is managing additional mandates, which require the use of Intensive Care Coordination.
- Time frames to complete court processes in Foster Care have been shortened requiring staff to complete processes in a more intense timeframe.
- An increase in the number of older children with complex emotional and behavioral needs coming into Foster Care requires specialized services and care.
- The number of hours Child Protective Services workers spend preparing for and in court continues to increase due to the escalating complexity of new cases (extreme domestic violence, mental illness, substance abuse, and child custody battles in addition to child abuse and neglect).

FY 2015 Major Work Plan Initiatives

- Fully implement all process changes related to Managed Care to ensure that youth receive the appropriate services.
- Complete the implementation of the Anchor Program, which will reduce the use of out of County placements for foster youth.
- Complete time studies to determine how time has been impacted by new mandates in all of child services.

FY 2016 Outlook

- DFS needs to evaluate the cost of new technology versus efficiency gained from technology for child services field workers.
- The increasing child population will place more service demands on all child services programs.
- The programmatic and workload impacts of managed care on mandated child serving programs will be fully operational.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,923,307	\$4,132,740	\$4,277,149	\$4,450,462	\$4,583,976
Operations & Maintenance	1,415,410	1,408,818	1,488,133	1,506,616	1,521,682
Total Expenditures	\$5,338,717	\$5,541,558	\$5,765,282	\$5,957,078	\$6,105,658
Revenues					
Recovered Costs	\$5,006	\$2,763	\$3,280	\$3,280	\$3,280
Intergovernment- Commonwealth	907,668	972,262	998,590	1,000,885	1,000,885
Intergovernment- Federal	1,077,051	1,245,760	1,011,448	1,017,412	1,017,412
Other Financing Sources	\$183,000	\$183,000	183,000	183,000	183,000
Total Revenues	\$2,172,725	\$2,403,785	\$2,196,318	\$2,204,577	\$2,204,577
Local Tax Funding	\$3,165,992	\$3,137,773	\$3,568,964	\$3,752,501	\$3,901,081
FTE Summary	50.95	51.32	51.22	51.22	51.22



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Family Services Child Services

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Young Adults Project – 95% of youth enrolled in the Young Adults program will either return to their home school, remain in the program, or obtain sufficient credits to earn a high school diploma.					
Number of youth enrolled in YAP	63	46	65	68	70
Number of youth who return to their home school at year end	45	34	48	52	53
Number of youth who continue at YAP at the end of school year	10	5	9	10	11
Enrolled youth receiving a high school diploma	8	7	8	6	6
Percent returning to home school, receiving high school diploma or continuing with program	100%	100%	100%	100%	100%
Objective: Young Parent Services – Provide an intensive array of services so that 90% of program participants stay in school versus the national dropout rate of 50% for pregnant or young parents and 90% of program participants will not have a subsequent pregnancy during program participation.					
Number of youth enrolled in the program	68	69	68	68	68
Percent of youth who remain in school after enrollment into YPS	100%	95%	99%	99%	99%
Percent of youth with no additional pregnancies while in program	100%	97%	99%	99%	99%
Objective: Child Protective Services – Evaluate all valid complaints of abuse and neglect and complete 90% of mandated investigations and family assessments within 45 days.					
Number of valid complaints of abuse/neglect received	1284	1242	1300	1360	1423
Percent of second complaint within one year following initial complaint	19%	19%	22%	22%	22%
Objective: Child Protective Services – Participation in the Family Engagement process at critical points in each case per state policy will reduce the number of children entering the foster care system.					
Number of children participating in family engagement	65	63	64	67	70
Percent of children who were diverted from foster care	95%	81%	93%	93%	93%
Objective: Comprehensive Services Act (CSA) – 90% of CSA cases will be served in community-based care.					
Number of new cases referred	79	98	110	115	120
Percent of cases receiving community based care only	86%	86%	90%	90%	90%
Percent of cases receiving congregate care services	14%	14%	10%	10%	10%
Total number of children served during fiscal year	189	199	225	225	230



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Family Services Child Services

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Family Connections – At least 70% of families who complete a minimum of five of the seven sessions will not require a high level of care (defined as JDC or Youth Shelter stay, residential placement, or intense home-based services) one year after termination of service.					
Number of parents participating	171	112	110	115	120
Percent of participating parents completing at least 5 sessions	74%	71%	90%	90%	90%
Percent of teens who complete at least 5 sessions	78%	77%	80%	80%	80%
Percent of teens who do not need a higher level of care	n/a	82%	80%	85%	85%
Objective: Family Connections – Expand Family Connections support network for program participants by increasing parent and teen volunteer hours.					
Number of teens participating	80	79	82	85	85
Number of volunteer hours per program participant	6.69	6	7	8	8
Objective: Foster Care – 85% of Foster Care children under 12 and 70% over the age of 12 will be placed in approved family home settings versus congregate care at the end of the fiscal year.					
Number of certified Family Homes	80	82	85	90	90
Percent of foster children below 12 placed in congregate care	11%	5%	10%	10%	10%
Percent of foster children below age 12 placed in a Family Home	89%	95%	85%	90%	90%
Percent of foster children over 12 placed in a Family Home	68%	72%	70%	70%	70%
Percent of foster children over 12 placed in congregate care	32%	28%	30%	30%	30%
Objective: Foster Care – 50% of children in the Department of Family Services custody will achieve permanent living situations annually.					
Number of children served in Foster Care during the year	87	86	90	90	90
Percent of children adopted during the fiscal year ²	28%	4%	15%	15%	15%
Percent of children returning to family during fiscal year ³	47%	10%	15%	15%	15%
Objective: Young Adults Project – 70% of youth who attend YAP will decrease their suspension rate at school and have no new charges one year after their discharge from YAP.					
Average number of days of suspension one year after discharge from YAP	n/a	2	10	10	10
Average number of days of suspension the school year prior to YAP entry	n/a	13	20	15	15

¹ Measures with an n/a were new for the year in which numerical data begins.

² During FY 2013, the majority of foster care youths were not eligible for adoption.

³ During FY 2013, a significant number of foster care youth were older teens preparing for independent living.



Family Services Adult & Family Programs

Program Goal and Service Description

The goal of Adult and Family Programs is to protect vulnerable adults and assist eligible individuals and families who find themselves in crisis or in at-risk situations and to address food, shelter, medical, employment and other basic human needs.

Adult and Family Programs achieves its goals through the following programs: Adult Protective Services (APS), which is mandated by the Code of Virginia to receive and investigate complaints of abuse, neglect and exploitation of disabled adults and individuals 60 and older on a 24 hour basis; and the Career Support and Emergency Services Unit, which is mandated by Federal, State and local regulation to administer employment, training, and daycare services and provide services to individuals in crisis situations to move toward stability and self-sufficiency to avoid future instability; Benefits, which is mandated by Federal and State policy to determine eligibility and administer five public assistance programs.

Budget Overview

FY 2015 Issues

- As of June 1, 2013, state level responsibility for Adult Services/Adult Protective Services transferred from the Virginia Department of Social Services (DSS) to the Virginia Department of Aging and Rehab Services (DARS), a newly formed agency. Legislative changes will require changes in administrative policy as well as changes in the case management/documentation computer system.
- Workloads are expected to increase significantly in the Benefits programs, particularly in regard to additional Medicaid applications related to the Affordable Care Act as well as new mandated processes for determining program eligibility for Medicaid and SNAP (Supplemental Nutrition Assistance Program).
- A statewide initiative called Eligibility Modernization will significantly change how applications for Benefits programs are received, reviewed and determinations made.
- The increasing workload for prescreening disabled children seeking the Medicaid Waiver Program is expected to be more difficult to manage. This program, although mandated, is not addressed in policy as it has been for adults only in the past.
- Lack of reliable transportation impedes individuals from obtaining and maintaining employment thus creating a need for assistance from the Department.
- The cost of day care continues to rise beyond the means of low income families, thus limiting employment and creating a need for public assistance.

FY 2015 Major Work Plan Initiatives

- Participate in development of and transition to DARS computerized case management/documentation system.
- Fully implement Eligibility Modernization policies and practices.
- Fully implement all changes needed to integrate the Virginia Initiative for Employment Not Welfare (VIEW) program to the Virginia Case Management System (VaCMS).
- Assess the impact of the Affordable Care Act on the use of emergency funds and make appropriate changes to policy.

FY 2016 Outlook

- Managing the number of new benefits cases due to the Affordable Care Act will be a challenge since the exact impact is unknown.
- Technology innovations and on-line applications will play a more prominent role in how services are delivered.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Family Services
Adult & Family Programs**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$4,591,576	\$4,500,910	\$4,869,643	\$4,958,053	\$5,106,795
Operations & Maintenance	4,274,092	2,259,778	2,577,160	2,515,264	2,540,417
Capital Outlay & Capital Acquisitions	6,850	0	186,000	0	0
Total Expenditures	\$8,872,518	\$6,760,688	\$7,632,803	\$7,473,317	\$7,647,211
Revenues					
Miscellaneous Revenues	\$12,618	\$1,489	\$700	\$700	\$700
Recovered Costs	36,915	34,539	24,384	22,247	22,247
Intergovernment- Commonwealth	1,267,645	832,498	966,361	792,519	792,519
Intergovernment- Federal	3,571,826	2,058,221	1,718,134	1,808,462	1,808,462
Total Revenues	\$4,889,004	\$2,926,747	\$2,709,579	\$2,623,928	\$2,623,928
Local Tax Funding	\$3,983,514	\$3,833,941	\$4,923,224	\$4,849,389	\$5,023,283
FTE Summary	63.27	64.40	65.40	65.40	65.40



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Family Services
Adult & Family Programs**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Benefits – 98% of all Supplemental Nutritional Assistance Program (SNAP) cases will be processed within mandated time frames.					
Number of new SNAP cases approved	2,346	2,482	2,631	2,789	2,956
Percent of households/clients receiving Food Stamps timely	98%	97%	98%	98%	98%
Objective: Career Support Unit – At least 750 children will receive child care assistance so that their families can work.					
Number of children on the wait list for child care	797	1,020	1,000	1,000	1,000
Number of children receiving day care assistance during the year	718	882	850	850	850
Objective: Career Support Unit – 75% of VIEW clients will gain and keep employment at least three months past termination from Temporary Assistance for Needy Families (TANF).					
Number of VIEW clients served during fiscal year	360	410	395	395	400
Percent of VIEW clients employed while in the program	59%	56%	60%	60%	60%
VIEW clients maintaining employment for at least three months	80%	83%	75%	75%	75%
Objective: Adult Protective Services – Complete 90% of Medicaid nursing home personal care pre-screenings and adult care pre-screenings within 14 days as required by the Virginia Department of Medical Assistance Services.					
Number of referrals for pre-screenings	115	125	137	144	151
Percent of Medicaid pre-screenings completed in 14 days	100%	100%	100%	100%	100%
Objective: Adult Protective Services – Investigate all complaints with 85% of investigations completed within 45 days.					
Number of abuse/neglect complaints received	288	321	324	327	330
Percent of investigations completed within 45 days	95%	94%	99%	99%	99%
Objective: Adult Protective Services – Provide Companion Services to eligible elderly and disabled adults to prevent abuse, neglect and/or exploitation under Adult Protective Services; prevent institutionalization; or to assist in maintaining independence.					
Number of clients approved for companion services	135	144	141	141	141
Percent of imminent risk of institutionalization without service	45%	38%	38%	38%	38%
Percent of adults who maintained or regained independence	55%	62%	62%	62%	62%



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Family Services Adult & Family Programs

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Career Support Unit – At least 90 employer job fair and other events will be scheduled annually.					
Number of clients attending job fair and employer events	699	788	800	850	850
Number of job fairs/Meet the Employer events sponsored	97	115	96	102	102
Objective: Benefits – All inquiries for benefits (SNAP, Medicaid, Temporary Assistant for Needy Families) will be fully evaluated and processed according to eligibility criteria.					
Average monthly caseload for all benefit programs	9,920	10,639	13,299	16,624	20,780
Number of household/clients contacting the call center ²	29,536	25,604	32,005	40,006	50,007
Number of households/client whose applications were approved	4,546	4,832	5,315	5,847	6,431
Number of households/clients making formal application	7,974	8,930	11,163	13,954	17,442
Objective: Emergency Support Unit – Provide emergency assistance for immediate basic needs to eligible families and case management for eligible families with ongoing chronic needs.					
Number of households requesting assistance with basic needs (rent, utilities, medication, food)	n/a	2,186	2,225	2,275	2,300
Percent of households assisted with financial assistance from DFS	n/a	14%	14%	15%	16%
Percent of households receiving financial assistance from community organizations in collaboration with DFS	n/a	3%	4%	5%	5%
Number of service referrals (non-financial) made to community organizations on behalf of household requests	n/a	7,090	7,200	7,225	7,300

¹ Measures with an n/a were new for the year in which numerical data begins.

² Due to improvements in processes and procedures, inquiries are now handled through the Benefits Unit's automated call center.



Family Services Housing & Community Development

Program Goal and Service Description

The goal of Housing and Community Development is to increase affordable opportunities and improve the living environment of Loudoun's low to moderate income households.

Housing and Community Development achieves its goal through the following programs: the Housing Choice Voucher (HCV) Program (captured in the financial summary table as the Rental Assistance Program)¹, funded by the U.S. Department of Housing and Urban Development (HUD) to provide rent subsidies for low-income families; Community Development Block Grant (CDBG), which distributes Federal funds through a competitive application process to public and non-profit agencies for projects that enhance the living and economic prospects of low to moderate income people; the Affordable Dwelling Unit (ADU) Program, which facilitates the sale and rental of new housing to moderate income households; Public Employee Homeownership Grants (PEG) Program, which provides forgivable loans to moderate income public sector employees to purchase homes; Homeownership Loans, which provide a variety of low interest and down payment loans to help moderate income households purchase homes; the Loudoun County Home Improvement Program (LCHIP), which provides rehabilitation grants and loans to low to moderate income home-owners to make necessary repairs; the Homeless Prevention Program (HPP), a State grant that provides funds for eligible families to prevent eviction to retain housing; Homeless Services Planning, which coordinates planning and program development among public and private agencies that provide services to the homeless population; and several counseling programs, including foreclosure, homebuyer purchase, and post-purchase. Several policy boards are supported that advise the Board of Supervisors on housing issues and initiatives, including the Housing Advisory Board, the Affordable Dwelling Unit Advisory Board (ADUAB), the Continuum of Care and the Joint Trust Fund Committee. This year the Board also convened the Housing Stakeholder Group, supported by County Administration's staff, to review and make recommendations for improvement to the County's housing policies and programs.

Budget Overview

FY 2015 Issues

- The development of new programs to implement approved proffers and provide funding to non-profits that address the County's unmet housing needs with diminishing resources will remain a challenge.
- Federal sequestration reductions will continue to impact the number of the lowest income families served by the Housing Choice Voucher Program.
- The number of non-profits funded through the Community Development Block Grant program will remain static due to Federal budget reductions.
- The ADU program and programs funded by the County of Loudoun Housing Trust could go through significant transition requiring operational adjustments and increased workload for the ADU staff as well as other County staff as a result of Board action upon receiving recommendations from the Housing Stakeholders Group.
- The number of households needing affordable housing especially in the lowest incomes is growing.

FY 2015 Major Work Plan Initiatives

- Continue to develop programs to manage proffered unmet housing needs.
- Implement the Project Based Voucher program.
- Support affordable housing policy amendments and program transition activities.
- Identify and obtain federal, state, and other funding to support programs that provide housing to the homeless and very low income households.
- Provide technical support to non-profits seeking funding and Low Income Housing Tax Credits.

FY 2016 Outlook

- There will be fewer traditional resources available to address the housing needs of the homeless and very low income population.
- Continued Federal budget reductions through sequestration will continue to erode service provision in the Housing Choice Voucher and the Community Development Block Grant programs affecting the amount of rent subsidy available, the number of families served, and the amount of funding available to non-profit service provision.
- More emphasis will be placed on helping the private sector and non-profits to develop affordable housing through funding and technical support.
- The number of individuals and families experiencing homelessness is likely to increase if federal and state resources continue to decline.

¹ Information related to the Housing Choice Voucher Program can also be found in the Rental Assistance Program Fund summary in Volume 2 of this document.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Family Services
Housing & Community Development

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,958,884	\$1,957,339	\$2,197,269	\$2,242,312	\$2,309,581
Operations & Maintenance	9,254,832	9,913,928	9,525,043	9,574,459	9,670,204
Capital Outlay	4,400	0	0	0	0
Other Uses of Funds	15,850	45,782	80,406	80,406	80,406
Total Expenditures	\$11,233,966	\$11,917,049	\$11,802,718	\$11,897,177	\$12,060,191
Revenues					
Revenue From Use of Money & Property	\$4,293	\$9,595	\$2,546	\$2,546	\$2,546
Miscellaneous Revenue	4,212	8,807	13,071	13,071	13,071
Recovered Costs	6,630	17,445	500	500	500
Intergovernment- Commonwealth	229,613	257,357	247,357	256,396	256,396
Intergovernment- Federal	1,050,028	1,064,603	719,089	1,035,361	1,035,361
Total Revenues	\$1,294,776	\$1,357,807	\$982,563	\$1,307,874	\$1,307,874
Rental Assistance Program Fund	\$8,904,322	\$8,863,434	\$9,201,420	\$9,263,469	\$9,263,469
Local Tax Funding	\$1,034,868	\$1,695,808	\$1,618,735	\$1,325,834	\$1,488,386
FTE Summary	27.18	26.93	26.93	26.93	26.93



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Family Services
Housing & Community Development

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Distribute all CDBG funds to nonprofit organizations to help low and moderate income residents by enhancing their living environment, creating decent housing, and providing economic development opportunities.					
Amount of CDBG funds expended	\$870,338	\$908,498	\$900,000	\$900,000	\$900,000
Organizations receiving CDBG funds	9	9	9	9	9
Organizations receiving funds that fulfilled terms of their application	85%	91%	95%	90%	90%
Objective: Distribute funds to incentivize eligible sector of the workforce to purchase in the County so they can live close to work.					
Number approved for Public Employee Homeownership Grant (PEG)	7	9	8	8	8
Number of Loudoun County Government employees approved for PEG	2	5	3	3	3
Number of Loudoun Public School Employees approved for PEG	5	4	5	5	5
Objective: LCHIP – Provide financial resources and guidance to assist five low and moderate income homeowners with basic home renovations.					
Average loan amount per homeowner	\$27,833	\$15,982	\$20,000	\$20,000	\$25,000
Number of loans settled	2	7	9	10	10
Number of renovation projects completed	2	6	8	8	10
Objective: Homeless Prevention Program – Distribute funds and provide counseling to eligible households to prevent homelessness.					
Number of households receiving assistance to prevent homelessness	87	58	60	57	54
Number of households receiving foreclosure counseling	83	50	20	15	10
Objective: Affordable Dwelling Unit (ADU) – Facilitate the purchase or rent of newly constructed homes for moderate income households.					
Mean household income for new ADU purchasers	\$47,981	\$47,659	\$48,250	\$48,250	\$48,750
Mean household income for new ADU renters	\$36,495	\$34,734	\$36,500	\$36,500	\$36,750
Number of families who purchased new ADUs	86	128	220	250	300
Number of families with new leased units	133	126	126	126	130



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Family Services
Housing & Community Development

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Rental Assistance Program – Assure that 98% of Housing Choice Voucher/Rental Assistance Program households are inspected timely and are found to have safe and sanitary living conditions.					
Number of rental units inspected	672	620	600	580	560
Percent of required home inspections completed timely	100%	100%	100%	100%	100%



Family Services Facilities & Internal Operations

Program Goal and Service Description

The goal of Facilities and Internal Operations is to ensure that all facilities operated by the Department are done so in the most efficient and effective way and that all units within the Department have the resources, materials, and data needed to fulfill their missions.

Facilities and Internal Operations achieves its goals through the following programs: Finance and Budgeting, which is responsible for the development of the annual Federal and State budgets for the Department, customer service to the public, and the provision of accounting functions to ensure compliance with all grant and auditing criteria; Management Information System and Grant Management, which is responsible for collecting and providing data to each unit within the Department and for managing agency wide management information system to better streamline service delivery and increase efficiency among work groups; Juvenile Detention Center, which provides secure housing for youth detained by the Juvenile and Domestic Relations Court; two Youth Shelters under contract with a non-profit organization, which provides short-term shelter to youth ages 12 through 17 referred by Family Services, MHSADS, Court Services, and the Juvenile and Domestic Relations Court; and the Homeless Services Center, which is under contract with a non-profit organization and provides four distinct programs including the Emergency Homeless Shelter, Transitional Housing, Drop-in Center and the Cold Weather Shelter.

Budget Overview

FY 2015 Issues

- Problems with State computer systems and how they operate within the County platform continue to create problems for staff. Ongoing implementation of new applications has created additional issues.
- Fluctuations in the youth population will require greater management of resources to produce effective outcomes.
- The Juvenile Detention Center continues to experience maintenance and repair issues with the building. These issues impact the ability of staff to meet all environmental and infrastructure requirements as defined in state standards.

FY 2015 Major Work Plan Initiatives

- Identify all units that can utilize Laserfiche and develop a timeline to outline the sequence of when units will be integrated.
- Develop a work plan with the Virginia Social Services technology staff and Loudoun's DIT staff to resolve issues related to state computers.
- Provide multiple training/informational sessions with DFS staff on emergency and safety procedures and protocols to ensure that all staff know what to do in emergency situations.
- Continue developing programming through Juvenile Detention Alternatives Initiative (JDAI) by creating specialized programs to address issues experienced by the female juvenile population.

FY 2016 Outlook

- The State will continue to roll more state computer systems into VaCMS, which will place more demand on DFS staff to manage computer issues.
- HUD will finalize its revised Homeless Management Information System rules by FY 2016; therefore, the agency's HMIS system will need to be modified for compliance purposes.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,795,662	\$4,105,258	\$4,386,545	\$4,573,828	\$4,711,043
Operations & Maintenance	2,962,919	3,481,083	3,590,029	3,725,529	3,762,784
Capital Outlay & Capital Acquisitions	10,000	10,172	16,500	10,000	10,000
Total Expenditures	\$6,768,581	\$7,596,513	\$7,993,074	\$8,309,357	\$8,483,827
Revenues					
Miscellaneous Revenues	\$219	\$222	\$0	\$0	\$0
Recovered Costs	190,780	107,634	163,830	163,830	163,830
Intergovernment- Commonwealth	817,500	871,991	748,470	798,470	798,470
Intergovernment- Federal	1,098,843	818,091	1,044,908	803,146	803,146
Other Financing Sources	\$219	\$222	\$0	\$0	\$0
Total Revenues	\$2,107,342	\$1,797,938	\$1,957,208	\$1,765,446	\$1,765,446
Local Tax Funding	\$4,661,239	\$5,798,575	\$6,035,866	\$6,543,911	\$6,718,381
FTE Summary	50.87	50.99	51.09	51.09	51.09



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Family Services Facilities & Internal Operations

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Juvenile Detention Center – Fewer than 20% of admissions will require any period of disciplinary isolation during their stay in excess of 24 hours during their detention stay.					
Juveniles receiving disciplinary isolation for greater than 24 hours	19%	12%	15%	15%	15%
Objective: Youth Shelter – At least 85% of youth will be discharged to a less restrictive setting and will have a shelter stay of less than 45 days.					
Annual utilization rate ²	63%	53%	70%	75%	80%
Percent of youth discharged in less than 45 days	n/a	87%	85%	85%	88%
Percent of youth discharged into a less restrictive setting	n/a	93%	95%	95%	95%
Total number of youth admitted to shelter	165	195	200	210	220
Objective: Administration: The Customer Service team will maintain continuity, efficiency, and professionalism to provide the best quality of service					
Number of families who come through reception seeking services	53,226	50,223	52,000	52,500	53,350
Number of phone calls managed through reception	79,525	71,272	74,000	74,500	75,500
Objective: Juvenile Detention Center staff will monitor population numbers to ensure the facility remains in compliance with the State licensed capacity of 24.					
Average daily population at JDC	15	15	15	15	15
Average length of stay at JDC in days	32	36	36	32	32
Objective: Transitional Housing Program – 85% or program participants will move into permanent housing at the same time of discharge as required by HUD regulations.					
Annual utilization rate of Transitional Housing Program (THP) ³	88%	76%	90%	95%	95%
Annual utilization rate of Transitional Opportunity Program %	88%	87%	90%	92%	95%
Average length of stay in THP/TOP (months)	n/a	14	17	20	20
Percent of households discharged into permanent housing	100%	63%	75%	80%	90%
Number of individuals admitted to program-THP	53	74	62	65	65

¹ Measures with an n/a were new for the year in which numerical data begins.

² A new facility was added at the end of FY 2012, which doubled capacity. Results for FY 2013 show this additional capacity; utilization rates will increase as the shelter facilitates additional clients.

³ Annual utilization of THP was only 76% in FY 2013. The facility was renovated in FY 2013; therefore, units were kept vacant so that renovations could be completed more quickly.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Family Services
Facilities & Internal Operations**

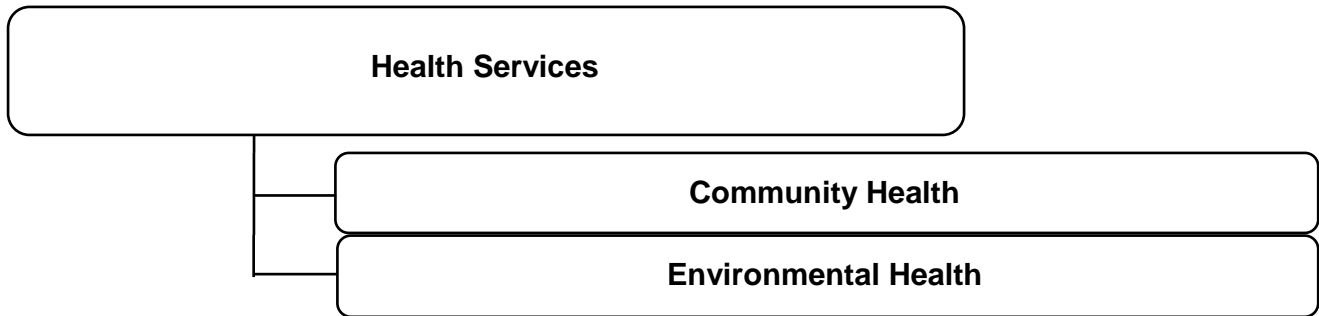
Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Juvenile Detention Center – Fewer than 10% admissions will require physical restraints during their stay.					
Admissions requiring restraints	14%	4%	5%	5%	5%
Objective: Emergency Homeless Shelter – To provide appropriate services to reduce the barriers that contributed to homelessness while reducing the length of shelter stay with 50% of households moving into permanent housing at the time of discharge.					
Average annual utilization by number of beds	75%	68%	70%	75%	78%
Average annual utilization by room/unit	95%	78%	90%	90%	95%
Average length of stay at homeless shelter (in days)	n/a	55	55	58	60
Number of individuals admitted to program-EHS	236	200	215	215	220
Number of individuals requesting admission	1,636	1,425	1,500	1,550	1,575
Percent of families who are discharged into permanent housing	36%	32%	40%	42%	45%

¹ Measures with an n/a were new for the year in which numerical data begins.





Health Services





Health Services

Mission Statement

Health Services provides services that enhance and ensure the health of all Loudoun County residents. This is achieved by working with partners in the County and town governments, State and Federal agencies, private organizations, businesses and residents to protect the environment, prevent the spread of disease and promote residents' health.

Description

Health Services is composed of two main programs: Environmental Health and Community Health. These programs offer population-based services such as communicable disease surveillance and treatment, Lyme disease mitigation initiatives in collaboration with the Lyme Disease Commission, community health improvement efforts in collaboration with the Loudoun Health Council, emergency preparedness and response, and restaurant, swimming pool, private well, and septic system permitting and inspections to ensure environmental and public health protection. The Department also provides essential individual-based services to women and children who would otherwise be unable to receive medical, dental or nutritional evaluation and care.

Budget Overview

FY 2015 Issues

- The demand for services continues to exceed available resources, particularly for clinic services provided to vulnerable women and children and for food inspection services.
- The number of reportable communicable diseases continues to increase in Loudoun County. Each diagnosed active case of tuberculosis (TB) requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
- The Department must continue to improve its ability to detect diseases early and prepare for the possibility of having to conduct mass vaccinations or medication distribution to keep the County's residents safe from major outbreaks of disease.
- The high number of Freedom of Information Act (FOIA) requests redirects environmental health staff from their core mission of processing applications for new construction and preventing system failures.

FY 2015 Major Work Plan Initiatives

- Complete the digitization of existing Environmental Health files to increase efficiency in processing service requests and improve customer access.
- Complete a revised Community Health Improvement Plan to continue focusing community efforts on health issues of importance to Loudoun's residents.
- Strive to maintain level of service through increased efficiencies and by building and leveraging partnership support.

FY 2014 Major Achievements

- Achieved public health accreditation with the Public Health Accreditation Board to enhance trust and credibility among residents and enhance the standing of the Department's essential public health programs.
- Enhanced response coordination for potential public health emergencies through a successful functional exercise involving the Loudoun Medical Reserve Corps and multiple County agencies.
- Built upon FY 2013 initiatives to reduce the risk of contracting Lyme disease in Loudoun County in collaboration with the Lyme Disease Commission.

FY 2016 Outlook

- The increasing demand for community and environmental health services is expected to continue into FY 2016, straining current staff resources.
- Applications for septic system repairs are expected to increase at a faster rate as systems age and rural and urban development resumes.
- There will be an increasing gap between community expectations and Health Services' ability to respond, particularly in the areas of food inspections, complaint investigations, support for advisory bodies and service to Loudoun County's most vulnerable residents.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Health Services

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,957,429	\$2,017,379	\$2,160,104	\$2,277,505	\$2,345,831
Operations & Maintenance	2,034,448	2,149,262	2,209,812	2,244,472	2,266,917
Total Expenditures	\$3,991,877	\$4,166,641	\$4,369,916	\$4,521,977	\$4,612,748
Revenues					
Permits Privilege Fees and Regulatory Licenses	\$156,916	\$203,387	\$172,155	\$180,259	\$180,259
Charges For Services	1,448	3,076	9,800	8,650	8,650
Miscellaneous Revenue	2,103	3,314	500	500	500
Intergovernment- Federal	3,131	7,121	0	0	0
Total Revenues	\$163,598	\$216,898	\$182,455	\$189,409	\$189,409
Local Tax Funding	\$3,828,280	\$3,949,742	\$4,187,461	\$4,332,568	\$4,423,339
County FTE	27.00	27.00	27.00	27.00	27.00
State FTE ²	51.00	51.00	52.00	55.00	55.00
FTE Summary	78.00	78.00	79.00	82.00	82.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Health Services includes an increase of \$145,107 in local tax funding. Personnel expenditures increased \$117,401 due to an increase in fringe benefits and salaries. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and Maintenance increased \$34,660 due to base adjustments of \$12,000 for charges for OnlineRME (online septic inspection system), which is a requirement of the locally adopted Chapter 1067 of the Codified Ordinances, and \$22,660 for the state co-operative budget. These increases are offset by an increase in revenue of \$6,954 largely due to projected increases in sanitation and water permits and septic tank permits.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Health Services Department includes an increase in Personnel of \$68,326 or three percent and an increase in Operations and Maintenance of \$22,445 or one percent over the FY 2015 Adopted Budget. Revenue has been held to FY 2015 levels for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$90,771.

Budget History

FY 2014: The State added 1.00 FTE funded by a federal grant. This position is an outreach position that works with the Communicable Disease Unit.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

² The Department of Health Services will add three State wage FTE (1,500 hours per year with no benefits) for FY 2015. One FTE will address the needs within the Vectors section by addressing dog bites and coordinating rabies investigations; one FTE will be an administrative assistant in the Rural Environmental Health section to digitize Environmental Health files; and the third FTE will inspect pools and restaurants within the Urban Environmental Health section.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Health Services

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Community Health	\$1,786,381	\$1,753,237	\$1,870,546	\$1,957,160	\$1,993,518
Environmental Health	2,205,496	2,413,404	2,499,370	2,564,818	2,619,230
Total Expenditures	\$3,991,877	\$4,166,641	\$4,369,916	\$4,521,977	\$4,612,748
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Community Health	\$3,131	\$7,121	\$0	\$0	\$0
Environmental Health	160,467	209,778	182,455	189,409	189,409
Total Revenues	\$163,598	\$216,898	\$182,455	\$189,409	\$189,409
Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Community Health	\$1,783,250	\$1,746,116	\$1,870,546	\$1,957,160	\$1,993,518
Environmental Health	2,045,029	2,203,627	2,316,915	2,375,409	2,429,821
Total Local Tax Funding	\$3,828,280	\$3,949,742	\$4,187,461	\$4,332,568	\$4,423,339
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Community Health	46.00	46.00	47.00	47.00	47.00
Environmental Health	32.00	32.00	32.00	35.00	35.00
Total FTE	78.00	78.00	79.00	82.00	82.00



Health Services Community Health

Program Goal and Service Description

The Community Health Program focuses on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness and response. Program services are primarily driven by Federal and State mandates.

Budget Overview

FY 2015 Issues

- As the County population increases and becomes more diverse, diseases that are common throughout the world are increasing in incidence, leading to a rapid increase in the number of communicable diseases reported. The Program received 288 reports in 2002, as compared to more than 2,000 in calendar year 2012.
- The County's growing population of new immigrants and residents below the federal poverty level are reflected in the growing demand for Community Health services.
- New immigrants and working poor disproportionately utilize the Health Department's immunization and WIC nutrition services, outpacing the capacity of available resources.
- The County must continue to be prepared to respond to public health crises emanating from natural or man-made risks such as homeland security incidents or widespread outbreaks of disease, including pandemic influenza. Responding to such incidents may require the program to divert resources and impact its ability to perform routine services.

FY 2015 Major Work Plan Initiatives

- Enhance community partnerships and leverage other means of enhancing the Department's capacity to meet the increasing demand for core public health services.
- Conduct at least one functional public health emergency exercise to increase the preparedness, coordination and response capability of the Department and its local, state and federal partners in order to better protect the community should there be a major outbreak of disease.
- Build on existing private sector partnerships to best serve low-income pregnant and postpartum women and their children in Loudoun County.
- Continue efforts to address and reduce Lyme disease incidence in Loudoun County while protecting the environment.

FY 2016 Outlook

- Current trends regarding the increase in communicable diseases and the need to respond to health crises are expected to continue.
- The County's growing population has caused a gap in the clinic's ability to meet service demands; this trend is expected to continue.
- The geographical barriers to service are likely to increase, particularly in the eastern and southern parts of Loudoun County.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Health Services
Community Health**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$728,104	\$700,033	\$775,347	\$839,301	\$864,480
Operations & Maintenance	1,058,278	1,053,204	1,095,199	1,117,859	1,129,038
Total Expenditures	\$1,786,381	\$1,753,237	\$1,870,546	\$1,957,160	\$1,993,518
Revenues					
Intergovernment- Federal	\$3,131	\$7,121	\$0	\$0	\$0
Total Revenues	\$3,131	\$7,121	\$0	\$0	\$0
Local Tax Funding	\$1,783,250	\$1,746,116	\$1,870,546	\$1,957,160	\$1,993,518
County FTE	10.00	10.00	10.00	10.00	10.00
State FTE	36.00	36.00	37.00	37.00	37.00
FTE Summary¹	46.00	46.00	47.00	47.00	47.00

¹ The FY 2014 increase of 1.00 FTE reflects a state employee funded by a federal grant. This position is an outreach position that works with the Communicable Disease Unit.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Health Services Community Health

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Ensure that tuberculosis (TB) reports are acted upon and that individuals with TB disease complete treatment the appropriate course of treatment.					
Average number of months tuberculosis case are followed by Health Services staff	9	9	9	9	9
Number of reports of suspected or confirmed tuberculosis	36	34	35	35	35
Number of tuberculosis infections	211	251	250	250	250
Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%	100%
Objective: Provide age-appropriate vaccinations to decrease the incidence of vaccine preventable diseases.					
Number of flu shots provided	980	902	850	850	850
Number of illness reports for vaccine-preventable childhood diseases	186	52	85	85	85
Number of strep/pneumonia shots provided	174	91	100	100	100
Number of vaccination visits	3,026	2,607	2,500	2,500	2,500
Objective: Operate the Women Infant and Children (WIC) nutrition program to ensure that low-income women and their children have access to nutritional counseling, infant formula and federally-subsidized food.					
Amount of federal funding for WIC services	\$461,063	\$457,301	\$457,301	\$457,301	\$457,301
Average cost per client	\$155	\$152	\$150	\$150	\$150
Average number of days waiting time to receive WIC services	2.5	3	3	3	3
Number of WIC clients	2,805	2,844	2,900	2,900	2,900
Objective: Provide preventive and corrective dental services to low-income children to ensure good dental health.					
Number of children receiving dental care	1,505	1,590	1,500	1,500	1,500
Number of total dental visits	1,594	1,760	1,600	1,600	1,600
Percentage of dental visits for corrective care	28%	53%	30%	30%	30%
Percentage of dental visits for preventive care	69%	61%	60%	60%	60%
Objective: Ensure that low-income women receive appropriate pre-natal care to ensure healthy births.					
Number of low birth-weight or premature births among maternity clients	21	24	20	20	20
Number of women completing six months or more of prenatal care	415	349	400	400	400
Number of women seen for maternity services	465	451	450	450	450



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Health Services
Community Health**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide testing, treatment and information on sexually transmitted diseases.					
Number of individuals evaluated for sexually transmitted diseases	550	682	600	600	600
Number of individuals treated for sexually transmitted diseases	100	100	140	140	140
Rate of sexually transmitted disease per 1,000 patients seen	182	146	233	233	233
Objective: Improve the ability to protect Loudoun County residents from a widespread outbreak of disease.					
Number of individuals participating in an emergency preparedness exercise	144	140	150	150	150
Number of Loudoun residents in the Medical Reserve Corps	1,315	1,306	1,300	1,300	1,300
Number of Medical Reserve Corps members trained in the National Incident Management System (NIMS)	204	200	200	200	200



Health Services Environmental Health

Program Goal and Service Description

The Environmental Health Program maintains and improves the health of all County residents through disease prevention, surveillance efforts and community health promotion. The Program is responsible for rabies surveillance and education, restaurant and pool inspections and well and septic system evaluations. Food establishment, public pool, tourist establishment, and environmental and vector complaint services promote community health and prevent disease through educating, evaluating and assessing operators and their facilities. Onsite sewage and water services protect surface and groundwater supplies and the public's health through evaluating and permitting private onsite wastewater disposal systems and private water supplies.

Budget Overview

FY 2015 Issues

- Maintaining compliance with health safety regulations for the increasing complexity and number of Loudoun County's restaurants, pools, wells and onsite sewage systems continues to outpace available resources in the Program for meeting service quality standards and timeliness requirements.
- The Department must continue to address additional public health threats including Lyme disease, tall grass and other complaints in a customer focused manner with existing resources.
- Administering the State and County's growing operations and maintenance requirements for the increased number and complexity of alternative onsite septic systems to improve area-wide water quality, continues to stress the capacity of available resources for meeting requisite service and schedule obligations.
- It is expected that Health Services will process over 2,000 Freedom of Information Act (FOIA) requests that will continue to divert staff resources away from core service delivery.

FY 2015 Major Work Plan Initiatives

- Complete the digitizing of existing Environmental Health files to increase efficiency in processing service requests and improve customer access.
- Improve tracking and public access of onsite sewage system inspection records through enhanced web-based capabilities that will also enhance compliance verification and reporting.
- Increase public and private sector engagement in regulatory and compliance efforts to ensure equitable application of requirements while assuring public health and environmental protection.

FY 2016 Outlook

- FY 2015 service delivery trends are expected to continue into FY 2016, with increased demand for services in all Environmental Health areas.
- Additional information and services will be provided online which will increase efficiency as well as public outreach and awareness.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,229,326	\$1,317,346	\$1,384,757	\$1,438,205	\$1,481,351
Operations & Maintenance	976,170	1,096,058	1,114,613	1,126,613	1,137,879
Total Expenditures	\$2,205,496	\$2,413,404	\$2,499,370	\$2,564,818	\$2,619,230
Revenues					
Permits Privilege & Regulatory Licenses	\$156,916	\$203,387	\$172,155	\$180,259	\$180,259
Charges for Services	1,448	3,076	9,800	8,650	8,650
Miscellaneous Revenue	2,103	3,314	500	500	500
Total Revenues	\$160,467	\$209,778	\$182,455	\$189,409	\$189,409
Local Tax Funding	\$2,045,029	\$2,203,627	\$2,316,915	\$2,375,409	\$2,429,821
County FTE	17.00	17.00	17.00	17.00	17.00
State FTE	15.00	15.00	15.00	18.00	18.00
FTE Summary	32.00	32.00	32.00	35.00	35.00



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Health Services
Environmental Health**

Program Objectives and Performance Measures	FY 2012 Actuals	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Conduct routine inspections and sanitary evaluations of public facilities including food establishments, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools, campgrounds and tourist establishments to protect the public from environmental and communicable disease hazards.					
Average number of inspections per permitted food facility	2.9	2.3	2.7	2.6	2.6
Average number of inspections per permitted swimming pool facility	2.4	2.2	2.3	2.2	2.2
Number of food facilities requiring inspections by Health Services	980	1,011	1,000	1,050	1,050
Number of other facilities requiring inspections by Health Services	109	122	125	130	130
Number of swimming pool facilities permitted by Health Services	221	226	225	250	250
Total number of inspections for permitted food facilities	2,711	2,366	2,700	2,700	2,700
Total number of inspections for permitted swimming pool facilities	532	486	525	550	550
Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal systems.					
Number of conventional onsite sewage disposal system failures	19	27	30	32	35
Number of conventional onsite sewage disposal systems	13,359	13,644	14,000	14,100	14,100
Number of newly installed conventional systems	41	138	60	60	60
Number of newly installed nonconventional onsite sewage disposal systems	22	46	35	40	45
Number of nonconventional onsite sewage disposal system failures	4	1	4	4	4
Number of nonconventional onsite sewage disposal systems	1,390	1,475	1,605	1,645	1,690
Objective: Protect the public's health and the environment by permitting and inspecting private water wells.					
Number of dry wells reported to Health Services	6	12	20	25	25
Number of known private drinking water wells	16,741	16,933	16,800	16,750	16,500
Number of newly installed wells	108	193	145	190	215
Number of well inspections	193	283	230	275	300
Objective: Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.					
Number of complaints investigated	554	483	575	500	500
Number of confirmed foodborne outbreaks	1	0	1	1	1
Number of foodborne illness investigations	42	44	50	50	50



Health Services Environmental Health

Program Objectives and Performance Measures	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Prevent and improve awareness of Lyme disease in Loudoun County¹					
Number of Lyme disease presentations given	10	12	7	5	5
Number of Lyme disease events attended	1	24	5	5	5
Number of Lyme disease cases	260	185	200	210	225

¹ In FY 2013, existing staff diverted a significant amount of time to this effort in a one year push to increase awareness, with the objective of reducing new cases of Lyme disease. Subsequent years' projections reflect the amount of dedicated effort existing staff is able to maintain in support of this objective.





Mental Health, Substance Abuse and Developmental Services

Mental Health, Substance Abuse and Developmental Services

Residential Services

Community-Based Support Services

Outpatient Services

Outreach & Coordination Services



Mental Health, Substance Abuse and Developmental Services

Mission Statement

The Department of Mental Health, Substance Abuse and Developmental Services provides and facilitates a person-centered system of individualized services and supports that promotes self-determination and empowerment and enables participation in community life.

Description

The Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) is responsible for the public mental health, substance abuse, and developmental services system in the county. The Department provides a wide variety of services for citizens of all ages to stabilize acute situations and to enable people with mental disabilities to live independently and successfully in the community. Services are interrelated and designed to address the unique needs of clients in the mental health, substance abuse and developmental services disability areas and to respond to State and Federal mandates and local policy. In addition, the Department reaches residents through its collaboration with other departments including the Departments of Family Services, Juvenile Court Services Unit, and Community Corrections. The Department also provides services in collaboration with Loudoun County Public Schools (LCPS) and the Department of Rehabilitation Services (DRS). As a result of these partnerships, MHSADS provides staffing and administrative support in over 125 locations across the County including the Adult Detention Center, the Juvenile Detention Center, the Youth Shelter, 86 schools, and hospital emergency rooms. As mandated by Chapter 5, §37.2 of the Code of Virginia, the Community Services Board, an eighteen member volunteer board appointed by the Board of Supervisors, provides oversight to the Department's programs and policies.

Budget Overview

FY 2015 Issues

- Implementation of the Affordable Care Act and the Virginia Health Exchange will increase the number of individuals with commercial insurance seeking services from the Department, increasing staff's workload.
- The Commonwealth Coordinated Care Initiative emphasizing an integrated model of primary and behavioral health care will require additional resources (medical staffing) to implement effectively.
- The potential implementation of Medicaid Expansion could dramatically increase the number of individuals seeking services, increasing the workload as a result of the commensurate increase in the number of clients served across all services provided by the Department since many more people will become eligible to obtain services.
- The supply of affordable housing for residents with disabilities remains insufficient, for which staff continues to dedicate time and effort in identifying housing options and opportunities.
- There is a lack of sufficient slots to meet the demand in the Medicaid Home and Community Based Waiver (Medicaid Waiver) program for residents with intellectual disabilities due to limited state funding for this program.
- Implementation of the Settlement Agreement between the U.S. Department of Justice and the Commonwealth of Virginia will increase the burden on local departments to provide high quality, integrated care to adults with developmental disabilities.
- Increased demand for services will require the Department to procure additional space, as well as support for field-based workers.

FY 2015 Major Work Plan Initiatives

- Implement the final phase of a three phase approach to deliver same day access to care for individuals seeking mental health and substance abuse treatment services.
- Develop public-private partnerships to assist with the delivery of mental health and substance abuse treatment services.
- Implement fully the use of the electronic health record software, achieving a paperless record for 90 percent of individuals served by the end of FY 2015.
- Increase size and scope of System of Care Reform efforts to support greater access to high fidelity wraparound for multi-systemically involved youth and families with intensive needs.
- Increase provision of integrated primary and behavioral health care for eligible individuals.
- Develop a policy and procedure manual in preparation for national accreditation process.
- Prepare to expand service delivery to individuals with developmental disabilities (those individuals with a mental or physical disability resulting in substantial functional limitations) to maintain compliance with reforms initiated by the Virginia Department of Medical Assistance Services (DMAS) and the Virginia Department of Behavioral Health and Developmental Services (DBHDS).

FY 2014 Major Achievements

- Successfully implemented automated calling system to remind consumers of their psychiatric appointments.
- Increased service capacity across programs without increasing personnel resources by the allocation of financial resources and positions across the Department's programs, including some position reclassifications.
- Successfully implemented electronic Incident Reporting System across the Department.
- Established procedures for developing Department-wide policy and procedure manuals.
- Successfully eliminated a waiting list for individuals seeking mental health services.
- Completed the second phase of a three phase implementation process for a same day access to care model for individuals seeking mental health and substance abuse treatment services; full implementation projected by FY 2015. Currently, the Department is providing same day access to individuals seeking mental health treatment an average of two days per week.
- Successfully achieved target goals for the Commonwealth's Meaningful Use Initiative and established eligibility to receive funds to support the continued implementation and use of the electronic health record system.



Mental Health, Substance Abuse and Developmental Services

FY 2014 Major Achievements (Continued)

- Successfully transferred an individual from the Northern Virginia Training Center to a community-based placement. Currently, Loudoun County has the lowest census of individuals residing in training centers across Virginia.
- Successfully collaborated with the Sheriff's Office to provide Crisis Intervention Training (CIT) for Deputies and Dispatchers and provided Mental Health participation on Hostage/Barricade Situations as well as response to critical incidents.
- Hosted Cross Systems Mapping with participation from multiple County Departments including Sheriff's Office, Family Services, Courts, and more to identify five major system reform initiatives.
- Received a 3-year grant from DBHDS for \$ 638,924 to support Systems of Care Reform Initiatives and the full implementation of High Fidelity Wraparound Practice.

FY 2016 Outlook

- Medicaid Expansion, if it occurs, could significantly increase the number of individuals seeking mental health and substance abuse treatment services since it would significantly increase the number of Medicaid clients eligible for these services.
- Access to mental health and substance abuse services may decrease (or be limited) due to the implementation of a behavioral health services administrator for Medicaid-funded services because an individual's access to treatment will depend upon meeting "medical necessity criteria."
- The Medicaid Waiver programs for the Developmentally Disabled and Intellectually Disabled populations will be restructured into one Waiver Program. This restructuring will include revised rates for Waiver Services, as well as an increase in demand for services because individuals with developmental disabilities will be accessing services through the Department as part of their waiver service package. Currently, individuals with developmental disabilities typically access services through private providers.
- The Center for Medicaid and Medicare Services will require all providers seeking Medicaid and/or Medicare reimbursement for behavioral health care services to fully implement an integrated primary and behavioral health care service model serving individuals with mental illness. The Department will have to do this implementation in order to continue to obtain Medicaid and Medicare reimbursement.
- The continued implementation of Virginia's health care exchange (the Affordable Care Act implementation) could increase the number of individuals with commercial insurance seeking mental health and substance abuse services since it provides for health care coverage and service provision for individuals who previously did not have health insurance coverage.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Mental Health, Substance Abuse and Developmental Services

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$24,942,690	\$25,352,741	\$27,069,182	\$27,500,091	\$28,325,093
Operations & Maintenance	4,974,585	4,773,542	6,463,002	6,827,300	6,895,048
Capital Outlay & Capital Acquisitions	0	10,000	0	0	0
Other Uses of Funds	0	20,665	0	0	0
Total Expenditures	\$29,917,275	\$30,156,948	\$33,532,184	\$34,327,391	\$35,220,141
Revenues					
Charges For Services	\$679,884	\$706,695	\$716,500	\$736,500	\$736,500
Miscellaneous Revenue	3,288	4,737	1,000	1,000	1,000
Recovered Costs	5,626,494	5,045,060	5,694,457	5,867,911	5,867,911
Intergovernment- Commonwealth	4,206,003	4,683,125	4,539,518	3,887,483	3,886,963
Intergovernment- Federal	948,612	729,143	781,443	1,024,237	1,024,237
Other Financing Sources	145,820	300,000	0	0	0
Total Revenues	\$11,610,101	\$11,468,761	\$11,732,918	\$11,517,131	\$11,516,611
Local Tax Funding	\$18,307,174	\$18,688,187	\$21,799,266	\$22,810,260	\$23,703,530
FTE Summary³	327.43	326.30	333.10	336.70	336.70

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Mental Health, Substance Abuse and Developmental Services includes an increase in local tax funding of \$1,010,994 and 3.60 FTE. Expenditures increased \$795,207 which is comprised of an increase in Personnel of \$430,909 and an increase in Operations and Maintenance of \$364,298. These expenditure increases are primarily due to the FY 2014 mid-year enhancements for three Support Care Coordinator positions (3.00 FTE) and one Physical Therapist position (1.00 FTE) for case management, additional contractual and operational requirements, the inclusion of Retiree Health Savings Plan costs and healthcare plan enrollments. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section.

The FY 2015 budget includes additional personnel expenditures of \$366,133, operational and maintenance expenditures of \$7,257, and 5.00 FTE associated with the Board approved Developmental Services Group Home enhancement for which all personnel expenditures are completely offset by the reduction in the Department's overtime and temporary sub-pool expenditures budgets. Revenues decreased by \$215,787 primarily due to the elimination of Wounded Warrior Program funding. Lastly, the Wounded Warrior Grant Program budget was included in the FY 2014 Adopted Fiscal Plan, but was not included in the FY 2015 Adopted Fiscal Plan since that funding was eliminated in the revised FY 2014 budget since the Department no longer conducted that program. The elimination of that program caused the Department's personnel expenditures to be \$280,362 lower and the Department's FTE count to be 5.40 FTE lower for the FY 2015 budget. To summarize the FY 2015 FTE changes, the net increase of 3.60 FTE relates to the addition of 4.00 mid-year FY 2014 enhancement positions, 5.00 FY 2015 enhancement positions, and the reduction of 5.40 FTE for the Wounded Warrior Program Grant positions being eliminated during FY 2014 from the Department's budget.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Mental Health, Substance Abuse and Developmental Services includes an increase in Personnel of \$825,002 or three percent and an increase in Operations and Maintenance of \$67,748 or one percent over the FY 2015 Adopted Budget. Revenue is projected to slightly increase in FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$893,270.

¹ Expenditures for the Community Services Board are included for all years. Prior to FY 2014, these were not included in the Department's budget, but were presented in the Boards, Commissions and Committees section.

² FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

³ FTE data presented reflects an audit of previously published FTE counts.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Mental Health, Substance Abuse and Developmental Services

Budget History

FY 2012: The Board transferred one Accessibility Services Manager or 0.80 FTE to the Office of the County Administrator. The audit of the Department's FTE that resulted in a decrease of 0.33 FTE.

FY 2013 Mid-year: The Board added a total of 6.80 FTE including 1.80 FTE for a Psychiatric Nurse, a Children's Services Evaluator, and an Early Intervention Care Coordinator; 3.00 FTE for three Developmental Services Care Coordinator positions; and 2.00 FTE for two Mental Health Care Coordinator positions for case management.

FY 2014 Mid-year: The Board eliminated 5.40 FTE Wounded Warrior Grant Program positions due to program not continuing, including: 4.00 FTE Clinicians, 1.00 FTE Program Specialist, and 0.40 FTE Administrative Assistant. The Board added 4.00 FTE including 3.00 FTE Support Care Coordinators and 1.00 FTE Physical Therapist.

Expenditures By Program¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Residential Services	\$12,154,635	\$11,928,947	\$12,976,944	\$12,816,884	\$13,167,593
Community-Based Support Services	5,727,929	5,986,108	6,388,147	7,099,881	7,249,951
Outpatient Services	6,833,834	6,847,613	7,951,256	7,096,023	7,286,141
Outreach & Coordination Services	5,200,878	5,394,280	6,215,837	7,314,603	7,516,456
Total Expenditures	\$29,917,275	\$30,156,948	\$33,532,184	\$34,327,391	\$35,220,141
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Residential Services	\$4,054,897	\$3,666,209	\$4,050,325	\$4,021,909	\$4,021,909
Community-Based Support Services	1,226,249	1,588,656	1,138,189	1,246,170	1,246,170
Outpatient Services	3,336,324	3,738,473	3,591,943	3,440,122	3,440,122
Outreach & Coordination Services	2,992,631	2,475,423	2,952,461	2,808,930	2,808,410
Total Revenues	\$11,610,101	\$11,468,761	\$11,732,918	\$11,517,131	\$11,516,611
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Residential Services	\$8,099,737	\$8,262,738	\$8,926,619	\$8,794,975	\$9,145,684
Community-Based Support Services	4,501,680	4,397,452	5,249,958	5,853,711	6,003,781
Outpatient Services	3,497,509	3,109,140	4,359,313	3,655,901	3,846,019
Outreach & Coordination Services	2,208,247	2,918,857	3,263,376	4,505,673	4,708,046
Total Local Tax Funding	\$18,307,174	\$18,688,187	\$21,799,266	\$22,810,260	\$23,703,530
Staffing Summary by Program^{2,3}	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Residential Services	147.99	147.18	148.18	141.18	141.18
Community-Based Support Services	48.12	47.92	48.25	50.52	50.52
Outpatient Services	76.65	74.68	74.60	66.65	66.65
Outreach & Coordination Services	54.67	56.52	62.07	78.35	78.35
Total FTE²	327.43	326.30	333.10	336.70	336.70

¹ Expenditures for the Community Services Board are included in the Outpatient Services Program for all years.

² After a major reorganization, the Department has repurposed some positions for operational efficiencies, transferring them between programs, resulting in FY 2015 changes in FTE among the programs. The FY 2015 FTE are 3.60 FTE higher than FY 2014 due to the addition of 5.00 FTE Developmental Services Group Home enhancement positions and 4.00 FTE FY 2014 mid-year enhancement positions, with the reduction of 5.40 FTE Wounded Warrior Program positions.

³ The programs' FY 2015 FTE reflect changes in the allocation of administrative staff among the programs during FY 2014. Also, the nursing staff positions moved from the Residential Program to the Outpatient Services and the Outreach and Coordination Services Program during FY 2014, reducing the FY 2015 FTE for the Residential Program and increasing the FTE for the other two programs.



Mental Health, Substance Abuse and Developmental Services Residential Services

Program Goal and Service Description

The goal of the Residential Services Program is to support individuals and families experiencing serious mental illness, substance abuse and addictions, intellectual disabilities, and/or co-occurring conditions, through a continuum of community-based care. Residential Services are provided in group homes, supervised settings (townhouses and apartments) and private residences. Services provided include intensive psychotherapy, psychiatric and nursing care, crisis intervention, medication management, case management, consumer directed supports and individual habilitation supports to develop life skills development such as money management, personal hygiene, cooking and housekeeping. Outreach services are also provided to homeless persons with serious mental illnesses. Substance Abuse Residential Services provides detoxification and residential treatment to adults and youth through vendor contracts supported by federal, state and local funds.

The Program operates ten 24-hour group home residences and contracts for the operations of three residences while serving a total of 64 individuals with behavioral, mental, developmental and intellectual disabilities. Additionally, there are 13 locations serving as supported living mental health treatment programs for a total of 35 individuals. Currently, there is a waiting list of five individuals for placement in a mental health group home residence and 24 individuals for the supported living program. The average length of stay for a mental health group home resident is 9 1/2 years. There are six individuals awaiting a Developmental Services Group Home placement, all of which are classified as "urgent need." Clients receiving services through Mental Health Supported/Assisted Living Programs have an average length of stay of 4 1/2 years and are only discharged when there is a safe and stable living arrangement for the individual. Residential programs are supported by local tax funding, state general funds and Medicaid reimbursement payments, which currently sustains a 98.56 percent recovery rate for Medicaid reimbursable services.

Services are guided by a person-centered planning process that involves the consumer at every level of service delivery (planning, implementation and evaluation). Successful implementation of this process has led to strong, positive outcomes.

- In FY 2013, 90 percent of individuals with a developed care plan residing in the Developmental Services Group Homes met one or more of their established treatment goals.
- In FY 2013, 100 percent of the consumers served in the Mental Health and Substance Abuse Group Homes and Supervised Living avoided inpatient hospital stays of longer than 15 days, thereby reducing treatment costs at higher levels of care for extended periods of time.
- In FY 2013, 78 percent of individuals receiving residential substance abuse treatment successfully transitioned to outpatient services.

In addition to providing treatment services in group home or supported living programs, this Program works to support individuals in their own homes. For those individuals with chronic and severe mental illnesses, the Program provides mental health support services and psycho-social rehabilitative services. For those individuals with developmental and intellectual disabilities, the Program provides consumer directed service facilitation and in-home supports. These efforts are necessary and provide breadth to the residential support spectrum of choices to assure that individuals can remain in the least restrictive environment and have access to the community in which they live.

Mental Health Day Support Services are designed to assist individuals with serious mental illness to recover normal adult functioning while living in the community. 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, family support and education. Other services provided include case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Consumers receiving services through programs offered at Friendship House report a high level of satisfaction with the services provided. Individuals can participate in two programs, Mental Health Day Support Services (MHSS) and Psychosocial Rehabilitation Services (PSR). The participants of MHSS have consistently achieved 100 percent of their community participation goals, making Friendship House a successful lower level of care alternative to group home or other congregate care living services. For newly referred clients, intake appointments are scheduled and take place within one week of referral, providing for immediate and effective access to care.

Budget Overview

FY 2015 Issues

- Implementation of the Settlement Agreement between the U.S. Department of Justice and the Commonwealth of Virginia regarding the provision of mental health and developmental services will increase the burden on local departments to provide high quality, integrated care to adults with developmental disabilities.
- Regulation changes for the provision of Mental Health Support Services will impact eligibility criteria and funding related to the provision of these services, which could result in modification to the service delivery model in order to maintain current funding levels.
- Lack of access to comprehensive vocational rehabilitation services for persons with serious mental illness continues to result in limited vocational opportunities and challenges in job placements.
- There is an increasing need for in-home supports for children with developmental disabilities. There are currently 16 children on the "immediate need" waiting list.
- Space at Friendship House continues to be inadequate due to an increase in attendance for psychosocial rehabilitation.



Mental Health, Substance Abuse and Developmental Services Residential Services

FY 2015 Issues (Continued)

- Individuals currently residing in Mental Health and Developmental Services Group Homes are growing older and becoming more medically fragile, which presents fiscal and staffing challenges due to the increased demand for health and safety supports and the lack of universal design architecture in the homes.
- Increased demand for DS In-Home Support Services cannot be met with current staffing and the lack of providers available in the County. The Department is waiting for the results of the state's initiative currently underway to develop rates and providers.
- Development of private providers of DS In-Home Support services through the Intellectual Disability Waiver has been unsuccessful in Loudoun County due to the insufficient reimbursement rate and the complex behavioral and medical conditions of the individuals seeking services.
- Demand for Consumer Directed Services will increase as Medicaid Waiver slots increase.
- Lack of qualified Consumer Directed providers will remain a significant issue due to low rates of reimbursement under the Consumer Directed care model.

FY 2015 Major Work Plan Initiatives

- Develop public-private partnerships to assist with the delivery of mental health and substance abuse treatment services.
- Implement fully the use of the electronic health record, achieving a paperless record for 90 percent of individuals served by the end of FY 2015.
- Increase provision of integrated primary and behavioral health care for eligible individuals.
- Develop a policy and procedure manual in preparation for national accreditation process.
- Develop an educational forum for Consumer Directed Service recipients, employers of record, and providers explaining their roles and responsibilities under the Intellectual Disability Waiver; and helping them identify training needs.
- Implement staffing and resource planning to address increasingly complex needs of individuals in the Developmental Services Group Home Program.
- Develop public-private partnerships to address the growing need for residential services.
- Develop a psychosocial rehabilitation program "without walls" to meet increased demand for services.

FY 2016 Outlook

- Demand for Developmental Services Group Home services provided by the Department and/or private providers will continue to increase.
- Implementation of the restructured Developmental and Intellectual Disabilities Medicaid Waiver program may require additional staffing to serve individuals with developmental disabilities that have not previously had access to services through the Department.
- With Mental Health Group Home and Supportive Living services at capacity, the demand for affordable housing and community-based services, such as Mental Health Skill Building and Psychiatric Rehabilitation Services will increase.
- The Northern Virginia Training Center (NVTC) is scheduled to close June 30, 2015. Services provided through the Regional Community Support Center (RCSC) program including dental, psychology, psychiatry and other medical and therapeutic services will no longer be available through the Training Center. The RCSC provides services to the individuals, who due to behavioral presentation or inability to pay, were not able to access medical and developmental services.
- The Northern Virginia Training Center (NVTC) will no longer be available to provide short term emergency or planned respite to people in the region who find themselves suddenly homeless due to a behavioral or medical crisis. The full impact of this on the community is not yet known.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Mental Health, Substance Abuse and Developmental Services Residential Services

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$10,898,251	\$10,859,661	\$11,310,069	\$11,127,013	\$11,460,823
Operations & Maintenance	1,256,384	1,069,286	1,666,875	1,689,871	1,706,770
Total Expenditures	\$12,154,635	\$11,928,947	\$12,976,944	\$12,816,884	\$13,167,593
Revenues					
Charges For Services	\$306,001	\$304,911	\$326,500	\$346,500	\$346,500
Miscellaneous Revenue	156	650	0	0	0
Recovered Costs	3,039,342	2,711,807	2,981,500	3,029,954	3,029,954
Intergovernment- Commonwealth	641,284	609,846	691,346	594,325	594,325
Intergovernment- Federal	68,115	38,995	50,979	51,130	51,130
Total Revenues	\$4,054,897	\$3,666,209	\$4,050,325	\$4,021,909	\$4,021,909
Local Tax Funding	\$8,099,737	\$8,262,738	\$8,926,619	\$8,794,975	\$9,145,684
FTE Summary¹	147.99	147.18	148.18	141.18	141.18

¹ The programs' FY 2015 FTE reflect changes in the allocation of administrative staff among the programs during FY 2014. The Residential Program FTE for FY 2014 included nursing staff. Beginning with the FY 2015 budget, the nursing staff positions are included in the Outpatient Services Program and the Outreach and Coordination Services Program of the Department, which causes the FTE for the Residential Program to decrease for FY 2015. The FY 2015 Adopted budget enhancement for the 5.00 FTE Developmental Services Group Home staffing is included [here](#).



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Mental Health, Substance Abuse and Developmental Services
Residential Services**

Program Objectives and Performance Measures	FY 2012 Actuals	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: The department will recover 100% available Medicaid funding for services provided					
Medicaid recovery rate	99%	99%	100%	100%	100%
Objective: 75% of individuals discharged will demonstrate completion of treatment goals					
75% of individuals discharged completing treatment goals	82%	84%	75%	75%	75%
Number of residential clients discharged	97	97	100	100	100
Objective: 85% of individuals served in residential substance abuse treatment will transition					
85% of clients served transitioning to outpatient services	87%	78%	85%	85%	85%
Number of residential clients	83	51	65	65	65
Objective: 60% of individuals served will demonstrate stable or improving employment status					
60% served with stable or improving employment status	83%	87%	60%	60%	60%
Number of residential clients with employment status	151	109	125	125	125



Mental Health, Substance Abuse and Developmental Services Community-Based Support Services

Program Goal and Service Description

The Community-Based Support Services Program provides services to consumers with serious behavioral, mental, and developmental health needs. These conditions range from mildly to severely acute and can require service connections to a variety of resources to maintain the individual within the least restrictive environment, which not only supports a person centered care approach but also serves to provide cost effective and efficient supportive resources.

The Intensive Community Treatment (ICT) Team provides psychiatric and clinical services to individuals with severe and chronic mental health symptoms and impairments that are not effectively remedied by available treatments or who because of reasons related to their mental illness, resist or avoid involvement with mental health services. These individuals are at a greater risk for frequent and protracted stays in higher levels of care settings. The services provided include psychotherapy, psychiatric assessments, medication, and case management and are all Medicaid reimbursable. The demand for these services has been steadily increasing, as has the recovered revenue from Medicaid. Since its creation, the ICT Team has reported significant outcomes, including:

- In FY 2013, nine individuals enrolled in ICT had at least one episode of inpatient treatment.
- In FY 2012 and FY 2013, none of the individuals receiving ICT services were hospitalized longer than 15 days.
- In FY 2013, the program increased the number of clients served from 22 to 28 and received \$278,661.61 in funding.

Discharge planning, which is a state mandated service, is provided to all individuals who transition back to the community following an episode of inpatient psychiatric care. This ensures an appropriate level of service and aftercare support to maintain the individual within the community setting. In FY 2012, 254 individuals were served in 368 discharges from 35 psychiatric facilities. In FY 2013, discharge planning served 254 people in 373 discharges involving 31 facilities.

Psychiatric and psychiatric nursing services for children, adolescents, and adults whose mental health, substance abuse, and/or developmental conditions require medication are also provided as a component of effective treatment. In FY 2012, a total of 1,159 individuals were served with these services. In FY 2013, a total of 1,175 clients were served.

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and/or intellectual disabilities retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services and consist of both Group Supported Employment and Sheltered Employment Services. Individuals enrolled in each program average an 88% attendance rate.

Job Link, operated by the Developmental Services (DS) Division, helps people obtain and retain private sector jobs in the community using the Individual Supported Competitive Employment model. In this model, employment specialists provide individual job development, placement, training, and limited follow along services. Job Link serves people with intellectual disabilities and/or serious mental illness and has experienced a nine percent increase in its enrollment from FY 2012 to FY 2013. Additionally, the percentage of individuals participating in Job Link who obtained regular employment increased from 79 percent in FY 2012 to 83 percent in FY 2013.

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), Inc. ECHO contracts with businesses to provide services performed by small groups of clients under ECHO supervision. Day Support is provided to clients with more severe disabilities and medical needs and involves volunteer and other community activities. These services are provided through a contractual arrangement with St. Johns Community Services and through the Community Access Program.

The Community Access Program (CAP) is operated by the DS Division. CAP services are funded through reimbursements 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 2015 Issues

- Implementation of the Settlement Agreement between the U.S. Department of Justice and the Commonwealth of Virginia regarding the provision of mental health and developmental services will increase the burden on local departments to provide high quality, integrated care to adults with developmental disabilities.
- Access to necessary psychiatric medications for individuals who are uninsured or receive medical assistance remains a significant challenge to reducing the severity of psychiatric symptoms and the need for more expensive interventions.



Mental Health, Substance Abuse and Developmental Services Community-Based Support Services

FY 2015 Issues (Continued)

- Addressing the increased requests for services to meet the ongoing and unmet needs of individuals with Autism and brain injuries will be a challenge for the Department.
- There is a lack of resources to assist low income families with the substantial court fees required to establish guardianship for adult children with intellectual disabilities. A lack of formal guardianship can present barriers to engaging clients in treatment.
- Lack of capacity to provide supports required to implement the Employment First initiative in accordance with DBHDS mandate. The Department of Justice (DOJ) Settlement Agreement with Virginia requires that employment is offered as a viable option for all individuals with developmental and intellectual disabilities.
- Continued lack of resources, support and capacity to address the post high school service needs of graduating students with developmental and intellectual disabilities has resulted in the staff being dedicated to identify opportunities for additional creative, supported employment options as well as increased access to employment for young adults with developmental and intellectual disabilities.

FY 2015 Major Work Plan Initiatives

- Develop public-private partnerships to assist with the delivery of mental health and substance abuse treatment services.
- Implement fully the use of the electronic health record, achieving a paperless record for 90 percent of individuals served by the end of FY 2015.
- Increase provision of integrated primary and behavioral health care for eligible individuals.
- Develop a policy and procedure manual in preparation for national accreditation process.
- Prepare to expand service delivery to individuals with developmental disabilities (those individuals with a mental or physical disability resulting in substantial functional limitations) to maintain compliance with reforms initiated by the Virginia Department of Medical Assistance Services (DMAS) and the Virginia Department of Behavioral Health and Developmental Services (DBHDS).
- Increase and support client applications for patient assistance programs, Medicaid, and/or Medicare Part D to facilitate access to psychiatric medications.
- Increase availability of medical services (psychiatric evaluations, medication management, health and wellness supports) to develop an integrated primary and behavioral health care service delivery model (to maintain Medical Assistance Funding).
- Participate in the Commonwealth's Coordinated Care Initiative to serve individuals with Medicare and Medicaid effectively and reduce service costs.
- Develop strategies and options to connect post high school opportunities for employment or day support to available funding sources, including Department of Rehabilitation Services and DD/ID Waiver reforms.

FY 2016 Outlook

- The number of client applications for services is projected to continue to increase which will result in expanded workload to provide the same level of support to clients seeking assistance in accessing patient programs, Medicaid, and/or Medicare Part D to facilitate access to psychiatric medications.
- As the demand for services increases, a continued focus on increasing the availability of medical services (psychiatric evaluations, medication management, health and wellness supports) to develop an integrated primary and behavioral health care service delivery model including maintaining Medical Assistance Funding is critical.
- The increased participation in the Commonwealth's Coordinated Care Initiative to serve individuals with Medicare and Medicaid effectively and reduce service costs may impact the services provided and the extended dedication of staff resources.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Mental Health, Substance Abuse and Developmental Services
Community-Based Support Services**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,695,639	\$3,929,883	\$3,875,890	\$3,953,559	\$4,072,166
Operations & Maintenance	2,032,290	2,056,225	2,512,257	3,146,322	3,177,785
Total Expenditures	\$5,727,929	\$5,986,108	\$6,388,147	\$7,099,881	\$7,249,951
Revenues					
Charges For Services	\$246	\$6,439	\$500	\$500	\$500
Miscellaneous Revenue	39	2,961	0	0	0
Recovered Costs	546,734	624,202	492,500	617,500	617,500
Intergovernment- Commonwealth	558,556	577,836	578,028	560,742	560,742
Intergovernment- Federal	80,749	77,217	67,161	67,428	67,428
Other Financing Sources	39,925	300,000	0	0	0
Total Revenues	\$1,226,249	\$1,588,656	\$1,138,189	\$1,246,170	\$1,246,170
Local Tax Funding	\$4,501,680	\$4,397,452	\$5,249,958	\$5,853,711	\$5,853,711
FTE Summary¹	48.12	47.92	48.25	50.52	50.52

¹ The programs' FY 2015 FTE reflect changes in the allocation of administrative staff among the programs during FY 2014.



Mental Health, Substance Abuse and Developmental Services Community-Based Support Services

Program Objectives and Performance Measures	FY 2012 Actuals	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: 75% of individuals discharged will demonstrate successful completion of treatment goals with program.					
75% of individuals discharged completing treatment goal	75%	73%	75%	75%	75%
Number of CBS clients discharged	842	739	845	845	845
Objective: 70% individuals served will demonstrate stable or improving employment status.					
70% of CBS clients served with stable or improving employment	84%	83%	70%	70%	70%
Number of CBS clients served	252	248	260	260	260
Objective: 75% of individuals served will maintain or increase community participation.					
75% served who maintain/increase community participation	24%	25%	75%	75%	75%
Number of CBS clients for whom community participation was a goal	17	16	16	16	16



Mental Health, Substance Abuse and Developmental Services Outpatient Services

Program Goal and Service Description

The goal of Outpatient Services Program is to reduce the effects of serious mental illness, emotional and behavioral disturbance, severe trauma and the impact of substance abuse and addiction. Outpatient Services includes four primary programs: Emergency Services (ES); Mental Health Outpatient (MHOP); Substance Abuse Outpatient (SAOP); and Community Liaison, Education, Access and Recovery (CLEAR).

Emergency Services (ES) provides 24-hour crisis intervention and stabilization services in the least restrictive setting ensuring safety for the individual and community. ES is state mandated as a core service of the Department. ES facilitates admission to state and local hospitals, provides state mandated prescreening evaluations of individuals involved in civil commitment processes, and provides substance abuse evaluation for detoxification services. ES clinicians attend each commitment hearing and play an integral role in the court process. ES is a participant in Loudoun County's Critical Incident Stress Management Team (CISM) providing mental health assistance and consultation to public safety personnel. Staff also uses the CISM model to reach other community groups that are experiencing a sudden and devastating event. ES frequently provides consultation and training to other community agencies upon request. Additionally, ES maintains membership on the Loudoun County Sheriff's Office and Leesburg Police Department's Crisis Negotiation Teams and responds on site to hostage/barricade situations. Immediate clinical services are provided to individuals/families experiencing psychiatric and/or substance abuse distress within five minutes of the initial contact. ES provides assessment and consultation services at the three Loudoun Hospital Emergency Rooms, the Adult and Juvenile Detention Centers, the Youth Shelter, and several other sites within Loudoun County. The LCPS depends on the ES for immediate evaluations of students believed to be at risk of harm to themselves or others and plays an integral role to the LCPS Threat Assessment Protocol.

The depth and breadth of ES is reflected in the following staffing and utilization data:

- In FY 2013, a total of 1,927 individuals were served through ES, which is a decrease of 243 clients compared to FY 2012 (2,170 individuals). However, during the last three fiscal years, there was an increasing trend in requests for individuals who are not voluntary.
- From FY 2011 to FY 2013, the number of Emergency Custody Orders (ECO's) Law Enforcement increased from 372 to 438. (372 in FY 2011, 390 in FY 2012, and 438 in FY 2013)
- From FY 2011 to FY 2013, the number of Emergency Custody Orders (ECO's) by Magistrates has remained relatively constant. (86 in FY 2011, 85 in FY 2012, and 91 in FY 2013)
- In FY 2013, 95 percent of requests for ES were answered within five minutes.

The MH and SA Outpatient programs operate at locations throughout the County including at two outpatient clinics, the ADC, the JDC, the Youth Shelter, various LCPS sites, Family Services, the Courts, and psychiatric facilities. Services include psychotherapy, evaluation, crisis intervention, drug testing, psychiatry, medication management, hospital discharge planning, and information and referral. Psychotherapies utilized include individual, couples, family, group and intensive in home. Treatment promotes family involvement as mental illness and addiction are devastating not only to the individual but to the family. Participation in self-help groups such as Family to Family, Alcoholics Anonymous, Narcotics Anonymous and Al Anon is encouraged to support recovery. In addition to providing services on an outpatient basis, the Department also participates in collaborative multiagency programs. Within these programs are specialty services for children, adolescents, families, and adults as well as psychiatric, psychological, court and forensic and domestic violence services. Within the past three years, demand for outpatient services and programs has increased significantly, which requires increased capacity, not only through the addition of staff but also through the use of evidenced-based practices and promising practices that provide strong and positive outcomes within the scope of efficient and effective practice.

Budget Overview

FY 2015 Issues

- Implementation of the Affordable Care Act and the Virginia Health Exchange will increase the number of individuals with commercial insurance seeking services from the Department, increasing staff's workload as a result of the increase in the number of clients served across all services provided by the Department.
- The potential implementation of Medicaid expansion could dramatically increase the number of individuals seeking services, increasing the workload as a result of the commensurate increase in the number of clients served across all services provided by the Department since many more people will become eligible to obtain services through Medicaid expansion.
- Staff is faced with increased workload as the demand for outpatient services increases, for which increases are projected to continue due to the fact that completed intakes for outpatient services increased by ten percent from FY 2012 to FY 2013.
- Demand for services by individuals without insurance as well as individuals with Medical Assistance who cannot access other providers within the community is increasing, which will increase this program's workload.
- Targets for Meaningful Use Initiative will increase and require additional training and support for staff.
- Demand for Emergency Services will increase as the number of emergency department locations in the community increase with the opening of the HCA Stone Spring Emergency Center in the Dulles South area.



Mental Health, Substance Abuse and Developmental Services Outpatient Services

FY 2015 Major Work Plan Initiatives

- Implement the final phase of a three phase approach to deliver same day access to care for individuals seeking mental health and substance abuse treatment services.
- Develop public-private partnerships to assist with the delivery of mental health and substance abuse treatment services.
- Implement fully the use of the electronic health record, achieving a paperless record for 90 percent of individuals served by the end of FY 2015.
- Increase size and scope of System of Care Reform efforts to support greater access to high fidelity wraparound for multi-systemically involved children, youth, and families with intensive needs.
- Increase provision of integrated primary and behavioral health care for eligible individuals.
- Develop a policy and procedure manual in preparation for national accreditation process.
- Continue to participate in the development of a Crisis Intervention Team and training of law enforcement personnel in an effort to increase access to evaluation and treatment for individuals with mental health needs who encounter law enforcement.
- Prepare for potential increases in service demands related to Medicaid Expansion.
- Develop a department-wide, comprehensive and coordinated training program which supports effective and efficient use of training resources.
- Develop outcome measures and reporting mechanisms for outpatient programs for community stakeholders and funders.
- Continue to develop field-based and alternatively located services to increase access to office-based services.

FY 2016 Outlook

- If Medicaid Expansion occurs, it will dramatically impact the Department's outpatient services and may result in an estimated 2,000 to 3,000 additional individuals seeking mental and/or substance abuse services.
- The continued implementation of the Virginia Health Care Exchange will likely increase the number of individuals seeking outpatient services from the Department and will require the associated personnel and office space to effectively manage.
- It is projected that the number of adolescent acute inpatient psychiatric beds will increase in Loudoun County, which will increase the demand for Emergency Services staff to be involved in civil commitment hearings as required by statute.

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$5,708,723	\$5,694,805	\$6,500,840	\$5,957,897	\$6,136,634
Operations & Maintenance	1,125,111	1,142,808	1,450,416	1,138,126	1,149,507
Capital Outlay & Capital Acquisitions	0	10,000	0	0	0
Total Expenditures	\$6,833,834	\$6,847,613	\$7,951,256	\$7,096,023	\$7,286,141
Revenues					
Charges For Services	\$319,452	\$330,660	\$344,000	\$344,000	\$344,000
Miscellaneous Revenue	400	0	0	0	0
Recovered Costs	469,889	384,675	587,736	587,736	587,736
Intergovernment- Commonwealth	2,219,291	2,768,767	2,380,967	2,306,267	2,306,267
Intergovernment- Federal	237,883	254,371	279,240	202,119	202,119
Other Financing Sources	89,409	0	0	0	0
Total Revenues	\$3,336,324	\$3,738,473	\$3,591,943	\$3,440,122	\$3,440,122
Local Tax Funding	\$3,497,509	\$3,109,140	\$4,359,313	\$3,655,901	\$3,655,901
FTE Summary²	76.65	74.68	74.60	66.65	66.65

¹ Expenditures for the Community Services Board are included in the Outpatient Services Program for all years presented.

² The programs' FY 2015 FTE reflect changes in the allocation of administrative staff among the programs during FY 2014. Also, some of the nursing staff positions previously in the Residential Services Program are now in this program.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Mental Health, Substance Abuse and Developmental Services Outpatient Services

Program Objectives and Performance Measures	FY 2012 Actuals	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Intensity of engagement in child Mental Health (MH) Outpatient Services					
65% of children successfully engaged in MH Outpatient Services	67%	61%	65%	65%	65%
Objective: Intensity of engagement in Substance Abuse (SA) Outpatient Services.					
65% of adults successfully engaged in SA Outpatient Services	70%	66%	65%	65%	65%
Objective: 95% of individuals served will maintain or increase community participation.					
75% of OPS clients served maintain/increase community participation	34%	39%	75%	75%	75%
Number of OPS clients for whom community participation was a goal	505	513	525	525	525
Objective: 75% of individuals discharged from hospitals will have after care scheduled within 7 days.					
75% of hospital discharges with aftercare scheduled within 7 days	76%	80%	75%	75%	75%
Objective: 75% individuals served will demonstrate stable or improving employment status.					
75% of OPS clients with stable or improving employment status	94%	94%	75%	75%	75%
Number of OPS clients	2,357	2,064	2,200	2,200	2,200
Objective: 75% of individuals seeking services will access Outpatient Services (OPS) within 15 days or less from initial inquiry.					
75% of adult clients receiving OPS within 15 days or less	46%	49%	75%	75%	75%
Number of adult OPS clients requesting service	1,235	1,591	1,600	1,600	1,600
75% of youth clients receiving OPS within 15 days or less	28%	58%	75%	75%	75%
Number of youth OPS clients requesting services	305	377	400	400	400
Objective: 75% individuals discharged from Outpatient Services will demonstrate successful completion of treatment goals with program.					
75% of OPS individuals discharged completing treatment goals	69%	67%	75%	75%	75%
Number of OPS individuals discharged	1,835	1,532	1,845	1,845	1,845



Mental Health, Substance Abuse and Developmental Services Outreach & Coordination Services

Program Goal and Service Description

The Outreach and Coordination Services Program supports the early identification of potential developmental, behavioral, and/or mental health needs and are provided to a diverse population of all ages. Throughout the Department, programs are designed to include early and immediate access to assessment, evaluation, care coordination and prevention services.

Within the DS Division, the Early Intervention (EI) Program serves infants and toddlers from birth to age three and their families. EI services provide supports to the child and family to promote achievement of developmental milestones. Early supports may decrease or eliminate the need for special services later in life, and even if continued supports are needed, a child's opportunity to grow and develop to his or her potential is enhanced. There are 17 mandated services listed in the Federal Law, Part C of the Individuals with Disabilities Education Act (IDEA), specifically: occupational, physical and speech therapies, and the services of specialists in early childhood development, vision, nursing, nutrition, psychology, counseling and support coordination. Families are empowered to support their child and enhance development at home and in the community through collaboration with an EI Specialist.

Support Coordination (SC) services are a primary and required component of the Intellectual Disabilities Medicaid Waiver and ensures that individuals with intellectual disabilities are properly connected and involved to maximize the opportunities for successful community living. Using a Person Centered Planning approach, Support Coordinators assist consumers with gaining access to housing and jobs, social service benefits and entitlement programs, therapeutic supports, social and educational resources. Individuals receive a full complement of services such as interdisciplinary team planning, coordination of services, intake and assessments, advocacy and resource planning, emergency assistance, pre-admission and pre-discharge planning from State training centers or hospitals. As a reimbursable service through Medicaid, the Department recovers 60 percent of the costs of the program.

The Department has identified Support Coordination services as one of the services in high and increasing demand. Some examples include:

- In FY 2013, 220 adults received Support Coordination services or a 26 percent increase over FY 2012.
- In FY 2013, 59 youth under the age of 18 receiving Support Coordination services or a 84 percent increase over FY 2012.
- In FY 2013, 86 youth under the age of 18 awaiting Support Coordination services or a 54 percent increase over FY 2012.

In the MH/SA Division, the Prevention/Intervention program assists children and adolescents who are at high risk for developing issues associated with substance abuse, gang involvement and violence. Services are provided in both school and community-based locations and include interventions that are targeted and evidenced-based. Children and families have access to psycho-educational and support activities and family focused intensive case management during and after school hours and during the summer months. School based programs, such as the Gang Prevention Initiative, are collaborative efforts with LCPS. After school programs for elementary, middle and high school students are provided in partnership with private organizations and volunteers and provide youth academic support, substance abuse, gang and violence prevention/intervention groups, community service, and intensive case management. During FY 2013, the Program served 1,022 youth through after-school and summer programs. In FY 2013, the number of children and families receiving case management support increased by 22 percent over FY 2012. Also, the Program continued to staff the Evening Reporting Center, a collaborative, inter-departmental program of MHSADS, Family Services, and JCSU.

As a result of implementing service model changes in FY 2013, families with children experiencing intensive needs have access to high fidelity wraparound, an evidence-informed care coordination practice through participation in the Wraparound Loudoun Program. Care coordination and case management services are also provided to multi-agency involved adults with identified needs across multiple life domains.

Adults seeking assistance with mental or behavioral health needs are served through the Court and Correctional Services and Care Coordination Programs. These programs combine clinical services with a model of care coordination designed to help individuals with identifying and developing their individual strengths, and connecting to sustainable resources to meet their needs.

Budget Overview

FY 2015 Issues

- There is a lack of sufficient slots in the Medicaid Home and Community Based Waiver (Medicaid Waiver) program for residents with intellectual disabilities due to limited state funding for this program. The service demand currently exceeds the number of slots available.
- Implementation of the Settlement Agreement between the U.S. Department of Justice and the Commonwealth of Virginia will increase the burden on local departments to provide high quality, integrated care to adults with developmental disabilities.
- Increasing numbers of requested court-ordered evaluations impacts the timely completion of reports. Additional staffing may be required to maintain a 96 percent completion rate.
- The number of Adult Detention Center (ADC) inmates served in FY 2013 increased by 14 percent over FY 2012. The increase in service demand requires additional staffing to provide individual and group services.
- Increasing number of requests for prevention/intervention programming in schools and community-based locations.
- Due to the Department of Justice Settlement Agreement, the Department will likely receive 20 additional Intellectual Disability Medicaid Waiver slots, requiring an additional 3.00 FTE to provide Support Coordination Services.



Mental Health, Substance Abuse and Developmental Services Outreach & Coordination Services

FY 2015 Major Work Plan Initiatives

- Increase size and scope of System of Care Reform efforts to support greater access to high fidelity wraparound for multi-systemically involved children, youth, and families with intensive needs.
- Prepare to expand service delivery to individuals with developmental disabilities (those individuals with a mental or physical disability resulting in substantial functional limitations) to maintain compliance with reforms initiated by the Virginia Department of Medical Assistance Services (DMAS) and the Virginia Department of Behavioral Health and Developmental Services (DBHDS).
- Fully implement high fidelity wraparound and care coordination services to connect youth and adults to sustainable resources in order to support them in the least restrictive care setting.
- Increase the number of after-school and summer camp programs by strengthening collaborative efforts within the existing partnerships with LCPS and the Loudoun County Sheriff's Department.
- Develop a summer day treatment program to address the needs of students within the Intensive Behavioral Supports Program within LCPS.
- Create a separate housing unit within the ADC to serve the Seriously Mentally Ill (SMI) population which was identified by the Cross-Systems Mapping workgroup.

FY 2016 Outlook

- The restructured Medicaid Waiver Program for individuals with Developmental and/or Intellectual Disabilities will require changes in service delivery models for the Developmental Services Division, which may require additional staffing and resources.
- If Medicaid expansion occurs, it may support the development of service models within the Prevention/Intervention Program, providing the Department with additional sources of revenue.
- Service requests at the ADC are expected to continue to increase, in keeping with the three year trend of 10 to 15 percent increases each year.

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$4,640,077	\$4,868,392	\$5,382,383	\$6,461,622	\$6,655,471
Operations & Maintenance	560,801	505,223	833,454	852,981	860,986
Other Uses of Funds	0	20,665	0	0	0
Total Expenditures	\$5,200,878	\$5,394,280	\$6,215,837	\$7,314,603	\$7,516,456
Revenues					
Charges For Services	\$54,185	\$64,684	\$45,500	\$45,500	\$45,500
Miscellaneous Revenues	2,693	1,126	1,000	1,000	1,000
Recovered Costs	1,570,528	1,324,376	1,632,721	1,632,721	1,632,721
Intergovernment- Commonwealth	786,873	726,677	889,177	426,149	425,629
Intergovernment- Federal	561,866	358,560	384,063	703,560	703,560
Other Financing Sources	16,486	0	0	0	0
Total Revenues	\$2,992,631	\$2,475,423	\$2,952,461	\$2,808,930	\$2,808,410
Local Tax Funding	\$2,208,247	\$2,918,857	\$3,263,376	\$4,505,673	\$4,708,046
FTE Summary²	54.67	56.52	62.07	78.35	78.35

¹ Expenditures for the Community Services Board are included in the Outpatient Services Program for all years presented.

² The programs' FY 2015 FTE reflect changes in the allocation of administrative staff among the programs during FY 2014. Also, some of the nursing staff positions previously in the Residential Services Program are now in this program. The 5.40 FTE Wounded Warrior Program positions reductions in mid-year FY 2014 and the 4.00 FTE mid-year FY 2015 enhancement positions are also reflected here.



Mental Health, Substance Abuse and Developmental Services Outreach & Coordination Services

Program Objectives and Performance Measures	FY 2012 Actuals	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Comply with court ordered evaluations & provide treatment for Adult Detention					
95% of court ordered evaluations completed on time	99%	84%	95%	95%	95%
Number of court ordered and other evaluations	146	180	200	200	200
Objective: 85% of individuals served will maintain or increase community participation.					
% of OCS Youth who maintain/increase prevention skills	96%	93%	85%	85%	85%
Number of OCS youth served	178	258	260	260	260
Objective: Comply with court ordered evaluations & provide treatment for ADC referrals					
Number of ADC inmates receiving MH/SA services	415	469	480	480	480



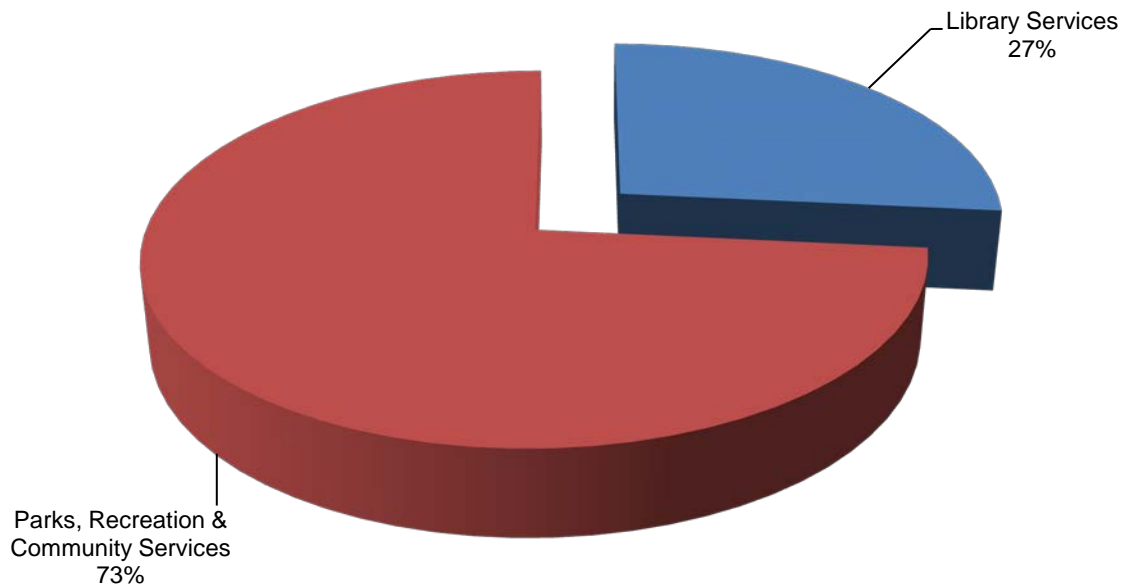


Parks, Recreation and Culture

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PARKS, RECREATION AND CULTURE FY 2015 ADOPTED EXPENDITURES

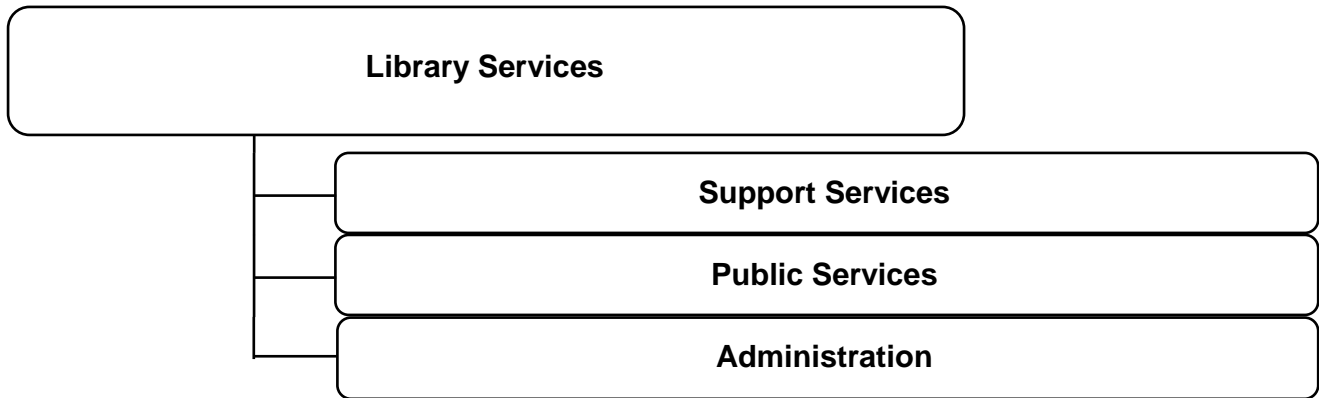


Parks, Recreation and Culture Historical Expenditures

<i>Parks, Recreation and Culture</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Library Services	\$11,021,456	\$12,801,426	\$14,529,914	\$14,646,309	\$15,563,260
Parks, Recreation & Community Services	32,804,028	33,495,891	37,652,847	40,578,746	41,107,722
<i>Total Parks, Recreation and Culture</i>	<i>\$43,825,484</i>	<i>\$46,297,317</i>	<i>\$52,182,761</i>	<i>\$55,225,055</i>	<i>\$56,670,982</i>



Library Services





Library Services

Mission Statement

The Loudoun County Public Library (LCPL) System, managed by the Department of Library Services, is the information center of the community, providing free and equal access to innovative technologies and a full range 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 who are appointed by the Board of Supervisors. The Library has three operational units: Support Services, Public Services, and Administration. Support Services provides the necessary materials and technical support to deliver library services to the public. Public Services delivers services through branch libraries, a mobile outreach services unit, and automated online resources. Administration provides departmental direction and budget support.

Budget Overview

FY 2015 Issues

- Ever-changing technologies (eReaders, mobile apps, hand-held devices, social media, etc.) and their impact on library services require constant monitoring. LCPL staff will require training in order to support citizens' digital literacy and their success in an increasingly digital society.
- The increasing diversity and cost of library materials place a heavy toll on the Department's materials budget. eBook usage increased by 132% in FY 2013 over FY 2012, 7% in FY 2014 over FY 2013, and print circulation remained steady. On average, an eBook costs two to three times more than a printed book.
- The continued growth of the children's population in Loudoun County creates a growing demand for staff-presented programming to support education in specific areas including STEM (Science, Technology, Engineering, and Math), early literacy, and services to youths with special needs, and requires advanced training, planning, coordination and evaluation.

FY 2015 Major Work Plan Initiatives

- Cross-train all staff to develop a system-wide perspective and to develop skills that meet the demands and expectations of the community.
- Support the pillars of reading, learning, education and enrichment that are the central theme of the Library's service plan by increasing programming for all ages in response to population growth.

FY 2014 Major Achievements

- Completed the Middleburg Library expansion project with the Middleburg Library Advisory Board, doubling the size of the library to include community meeting rooms and a dedicated teen area.
- Named a Star Library by Library Journal. Across the U.S., only 256 public libraries are rated Star Libraries.
- Installed digital displays to deliver community, County, and Library information to citizens coming to library branches.
- Received the 2013 Scholastic Library Publishing Award, the highest honor in promoting children's access to books.
- Selected by the National Endowment for the Humanities as the only library in Virginia to present a series of programs that fostered community discussions of timely issues.
- Coordinated exhibitions and programs, presented by the National Science Institute and NASA, support hands-on activities in the teaching of science, technology, engineering, and math (STEM) and provide multi-generational and family-friendly content in both English and Spanish.

FY 2016 Outlook

- Demand for digital and streaming resources will continue to increase while demand for print library materials is expected to hold steady; demand from the community for access to innovative technologies in libraries will continue to increase; providing that access is now a top priority as the library refines its role as a digital knowledge center.
- The library branches will continue serving as community gathering places and centers of civic engagement.
- The relocation and reopening of the Sterling Library will impact the rest of the library system by requiring additional staffing and library materials.
- The Department will continue to train and provide orientation and support to the Library Board of Trustees.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Library Services

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$8,705,219	\$9,839,409	\$11,151,556	\$11,474,422	\$12,110,655
Operations & Maintenance	2,308,117	2,962,017	2,938,358	3,171,887	3,452,605
Capital Outlay	6,264	0	440,000	0	0
Other Uses Of Funds	1,856	0	0	0	0
Total Expenditures	\$11,021,456	\$12,801,426	\$14,529,914	\$14,646,309	\$15,563,260
Revenues					
Fines & Forfeitures	\$260,850	\$266,244	\$271,744	\$271,744	\$271,744
Revenue From Use of Money & Property	38,212	45,960	39,566	39,566	39,566
Charges For Services	50,767	55,743	54,002	54,002	54,002
Miscellaneous Revenue	404	404	180	180	180
Intergovernment - Commonwealth	177,736	182,706	188,297	188,297	188,297
Intergovernment - Federal	0	82	0	0	0
Total Revenues	\$527,969	\$551,139	\$553,789	\$553,789	\$553,789
Local Tax Funding	\$10,493,488	\$12,250,287	\$13,976,125	\$14,092,520	\$15,009,471
FTE Summary³	144.80	170.94	168.94	169.94	174.32

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Library Services includes an increase of \$116,395 in local tax funding. Personnel expenditures increased by \$143,677 in salaries and \$179,189 in benefits. These increases are primarily attributable to the enhancement of 1.00 FTE for a Youth Program Coordinator and healthcare plan enrollments. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operations and Maintenance increased by \$233,529 primarily due to full year funding for Gum Spring Library and an enhancement of \$150,000 for library books, e-books and other printed materials. Increases were offset by a decrease of \$440,000 in Capital Outlay which had been approved in FY 2014 as a one-time use for implementation of RFID technology at the Ashburn and Cascade branches. Revenues remained at the FY 2014 level.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Library Services includes an increase in Personnel of \$636,233, which is comprised of a base three percent increase as well as associated costs of the opening of the Sterling Library. The FY 2016 Projected Budget also includes an increase in Operations and Maintenance of \$280,718, which is comprised of a base one percent increase as well as associated costs of the opening of the Sterling Library. Projected expenditures related to the Sterling Library total \$541,000 and 4.38 FTE. Operating costs for new facilities opening in FY 2016 are inclusive of General Services' operating costs that are generally shown in the Department of General Services programs in the year of appropriation. Revenues are held at the FY 2015 levels for FY 2016. As a result, the FY 2016 Projected budget for the Department includes an increase of \$916,951 in local tax funding.

Budget History

FY 2012: The Board added 4.00 FTE manager positions in the Public Services Program to prepare for the opening of the Gum Spring Library.

FY 2013: The Board added 26.14 FTE for the opening of the Gum Spring Library.

FY 2014: The Board reduced 2.00 FTE in the Public Services Program.

¹ Expenditures associated with the Library Board of Trustees are now combined with the Department. Prior years also reflect the combined expenditures.

² FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

³ In FY 2015 the Board added 1.00 FTE for a Youth Programming Coordinator in the Public Services Division.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Library Services

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Library Support Services	\$3,148,844	\$3,497,832	\$3,691,761	\$3,493,534	\$3,561,809
Public Services	7,188,731	8,582,519	10,205,033	10,459,410	11,290,232
General Library Administration	683,882	721,075	633,120	693,364	711,219
Total Expenditures	\$11,021,456	\$12,801,426	\$14,529,914	\$14,646,309	\$15,563,260
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Library Support Services	\$237,578	\$255,615	\$192,992	\$192,992	\$192,992
Public Services	290,391	295,525	360,797	360,797	360,797
Total Revenues	\$527,969	\$551,139	\$553,789	\$553,789	\$553,789
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Library Support Services	\$2,911,266	\$3,242,218	\$3,498,769	\$3,300,542	\$3,368,817
Public Services	6,898,340	8,286,994	9,844,236	10,098,613	10,929,435
General Library Administration	683,882	721,075	633,120	693,364	711,219
Total Local Tax Funding	\$10,493,488	\$12,250,287	\$13,976,125	\$14,092,520	\$15,009,471
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Library Support Services	19.47	19.47	19.00	19.00	19.00
Public Services	119.09	146.23	144.69	145.94	150.32
General Library Administration	6.24	5.24	5.25	5.00	5.00
Total FTE	144.80	170.94	168.94	169.94	174.32



Library Services Support Services

Program Goal and Service Description

Support Services selects, acquires, catalogs, and processes library materials to inform, educate, and enlighten Loudoun County residents. Support Services also provides system administration, technical training, and support for all automated library systems, including the Radio Frequency Identification System (RFID), Interlibrary Loan Management Software (ILLIAD), Integrated Library System (ILS), the Smart Access Manager system (SAM) for public access computers, the wireless network, and the LCPL website.

Automated library systems include:

RFID – Automatic check in and rough sort of returned items; simple self-checkout by patrons

ILLIAD – Placing and tracking interlibrary loan requests

ILS – Acquisition, cataloging, circulation, reporting and inventory control

SAM – PC reservation for patrons; fine payment system

Budget Overview

FY 2015 Issues

- The Library does not have sufficient staff resources to provide technology training to staff and the public, consistently and frequently enough, to meet community demand.
- The increasing diversity and cost of library materials place a heavy toll on the Department's materials budget. eBook usage increased by 132% in FY 2013 over FY 2012, 7% in FY 2014 over FY 2013, and print circulation remained steady. On average, an eBook costs two to three times more than a printed book.
- Implementing the new Integrated Library System (ILS) will increase staff work load.

FY 2015 Major Work Plan Initiatives

- Refine the Library's collection to address public demand for digital materials while maintaining traditional print collections, attracting new users, and addressing the community's changing demographics and population growth.
- Develop creative methods to market and promote library collections.
- Implement the new Integrated Library System (ILS) in order to track items owned, orders made, bills paid, and patrons who have borrowed materials.

FY 2016 Outlook

- Demand for digital and streaming resources will continue to increase while demand for print library materials is expected to hold steady; demand from the community for access to innovative technologies in libraries will continue to increase; providing that access is now a top priority as the library refines its role as a digital knowledge center.
- Funds for the construction of Maker Spaces, which are dedicated spaces for people from across the community to learn, create, and share things together will be needed.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

**Library Services
Support Services**

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,493,029	\$1,509,488	\$1,635,183	\$1,666,956	\$1,716,965
Operations & Maintenance	1,649,551	1,988,344	1,616,578	1,826,578	1,844,844
Capital Outlay	6,264	0	440,000	0	0
Total Expenditures	\$3,148,844	\$3,497,832	\$3,691,761	\$3,493,534	\$3,561,809
Revenues					
Fines & Forfeitures	\$49,566	\$55,598	\$0	\$0	\$0
Revenue From Use Of Money & Property	2,731	7,370	4,695	4,695	4,695
Charges For Services	7,480	9,855	0	0	0
Miscellaneous Revenue	65	3	0	0	0
Intergovernment - Commonwealth	177,736	182,706	188,297	188,297	188,297
Intergovernment - Federal	0	82	0	0	0
Total Revenues	\$237,578	\$255,615	\$192,992	\$192,992	\$192,992
Local Tax Funding	\$2,911,266	\$3,242,218	\$3,498,769	\$3,300,542	\$3,368,817
FTE Summary	22.53	19.47	19.00	19.00	19.00

¹ FY 2015 Adopted includes enhancement request for \$150,000 for funding to purchase and replace eBooks and printed materials.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

**Library Services
Support Services**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Increase LCPL website visits and online catalog searches.					
LCPL Homepage Visits	1,268,327	1,322,849	1,412,418	1,450,000	1,500,000
LCPL Homepage Visits per Capita	3.89	3.90	4.03	3.95	3.95
Online Catalog Searches	3,823,177	3,860,192	4,233,354	4,246,000	4,258,000
Online Catalog Searches per Capita	11.64	11.39	12.10	11.60	11.20
Objective: Meet the emerging demand and preferences of users by increasing the availability of e-books.					
Annual number of e-book downloads	77,409	179,191	192,000	201,600	211,680
Number of downloadable e-books in collection	7,853	13,921	17,000	20,000	24,200
Percentage growth in e-book usage ¹	174%	132%	7%	5%	5%
Objective: Provide a broad and relevant collection of new library materials in various formats by processing materials within 3-5 business days upon receipt and ensuring that 40% of the collection has been purchased within the past three years.					
Days to process new materials ²	2.8	5.5	3.5	3.5	3.5
Library materials expenditures per capita	\$4.76	\$4.64	\$4.89	\$4.93	\$4.77
New items added to the collection	79,139	90,289	70,000	85,000	85,000
Percentage of new items in the collection	37%	43%	40%	43%	43%

¹ Measure is based on year over year increase in annual number of e-book downloads, so while e-book usage will continue to increase it is not projected to increase at the same rate as in previous years.

² FY 2013 Actuals are higher than prior year and future estimates due to opening of Gum Spring Library and the purchase of new materials.



Library Services Public Services

Program Goal and Service Description

Public Services provides patrons with direct access to the Library's collection, programs, technology, and services. Public Services promotes the joy of reading and lifelong learning through readers' advisory, early literacy programs, teen initiatives, presentations on the humanities and arts, technology training, and educational opportunities. Public Services provides programming in branch libraries and Mobile Outreach Services.

Budget Overview

FY 2015 Issues

- The continuing growth of the children's population in Loudoun County creates a growing demand for staff-presented programming to support education in specific areas including STEM (Science, Technology, Engineering, and Math), early literacy, and services to youths with special needs, and requires advanced training, planning, coordination, and evaluation.
- As technology continues to advance at a rapid pace, LCPL staff will require training in order to support users' digital literacy.
- Teen patrons require technology-based opportunities for content creation that work towards career building and educational attainment. Training will be required so that staff have the relevant technology skills to conduct effective teen programs.

FY 2015 Major Work Plan Initiatives

- Meet the increasing demands from patrons for services and programs by increasing programming for all ages in response to the population growth.
- Increase staff visits to school and community events to promote partnerships and the use of library services.
- Continue customer service training for all staff to enhance the customer experience.

FY 2016 Outlook

- Systematic staff training and program coordination will greatly improve the quality, quantity, and variety of programs the Library offers.
- Customer-centered organizational culture will further enhance the customer experience.
- Funds for replacing outdated self-checkout stations will be needed.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected¹
Expenditures					
Personnel	\$6,702,626	\$7,901,642	\$9,030,537	\$9,261,385	\$9,831,227
Operations & Maintenance	484,249	680,877	1,174,496	1,198,025	1,459,005
Other Uses Of Funds	1,856	0	0	0	0
Total Expenditures	\$7,188,731	\$8,582,519	\$10,205,033	\$10,459,410	\$11,290,232
Revenues					
Fines & Forfeitures	\$211,284	\$210,646	\$271,744	\$271,744	\$271,744
Revenue From Use Of Money & Property	35,481	38,589	34,871	34,871	34,871
Charges For Services	43,287	45,889	54,002	54,002	54,002
Miscellaneous Revenue	339	401	180	180	180
Total Revenues	\$290,391	\$295,525	\$360,797	\$360,797	\$360,797
Local Tax Funding	\$6,898,340	\$8,286,994	\$9,844,236	\$10,098,613	\$10,929,435
FTE Summary²	119.09	146.23	144.69	145.94	150.32

¹ FY 2016 Projected includes costs and FTE increases associated with relocation of the Sterling Library.

² In FY 2015 the increase in 1.25 FTE is due to an enhancement of 1.00 FTE for a Youth Programming Coordinator and 0.25 FTE position cost allocation changes within the Department.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

**Library Services
Public Services**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Increase the usage of LCPL by 10% through diverse programming for all ages.					
Children, teen, and adult program attendance	163,221	200,108	213,361	231,538	243,315
Number of programs offered for adults (19 years & older)	787	944	975	1,000	1,000
Number of programs offered for children (0-11 years old)	3,383	3,577	3,725	3,911	4,000
Number of programs offered for teens (12-18 years old)	565	695	725	761	761
Objective: Increase the usage of LCPL by proactively seeking new patrons, including on-site visits to community service locations.					
Registered cardholders	168,541	193,333	209,000	210,000	215,000
Registered cardholders as a percentage of population	51%	57%	59%	57%	57%
Residents reached through Outreach Services	6,727	5,646	5,966	6,000	6,125
Students reached through school visits	20,065	33,178	35,000	35,000	35,000
Objective: Promoting the use of library materials and internet resources through book displays, library programming, and customer service excellence.					
Annual circulation of all materials	5,299,254	5,159,881	5,200,000	5,250,000	5,330,000
Annual circulation of all materials per capita	16.10	15.23	14.72	14.30	14.03
Annual internet sessions provided at LCPL	241,765	251,771	325,000	350,000	373,000
Annual library visits	1,588,332	1,624,140	1,735,786	1,787,860	1,841,495



Library Services Administration

Program Goal and Service Description

Administration enacts the policies of the Library Board of Trustees and the initiatives of the County government. Administration provides administrative support and oversees the operation of Public Services and Support Services. It also manages the budget, accounting, human resources, Equal Employment Opportunity and Capital Improvement Program operations. Administration plans system-wide programs and public information functions to inform citizens about the services and programs provided by the Department.

Budget Overview

FY 2015 Issues

- Ever-changing technologies (eReaders, mobile apps, hand-held devices, social media, etc.) and their impact on library services require constant monitoring. LCPL staff will require training in order to support users' digital literacy and success in the digital society.
- The Library will need to conduct and analyze a system-wide survey in order to understand the changing needs and expectations of the community.

FY 2015 Major Work Plan Initiatives

- Enhance training and development for library staff and Library Board of Trustees.
- Increase partnerships with strategic community organizations.
- Continue implementation of the Library's Strategic Plan.
- Develop and execute customer satisfaction surveys and analyze survey results.

FY 2016 Outlook

- The Department will continue to train and provide orientation and support to the Library Board of Trustees.
- The Department will continue to refine and enhance departmental performance measures to evaluate progress, outcomes and success.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$509,565	\$428,279	\$485,836	\$546,080	\$562,462
Operations & Maintenance	174,317	292,795	147,284	147,284	148,757
Total Expenditures	\$683,882	\$721,075	\$633,120	\$693,364	\$711,219
Local Tax Funding	\$683,882	\$721,075	\$633,120	\$693,364	\$711,219
FTE Summary¹	6.24	5.24	5.25	5.00	5.00

¹ In FY 2015 the decrease of 0.25 FTE is due to position cost allocation changes within the Department.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

**Library Services
Administration**

Program Objectives and Performance Measures ¹	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
	Actual	Actual	Estimated	Projected	Projected
Objective: Continue the development of the Library Board of Trustees and staff.					
Work/training session hours for the Library Board of Trustees	17	20	14	14	14
Work/training session hours per FTE	n/a	15	20.0	22.5	22.5
Objective: Maintain an overall customer satisfaction rate of 90% or higher.					
Overall survey result	n/a	n/a	90%	90%	90%
Satisfaction with the library collection	n/a	n/a	90%	90%	90%
Satisfaction with customer service	n/a	n/a	90%	90%	90%
Satisfaction with library website	n/a	n/a	90%	90%	90%
Satisfaction with programming	n/a	n/a	90%	90%	90%

¹ Measures with n/a are new for the year in which numerical data begins.





Parks, Recreation & Community Services

Parks, Recreation & Community Services

Children's Programs

Maintenance Services

Sports

Parks

Community Centers

Adaptive Recreation

Aging Services

Youth Services

Facilities Planning & Development

Administration



Parks, Recreation & Community Services

Mission Statement

The mission of the Department of Parks, Recreation and Community Services is to provide outstanding recreational and leisure opportunities, outcome-focused community services, and stewardship of the County's natural resources to promote quality of life for Loudoun's residents and visitors.

Description

The Department of Parks, Recreation and Community Services (PRCS) provides recreational, educational, wellness, cultural and supportive opportunities to County residents. Services are delivered from facilities located throughout the County in order to reach the most residents. Service delivery sites include a recreation center, community centers, athletic fields, swimming pools, senior centers, adult day care centers, the Central Kitchen, parks, trails, historic properties, and schools. Offerings include sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, child care, preschool, before- and after-school activities, trips, camps, special events, volunteer opportunities, educational and prevention programs for youth, and programs for individuals with disabilities.

Divisions include Children's Programs, Maintenance Services, Sports, Parks, Community Centers, Adaptive Recreation, Aging Services, Youth Services, Facilities Planning and Development, and Administration, which also includes the County's Horticulture Program and Volunteer Loudoun. The Department also works closely with the Board of Supervisors' appointed Parks, Recreation and Open Space Board; the Commission on Aging; and the Advisory Commission on Youth. Numerous volunteers, advisory boards and committees work with staff to provide input and support so that high quality programs are available through partnerships with local businesses, community groups and other agencies.

Budget Overview

FY 2015 Issues

- A variety of programs are needed to meet the needs of a growing and increasingly diverse population, such as additional sports programs, facilities and fields, including artificial turf fields. Demands for more services continue for all age groups. The Dulles South area of the County continues to generate a high number of requests for facilities and programs.
- New facility development and operational needs will require funding from and partnerships with a variety of organizations.
- Staff must continue to be recognized as a critical and valuable resource and supported in their efforts to provide safe, high-quality, customer-focused programs and services.
- Increased participation in senior centers and requests for diverse recreation opportunities for seniors continues.
- The Department is seeing a downturn in volunteerism with one-time special event volunteers becoming the norm.
- There is a need for scholarships or other financial assistance to provide services for all citizens, regardless of ability to pay.

FY 2015 Major Work Plan Initiatives

- Continue to implement the Department's strategic plan, the goal of which is to address the community's needs, manage by best practice, demonstrate efficiency and leverage resources in order to continue creating community through people, parks, and programs.
- Develop new partnerships while fostering and improving existing community collaborations.
- Seek grant funding to enhance service delivery and capital improvements.
- Continue to plan effectively for proffers, asset preservation and capital projects through coordination with other agencies and community groups.
- Collaborate with the Department of Transportation and Capital Infrastructure (DTCI) on the Hal and Bernie Hanson Regional Park, Lovettsville Park, Lovettsville Community Center, Phase II Dulles South Multi-purpose Center and the Design of Phase III of the Dulles South Multi-Purpose Center.
- Implement the Board of Supervisors' athletic field initiative.
- Prepare to open Phase II of the Dulles South Multi-purpose Center.



Parks, Recreation & Community Services

FY 2014 Major Achievements

- Celebrated the grand opening of the newly renovated Lucketts Community Center and the building's 100th-year anniversary.
- Supported and/or sponsored sports tournaments including approximately 1,000 teams with an estimated economic impact to the County in excess of \$4 million in revenue.
- Utilized the planning process to develop and guide the delivery of capital facilities, operations, programming and service through the continued implementation of the Department strategic plan.
- Continued to work with DTCL on the renovation of the Sterling and Lovettsville Community Center's relocation and construction.
- Started the turf field improvement program at all elementary and middle school sites, working collaboratively with the Parks, Recreation and Open Space Board and Loudoun County Public Schools (LCPS) on the Athletic Field Initiative.
- Worked with Planning, LCPS, and DTCL on several major park lighting projects including Franklin Park, Potomac Lakes Sportsplex, Byrnes Ridge Park and the lighting of Ryan Bickel and Chick Ford athletic fields.
- Assumed management of athletic field portable restrooms at elementary and middle school sites.
- Developed long-term strategy, approved by the Board in November 2013, for managing ongoing renovation of the County's athletic fields.

FY 2016 Outlook

- The opening of Dulles South Multipurpose Center Phase II and the Lovettsville Park will require additional staff resources.
- The Department will continue to meet demand through expansion of the CASA program at two new schools.
- Increased resources will be needed for the Maintenance Division in order to keep paces with new proffered parks coming on line.
- Additional maintenance facilities in the west and the South Riding area are suggested to reduce drive time and to house equipment.
- Service demands for additional programs and facilities will continue.
- Staff will be needed for the Phase III Senior Center at the Dulles South Multipurpose Center.
- Seniors are more active and are therefore requesting more recreation and leisure programs, which the Department will need to address.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Parks, Recreation & Community Services

Departmental Financial Summary	FY 2012 Actual ¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected ²
Expenditures					
Personnel	\$25,495,646	\$26,490,011	\$28,716,281	\$30,572,877	\$31,490,063
Operations & Maintenance	7,243,068	6,879,540	8,936,566	9,473,919	9,617,658
Capital Outlay	9,469	126,340	0	531,950	\$0
Other Uses Of Funds	55,845	0	0	0	\$0
Total Expenditures	\$32,804,028	\$33,495,891	\$37,652,847	\$40,578,746	\$41,107,722
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$17,068	\$14,109	\$15,228	\$11,259	\$11,259
Revenue From Use Of Money & Property	1,331,557	1,243,202	1,562,492	1,578,260	1,578,260
Charges For Services	15,435,103	15,744,640	16,959,842	17,175,273	17,180,273
Miscellaneous Revenue	139,696	159,101	92,109	123,044	123,044
Recovered Costs	394,549	379,748	266,713	266,713	266,713
Intergovernment – Commonwealth	136,232	146,430	156,873	119,170	119,170
Intergovernment - Federal	308,073	347,699	373,492	387,110	387,110
Other Financing Sources	209,538	228,094	124,232	117,780	117,780
Total Revenues	\$17,971,816	\$18,263,024	\$19,550,981	\$19,778,609	\$19,783,609
Local Tax Funding	\$14,832,212	\$15,232,867	\$18,101,866	\$20,800,138	\$21,324,113
FTE Summary	501.58	504.00	515.49	526.71	526.71

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Parks, Recreation and Community Services includes an increase of \$2,684,523 in local tax funding, which includes enhancements totaling \$747,008 in local tax funding and 12.22 FTE. Included are \$413,102 and 1.00 FTE for the Horticulture Program; (\$3,316) and 1.00 FTE for an administrative support position for the Children's and Sports Programs; (\$16,276) and 1.54 FTE for multiple part-time positions and various operating supplies for the new CASA site at Cardinal Ridge Elementary School in Dulles South; and \$353,318 and 8.68 FTE for the staffing and operations of Round Hill Indoor Aquatics Facility, which is set to open in the summer of 2014. Overall, Personnel expenditures increased by \$1,856,596 due to the enhancements as well as merit increases and fringe benefit cost increases. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Operating costs increased \$537,353 from FY 2014 to FY 2015 due to enhancements and typical contract increases. Capital Outlay costs of \$531,950 were also included in the FY 2015 Adopted Fiscal Plan to replace obsolete equipment in the Facility Maintenance and Parks Divisions and a vehicle purchase related to the Horticulture Program enhancement. Revenues increased by \$227,718 primarily due to projected increases in charges for services.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Parks, Recreation and Community Services includes an increase in Personnel of \$917,186 or three percent and an increase in Operations and Maintenance of \$143,739 or 1.5 percent over the FY 2015 Adopted Budget. Operating costs of \$49,000 for the Potomac Lakes Lighting project and Scott Jenkins Park Phase II have been incorporated into the FY 2016 Projected Budget. In addition, revenue of \$5,000 from the Potomac Lakes Lighting project has been included. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$523,975.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.

² Operating costs and new revenue for new facilities opening in FY 2016 are inclusive of General Services operating expenditures that are generally shown in the Department of General Services programs in the year of appropriation.



Parks, Recreation & Community Services

Budget History

FY 2012 Mid-Year: A vacant position (1.00 FTE), which was transferred from the Facilities Planning and Development Program to the Administration Program, was reclassified to become the Department's second Deputy Director position.

FY 2013: The Board added 3.42 FTE, including 2.42 FTE for the CASA programs and 1.00 FTE for the Leesburg Senior Center.

FY 2013 Mid-Year: 1.00 FTE was transferred to the Treasurer's Office.

FY 2014: The Board added 11.49 FTE to various divisions: 2.32 FTE to the CASA program to cover two new schools, 2.37 FTE to the Summer Camp program, 2.80 FTE for facility supervisors at new park sites and lighted facilities, and 4.00 FTE to the Maintenance Division for the Elementary and Middle School Fields Initiative, specifically for turf field management.

FY 2014 Mid-Year: The Board reduced 4.00 authorized FTE and subcontracted out the services related to turf field management added during the FY 2014 Budget process. The Board added 3.00 FTE in the Maintenance Services Division for ball field renovations, which is also part of the Board's Fields Initiative.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Parks, Recreation & Community Services

Expenditures by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Children's Programs	\$4,798,788	\$4,967,093	\$5,917,797	\$6,146,265	\$6,311,651
Maintenance Services	3,394,069	3,510,083	4,404,426	5,234,040	5,212,510
Sports	2,030,231	1,994,166	2,550,739	2,602,272	2,664,047
Parks	5,372,438	5,640,777	5,900,159	6,838,476	6,692,381
Community Centers	7,860,509	7,976,566	8,406,176	8,612,844	8,843,887
Adaptive Recreation	469,246	454,623	476,579	497,602	511,525
Aging Services	5,302,716	5,430,518	6,135,728	6,299,596	6,453,346
Youth Services	1,105,036	1,087,506	1,199,984	1,241,087	1,274,756
Facilities Planning & Development	228,224	237,627	271,918	282,027	289,645
PRCS Administration	2,242,769	2,196,932	2,389,341	2,824,537	2,853,973
Total Expenditures	\$32,804,028	\$33,495,891	\$37,652,847	\$40,578,746	\$41,107,722

Revenues by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Children's Programs	\$5,940,143	\$6,118,849	\$6,702,615	\$6,888,814	\$6,888,814
Maintenance Services	302,670	393,964	445,420	445,420	445,420
Sports	1,516,001	1,462,109	1,893,479	1,893,479	1,893,479
Parks	2,601,589	2,663,886	3,412,264	3,450,812	3,455,812
Community Centers	5,467,105	5,523,703	5,235,160	5,235,160	5,235,160
Adaptive Recreation	157,856	141,646	99,154	99,154	99,154
Aging Services	1,800,027	1,760,750	1,569,261	1,576,111	1,576,111
Youth Services	154,058	166,362	158,400	158,400	158,400
Facilities Planning & Development	16,768	14,009	15,228	11,259	11,259
PRCS Administration	15,599	17,745	20,000	20,000	20,000
Total Revenues	\$17,971,816	\$18,263,024	\$19,550,981	\$19,778,609	\$19,783,609

Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Children's Programs	\$(1,141,355)	\$(1,151,757)	\$(784,818)	\$(742,549)	\$(577,163)
Maintenance Services	3,091,399	3,116,119	3,959,006	4,788,620	4,767,090
Sports	514,229	532,057	657,260	708,793	770,568
Parks	2,770,849	2,976,892	2,487,895	3,387,664	3,236,569
Community Centers	2,393,404	2,452,863	3,171,016	3,377,684	3,608,727
Adaptive Recreation	311,390	312,976	377,425	398,448	412,371
Aging Services	3,502,690	3,669,768	4,566,467	4,723,486	4,877,235
Youth Services	950,978	921,144	1,041,584	1,082,687	1,116,356
Facilities Planning & Development	211,456	223,618	256,690	270,768	278,386
PRCS Administration	2,227,171	2,179,188	2,369,341	2,804,537	2,833,973
Total Local Tax Funding	\$ 14,832,212	\$ 15,232,867	\$ 18,101,866	\$ 20,800,138	\$21,324,113



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Parks, Recreation & Community Services

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Children's Programs	88.85	91.69	95.98	98.02	98.02
Maintenance Services	41.59	41.61	45.61	44.61	44.61
Sports	30.51	30.32	33.03	33.53	33.53
Parks	90.20	90.21	90.21	98.89	98.89
Community Centers	132.50	132.24	132.73	132.73	132.73
Adaptive Recreation	9.68	9.68	9.68	9.68	9.68
Aging Services	70.35	71.35	71.35	71.35	71.35
Youth Services	18.65	18.65	18.65	18.65	18.65
Facilities Planning & Development	3.00	2.00	2.00	2.00	2.00
PRCS Administration	16.25	16.25	16.25	17.25	17.25
Total FTE	501.58	504.00	515.49	526.71	526.71



Parks, Recreation & Community Services Children's Programs

Program Goal and Service Description

The goal of Children's Programs is to provide a continuum of services for all ability levels, in a safe and supervised environment for youth from first grade through middle school. This is achieved by planning and implementing the County After School Activities (CASA) Program at 44 program sites; holiday programs; wide variety of full day and specialty camps; and the Summer Elementary Aged Camps (DAZE) and the Middle School Aged Camps (FEST). The intended outcome of these programs is to provide supervised fun, effective and efficient programs that meet the needs of the children and their families year round. The Division utilizes LCPS space to offer before- and after-school programs that build leisure, social, and physical skills through diverse and developmentally appropriate recreational and educational activities.

Budget Overview

FY 2015 Issues

- The CASA and Summer Camp programs will need to increase after-school, school's-out and summer opportunities in order to meet the needs of the County's growing elementary school aged population year round and middle school children in the summer. In order to maximize program performance, the CASA and Summer Camp programs must compete with other employers to recruit, hire, and retain competent staff.
- Division staff needs to provide additional coaching, supervision and support to permanent, part-time and seasonal staff.

FY 2015 Major Work Plan Initiatives

- Increase program locations to keep pace with the new school openings planned in the Capital Improvement Program (CIP).
- Ensure that Children's Programs remain of the highest quality and safety by providing coaching and training, site visits and oversight as well as program curriculum planning.
- Recruit, train and retain qualified staff to cover the large number of program sites.
- Implement electronic registration and payment system for families.

FY 2016 Outlook

- The Department will continue to meet program demand by requesting approval by the BOS for expansion of CASA at 2 new schools.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$4,096,315	\$4,250,296	\$4,992,841	\$5,196,178	\$5,352,063
Operations & Maintenance	702,474	716,797	924,956	950,087	959,588
Total Expenditures	\$4,798,788	\$4,967,093	\$5,917,797	\$6,146,265	\$6,311,651
Revenues					
Charges For Services	\$5,939,893	\$6,118,849	\$6,702,615	\$6,888,814	\$6,888,814
Miscellaneous Revenue	210	0	0	0	0
Recovered Costs	40	0	0	0	0
Total Revenues	\$5,940,143	\$6,118,849	\$6,702,615	\$6,888,814	\$6,888,814
Local Tax Funding	\$(1,141,355)	\$(1,151,757)	\$(784,818)	\$(742,549)	\$(577,163)
FTE Summary	88.85	91.69	95.98	98.02¹	98.02

¹ 1.54 FTE were added for the CASA staff enhancement at Cardinal Ridge Elementary School, and 0.50 FTE was added for administrative support position enhancement for Children's Programs and Sports Divisions.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Parks, Recreation & Community Services
Children's Programs**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Achieve 100% of staff completing required training hours by the Commonwealth of Virginia to ensure safe recreational activities for elementary and middle school-aged children during the school year and summer months.					
CASA staff trained annually to ensure safe recreation	174	174	178	181	181
Number of camp staff trained annually to ensure safe recreation	124	124	132	136	136
Percentage of staff completing required training hours	100%	100%	100%	100%	100%
Objective: Provide and maintain 98% of customer satisfaction for all recreational activities and summer camps for elementary and middle school-aged children.					
Customer satisfaction survey rate for Children's Programs	98%	98%	98%	98%	98%
Number of Specialty and Schools' Out Camp Participants	589	852	850	870	870
Number of Summer Camp participants	2,232	2,272	2,286	2,300	2,300
Percentage of summer camps expenses recovered through revenue	119%	119%	107%	107%	107%
Objective: Provide County After School Activities by maintaining countywide 85% program enrollment of capacity.					
CASA enrollment percentage of capacity for all CASA sites	86%	90%	85%	85%	85%
Number of CASA participants annually	2,300	2,249	2,400	2,454	2,454
Number of CASA sites	42	41	43	44	44
Number of children on waiting list for CASA	392	334	390	390	390
Percentage of CASA expenses recovered through revenue	127%	127%	116%	116%	116%



Parks, Recreation & Community Services Maintenance Services

Program Goal and Service Description

The Maintenance Services Division's goal is to perform effective daily, seasonal, corrective and preventative property and facility maintenance and repairs. The Division also provides vehicle and playground maintenance, manages the County snow removal operations and assists with emergency response. The intended outcome is to provide safe facilities, assistance with vehicles and support for special events and snow removal. The Division performs maintenance and repair on department property, facilities, vehicles and equipment. Maintenance Services inspects, manages and repairs County owned playgrounds and tot lots, swimming pools, and some mechanical and structural systems that include heating, air-conditioning and wastewater. The Division also provides assistance with set-up for special events, and garbage collection at non-staffed sites. The Division assists with debris removal during emergencies, and provides services in emergency response situations. The Division also works with youth sports organizations as requested to implement donated improvements such as irrigation, wells, and field renovations in addition to lending technical support and assistance as requested to Leagues and Parks. The Division is also responsible for implementation and management of the Board's three-phase athletic field initiative: 1) athletic field renovation; 2) athletic field maintenance; and 3) management of portable restrooms at athletic fields.

Budget Overview

FY 2015 Issues

- The Division faces challenges providing regular maintenance without additional resources or staff.
- The Division must continue to keep facilities safe and well maintained for a growing population. All playgrounds require daily inspections, prompt repairs and an appropriate replacement schedule to remain safe for children.
- New unmanned facilities must be maintained by the Division with limited new resources.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.

FY 2015 Major Work Plan Initiatives

- Maintain current service levels with the addition of new proffered parks.
- Establish a well and irrigation system at Brambleton East.
- Implement the athletic field renovation and maintenance initiative.

FY 2016 Outlook

- Staffing and resources will be required for the Lovettsville Park as well as new proffered parks.
- Continued addition of lighted facilities will require a higher maintenance level as these facilities will now be operated at a priority 1 level.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted¹	FY 2016 Projected
Expenditures					
Personnel	\$2,311,275	\$2,362,154	\$2,577,803	\$3,123,993	\$3,217,713
Operations & Maintenance	1,073,325	1,048,669	1,826,623	1,975,047	1,994,797
Capital Outlay	9,469	99,260	0	135,000	0
Total Expenditures	\$3,394,069	\$3,510,083	\$4,404,426	\$5,234,040	\$5,212,510
Revenues					
Revenue From Use Of Money & Property	16,581	26,165	15,524	15,524	15,524
Charges For Services	\$250,254	\$297,448	\$423,696	\$423,696	423,696
Miscellaneous Revenue	0	0	6,200	6,200	6,200
Recovered Costs	35,836	38,339	0	0	0
Other Financing Services	0	32,012	0	0	0
Total Revenues	\$302,670	\$393,964	\$445,420	\$445,420	\$445,420
Local Tax Funding	\$3,091,399	\$3,116,119	\$3,959,006	\$4,788,620	\$4,767,090
FTE Summary	41.59	41.61	45.61	44.61	48.61

¹ 4.00 FTE were reduced and services contracted out for turf field management, and 3.00 FTE were added for ball field renovation.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Parks, Recreation & Community Services
Maintenance Services**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain safe, playable athletic fields by mowing once per week and fertilize, aerate and seed as required.					
Number of athletic fields maintained	266	266	280	285	285
Number of ball fields renovated	5	4	4	5	5
Number of fields seeded and aerated	266	406	280	287	287
Number of Maintenance Division man hours dedicated to maintaining athletic field	30,248	34,109	34,000	35,000	35,000
Objective: Ensure clean and safe playground facilities by maintaining Playground Safety Institute Standards and by inspecting the playgrounds a minimum of 16 times per month.					
Number of playground inspections completed	4,800	4,700	4,400	4,400	4,400
Number of playgrounds	24	24	22	22	22
Objective: Provide efficient and timely support for maintenance, repairs and projects.					
Number of acres maintained at unmanned park sites	1,213	1,213	1,444	1,700	1,700
Number of Maintenance Division man hours required for emergency	1,183	2,994	2,500	2,500	2,500
Number of Maintenance Division non-PRCS event setup and take downs or bus trips ¹	16	13	6	6	6
Number of Maintenance man hours to complete event setups and take downs	1,265	376	1,275	1,500	1,500
Number of work orders completed in time requested	1,335	1,534	1,600	1,600	1,600
Number of work orders requested	1,347	1,534	1,500	1,600	1,600

¹ The demand for non-PRCS event setup and take downs and bus trips has declined since FY 2013.



Parks, Recreation & Community Services Sports

Program Goal and Service Description

The Sports Division's goal is to provide youth and adults with opportunities to participate in athletics in both a competitive and recreational environment and to learn and develop lifelong skills to improve their health and quality of life. The Sports Division provides guidance and technical support to volunteer sports leagues and independent sports programs such as softball, baseball, basketball, volleyball, soccer, lacrosse, football, flag football, in-line hockey, golf, rugby, wrestling, field hockey, track, tennis and cricket. The Sports Division manages and coordinates the allocation and reservation of park and school athletic space for sporting events as well as the community groups' use of school facilities. The Sports Division manages facility supervision of all game and practice sites at all indoor school facilities and outdoor lighted facilities to ensure participant and spectator safety. The Sports Division also offers year round specialized classes, camps and clinics to enhance participants' skills while also offering young or first time participants the opportunity to explore different sports or leisure activities in a noncompetitive environment.

Adult sports activities within the County are coordinated through the Division's Adult Sports Program. Services provided include program or league management, scheduling, supervising, procuring of supplies such as trophies and uniforms as well as managing various officials and vendor contracts. Currently, the Division runs adult leagues for baseball, softball, basketball, cricket, soccer, flag football, and volleyball. The adult sports staff also plan and implement adult sports clinics, tournaments and special events throughout the year including the Northern Virginia Senior Olympics and the Hershey Track and Field Event.

The Sports Division also recruits, manages and partners with national governing bodies to host local, regional and national level youth and adult sports tournaments. These tournaments bring opportunities for the citizens to play at a national level here in the County. These events draw visitors from all parts of the United States to Loudoun County while generating a significant positive economic impact for the county as well as local hotels and businesses.

Budget Overview

FY 2015 Issues

- Community demand for additional sports spaces, activities and services continues to increase, and while PRCS and LCPS facilities greatly help to meet demand, the number of children in leagues continues to grow.
- Increases in new sports programs, independent teams, and sports requesting additional seasons require the Division to continue to find additional space to meet the needs of the community.
- The explosive growth of travel baseball and the field dimensions changes have made it increasingly difficult to fulfill all field requests.
- The Department must continue to maximize use of current resources to meet the growing demand for new specialized sports camps and clinics.
- The Division must continue to focus on addressing growing needs of both the adult and youth sports communities to include the expanding cricket program.
- The high level of community expectations for field quality, scheduling availability and flexibility continues to be a major challenge.
- The increasing demand for field space by the leagues throughout the year leads to deterioration of field quality. This field demand makes it extremely difficult to take fields off line for renovation. This issue is compounded by required closure of fields for inclement weather and needed repairs. The newly established "BOS Field Initiative" will effectively address this issue.
- Additional workload from the billing associated with the sports user fees and the portable toilet program at elementary and middle school sites with no additional staff resources continues to stretch staff.

FY 2015 Major Work Plan Initiatives

- Educate and inform the public about specialty camps and clinics.
- Balance the demand for limited facility space between new and established sports organizations and the growth in participation.
- Leverage the Department's reputation of hosting high quality national sports events to attract a large national event during nonpeak use dates and times.
- Improve scheduling of youth sports league events to maximize field utilization.
- Work to identify and retrofit existing baseball fields to accommodate the growth of travel baseball.
- Implement the Board's athletic field initiative.

FY 2016 Outlook

- The Department will continue to need additional staffing at school sites.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Parks, Recreation & Community Services
Sports**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted¹	FY 2016 Projected
Expenditures					
Personnel	\$1,322,318	\$1,330,124	\$1,726,291	\$1,787,634	\$1,841,263
Operations & Maintenance	707,913	664,042	824,448	814,638	822,784
Total Expenditures	\$2,030,231	\$1,994,166	\$2,550,739	\$2,602,272	\$2,664,047
Revenues					
Revenue From Use Of Money & Property	22,714	19,646	37,895	37,895	37,895
Charges For Services	\$1,319,139	\$1,290,446	\$1,787,917	\$1,787,917	1,787,917
Miscellaneous Revenue	1,175	12,190	0	0	0
Recovered Costs	102,715	110,531	67,667	67,667	67,667
Other Financing Sources	70,259	29,296	0	0	0
Total Revenues	\$1,516,001	\$1,462,109	\$1,893,479	\$1,893,479	1,893,479
Local Tax Funding	\$514,229	\$532,057	\$657,260	\$708,793	\$770,568
FTE Summary	30.51	30.32	33.03	33.53	33.53

¹ 0.50 FTE was added for administrative support position for Children's Programs and Sports Divisions.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Parks, Recreation & Community Services
Sports**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide all youth in Loudoun County the opportunity to participate in youth sports.					
Estimated number of youth participating on youth sports teams	49,189	51,659	54,000	54,000	54,000
Number of game reservations booked in RecTrac by sports	7,488	7,488	8,000	8,000	8,000
Number of practice reservations booked in RecTrac by sports	18,401	18,401	19,000	19,000	19,000
Objective: Host sports tournaments to provide Loudoun County athletes a local venue while generating economic impact for Loudoun County.					
Number of room nights generated by sports tournaments	2,612	2,580	3,500	3,500	3,500
Number of tournament bids submitted	23	25	15	15	15
Number of tournaments hosted by PRCS sites	33	37	35	40	40
Objective: Promote healthy lifestyles and provide fitness opportunities for youth and adults by increasing participation by 5% in sports camps and clinics.					
Number of citizens on waiting lists for camps and clinics	67	88	74	60	60
Number of participants in sports camps and clinics	6,388	6,403	7,042	7,400	7,400
Number of sports camps and clinics offered	100	100	110	110	110
Percentage increase in participation	9%	9%	5%	5%	5%
Objective: Provide high quality sports leagues and athletic opportunities for adult in Loudoun County.					
Number of adults participating in adult sports leagues	6,125	5,228	5,500	5,500	5,500
Number of leagues available for adult participation	93	86	86	86	86
Number of teams participating in adult sports leagues	399	365	575	400	400



Parks, Recreation & Community Services Parks

Program Goal and Service Description

The Parks Division provides safe, high quality park facilities, programs and services at Claude Moore Park, Franklin Park, Philip A. Bolen Memorial Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. In addition, the Parks Division manages specialized facilities, including the Franklin Park Performing and Visual Arts Center and the Claude Moore Recreation Center. The Parks Division provides a wide range of active and passive recreational opportunities to the public. The Division provides the sports fields needed for youth and adult sports programs, which consists of 45 ball fields, 34 of which are lighted. The Parks Division manages several miles of hiking, running, and equestrian trails as well as several fishing ponds, memorial gardens, outdoor and indoor swimming pools, fitness areas, a gymnasium, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips to these facilities allow citizens to experience a diverse offering of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits. The Parks Division also partners with several community groups and volunteers to enhance the amenities located within each park.

Budget Overview

FY 2015 Issues

- A growing and diverse population requires the Division to balance requests for the use of facilities for active, passive, cultural, educational, and recreational activities.
- The Division must continue to create new and innovative ways to provide the same level of service to the growing community with limited resources.

FY 2015 Major Work Plan Initiatives

- Continue to increase nature programs with the expansion of the Traveling Naturalist Program through LCPS.
- Install lighting at seven additional ball fields, bringing the total to 41 lighted ball fields within the Division.
- Strive to meet citizen demand to expand programs with limited facilities and limited resources.
- Assure that the Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center meet revenue projections to achieve revenue neutrality through innovative fee-based programs and increased marketing.
- Plan increased nature programs for Philip A. Bolen Memorial Park and Banshee Reeks Nature Preserve.
- Open Round Hill Aquatics Center.
- Conduct a fee and marketing study that reviews the current fee structure and analyzes direct and indirect costs of PRCS recreational and pool facilities.

FY 2016 Outlook

- County parks will require increased maintenance levels as visits and usage increase and facilities age.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted¹	FY 2016 Projected
Expenditures					
Personnel	\$4,336,256	\$4,598,402	\$4,732,739	\$5,258,509	\$5,416,264
Expenditures	1,022,837	1,015,296	1,167,420	1,214,967	1,276,117
Capital Outlay	0	27,080	0	365,000	0
Other Uses Of Funds	13,345	0	0	0	0
Total Expenditures	\$5,372,438	\$5,640,777	\$5,900,159	\$6,838,476	\$6,692,381
Revenues					
Permits Privilege Fees Regulatory Licenses	\$300	\$100	\$0	\$0	\$0
Revenue From Use Of Money & Property	871,318	817,158	938,267	968,267	968,267
Charges For Services	\$1,608,371	\$1,692,126	\$2,272,587	\$2,287,587	2,292,587
Miscellaneous Revenue	7,685	11,144	34,000	34,000	34,000
Recovered Costs	13,666	19,126	43,178	43,178	43,178
Other Financing Sources	100,250	124,232	124,232	117,780	117,780
Total Revenues	\$2,601,589	\$2,663,886	\$3,412,264	\$3,450,812	\$3,455,812
Local Tax Funding	\$2,770,849	\$2,976,892	\$2,487,895	\$3,387,664	\$3,236,569
FTE Summary	90.20	90.21	90.21	98.89	98.89

¹ 8.68 FTE were added for the Round Hill Aquatics Center enhancement.



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Loudoun County Government

Parks, Recreation & Community Services
Parks

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Increase park visits annually by 5% by properly maintaining facilities, providing diverse recreational opportunities while developing innovative methods to maintain service levels.¹					
Number of cultural programs held in the Parks Division	255	147	330	345	345
Number of daily special event park visits annually	660,144	783,742	790,000	800,000	800,000
Number of fitness, sports and skill development programs held annually in the Parks Division	1,859	2,093	2,000	2,200	2,200
Number of park program participants	40,095	43,080	44,000	46,000	46,000
Number of swimming pool visits	27,165	21,259	27,000	27,000	27,000
Number of volunteer hours donated for the Parks Division	13,225	17,476	17,500	17,500	17,500
Number of work orders completed in the Park Division	225	432	450	450	450
Value of Parks Division volunteer hours	\$185,439	\$384,622	\$385,172	\$385,172	\$385,172
Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreational Center (CMRC) to achieve a 100% revenue neutral operation.					
Average number of daily rental reservations at CMRC	8	10	10	10	10
Number of 25-pass swipe cards renewed and/or purchased	1,285	1,201	1,500	1,500	1,500
Number of programs planned at CMRC	2,671	2,748	2,750	2,750	2,750
Number of rental reservations	3,284	2,981	3,800	3,800	3,800
Percentage of expenses recovered through revenue at the Recreation Center	98%	90%	100%	100%	100%
Total number of annual memberships purchased and/or renewed at CMRC	172	335	350	350	350
Total number of daily visits to CMRC	499,357	392,449	500,000	500,500	500,500

¹ Claude Moore Recreation Center is not included in the first objective.



Parks, Recreation & Community Services Community Centers

Program Goal and Service Description

The goal of the Community Centers Division is to provide recreational, educational and cultural services for all abilities and age levels in child care and preschool programs, special events, classes and activity programs and to provide facility rental opportunities at 10 community centers located throughout Loudoun County. The Centers are the focal point of the communities and bring the citizens together for a wide variety of events and activities. These include the Dulles South Multipurpose Center, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and Claude Moore Community Centers. These programs and services aim to enhance the education, health and wellness and leisure pursuits of the citizens. The facilities also provide outdoor amenities such as playgrounds, parks, pavilions, ball fields, an outdoor swimming pool (Lovettsville), an inline hockey rink (Douglass) and a skate park (Dulles South Multi-Purpose Center). Community Center facilities provide a wide range of programs and opportunities through cooperation with volunteers, private vendors and citizen advisory boards.

Budget Overview

FY 2015 Issues

- The County's growing population demands diverse, high quality, high value services that meet varying needs.
- The Division needs to plan for and maintain services to customers during the renovations of Lovettsville Community Center, Sterling Community Center, Philomont Community Center, and Dulles South Multipurpose Center.

FY 2015 Major Work Plan Initiatives

- Recruit instructors and contract with vendors to increase levels of program implementation and meet community expectations for quality programs at a good value.
- Continue to implement best practices for management of resources, licensed programs, fee based activities and advisory boards.
- Provide programs aimed at meeting diverse needs of the community for all ages and abilities.
- Work with DTCI regarding the design and construction of Lovettsville Community Center, the second phase of the Dulles South Multipurpose Center addition as well as the renovation of the Philomont Community Center.

FY 2016 Outlook

- The Division will need to recruit, hire and train staff for the expanded Dulles South Multipurpose Center Phase II addition.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$6,655,262	\$6,832,255	\$7,040,240	\$7,245,729	\$7,463,101
Operations & Maintenance	1,205,247	1,144,312	1,365,936	1,367,115	1,380,786
Total Expenditures	\$7,860,509	\$7,976,566	\$8,406,176	\$8,612,844	\$8,843,887
Revenues					
Revenue From Use Of Money & Property	303,292	279,207	414,444	400,212	400,212
Charges For Services	\$5,090,378	\$5,157,719	\$4,816,742	\$4,830,974	4,830,974
Miscellaneous Revenue	5,333	4,909	974	974	974
Recovered Costs	68,102	81,869	3,000	3,000	3,000
Total Revenues	\$5,467,105	\$5,523,703	\$5,235,160	\$5,235,160	\$5,235,160
Local Tax Funding	\$2,393,404	\$2,452,863	\$3,171,016	\$3,377,684	\$3,608,727
FTE Summary	132.50	132.24	132.73	132.73	132.73



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**Parks, Recreation & Community Services
Community Centers**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Meet the demand for programs and services by providing successful programs for each target age population by increasing program offerings by 2%.¹					
Number of Community Center programs offered for adults	693	413	714	728	728
Number of Community Center programs offered to elementary school youth	1,425	916	1,428	1,456	1,456
Number of Community Center programs offered to middle and high school youth	710	255	714	728	728
Number of Community Center programs offered to preschool children	1,921	2,197	1,989	2,028	2,028
Number of elementary school aged visitors	177,340	106,680	180,840	181,560	181,560
Number of middle and high school aged visitors	61,238	44,947	62,462	63,711	63,711
Number of preschool aged visitors	177,340	142,311	178,000	150,000	150,000
Number of adults and senior aged visitors in Community Centers	336,998	351,332	350,880	360,880	360,880
Objective: Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.					
Estimated value of Advisory Board's contributions	\$56,586	\$55,000	\$57,000	\$57,000	\$57,000
Number of volunteer hours served	7,276	5,577	6,000	6,000	6,000
Value of volunteer hours for Community Centers	\$160,291	\$137,417	\$147,840	\$147,840	\$147,840

¹ The performance measure for meeting the demands for programs and services decreased in FY 2013 actuals as Lucketts Community Center was closed for renovation half the fiscal year and only child care, preschool, and after school programs could be offered due to space limitations. Available programs were held in two temporary trailers. In addition community center programmer positions at Claude Moore Community Center and Dulles South Multipurpose Center were held vacant to meet vacancy savings requirements thus reducing the number of programs that were able to be planned and offered.



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Loudoun County Government

**Parks, Recreation & Community Services
Community Centers**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Demonstrate the cost effectiveness of services offered at the ten Community Centers by increasing program participants and programs offered by a minimum of 2%.					
Expenditure per participant hour	5.4	5.51	5.38	5.45	5.45
Percentage rate of cost recovery	70%	70%	70%	70%	70%
Revenue per participant hour	\$3.79	\$3.84	\$3.84	\$3.84	\$3.84
Total participant hours	1,453,963	1,483,042	1,512,703	1,542,957	1,542,957
Total participants enrolled in Community Center Programs	34,895	35,593	36,305	37,031	37,031
Total programs offered by Community Centers	5,382	5,490	4,831	4,940	4,940



Parks, Recreation & Community Services Adaptive Recreation

Program Goal and Service Description

The goal of the Adaptive Recreation Division is to provide accessible leisure and recreational opportunities for County residents with cognitive and physical disabilities. Programs include a Virginia State licensed summer day camp for citizens ages 2 to 22, sports programs through Special Olympics, and visual performing arts through Very Special Arts Loudoun County. Services and activities are provided in cooperation with volunteers, other departments, various County agencies, business sectors, advisory boards, and nonprofit organizations. The specific activities are developed to help participants achieve their fullest potential, based on their individual abilities.

Budget Overview

FY 2015 Issues

- The Division must offer programs and services appropriate for a growing and diverse population of citizens with cognitive and physical disabilities. The program is currently servicing less than the 5% of the children in Loudoun County with disabilities; the program must reach out to those citizens.
- Training needs remain high for State licensing requirements and to ensure that seasonal staff is prepared to work effectively with an increasing number of participants with severe disabilities.

FY 2015 Major Work Plan Initiatives

- Develop and implement new activities and special events for children and adults reflecting current needs and trends.
- Network with LCPS staff and enhance marketing to serve additional participants.
- Maintain Americans with Disabilities Act (ADA) accommodations to support programs.
- Continue to recruit new volunteers.

FY 2016 Outlook

- Program trends are changing to include participation from more individuals with both mental health and cognitive impairment.
- Children with specialized medical needs are enrolling in summer camp programs, creating a need for contractual nurse support.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$409,465	\$409,355	\$428,454	\$447,366	\$460,787
Operations & Maintenance	59,781	45,267	48,125	50,236	50,738
Total Expenditures	\$469,246	\$454,623	\$476,579	\$497,602	\$511,525
Revenues					
Charges For Services	\$142,882	\$124,526	\$99,154	\$99,154	\$99,154
Miscellaneous Revenue	14,964	17,120	0	0	0
Recovered Costs	10	0	0	0	0
Total Revenues	\$157,856	\$141,646	\$99,154	\$99,154	\$99,154
Local Tax Funding	\$311,390	\$312,976	\$377,425	\$398,448	\$412,371
FTE Summary	9.68	9.68	9.68	9.68	9.68



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Loudoun County Government

Parks, Recreation & Community Services
Adaptive Recreation

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain and increase program offerings by increasing volunteer hours by 3%.					
Number of programs supported by volunteers annually	258	258	266	274	274
Number of volunteer hours for Adaptive Recreation	1,750	1,253	1,300	1,300	1,300
Number of volunteers recruited	370	332	400	400	400
Value of volunteer hours for Adaptive Recreation	\$38,553	\$30,451	\$32,032	\$32,032	\$32,032
Objective: Maintain 97% customer satisfaction rate for all Adaptive Recreation programs for children and adults with disabilities.					
Adaptive Recreation customer satisfaction rate	97%	98%	97%	97%	97%
Number of Adaptive Recreation preschool children participants	163	191	190	190	190
Number of adult participants in Adaptive Recreation programs	1,936	2,994	2,900	2,900	2,900
Number of elementary school Adaptive Recreation participants	854	1,443	1,400	1,400	1,400
Number of high school Adaptive Recreation participants	1,241	2,076	2,000	2,000	2,000
Number of hours of participation for Adaptive Recreation	168,397	186,072	186,000	186,000	186,000
Number of middle school Adaptive Recreation participants	875	1,595	1,500	1,500	1,500



Parks, Recreation & Community Services Aging Services

Program Goal and Service Description

Aging Services, through the Area Agency on Aging (AAA), plans, implements and promotes programs and services to enhance well-being, independence and quality of life for older adults and their caregivers. The Elder Resource Program provides resources through information, referral and assistance services; tax assistance, Medicare counseling, and Care Coordination and Caregiver Support programs. The Volunteer Services program provides volunteer placement, training and recognition opportunities to adults of all ages. AAA also administers three full service senior centers, one senior activity center and seven congregate meal lunch programs for independent and active seniors; a home delivered meals program for homebound seniors and three adult day centers that serve frail seniors with cognitive and physical disabilities, the majority of whom have Alzheimer's disease. The Central Kitchen, administered through Aging Services, prepares and delivers congregate and home delivered meals to Aging Services locations and provides meals to the Juvenile Detention Center. The Central Kitchen also supplies meals for County Government related events and community related emergencies. Aging Services works closely with the Commission on Aging, multiple advisory boards and other human service agencies to identify and support needs and interests of seniors.

Budget Overview

FY 2015 Issues

- The aging population and current cohort of seniors seek increasing prevention and wellness programming.
- Population growth coupled with growing utilization of existing facilities, programs and services require increased coordination and resources.
- The senior population in Loudoun County has more than doubled in the past decade, growing more diverse as the baby boomer population of younger, more active seniors enters or is preparing to enter retirement; service needs continue to increase.
- Caregiver needs are increasing as elderly parents move in with or near to their adult children.

FY 2015 Major Work Plan Initiatives

- Respond to increasing service needs, including transportation, meals, trips, tax assistance and Medicare Part D counseling without increased resources.
- Plan for and meet the diverse needs of Loudoun County's increasing senior population and their caregivers by increasing the use of volunteers and collaborative partnerships and seeking additional grant opportunities.
- Work with DTCL in designing Phase III of Dulles South Senior Center.

FY 2016 Outlook

- An increasing number of seniors and volunteers will likely need to re-enter the work force due to financial needs, which could decrease the number of senior volunteers that the Division relies on for many of its programs.
- Seniors are more active and are requesting more recreation in leisure program opportunities.
- Staff will be needed after the construction of Dulles South Multipurpose Center Phase III Senior Center is completed.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$3,670,635	\$4,054,890	\$4,381,846	\$4,537,689	\$4,673,820
Operations & Maintenance	1,589,581	1,375,628	1,753,882	1,761,907	1,779,526
Other Uses Of Funds	42,500	0	0	0	0
Total Expenditures	\$5,302,716	\$5,430,518	\$6,135,728	\$6,299,596	\$6,453,346
Revenues					
Revenue From Use Of Money & Property	117,653	101,027	156,362	156,362	156,362
Charges For Services	\$932,659	\$899,721	\$698,731	\$698,731	698,731
Miscellaneous Revenue	95,141	96,044	30,935	61,870	61,870
Recovered Costs	171,240	127,275	152,868	152,868	152,868
Intergovernment - Commonwealth	136,232	146,430	156,873	119,170	119,170
Intergovernment - Federal	308,073	347,699	373,492	387,110	387,110
Other Financing Sources	39,029	42,554	0	0	0
Total Revenues	\$1,800,027	\$1,760,750	\$1,569,261	\$1,576,111	\$1,576,111
Local Tax Funding	\$3,502,690	\$3,669,768	\$4,566,467	\$4,723,486	\$4,877,235
FTE Summary	70.35	71.35	71.35	71.35	71.35



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**Parks, Recreation & Community Services
Aging Services**

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Meet the needs of growing senior population by maintaining services and contacts with seniors and their families.					
Number of adult daycare hours assisting clients and families	59,740	62,725	63,000	63,500	63,500
Number of Information and Assistance contacts	37,891	26,834	27,000	27,000	27,000
Number of one way bus trips for Aging Services participants	43,541	42,721	44,000	44,000	44,000
Number of Central Kitchen meals	154,584	190,721	191,000	191,000	191,000
Number of senior meals provided	117,323	119,650	118,000	120,000	120,000
Objective: Maintain current levels of volunteer services and community outreach events in order to provide community awareness of Aging Services.					
Number of people at community outreach events	n/a	265	285	300	300
Number of community outreach events held with AAA representation	n/a	n/a	7	7	7
Number of units of service provided to seniors and caregivers	663,839	630,000	630,000	630,000	630,000
Number of volunteers in Aging Services	610	625	625	625	625
Number of Aging Services volunteer hours	52,113	52,366	53,000	53,500	53,500
Value of service provided by volunteers	\$1,148,050	\$1,271,970	\$1,305,920	\$1,305,920	\$1,305,920
Objective: Provide and maintain 90% customer satisfaction by providing high quality programs and services at the Senior and Activity Centers.					
Number of senior and activity center activities	12,783	14,243	14,350	14,500	14,500
Number of senior and activity center activity participants	124,131	135,638	136,000	136,000	136,000
Number of senior and activity center memberships	2,825	2,870	3,000	3,100	3,100
Number of Senior Center rentals	896	801	800	800	800
Number of trips through the senior trips program	254	71	150	150	150
Number of senior trip participants	6,262	4,431	7,000	7,000	7,000
Percentage of senior trip participants satisfied with trips	n/a	80%	85%	85%	85%
Percentage of seniors satisfied with Senior and Activity Centers	n/a	90%	90%	90%	90%

¹ Measures with n/a were new for the year in which numerical data begins.



Parks, Recreation & Community Services Youth Services

Program Goal and Service Description

The Youth Services Division's goal is to provide middle school and high school age youth with opportunities in recreational, educational and cultural events that promote leadership development and positive choices in the community. Services include multi-session prevention and intervention programs, numerous special events, and community service opportunities. Prevention and intervention programs that are offered through Youth Service include: Youth After School (YAS) at nine middle school sites, I Respect, I Inspire, I support (IRIS), Teens Harvesting Responsibility in Volunteer Experiences (THRIVE), Youth Advisory Council (YAC), school break and summer camps, and Teen Night. Special event programs that are offered through Youth Services include: Youthfest, Battle of the Bands, Step Up, Youth in Government Day, IRIS Spring Celebration, and the Annual Youth Advisory Council Retreat. Community Service opportunities offered through Youth Services include Work Ordered Repayment by Kids (WORK) and PRCS Teen Volunteer Program.

Budget Overview

FY 2015 Issues

- Hiring and retaining high quality supervisors and leaders continues to be challenging.
- Additional funding sources, such as grants, must be identified by staff, or through creating relationships with community groups and volunteers, in order to expand program offerings that address the changing developmental needs of youth.
- There is continued demand for YAS programs at middle schools that currently do not have a YAS program.

FY 2015 Major Work Plan Initiatives

- Develop programs that promote belonging, healthy living and respecting others that keep pace with the demand for services by a growing and increasingly diverse community.
- Develop and foster partnerships with community groups and volunteers to create greater levels of community involvement in the Division's program offerings.
- Expand and continue to use innovative strategies to accommodate continued increases in the number of youth interested in enrolling in the YAS program and manage the public demand for YAS at every County middle school; five middle schools currently do not have a YAS Program.
- Provide additional training for staff to meet the changing needs of the youth in Loudoun County.

FY 2016 Outlook

- Continued growth in the overall number of students in middle school will require increased programming for that targeted age group.



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Loudoun County Government

**Parks, Recreation & Community Services
Youth Services**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$967,946	\$946,712	\$1,023,250	\$1,062,896	\$1,094,783
Operations & Maintenance	137,090	140,793	176,734	178,191	179,973
Total Expenditures	\$1,105,036	\$1,087,506	\$1,199,984	\$1,241,087	\$1,274,756
Revenues					
Charges For Services	\$150,127	\$162,475	\$158,400	\$158,400	\$158,400
Miscellaneous Revenue	3,931	3,887	0	0	0
Total Revenues	\$154,058	\$166,362	\$158,400	\$158,400	\$158,400
Local Tax Funding	\$950,978	\$921,144	\$1,041,584	\$1,082,687	\$1,116,356
FTE Summary	18.65	18.65	18.65	18.65	18.65



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Parks, Recreation & Community Services Youth Services

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Offer the YAS program at nine middle school sites and maintain a utilization rate of at least 80% to provide safe recreational activities while promoting belonging, healthy living and respecting others.					
Average number of middle school youth served per month	296	323	288	325	325
Number of children on the YAS wait list	37	58	50	60	60
Number of outreach programs offered	5	3	5	8	8
Number of YAS programs offered/communities served	9	9	9	9	9
Program utilization rate	82%	88%	88%	88%	88%
Objective: Maintain the WORK program success by performing meaningful community service work in the neighborhood.					
Number of hours of community service completed	3,867	4,598	4,000	4,500	4,500
Number of youth in WORK program	354	175	140	140	140
Value of community service work performed ¹	\$85,190	\$109,396	\$98,560	\$110,880	\$110,880
Objective: Increase youth engagement by 5% by providing safe, recreational, cultural and social programs while promoting belonging, healthy living, and respect for others.					
Annual home page views on the loudounteen.org website	10,452	8,668	12,000	12,600	13,230
Number of one day Youth Services special events	8	8	9	9	9
Number of youth attending Youth Services special events	3,798	4,300	4,500	4,500	4,500
Participants in prevention and awareness programs ²	1,958	5,026	5,026	5,026	5,026

¹ Value of one volunteer hour is \$24.64.

² Two positions in this program area were vacant during FY 2012 and the number of prevention and awareness programs had to be reduced.



Parks, Recreation & Community Services Facilities Planning & Development

Program Goal and Service Description

The Facilities Planning and Development Division's goal is to provide technical assistance and oversight for the Department by reviewing land development applications for recreational opportunities and other departmental facilities identified in the Capital Needs Assessment (CNA). This Division also oversees implementation of proffers, provides assistance with short- and long-range planning, site specific analysis and design for the improvement of PRCS facilities. The Division supports the Department through facility planning and design, proffer management, trail development, and project management activities, including the Capital Asset Preservation Program (CAPP) and other small projects and donated enhancements and amenities.

Budget Overview

FY 2015 Issues

- The Division needs to meet the increased demand for facilities due to rapid County population growth.
- Limited staff in the Division makes managing and coordinating proffers, CAPP and referrals challenging.

FY 2015 Major Work Plan Initiatives

- Continue to review and update the Department's design and construction standards for capital facilities.
- Continue development of Potomac National Heritage Scenic Trail and develop volunteer programs to install signage and assist with maintenance of the trail.
- Continue efforts to implement the County's greenways and trail plan that links parks and inventory existing trail segments, right of ways, utility corridors and easements that provide connectivity to park facilities.

FY 2016 Outlook

- There will be a continuing need to provide additional recreational facilities to meet population growth.
- The Department will continue to optimize utilization of facilities in parkland.
- In response to citizen requests, the Department will conclude the effort to map County trails within parks.
- The Department will continue to provide recommendations for new facilities and unmet needs throughout the referral and legislative application process.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$218,335	\$227,443	\$229,776	\$239,885	\$247,082
Operations & Maintenance	9,889	10,184	42,142	42,142	42,563
Total Expenditures	\$228,224	\$237,627	\$271,918	\$282,027	\$289,645
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$16,768	\$14,009	\$15,228	\$11,259	\$11,259
Total Revenues	\$16,768	\$14,009	\$15,228	\$11,259	\$11,259
Local Tax Funding	\$211,456	\$223,618	\$256,690	\$270,768	\$278,386
FTE Summary	3.00	2.00	2.00	2.00	2.00



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Parks, Recreation & Community Services Facilities Planning & Development

Program Objectives and Performance Measures¹²	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Respond to 100% of staff's request for assistance in strategic planning, project development, management and planning processes.					
Number of administrative and legislative applications	14	20	14	10	10
Number of facility amenity improvement projects	10	12	8	10	10
Number of requests for assistance of PRCS staff	n/a	n/a	25	25	25
Number of strategic planning projects	2	6	6	6	6
Percentage of PRCS staff requests responded to	n/a	n/a	100%	100%	100%
Objective: To perform 100% of reviews on land development applications submitted to the Department, within deadline, in order to achieve meaningful proffered facilities, improvements, and/or cash contributions.					
Number of administrative referrals (SBPL, CPAP, STPL, SBRD)	32	30	40	40	40
Number of administrative referrals submitted on time	n/a	n/a	40	25	25
Number of legislative referrals (ZMAP, ZCPA, SPEX)	82	145	115	115	115
Number of legislative referrals submitted on time	n/a	n/a	115	125	125
Objective: Increase public program space and recreational opportunities through proffer completion and delivery.					
Miles of trails added	0.47	0.47	2.00	3.00	3.00
Number of acres received from proffers	49.64	0.00	22.99	15.00	15.00
Number of proffered facilities delivered	2	4	10	10	10
Number of proffered facilities under development	14	9	12	7	7
Objective: Maintain at least current levels of Capital Asset Preservation Program, partnerships, donations and grants for implementation and management of new projects.					
Number of CAPP projects approved	16	20	25	20	20
Number of CAPP projects delivered	13	18	25	20	20
Number of facility grants/donations to PRCS	6	0	3	3	3

¹ The number of proffers, legislative referrals and administrative referrals have historically been tracked as a performance measures. However, as these cannot be controlled by PRCS, the measures are no longer being listed.

² Measures with n/a were new for the year in which numerical data begins.



Parks, Recreation & Community Services Administration

Program Goal and Service Description

The Administration Division's goal is to provide planning and leadership in managing all of the Department's programs, services, special events and facilities. The intended outcome is to have departmental operational excellence in customer service. This Division provides human resources management, facility management, planning and development, training, procurement, technical assistance, Emergency Management, automation and financial services. The Division supports the entire department of approximately 500 FTE, which is a mix of regular full-time, regular part-time, and temporary seasonal staff for a total of approximately 1,600 current employees. Administration coordinates with other County departments including County Administration, Fire, Rescue and Emergency Management, Management and Financial Services, the Treasurer's Office, the Department of Information Technology, General Services, Family Services, Juvenile Court Services, and DTCL. The Department advises County Administration, the Board of Supervisors and supports three Board of Supervisors' appointed Advisory Boards. Administration develops, reviews, revises and manages departmental policies and procedures to ensure the divisions perform effectively and efficiently. Departmental training, the quarterly PRCS brochure and cell phones are managed centrally in this Division to create efficiencies. This Division is also responsible for the oversight of staff training and performance management.

The Horticulture Program, which is a part of the Division, provides planning, and implementation of horticultural, grounds and landscape maintenance services and improvement for the County Government Center, County libraries, group homes, public safety centers and other government facilities.

Budget Overview

FY 2015 Issues

- The Division needs to maintain service levels and continuity of operations while also responding to personnel turnover and Emergency Management needs.
- The Division needs to support a large and diverse workforce in the Department with limited staff resources.
- The Division needs to provide customer service to an increasing population through existing and expanded programs in newly opened facilities.

.FY 2015 Major Work Plan Initiatives

- Develop partnerships with public and private sectors to enhance alternative funding for parkland and recreation programs.
- Develop and implement an annual employee survey to evaluate the effectiveness of communication among all levels of personnel.
- Plan for opening of new proffered facilities and facilities developed through the CIP or renovations.
- Continue to support staff in providing services to the public through existing and expanded programs in newly opened facilities.
- Optimize usage of PRCS facilities for programs and public recreational uses.
- Continue to provide leadership and guidance in the implementation of the Department's Strategic Plan.

FY 2016 Outlook

- The continued growth of the Department may require additional administrative support.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Parks, Recreation & Community Services
Administration**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted¹	FY 2016 Projected
Expenditures					
Personnel	\$1,507,838	\$1,478,381	\$1,583,041	\$1,672,998	\$1,723,188
Operations & Maintenance	734,931	718,551	806,300	1,119,589	1,130,785
Capital Outlay	0	0	0	31,950	0
Total Expenditures	\$2,242,769	\$2,196,932	\$2,389,341	\$2,824,537	\$2,853,973
Revenues					
Charges For Services	\$1,400	\$1,330	\$0	\$0	\$0
Miscellaneous Revenue	11,257	13,807	20,000	20,000	20,000
Recovered Costs	2,942	2,608	0	0	0
Total Revenue	\$15,599	\$17,745	\$20,000	\$20,000	\$20,000
Local Tax Funding	\$2,227,171	\$2,179,188	\$2,369,341	\$2,804,537	\$2,833,973
FTE Summary	16.25	16.25	16.25	17.25	17.25

¹ 1.00 FTE was added for the Horticulture Program enhancement.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

**Parks, Recreation & Community Services
Administration**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: To ensure operational excellence in procurement of goods and services by completing purchase order approvals within three days.					
Number of purchase orders completed	753	632	650	650	650
Number of turnaround days for purchase orders	2.30	2.84	3.00	3.00	3.00
Value of purchase orders	\$2,981,808	\$2,952,671	\$3,000,000	\$3,000,000	\$3,000,000
Objective: Increase exposure and utilization of the PRCS website in order to promote and increase by 10% online transactions.					
Average monthly WebTrac transactions	2590	2731	3134	3447	3477
Average number of web site hits on PRCS main web pages	26753	7926	32371	35608	35608
Increase percentage of RecTrac transactions done through WebTrac	5%	5%	5%	5%	5%
Number of Likes on the PRCS Facebook Page	2032	2032	3000	3500	3500
Value of WebTrac transactions/year	\$7,479,747	\$8,060,936	\$8,000,000	\$8,000,000	\$8,000,000
Objective: To effectively manage 100% of contracts for landscaping and maintenance.					
Number of sites mowed under turf maintenance contract	65	66	66	73	73
Percentage of DTCI site plans reviewed as requested	96.50%	100.00%	100.00%	100.00%	100.00%
Percentage of sites inspected quarterly	76%	83%	100%	100%	100%
Objective: To attract and retain a high quality workforce with turnover rate of 3% or less.					
Full time countywide employee turnover rate	9%	9%	10%	10%	10%
Full time department employee turnover rate	2.68%	1.77%	2.50%	2.50%	2.50%
Number of individual special recognitions	74	58	55	60	60
Number of performance plans and assessments	470	779	450	450	450
Number of PRCS employees (includes seasonal and part time staff)	2,500	1,939	2,000	2,000	2,000
Offer training opportunities for professional growth	515	309	350	350	350



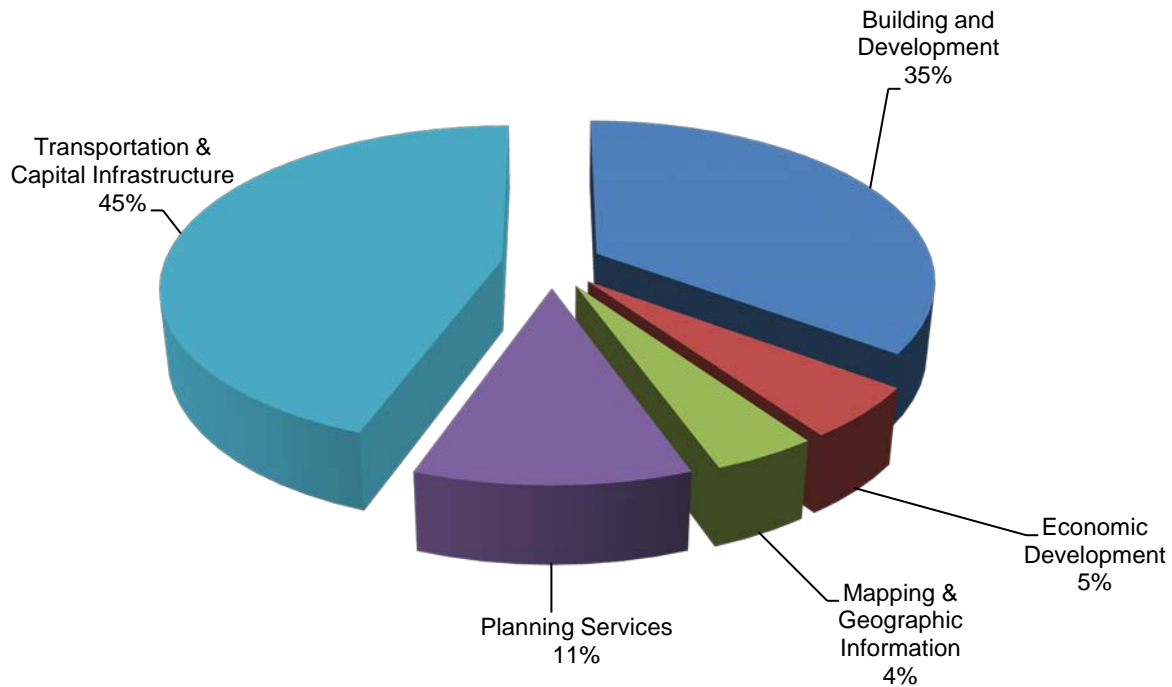


Community Development

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COMMUNITY DEVELOPMENT FY 2015 ADOPTED EXPENDITURES

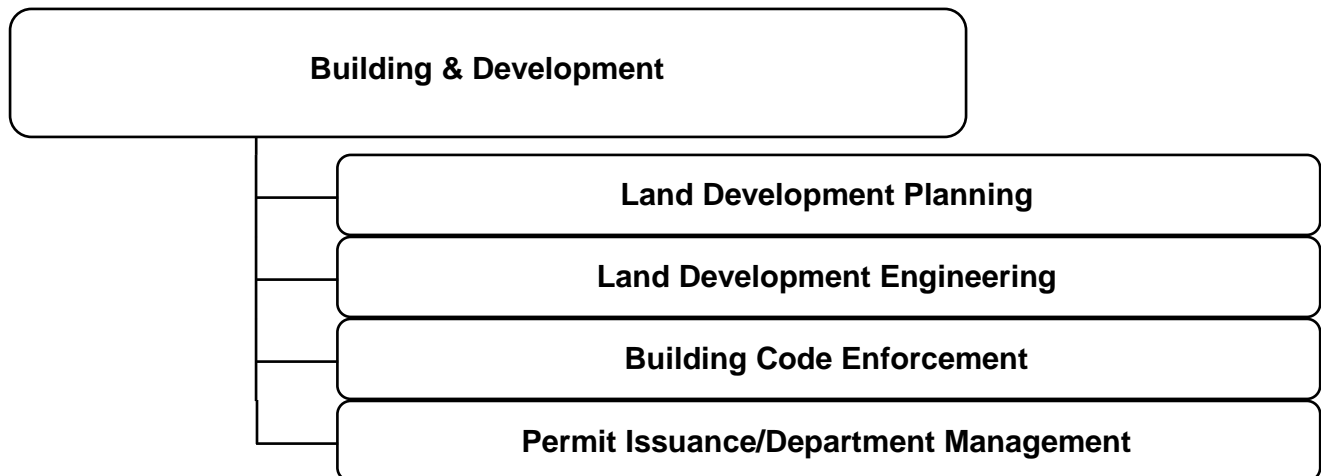


Community Development Historical Expenditures

Community Development	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Building and Development	\$16,757,531	\$17,324,873	\$18,534,171	\$20,407,841	\$20,722,629
Economic Development	2,098,352	2,774,969	3,042,556	3,009,279	3,082,460
Mapping & Geographic Information	2,108,072	2,272,762	2,289,365	2,361,264	2,429,498
Planning Services	5,664,565	6,051,313	6,237,197	6,411,227	6,596,161
Transportation & Capital Infrastructure	17,704,230	18,244,762	20,119,645	25,876,221	26,020,134
Total Community Development	\$44,332,750	\$46,668,679	\$50,222,934	\$58,065,832	\$58,850,882



Building & Development





Building & Development

Mission Statement

The Department of Building and Development ensures the public's safety and welfare during the design and construction phases of public and private structures in the County by utilizing Best Engineering Practices and enforcing the Virginia Uniform Statewide Building Code. The Department, through partnerships with stakeholders, enhances the quality of life for all citizens through developing, administering and enforcing the County Zoning Ordinances, the Land Subdivision Ordinance, the Facilities Standards Manual, and other construction standards and ordinances.

Description

The Department of Building and Development promotes a culture where staff and customers work in partnership to create and sustain a better quality of life and environment in which to live, work, and play. The Department oversees all phases of land development throughout the County, including the review and approval of subdivision plans, construction plans, site plans, building plans, all construction related inspections, and final occupancy inspections, as well as the issuance of County building, and grading permits. The Department is responsible for managing construction sites through its Erosion and Sediment Control Enforcement Program managing public improvements through its Bonding Program and Quality Assurance Team and managing water resources through its well monitoring program. These services are provided by four Divisions: Land Development Planning/Subdivision, Land Development Engineering, Building Code Enforcement, and Permit Issuance/Department Management. As an active participant in the Countywide Fast Track Program and Business Assistance Team, the Department assists businesses through the permitting process and adjusts the processes to facilitate better customer service.

Beginning in FY 2015 the Zoning Administration Division will be merged into the existing Department of Planning and Zoning to better align roles, responsibilities, and business functions related to zoning throughout the County. The merger will create efficiencies by ensuring policy initiatives are more directly connected to implementation mechanisms; provide better coordination between the Zoning and Planning referral functions for legislative referrals; and creating more uniformity in communication with applicants and timely response of legislative and administrative zoning reviews.

Budget Overview

FY 2015 Issues

- The Department must manage a steadily increasing workload and meet timelines in all Divisions with appropriate staffing levels. It is critical to monitor caseload and timelines to ensure continuous improvements and timeliness in application review is not compromised.
- Continuing to provide technical expertise to the Watershed Implementation Program (WIP) standards for the Chesapeake Bay Total Maximum Daily Load (TMDL).
- Additional enforcement will be required for the new Virginia Stormwater Management Regulations and Erosion and Sediment Control Standards promulgated by the Commonwealth of Virginia that take effect on July 1, 2014. This will also require the development of a new process for the Virginia Stormwater Management Program licensing that will be the responsibility of the County when it is transferred from the State to the County.
- The first phase of e-permitting continues to evolve and will include adding more Trade Contractors and accepting credit cards from all applicants. In FY 2014, 305 trade contractors began using the e-permitting process, which represents 57% of trade permit applications.
- The Department must continue an active training program for all Inspectors in Building Code and Erosion and Sediment Control Divisions to ensure that these staff members are properly certified and up to date on the tenets of new regulations. This will be a challenge as new staff are added and must be trained.
- The processing and approving of County capital construction plans and new schools development, which account for approximately over \$710,000 in waived fees, is a significant portion of staff workload.
- The processing of an increasing estimated number of land development applications in FY 2015 is projected to include approximately 779 of FY 2014's land development applications of all types that will need to be processed in FY 2015 by staff.
- The Department is to continue managing the substantial \$925,000 FEMA grant contract and developing new County-wide floodplain maps.



Building & Development

FY 2015 Major Work Plan Initiatives

- Continue to digitize past and future land development applications, grading and building permits, and performance bonding documents to reduce costs of storage and the need for file room space and to enhance security and retrieval of records. Investigate hiring a contractor to complete this entire process for all files in a timely manner.
- Continue the process of resolving aging defaulted performance bond agreements by either bringing them current, making them eligible for release, or by calling the agreement and initiating the work.
- Continue an active water quality monitoring effort through the numerous monitoring wells and stream gauging efforts established throughout the County. This is a collaborative effort with United States Geological Services (USGS) and the Commonwealth of Virginia's Department of Conservation and Recreation (VDCR) and Department of Environmental Quality (DEQ).
- Remain focused on improving timelines for processing ministerial land development applications by adding additional efficiency measures, with a goal of 100% in meeting or exceeding State mandated timelines.
- Continue implementation of a strong customer assistance program to help applicants navigate the land development process, including the expansion of the dedicated Business Assistance Team and an Ombudsman for all customers.
- Focus on the anticipated ordinance revisions associated with the business friendly ZOAM process, as well as projected revisions to the Facility Standards Manual and Land Subdivision Development Ordinance.
- Continue development of electronic submission of land development applications, including subdivision plans, site plans, and construction plans, is a priority of the Department. New on-line building permit application forms became available in and will be expanded in FY 2015.

FY 2014 Major Achievements

- Accepted and processed 28 percent more building/zoning permits over FY 2013, including approximately 63,000 building permits, 9,400 zoning permits, over 235,000 building code inspections, and 11,000 erosion and sediment (E&S) inspections.
- Processed approximately 720 land development applications, subdivisions, and construction/site plans ministerially.
- Created and processed, through the Public Review Committee (PRC) and approved by the Planning Commission and Board of Supervisors, additional changes to all sections of the Facility Standards Manual (FSM): Implementation of the change is already underway and should streamline these portions of the FSM and the rest of the eight chapters of the FSM with the PRC.
- Continued contract work on the Upper Broad Run Watershed Analysis Study Pilot Program to determine the impact efficiencies of existing E&S programs and to glean information for the implementation of the Watershed Implementation Program (WIP) scenarios.
- Turned over approximately 50 miles of roadway to the State of Virginia Road Maintenance Program, thereby reducing future County liability for maintenance.
- Continued work with a contractor to remap all floodplains in the County under a multi-year FEMA Grant of \$925,000.
- Completed the residential trade permits' phase of e-permitting as well as the implementation of Phase 1 of the shift to a web based Land Management Information System (WebLMIS) including the development of on-line building permits, and trade permit applications.
- 305 trade contractors began using the e-permitting process, which represents 57 percent of trade permit applications.

FY 2016 Outlook

- Overall workload continues to increase, specifically building code enforcement inspections, which could increase by 10 percent over FY 2015.
- New storm water management regulations from the State will have an impact on staffing since the number of inspections required will increase.
- The Department will continue to investigate and implement technology solutions such as on-line preliminary plan reviews, construction plan reviews, and on-line applications to provide better, more efficient customer service to the public and the development community.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Building & Development

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$15,580,135	\$16,109,681	\$16,617,891	\$18,382,674	\$18,934,154
Operations & Maintenance	1,123,504	1,215,192	1,916,280	1,770,767	\$1,788,475
Capital Outlay	0	0	0	254,400	0
Other Uses Of Funds	53,892	0	0	0	0
Total Expenditures	\$16,757,531	\$17,324,873	\$18,534,171	\$20,407,841	\$20,722,629
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$16,048,817	\$19,717,484	\$18,041,862	\$22,127,569	\$22,127,569
Fines & Forfeitures	0	0	0	0	0
Charges For Services	33,273	28,246	28,130	39,000	39,000
Miscellaneous Revenue	21	3,220	0	0	0
Intergovernment - Federal	16,713	34,535	0	0	0
Other Financing Sources	9,276	5,145	0	0	0
Total Revenues	\$16,108,100	\$19,788,630	\$18,069,992	\$22,166,569	\$22,166,569
Local Tax Funding	\$649,431	\$(2,463,757)	\$464,179	\$(1,758,728)	\$(1,443,940)
FTE Summary	178.80	181.27	181.27	200.27	200.27

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Building and Development includes a decrease in local tax funding of \$2,222,907 and an increase of 19.00 FTE. Expenditures increased \$1,873,670 primarily due to increases of \$1,764,783 in Personnel and \$254,400 in Capital Outlay related to an FY 2014 mid-year enhancement of 6.00 FTE and approved FY 2015 enhancement of 13.00 FTE for Building Inspector positions. Those increases were offset by a decrease of \$145,513 in Operations and Maintenance primarily due to the reduction in funding for the Upper Broad Run Watershed project being offset by increases related to additional staffing. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues increased \$4,096,577 primarily due to anticipated increases in the projected number of inspections to be conducted and permits to be issued.

Effective July 1, 2014, the Division of Zoning Administration will be combined with the Department of Planning and Zoning. All historical data has been included in the Department of Planning and Zoning budget pages.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Building and Development includes an increase in Personnel of \$551,480 or three percent and an increase in Operations and Maintenance of \$17,708 or one percent over the FY 2015 Adopted Fiscal Plan as well as the elimination of one-time Capital Outlay expenses of \$254,400 associated with approved enhancements. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected budget includes an increase in local tax funding of \$314,788.

Budget History

FY 2012 Mid-Year: The Board approved 3.00 FTE in Land Development Engineering for the Erosion & Sediment Control Program and eliminated 0.53 FTE from the Environmental Review Program.

FY 2014 Mid-Year: The Board approved 6.00 FTE in Building Code Enforcement for four inspectors (4.00 FTE) and two plans reviewers (2.00 FTE).

¹ All previous year expenditures, revenues, and FTE associated with the Zoning Administration Division are reflected in the Department of Planning and Zoning as a result of a reorganization effective July 1, 2014.

² Due to changes in accounting systems and chart of accounts values, FY 2012 Actual data may be restated to include encumbrances and other changes.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Building & Development

Expenditures by Program ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Land Development Planning	\$1,624,961	\$1,587,703	\$1,691,048	\$1,811,066	\$1,863,919
Land Development Engineering	5,943,911	6,039,172	6,790,342	6,648,733	6,838,682
Building Code Enforcement	6,421,339	6,778,744	7,073,605	8,854,521	8,835,449
Permit Issuance/Department Management	2,767,320	2,919,254	2,979,176	3,093,521	3,184,579
Total Expenditures	\$16,757,531	\$17,324,873	\$18,534,171	\$20,407,841	\$20,722,629
Revenues by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Land Development Planning	\$808,256	\$1,251,276	\$1,141,711	\$1,271,189	\$1,271,189
Land Development Engineering	2,825,316	3,181,588	3,452,652	3,789,960	3,789,960
Building Code Enforcement	8,540,541	10,922,595	9,895,722	11,861,513	11,861,513
Permit Issuance/Department Management	3,933,987	4,433,171	3,579,907	5,243,907	5,243,907
Total Revenues	\$16,108,100	\$19,788,630	\$18,069,992	\$22,166,569	\$22,166,569
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Land Development Planning	\$816,705	\$336,427	\$549,337	\$539,877	\$592,730
Land Development Engineering	3,118,595	2,857,584	3,337,690	2,858,773	3,048,722
Building Code Enforcement	(2,119,201)	(4,143,851)	(2,822,117)	(3,006,992)	(3,026,064)
Permit Issuance/Department Management	(1,166,668)	(1,513,918)	(600,731)	(2,150,386)	(2,059,328)
Total Local Tax Funding	\$649,431	\$(2,463,757)	\$464,179	\$(1,758,728)	\$(1,443,940)
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Land Development Planning	17.00	17.00	17.00	18.00	18.00
Land Development Engineering	59.80	62.27	62.27	62.27	62.27
Building Code Enforcement	71.00	71.00	71.00	89.00	89.00
Permit Issuance/Department Management	31.00	31.00	31.00	31.00	31.00
Total FTE	178.80	181.27	181.27	200.27	200.27

¹ FY 2015 Expenditures and FTE Summary include funding for enhancements of 13.00 FTE and FY 2014 mid-year enhancement of 6.00 FTE in Building Code Enforcement Division.



Building & Development Land Development Planning

Program Goal and Service Description

The Land Development Planning Division provides technical review and oversight of land development applications related to the subdivision of property. Such reviews ensure conformance with adopted County, State and Federal Regulations. Land development planners review subdivision applications and manage major development projects to ensure compliance with policies and regulations adopted by the Board of Supervisors. Additionally, staff responds to citizen concerns and questions related to specific applications and projects; interprets ordinances; and explains the County's land use regulations and responds to general land use questions. The Division maintains the County's land development application files and provides referral comments on legislative applications. Further, the Division also manages the County's Performance Bond and Grading Bond Program.

Budget Overview

FY 2015 Issues

- The number of land development application submissions is expected to continue to increase.
- Customer service inquiries will continue to increase.
- With an expected increase in development and recently adopted changes to the FSM, workload associated with performance bond management is projected to increase.
- Increasing customer demand for information available on-line, so it is important that information on WebLMIS be current, accurate and complete.
- The Division has taken on new responsibilities regarding road abandonments and an increase is anticipated in the review and processing of applications being submitted for County initiated projects.
- Resources, both in time and personnel, must be dedicated to update the software system currently used to manage performance bonds to address recommendations contained in the most recent audit.
- The processing and approving of County capital construction plans and new schools development, which account for over \$710,000 in waived fees, is an increasing portion of staff workload.
- Due to an increasing number of land development applications, staff will need to process an estimated 779 land development applications in FY 2015.

FY 2015 Major Work Plan Initiatives

- Initiate Amendments to the Land Subdivision and Development Ordinance (LSDO) to reflect changes to the State Code.
- Ensure that all electronic application files are up-to-date and contain critical documents.
- Implement changes to the Bonds Management Program per the recommendations of the recent audit, to include developing a reconciliation process with the Office of the Treasurer and exploring alternate database systems.
- Continue to digitize past and future land development applications, grading and building permits, and performance bonding documents to reduce costs of storage and the need for file room space and to enhance security and retrieval of records. Investigate hiring a contractor to complete that process for all files.
- Continue the process of resolving aging defaulted performance bond agreements by bringing them current, having them made eligible for release, or by calling the agreement and initiating the work.
- Continue efforts to improve timelines for processing ministerial land development applications by adding additional efficiency measures, with a goal of 100 percent in meeting or exceeding State mandated timelines.
- Continue to implement the priorities set by the Board of Supervisors in the form of processing Development Ordinance Amendments (DOAMs) to the County's Subdivision Ordinance and Facilities Standards Manual that are being undertaken to improve efficiencies in the Land Development process while ensuring the public's safety and welfare.

FY 2016 Outlook

- A need for additional staff resources could be necessitated if the number of applications continues to increase as projected.
- Customer service inquiries are expected to continue to increase as more residents move into the County.
- Digitizing applications and making correspondence available on-line should improve efficiency and customer service.
- Involvement in processing County initiated projects is expected to continue.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Building & Development
Land Development Planning**

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,577,332	\$1,536,558	\$1,618,282	\$1,737,091	\$1,789,204
Operations & Maintenance	47,629	51,145	72,766	73,975	74,715
Total Expenditures	\$1,624,961	\$1,587,703	\$1,691,048	\$1,811,066	\$1,863,919
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$807,812	\$1,250,728	\$1,141,711	\$1,271,189	\$1,271,189
Charges For Services	444	548	0	0	0
Total Revenues	\$808,256	\$1,251,276	\$1,141,711	\$1,271,189	\$1,271,189
Local Tax Funding	\$816,705	\$336,427	\$549,337	\$539,877	\$592,730
FTE Summary	17.00	17.00	17.00	18.00	18.00

¹ FY 2015 expenditures and FTE reflect an approved enhancement of 1.00 FTE for a Planner position included in the FY 2015 Adopted Fiscal Plan.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Building & Development
Land Development Planning**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Improve customer service by returning all hotline calls within one business day.					
Number of calls returned within one business day	2,778	2,886	2,894	3,180	3,292
Number of hotline calls received per year	2,800	3,046	3,216	3,312	3,411
Percentage of calls returned within one business day	99%	94%	95%	96%	97%
Objective: Provide all review comments within timelines established by the Department.					
Number of comment letters sent within timelines	670	505	567	625	690
Number of review comment letters	760	623	732	754	777
Percentage of comment letters sent within timelines	88%	81%	78%	83%	88%
Objective: Manage the construction of public improvements through the bonding process.					
Total number of Extension Agreements submitted	470	408	456	470	484
Total number of new Agreements submitted	142	161	168	173	178
Total number of Releases approved	188	117	108	111	115
Total number of Substitution Agreements approved	44	20	36	37	39
Objective: Complete initial setup of all Land Development Applications within 5 working days.					
Number of applications set up within 5 working days	720	701	741	767	794
Percentage of applications set up within 5 working days	90%	99%	98%	98%	99%
Total number of land development applications submitted	703	703	756	779	802



Building & Development Land Development Engineering

Program Goal and Service Description

The Land Development Engineering Division 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 rezoning or special exception application processes. The Division 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 Bond Committee. This Division 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 sensitive environmental overlay districts. Further, the Division provides support to the Public Review Committee, Water Resources Technical Advisory Committee, Engineers and Surveyors Institute Loudoun Committee, and other groups as required.

Budget Overview

FY 2015 Issues

- Continuing to provide technical expertise to the Watershed Implementation Program (WIP) standards for the Chesapeake Bay Cleanup TMDL will remain a priority.
- Additional enforcement will be required for the new Virginia Stormwater Management Regulations and Erosion and Sediment Control Standards promulgated by the Commonwealth of Virginia that take effect on July 1, 2014. This will also require the development of a new process for the Virginia Stormwater Management Program licensing that will be the responsibility of the County when it is transferred from the State to the County, which is anticipated to impact workload and have staffing resource capacity implications.
- The Division will continue managing the substantial \$925,000 FEMA grant contract and developing new County-wide floodplain maps.
- Continue an active water quality monitoring effort through the numerous monitoring wells and stream gauging efforts established throughout the County. This is a collaborative effort with United States Geological Services (USGS) and the Commonwealth of Virginia's Department of Conservation and Recreation (VDCR) and Department of Environmental Quality (DEQ).
- The Division must continue an active training program for all Inspectors in Erosion and Sediment Control to ensure that these staff members are properly certified and up to date on the tenets of new regulations.

FY 2015 Major Work Plan Initiatives

- Coordinate with other Departments to simplify water standards and enforcement, and achieve the greatest efficiency in the planning and regulation of water related issues.
- Achieve improved efficiency in the processing of land development applications by developing the electronic submission and review of plans, and by increasing the use of existing contractual arrangements such as the Engineers and Surveyors Institute.
- Update and continue to adjust as necessary the land development application fee schedule, to charge applicants directly for the effort devoted to specific applications.

FY 2016 Outlook

- Anticipated growth in the number of Land Development Application submissions can result in extended processing time for all applications due to competing priorities with limited staff resources.
- Anticipated increase in application processing time will be countered through utilization of the latest technology and through other approaches, such as greater reliance on plans sealed and certified by professional engineers and the use of provisions for "spot checking" expedited plans as already allowed under Code of Virginia § 15.2-2263.E.
- Increased workload anticipated from the takeover of Commonwealth responsibilities for the Virginia Stormwater Management Program (VSMP) permits will be met by focusing on possible efficiencies, including dual enforcement activities including site visits for the simultaneous purposes of Erosion and Sediment Control inspections and compliance with the new state mandated Stormwater Management Ordinance.
- Shifting of internal workloads and the transfer of engineers from one team to another may become necessary to handle the increasing modified process/economic development imperative types of projects with the greatest possible speed and efficiency



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Building & Development
Land Development Engineering**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$5,527,322	\$5,679,711	\$5,970,874	\$6,173,102	\$6,358,295
Operations & Maintenance	362,697	359,461	819,468	475,631	\$480,387
Other Uses Of Funds	53,892	0	0	0	
Total Expenditures	\$5,943,911	\$6,039,172	\$6,790,342	\$6,648,733	\$6,838,682
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$2,799,149	\$3,141,908	\$3,452,652	\$3,789,960	\$3,789,960
Charges For Services	178	0	0	0	0
Intergovernment - Federal	16,713	34,535	0	0	0
Other Financing Sources	9,276	5,145	0	0	0
Total Revenues	\$2,825,316	\$3,181,588	\$3,452,652	\$3,789,960	\$3,789,960
Local Tax Funding	\$3,118,595	\$2,857,584	\$3,337,690	\$2,858,773	\$3,048,722
FTE Summary	59.80	62.27	62.27	62.27	62.27



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Building & Development Land Development Engineering

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Improve citizen satisfaction by reviewing potential Overlot Grading Permit problems with builders, thereby reducing the ratio of homeowner complaints to new home approvals.					
Number of homeowner complaints	174	129	133	139	141
Percentage of homeowner complaints per new home approval	3.74%	4.08%	7.46%	7.39%	7.32%
Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.					
Number of active grading permits	563	571	588	607	624
Number of Erosion and Sediment Control Permit inspections conducted annually ¹	10,711	10,905	11,232	11,569	11,916
Percentage of inspections conducted on time	96.68%	96.58%	96.00%	96.00%	96.00%
Objective: Improve the processing time to approval of Ministerial Land Development applications (LDA) by reducing the processing time for two main types of LDA's: site plans (STPL) and construction plans and profiles (CPAP).²					
Average number of days to process CPAPs	72	91	94	97	99
Average number of days to process site plans (STPL)	48	61	63	65	67
Number of Construction Plans and Profiles (CPAPs)	86	110	113	117	120
Number of site plans submitted (initial submissions only)	202	211	217	224	231
Objective: Improve the delivery of needed infrastructure by increasing miles of roadway accepted.					
Miles of roadway completed and accepted into the State Secondary System annually	70.47	82.55	53.28	54.88	56.52

¹ State agreements allow for some inspections to occur on a less frequent basis based on specific criteria. As a result, the number of total inspections is not always equal to gross number X 26 inspections/year.

² Average number of days to process CPAPs and STPLs is impacted by the increase in the number of submissions received and the complexity of the submissions.



Building & Development Building Code Enforcement

Program Goal and Service Description

The Building Code Enforcement Division 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. Code enforcement is only one of many steps in the building construction process, dealing specifically with reviewing building construction plans and specifications, issuing building construction permits, performing critical building construction inspections, and ensuring building code compliance.

Budget Overview

FY 2015 Issues

- Hiring and training new inspectors approved as part of FY 2015 budget process to ensure workload demands are met and that inspection times remain at an average of 18 minutes per inspection to avoid impact of the quality of inspections.
- Staff must dedicate time to meet continuing education and training requirements as set forth in the State Building Code, which can reduce the amount of time available for field inspections.
- Inspections and workload are impacted by the size of homes, new technologies, and additional inspection requirements that demand extra time per inspection, which will reduce the number of inspections per inspector.
- The Department must continue an active training program for all Inspectors in Building Code Enforcement to ensure that staff members are properly certified and up to date on new regulations.

FY 2015 Major Work Plan Initiatives

- Successfully train and retain qualified staff in order to meet State requirements for recertification.
- Refine present systems to minimize the time required to address customer complaints for owners demanding greater levels of attention.
- Reduce the backlog of open permits by developing and implementing an automated activity screening program.
- Utilize modern, faster processor field computing devices in conjunction with the roll out of the Web LMIS Software Application to provide staff with the ability to access the Loudoun County LMIS application using a Wireless Internet Browser thus leading to an increase in customer contact, real time Management reporting, and efficient information processing in support of Loudoun County residents.

FY 2016 Outlook

- Workload is forecasted to increase 3 to 5 percent assuming the economy continues to grow at its current rate.
- As Building Code Inspections increase, each 4,400 additional inspection requests will require an additional inspector to maintain an 18-minute target inspection time.
- A 3 to 5 percent increase in construction plan submittals will require additional plans reviewers to maintain target permit processing and review times.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$5,770,860	\$6,044,741	\$6,136,747	\$7,466,324	\$7,690,314
Operations & Maintenance	650,479	734,002	936,858	1,133,797	1,145,135
Capital Outlay	0	0	0	254,400	0
Total Expenditures	\$6,421,339	\$6,778,744	\$7,073,605	\$8,854,521	\$8,835,449
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$8,540,541	\$10,922,525	\$9,895,722	\$11,861,513	\$11,861,513
Charges For Services	0	70	0	0	0
Total Revenues	\$8,540,541	\$10,922,595	\$9,895,722	\$11,861,513	\$11,861,513
Local Tax Funding	\$(2,119,201)	\$(4,143,851)	\$(2,822,117)	\$(3,006,992)	\$(3,026,064)
FTE Summary¹	71.00	71.00	71.00	89.00	89.00

¹ FY 2015 FTE increase includes mid-year FY 2014 enhancement of 6.00 FTE for four inspectors and two plan reviewers, as well as Board approved FY 2015 enhancement of 12.00 FTE for twelve inspector positions.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Building & Development
Building Code Enforcement

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Improve inspection services by completing the mobilization of inspectors and maintaining an average of not less than 18 minutes per inspection.					
Average minutes per inspection	17:58	16:30	13:55	17:23	16:52
Cross-trained inspectors	36%	36%	36%	36%	36%
Number of failed inspections	44,505	46,291	59,750	61,543	63,389
Number of inspections performed	165,917	184,975	239,000	246,170	253,500
Number of inspectors	38	38	42	54	54
Objective: Improve construction plans turnaround time and work with the private sector to limit average number of times plans are returned for review.					
Average number of times plans are reviewed prior to approval	1.20	1.20	1.20	1.20	1.20
Number of plans submitted for review	11,713	12,655	18,676	19,236	19,813
Percentage of plans reviewed within 10 working days	98%	98%	95%	94%	94%
Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.					
Number of code-related inquiries per year	2,108	2,473	3,196	3,291	3,390
Number of complaints received per year	176	202	210	216	223
Percentage of complaints resolved within 10 working days	72%	72%	71%	70%	69%
Percentage of complaints responded to within 24 hours	98%	98%	98%	98%	98%



Building & Development Permit Issuance/Department Management

Program Goal and Service Description

Permit Issuance and the Department Management Division issue: building permits for the entire County; zoning and grading permits for property located outside the incorporated towns; collects proffers attached to new construction; and performs the administrative services for the Department of Building and Development. Additionally the Division maintains the County Zoning Map and WebLMIS functions. As an active participant in the Countywide Business Assistance Team, the Division assists small businesses through the permitting process and adjusts its processes to facilitate better customer service.

Budget Overview

FY 2015 Issues

- An increasing number of permits issued combined with additional State erosion and sediment and building code requirements will challenge staff to increase the use of technology to improve efficiency.
- Zoning Ordinance changes, especially relating to changes impacting child care home and the Route 28 Corridor, will make zoning permit issuance more time consuming in order to maintain a high level of accuracy.
- Availability of resources influences the ability to accomplish needed improvements in WebLMIS, expansion of credit card payments, extension of e-permitting, and increase of online services.
- Anticipated increases in the amount of financial proffers collected and the complexity of the proffers to be tracked as more large mixed use projects begin construction results in additional effort and dedication of staff resources.
- The first phase of e-permitting continues to evolve and will include adding more Trade Contractors and accepting credit cards from all applicants.
- Electronic submission of land development applications, including subdivision plans, site plans, and construction plans, is a priority of the Department. New on-line building permit application forms became available in FY 2014 and will be expanded in FY 2015.

FY 2015 Major Work Plan Initiatives

- Complete implementation of the e-permitting system to the public for online application and issuance of permits for County typical decks and basements.
- Expand credit card payment method from e-permitting to front counter payment to better serve customers.
- Maintain a high level of customer service while implementing new State building code requirements.
- Guide existing and new small businesses through the County's development and permitting process.
- Continue to expand the number of permit applications available online and expand other online services.
- Continue implementation of a strong customer assistance program to help applicants navigate the land development process, including the expansion of the dedicated Business Assistance Team and an Ombudsman for all customers.

FY 2016 Outlook

- The Division will continue to expand on-line services, complete needed enhancements to WebLMIS, and explore the use of mobile apps for customers in order to improve customer service. This effort includes the implementation of electronic plans submittals for Zoning Permits as well as numerous online applications for all permits.
- The Division will strive to provide alternative payment options, including credit card payments at the front counter for Building/Zoning and trade permits.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Building & Development
Permit Issuance/Department Management

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,704,621	\$2,848,670	\$2,891,988	\$3,006,157	\$3,096,342
Operations & Maintenance	62,699	70,584	87,188	87,364	88,237
Total Expenditures	\$2,767,320	\$2,919,254	\$2,979,176	\$3,093,521	\$3,184,579
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$3,901,316	\$4,402,322	\$3,551,777	\$5,204,907	\$5,204,907
Charges For Services	32,651	27,629	28,130	39,000	39,000
Miscellaneous Revenue	21	3,220	0	0	0
Total Revenues	\$3,933,987	\$4,433,171	\$3,579,907	\$5,243,907	\$5,243,907
Local Tax Funding	\$(1,166,668)	\$(1,513,918)	\$(600,731)	\$(2,150,386)	\$(2,059,328)
FTE Summary	31.00	31.00	31.00	31.00	31.00



Building & Development Permit Issuance/Department Management

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Issue permits requiring plans review over the counter and via the internet.					
Number of Building/Zoning permits issued	48,591	58,297	69,644	71,733	72,855
Number of waived permits issued	14,283	17,484	19,350	19,930	20,528
Percent of Total Trade Permits issued via e-permitting	99%	99%	100%	100%	100%
Objective: Achieve 100% of all calls being answered within 20 seconds.					
Average number of phone calls per day	185.25	199.63	220	220	220
Average number of seconds callers are on hold	17	21	20	17	17
Percentage of calls answered within 20 seconds ¹	n/a	n/a	99%	99%	99%
Objective: Manage proffer collection linked to development projects.					
Value of cash proffers collected with zoning permits	\$29,661,200	\$39,049,834	\$40,000,000	\$41,000,000	\$42,400,000

¹ Measures with n/a were new for the year in which numerical data begins.



Economic Development

Economic Development

Economic Development



Economic Development

Mission Statement

The Department of Economic Development provides excellent customer-focused economic development services to attract, grow and retain targeted businesses and to promote entrepreneurship in order to diversify and strengthen Loudoun's economy.

Description

The Department's work is guided by the Economic Development Strategic Plan, which identifies five goals that are implemented with the assistance of the Department's community and regional partners and by the policies set forth in the County's Revised General Plan. The goals are to: become a recognized center for innovation, offer a prosperous business environment, provide a favored visitor destination, create a high quality of place and contribute to the County's sound fiscal health.

To accomplish the Department's mission and strategic goals, the Department's business plan includes the following initiatives:

- Recruit new companies in targeted sectors.
- Expand, retain and grow existing businesses, small businesses and entrepreneurship.
- Promote existing rural businesses and their products to consumers and the public.
- Ensure diversification of targeted sectors and commercial product types.
- Create, market and communicate Loudoun's economic development message to appropriate audiences using a diverse array of media and communication vehicles.
- Develop relevant research and data about Loudoun's economy, businesses and workforce.
- Partner with public and private organizations and the business community.
- Build and sustain a positive team-oriented environment that supports staff growth, development and organizational excellence.

Budget Overview

FY 2015 Issues

- While the economy continues to struggle with a weak national recovery, Loudoun's unemployment rate is 4.2% as of March 2014. Loudoun's unemployment rate has been consistently below the rate for the nation and Virginia.
- Lack of affordable housing negatively impacts the availability of workforce segments in Loudoun County.
- Sequestration and the uncertainty concerning the direction of federal government spending have slowed economic growth and caused the contraction or consolidation in federal government contracting and aerospace, which are both targeted industry clusters.
- High Northern Virginia office vacancy rates and the lack of contiguous office space over 100,000 square feet in Loudoun make attracting large-scale new office tenants to the County a challenge.
- Loudoun's highly skilled workforce (59% with bachelor's degree or higher) attracts businesses to Loudoun. However, maintaining an adequate pool of workers with specialized skill sets is an ongoing challenge.
- Small businesses continue to dominate Loudoun's economy (86% of Loudoun's businesses have fewer than 20 employees). Continued County support of the Small Business Development Center, Mason Enterprise Center and other small business and entrepreneurship efforts is needed to help expand this important sector of Loudoun's economy.
- The Department's advertising budget is not sufficient to enable the Department to leverage marketing opportunities in national printed publications read by targeted industry decision makers. Additional advertising funds would also be used to secure information campaigns regionally, nationally and internationally.
- The agricultural sector in Loudoun County is mirroring the national trend, with an increase in the total number of farms, but a decrease in the average farm size. Farms are trending toward smaller-scale, higher-value production with accessory value-added processing. Financing and credit are becoming less available for farmland for those moving operations from leased property.

FY 2015 Major Work Plan Initiatives

- Increase qualified prospects in the existing clusters, new clusters and sub-clusters identified in the 2012 Cluster Study. Specific geographic regions and metro areas will be identified, and cluster development events will be held with specific targeted companies invited to attend.
- Develop a retail strategy to identify opportunities for expansion in targeted corridors and developments.
- Develop a data-driven international strategy utilizing Loudoun's key strategic advantages to grow a pipeline of companies in Europe, Asia and India.
- Continue to focus on cargo infrastructure and related commercial facilities in and around Washington Dulles International Airport and further the development of the Department's relationship with the Metropolitan Washington Airports Authority by assigning a business development manager to these initiatives.
- Develop, monitor and report real estate intelligence by holding four roundtable discussions with brokers and developers.
- Build on the recent progress made in attracting and assisting Loudoun's small business and entrepreneurial businesses. Specifically, strengthen and expand the SourceLink, Idea Fusion and 1 Million Cups programs. Explore other programs that have been successfully implemented in other jurisdictions.
- Expand and implement the Department's business retention program, including the development of a robust existing business visitation program utilizing partnership organizations and local leadership. Provide responsive customer service and identify expansion opportunities.
- Adjust and refine the business development action plan in response to evolving market and economic conditions.
- Enhance social media strategies to drive site selectors, brokers, developers and executives in targeted clusters to the Department's website and raise awareness of the advantages of Loudoun as a prime business location.



Economic Development

- Increase the farm-to-school/institution program by one new institution sign up per year.
- Implement the Board of Supervisors-approved Phase III recommendations from the Rural Economy Business Development Strategy by spring 2015.

FY 2014 Major Achievements

- Attracted and/or expanded the following companies: Raytheon, EPL Archives, Inc., Digital Realty, Equinix, Cannon Technologies and The Family Zone.
- Worked with 65 qualified prospects (with 51 additional prospects in the pipeline), of which nineteen were categorized as "wins" as of May 6, 2014.
- Achieved two international wins and increased the international pipeline with leads and prospects from France, Spain, Germany and Australia.
- Proactively engaged a wide range of businesses in key metro areas outside of the region at events such as business development trips to Chicago, Texas and West Coast cities, and a familiarization tour of Loudoun utilizing assets provided by the Washington Redskins partnership.
- The total-to-date investment in land, buildings, equipment and interior improvements of Fast Track Process projects initiated in FY 2014 is approximately \$142 million and will generate an additional 370 jobs.
- The Business Assistance Team developed informational posters and business cards and installed informational kiosks on the first floor of the County Government building.
- Due to the popularity of the 1 Million Cups program for entrepreneurs, this regular event has shifted from purely a networking event to hosting relevant speakers. These events are held in partnership with the MEC.
- In addition to programs such as Loudoun SourceLink, 1 Million Cups and Idea Fusion, the Department and its partner organizations continued to provide educational and networking events for entrepreneurs in Loudoun throughout the year. This effort will be expanded during FY 2014 Small Business Week.
- Loudoun County received an International Economic Development Council award for the Department's efforts in small business recruitment and entrepreneurship.
- Since the beginning of FY 2014, subscriptions for LoudounPreneur, the monthly newsletter for Loudoun entrepreneurs, increased by 32%.
- Assisted County Administration with producing a video for use in international business attraction outreach.
- Assisted the Board of Supervisors in review and adoption of the Rural Economy Business Development Strategy (REBDS) implementation plan.
- Assisted the Board of Supervisors in review and adoption of Business Incentive guidelines.
- Launched the DED Speakers Bureau, which engaged the community by introducing DED to decision makers in targeted industry clusters.
- Negotiated with MWAA to mount a permanent "Signatures of Loudoun" display at Washington Dulles International Airport.
- Assisted the Economic Development Authority with launching its website on the CivicPlus platform.
- Partnered with the Public Relations Society of America on several successful Loudoun-based events.
- Leveraged a marketing partnership with the Washington Redskins for business retention and recruitment purposes, with representatives from more than 50 companies attending events.
- Utilized the marketing agreement with the Washington Redskins to put Loudoun economic development messages in front of fans who watched Redskins TV, listened to Redskins' radio shows, viewed the Redskins' website, read the Redskins' newsletter and saw the jumbotron ad at the September 22, 2013 game.
- Launched an advertising campaign that reached thousands of potential business contacts across the U.S and abroad through printed publications and social media.
- Produced short YouTube videos to enhance the effectiveness of marketing activities.
- Achieved high-visibility articles through the Department's media relations efforts in important local and national media that increased awareness of the Department's work and the advantages of Loudoun County as a business location.
- Created an online Agricultural and Forestal District application on WEB-LMIS.
- Researched competitive jurisdictions to develop an outline and identify partners to assess the need for a Loudoun Agriculture and Rural Business Accelerator.
- Enhanced the rural business development tools and messaging on biz.loudoun.org.
- Completed a feasibility study and market analysis to develop a year-round farmers market.
- Completed an equine owners and equine events survey as ground work for developing a master plan for the equine business industry in Loudoun.
- Developed a product brand for Loudoun farms and farm products. Rebranded, redesigned and launched the new www.loudounfarms.org website.

FY 2016 Outlook

- As the Department continues to build its brand nationally and internationally, a major conference in Loudoun is envisioned to highlight Loudoun's business environment, available product and the "billion dollar opportunity" provided by the coming Metrorail stations. Such an event would require an investment of County resources and funding.
- FY 2016 feasibility studies will further define financial needs for full implementation of the Rural Economy Business Development Strategy. It is assumed the scale and intensity of the specific recommendations derived from the study will require additional funds.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Economic Development

Departmental Financial Summary	FY 2012 Actual ¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,543,561	\$1,919,636	\$2,188,962	\$2,154,418	\$2,219,051
Operations & Maintenance	539,387	855,332	853,594	854,861	863,410
Capital Outlay & Capital Acquisitions	15,405	0	0	0	0
Total Expenditures	\$2,098,352	\$2,774,969	\$3,042,556	\$3,009,279	\$3,082,460
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$14,665	\$12,648	\$15,096	\$12,394	\$12,394
Other Financing Sources	556,642	583,129	446,207	195,207	195,207
Total Revenues	\$571,306	\$595,777	\$461,303	\$207,601	\$207,601
Local Tax Funding	\$1,527,046	\$2,179,191	\$2,581,253	\$2,801,678	\$2,874,859
FTE Summary	17.77	20.77	21.77	21.77	21.77

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Economic Development includes an increase of \$220,425 in local tax funding. Expenditures decreased by \$33,277 primarily due to vacancies being filled at lower rates than prior incumbents though was offset by the an increase in fringe benefits and salary increases. For FY 2015, the Board approved an average of three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues decreased by \$253,702 primarily due to a reduction of \$251,000 in the transfer to the Department from the Restricted Use Transient Occupancy Tax Fund (TOT). Additional information on the Restricted Use TOT Fund can be found in the Other Funds section in Volume 2 of this document.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Economic Development includes an increase in Personnel of \$64,633 or three percent and an increase in Operations and Maintenance of \$8,549 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$73,181.

Budget History

FY 2012: The Board added 1.00 FTE for a Business Retention Manager.

FY 2013: The Board added 3.00 FTE for Business Development Managers.

FY 2014: The Board added 1.00 FTE for a Rural Business Development Assistant.

FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
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¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Economic Development

Program Objectives and Performance Measures ¹	Actual	Actual	Estimated	Projected	Projected
Objective: Contribute to Loudoun's sound fiscal health.					
Commercial vacancy rate (excluding retail)	12.60%	12.00%	11.00%	10.00%	10.50%
New and retained jobs by projects (announced)	n/a	n/a	1,400	1,500	1,600
New capital investment (announced)	n/a	n/a	\$290,000,000	\$300,000,000	\$325,000,000
Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.					
Customer service satisfaction rating	n/a	n/a	94%	95%	95%
Members of DED-supported rural associations/groups	546	623	595	625	630
Number of current active prospects in pipeline	142	169	180	208	225
Number of rural business development educational events	9	8	7	8	9
Number of visits to existing businesses to build new/renew relationships	367	610	400	450	475
Ombudsman assistance (total number of projects, including rural)	88	115	100	100	110
Ombudsman assistance (total square footage for new construction)	n/a	n/a	3,375,000	3,375,000	3,375,000
Ombudsman assistance (total square footage for tenant upfit)	n/a	n/a	1,125,000	1,125,000	1,125,000
Percentage increase in small businesses	n/a	2%	5%	5%	5%
Percentage of existing business issues resolved	n/a	100%	75%	75%	75%
Unique website user sessions (biz.loudoun.gov) ²	68,344	86,660	35,000	36,000	37,000
Objective: Drive to be a recognized center for innovation by developing industry clusters.					
Associated square footage for cluster sector companies announced	2,398,926	1,039,800	2,000,000	2,100,000	2,250,000
Forums and events attended to develop targeted clusters	139	199	100	110	120
International program - number of qualified prospects	12	9	15	18	25
Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.					
Promotion events/campaigns	3	3	4	5	5
Rural unique website user sessions (loudounfarms.org)	n/a	n/a	45,000	47,250	50,000
Sales from select direct market products	\$3,450,000	\$3,900,000	\$3,950,000	\$4,000,000	\$4,250,000

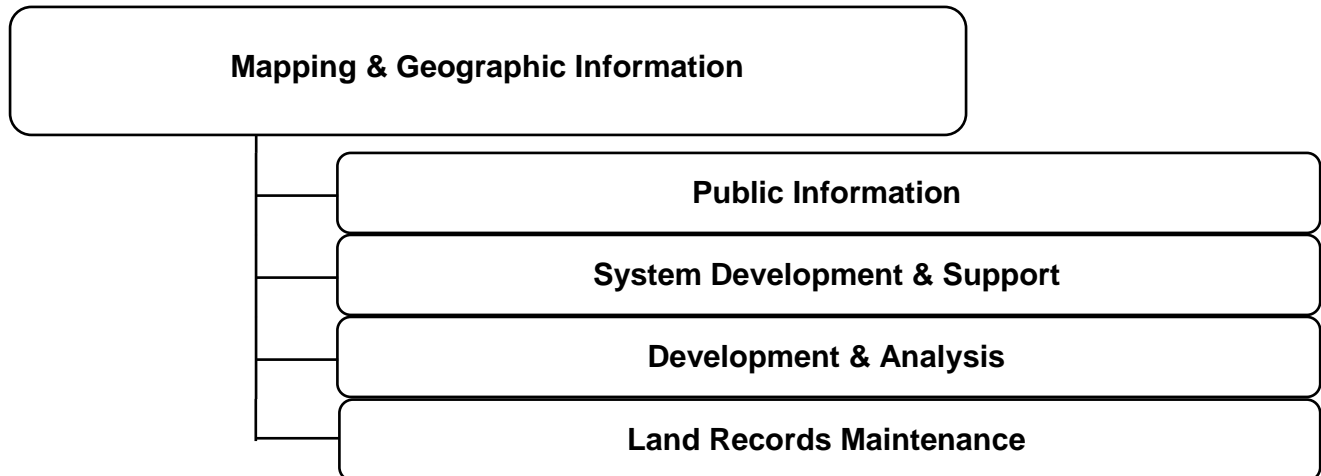
¹ Measures with an n/a were new for the year in which numerical data begins.

² Beginning with FY 2014, unique website user sessions for biz.loudoun.gov and Loudounfarms.org were separated in to two distinct performance measures.





Mapping & Geographic Information





Mapping & Geographic Information

Mission Statement

The mission of the Office of Mapping and Geographic Information is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System to ensure current and accurate land related information for County government agencies, residents and businesses.

Description

The Office of Mapping and Geographic Information provides centralized Geographic Information System (GIS) services to County departments, the public, and the private sector. The vast majority of the work performed by the Office involves creating, maintaining, managing, and distributing data. The Office also makes a large number of maps to assist the Board and other departments, and GIS's qualitative benefits improve collaboration, allow for better decision making and more efficient business processes. County staff, with the assistance of GIS, is able to view placement of emergency vehicles for 911 calls, conduct planning studies, analyze transportation data, manage floodplains, map and provide analytical support for economic development opportunities, and perform many other services. County staff also has access to the Office's web mapping system including intranet mapping tools for the County's building inspectors, assessors, and the Emergency Operations Center (EOC). The public users, many of whom are in the real estate industry, access the County's mapping site about 2,200 times per day, and many others use web map enabled sites to find a polling place or Sheriff's substation or to find a site to expand their business. The Office accomplishes its mission through four distinct programs: Public Information, System Development and Support, Development and Analysis, and Land Records Maintenance.

Budget Overview

FY 2015 Issues

- The GIS will migrate to new hardware, operating system, and database manager, requiring staff training to operate the new system. Staff will also need to assist DIT with this process.
- There is increased workload for staff to maintain GIS support for the existing Computer Aided Dispatching (CAD) system while providing support for implementing the mapping components of the new CAD system.
- The demand for web mapping sites is growing and will have to be met with existing staff.
- Other departments will likely request additional mapping support as they respond to the demands of a growing population.
- Increased land development and subdivision activity will strain current staffing resources maintaining parcels, addresses, and streets.

FY 2015 Major Work Plan Initiatives

- Implement the GIS component of a new CAD System including mobile and the regional street centerline.
- Support the migration of the GIS to new hardware, operating system, and database manager.
- Fully implement an open space stewardship program.
- Standardize spatial data for public safety to facilitate its use regionally for CAD and other programs.

FY 2014 Major Achievements

- Developed a new plan for the GIS desktop and web architecture, last redesigned in 2003.
- Migrated the GIS database from IBM's Advanced Interactive Executive (AIX)/Database 2 (DB2).
- Began publishing web services, such as the Fall Farm Tour, using ArcGIS Online.
- Supported the 9th annual Loudoun GIS forum.
- Supported an effort to evaluate proposals for a new CAD system and began implementation of the new system.

FY 2016 Outlook

- CAD replacement will continue into FY 2016 leading to increased database management responsibilities and requiring changes to databases, which will have to be managed while maintaining the existing CAD.
- System restructuring will require support for a new database manager and operating system.
- Web and mobile services will continue to proliferate leading the Department to absorb the increased workload with existing staff.
- Departments will increasingly request data development, mapping, and web services to meet the demands of a growing population.
- Increased development will strain staff resources maintaining parcels and addresses.
- Administrative responsibilities will increase as other staff respond to increased CAD, land development, and other requests for service.
- Regional, state, and industry standards will lead to changes to parcel, address, street, and other data sets.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Mapping & Geographic Information

Departmental Financial Summary	FY 2012 Actual¹	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$ 2,017,348	\$ 2,144,755	\$ 2,160,367	\$ 2,231,120	\$ 2,298,053
Operations & Maintenance	90,724	128,008	128,998	130,144	131,445
Total Expenditures	\$ 2,108,072	\$ 2,272,762	\$ 2,289,365	\$ 2,361,264	\$ 2,429,498
Revenues					
Revenue From Use of Money and Property	\$ 4,477	\$ 3,832	\$ 5,000	\$ 5,000	\$ 5,000
Charges For Services	23,213	18,162	20,200	17,900	17,900
Total Revenues	\$ 27,690	\$ 21,994	\$ 25,200	\$ 22,900	\$ 22,900
Local Tax Funding	\$ 2,080,382	\$ 2,250,768	\$ 2,264,165	\$ 2,338,364	\$ 2,406,598
FTE Summary	23.00	23.00	23.00	23.00	23.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Mapping and Geographic Information includes an increase of \$74,199 in local tax funding. Personnel increased by \$70,753 primarily due to an increase in fringe benefits and salary increases. Operations and Maintenance increased by \$1,146 due to an increase in central services charges. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues decreased by \$2,300 due to a projected decrease in map sales.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Mapping and Geographic Information includes an increase in Personnel of \$66,933 or three percent and an increase in Operations and Maintenance of \$1,301 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$68,234.

¹ FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Mapping & Geographic Information

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Information	\$ 194,209	\$ 194,846	\$ 201,578	\$ 207,123	\$ 212,909
System Development & Support	670,878	752,989	749,728	760,709	782,145
Development & Analysis	589,577	638,064	644,982	674,018	693,865
Land Records Maintenance	653,408	686,863	693,077	719,413	740,580
Total Expenditures	\$ 2,108,072	\$ 2,272,762	\$ 2,289,365	\$ 2,361,264	\$ 2,429,498
Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Information	\$ 27,690	\$ 21,994	\$ 25,200	\$ 22,900	\$ 22,900
Total Revenues	\$ 27,690	\$ 21,994	\$ 25,200	\$ 22,900	\$ 22,900
Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Information	\$ 166,519	\$ 172,852	\$ 176,378	\$ 184,223	\$ 190,009
System Development & Support	670,878	752,989	749,728	760,709	782,145
Development & Analysis	589,577	638,064	644,982	674,018	693,865
Land Records Maintenance	653,408	686,863	693,077	719,413	740,580
Total Local Tax Funding	\$ 2,080,382	\$ 2,250,768	\$ 2,264,165	\$ 2,338,364	\$ 2,406,598
Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Public Information	2.10	2.10	2.10	2.10	2.10
System Development & Support	6.40	6.40	6.40	6.40	6.40
Development & Analysis	7.30	7.30	7.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
Total FTE	23.00	23.00	23.00	23.00	23.00



Mapping & Geographic Information Public Information

Program Goal and Service Description

The Public Information Division provides land data and assistance to the public, the private sector, and other County agencies. General assistance to the public involves: maintenance of maps and information review; focusing on helping individuals comply with floodplain and mountainside ordinances; and complying with 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). Additionally, staff provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). The creation of a self-service, on line map gallery has reduced the need for the public to visit the counter and has allowed the Office to keep staffing at a reduced level. Staff also plots maps, photocopies plats, and writes data to CD and DVD for sale to customers, and provides help desk support for WebLogis (the County's online mapping program). The Division assists customers, who are in the market for land purchases or in need of building permits, to research land maps and plats. Local surveyors and engineering firms access the data for project planning. Public Information is also responsible for sales and management of the County Store and most of the Office's administrative functions.

Budget Overview

FY 2015 Issues

- Staff will need to continue to learn components of the County's new Enterprise Management System in order to maintain the administrative functions of the Office.

FY 2015 Major Work Plan Initiatives

- Begin a program to scan many of the Office's documents and no longer reproducible maps to increase public and staff access to information.

FY 2016 Outlook

- As GIS software, distribution programs, and the database management system are upgraded, Public Information staff will need to learn the changes in order to continue to provide service.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$ 171,576	\$ 179,873	\$ 180,722	\$ 185,717	\$ 191,289
Operations & Maintenance	22,634	14,973	20,856	21,406	21,620
Total Expenditures	\$ 194,209	\$ 194,846	\$ 201,578	\$ 207,123	\$ 212,909
Revenues					
Revenue From Use of Money And Property	\$ 4,477	\$ 3,832	\$ 5,000	\$ 5,000	\$ 5,000
Charges For Services ¹	23,213	18,162	20,200	17,900	17,900
Total Revenues	\$ 27,690	\$ 21,994	\$ 25,200	\$ 22,900	\$ 22,900
Local Tax Funding	\$ 166,519	\$ 172,852	\$ 176,378	\$ 184,223	\$ 190,009
FTE Summary	2.10	2.10	2.10	2.10	2.10

¹ For FY 2015, the decrease in revenue for Charges for Services is due to a projected decrease in map sales.



Mapping & Geographic Information Public Information

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Develop and maintain a training program that provides users of spatial data with the skills necessary to access, understand and use the data by maintaining a customer service rating of 6.0 or higher.					
Average new user evaluation (scale of 1-7)	6.5	6.6	6.7	6.6	6.6
Number of new users trained	144	31	10	10	15
Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours (M-F 8:00-4:30) while maintaining a customer rating of 5.0.					
Number of data CD's or DVD's mastered	197	202	225	235	240
Number of parcel/address maps produced and distributed	3,607	1,898	700	750	690
Number of phone calls received	2,419	2,293	2,200	2,200	2,250
Number of walk-in customers	2,975	2,707	3,200	2,800	2,950
Overall customer service response rating (scale of 1-5)	5	5	5	5	5
Requested plotted and copied maps	5,110	4,390	4,000	3,600	3,500



Mapping & Geographic Information System Development & Support

Program Goal and Service Description

The System Development and Support Division provides the critical services and products that support the functions of the Geographic Information System (GIS). The Division provides database management, application development, and support services that permit the system's other functions (data development, data maintenance, data distribution, and data analysis) to be performed. Database management tasks, which consume about one third of the Division's resources, include the update and maintenance of the County's entire geospatial database and associated software, maintenance of computer system directory structures, and security on the GIS database. Data are routinely monitored for integrity and documentation.

Application development is undertaken to automate operations in other departments, to provide web based mapping sites, to support data maintenance, distribution, analysis, and management, which specifically includes analysis of existing business practices, programming, testing, training of staff, and the documentation of programs and processes. Web based mapping sites are expanding rapidly because in many cases they can be more easily built and maintained than desktop applications; they can reach a wider audience because they are accessible on the web; they are less costly to maintain; and they are more flexible in what they can present. Interactive web mapping tools bridge the gap between static maps and the GIS and can be smartphone friendly. Existing web mapping sites include internal services devoted to the Assessment system, a building inspector's application, Customer Response Management, and others, which result in improved efficiency for County staff. External web services include a Sheriff's application, a Registrar of Voter's "find my polling place" application, a web site for status of the Eastern Loudoun Transportation Study, W&OD trail amenities, and a Metrorail Service District Parcel Lookup.

Help desk support, software and system troubleshooting, and management of upgrades of the GIS software are also included within this Division. The Division supports land records maintenance and the transfer of parcel, address, and other data to the Land Management Information System (LMIS) and other County systems. The Division also provides for data distribution through the development and maintenance of web programming and assists in the development of complex data analysis tools.

Budget Overview

FY 2015 Issues

- The GIS will migrate to new hardware, operating system, and database manager, requiring staff training to operate the new system. Staff will also need to assist DIT with this process.
- Workload will increase for existing staff to maintain GIS support for the existing Computer Aided Dispatching (CAD) system while providing support for implementing the mapping components of the new CAD system.
- Other departments will likely request additional mapping support as they respond to the demands of a growing population.

FY 2015 Major Work Plan Initiatives

- Implement the mapping components of the new CAD system.
- Support the upgrade of the system hardware and operating system.
- Implement upgrades of GIS desktop and web software and the database.
- Develop more public service web and mobile applications for County departments.

FY 2016 Outlook

- CAD replacement will continue into FY 2016 leading to increased database management responsibilities.
- System restructuring will require support for a new database manager and operating system.
- Web and mobile services will continue to proliferate, and the Department service offerings will need to absorb increased usage.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$ 633,050	\$ 675,507	\$ 679,547	\$ 691,452	\$ 712,196
Operations & Maintenance	37,828	77,482	70,181	69,257	69,950
Total Expenditures	\$ 670,878	\$ 752,989	\$ 749,728	\$ 760,709	\$ 782,145
Local Tax Funding	\$ 670,878	\$ 752,989	\$ 749,728	\$ 760,709	\$ 782,145
FTE Summary	6.40	6.40	6.40	6.40	6.40



Mapping & Geographic Information System Development & Support

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS by ensuring the system is current and available.					
Average number of internet visits per day	1,788	2,236	2,200	2,600	2,800
Average number of intranet visitors per day	159	172	160	160	180
Number of software upgrades managed	50	40	35	60	40
Objective: Provide support to both internal GIS users & external users (web based customers).					
Number of applications supported	43	55	57	59	60
Number of applications supported per FTE	7.2	9.2	9.5	9.8	10.0
Number of calls for support	72	30	40	35	40
Number of internal users supported	219	221	210	200	195
Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.					
Data sets managed in Spatial Database Engine	342	421	435	436	440
Data sets managed per FTE	64.0	70.2	72.5	72.7	73.3



Mapping & Geographic Information Development & Analysis

Program Goal and Service Description

The Development and Analysis Division develops data or geographic information that is mapped for other departments (such as open space easements for the County Attorney); often maintains those data sets; and produces maps, models, queries, and analyses that help other departments to maintain or improve their services and to respond to direction from the Board. The primary users are the Board of Supervisors; Planning Commission; County Administrator; Commissioner of the Revenue (Assessments); County Attorney; Building and Development; Planning, Fire, Rescue and Emergency Management Services; Department of Transportation and Capital Infrastructure; Economic Development; and Parks, Recreation and Community Services. Recently, this Division has provided extensive support to the Department of Transportation and Capital Infrastructure for traffic calming, Metrorail garage siting, mapping signalized intersections, and W&OD Trail amenities; the FBI site selection and the farm tour for Economic Development; child care home providers for Building and Development and Family Services; and land use/ land cover mapping for the TMDL program in the Department of General Services. This Division also manages the base map which is used in the Computer Aided Dispatch (CAD) system, the Assessor's system, and various web mapping tools, among other systems and processes. The Division's maintenance of aerial photography contracts allow for annual updates to portions of the County mapping system.

Budget Overview

FY 2015 Issues

- Workload will increase for existing staff to maintain GIS support for the existing Computer Aided Dispatching (CAD) system while providing support for implementing the mapping components of the new CAD system.
- Increased demand for more sophisticated maps, models, and analyses to support County functions as the County's population increases will increase workload for staff.

FY 2015 Major Work Plan Initiatives

- Support the implementation of a new Computer Aided Dispatching (CAD) system through data editing and development and land records maintenance support.
- Implement the Open Space Stewardship Program.
- Increase the use of mobile and interactive mapping in support of direct customer service by the County's departments.

FY 2016 Outlook

- Departments will increasingly request data development, mapping, and web services to meet the demands of a growing population.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$ 578,364	\$ 623,660	\$ 627,116	\$ 655,317	\$ 674,977
Operations & Maintenance	11,213	14,404	17,866	18,701	18,888
Total Expenditures	\$ 589,577	\$ 638,064	\$ 644,982	\$ 674,018	\$ 693,865
Local Tax Funding	\$ 589,577	\$ 638,064	\$ 644,982	\$ 674,018	\$ 693,865
FTE Summary	7.30	7.30	7.30	7.30	7.30



Mapping & Geographic Information Development & Analysis

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide all users and maintainers of geospatial data with skills and knowledge to access, use and understand the information by developing and offering training on advanced tools.					
Average overall evaluation rating (scale of 1-7)	5.8	6.1	6.5	6.2	6.2
Number of new users trained for spatial data	8	5	5	5	7
Objective: Maintain quality control of base map contract deliverables to meet or exceed national standards.					
Number of square miles of base map data updated and reviewed	150	150	150	150	150
Objective: Develop new data sets as needed & develop new maintenance processes that support County business practices.					
Number of data layers developed ¹	29	32	20	10	8
Number of data layers edited ²	61	151	80	80	90
Objective: Develop maps, spatial models and software tools that facilitate service delivery and policy decisions.					
Number of applications developed	0	1	3	2	3
Number of map gallery page views	31896	69391	70000	68000	70000
Number of maps developed	416	405	400	400	400
Number of spatial models developed	5	6	3	4	5
Objective: Ensure that complete, consistent, clear, usable and current documentation (metadata) is available for all County data.					
Layers with metadata (documentation used to screen and evaluate data)	137	149	150	151	153

¹ The number of data layers developed has decreased because most of the data layers have already been developed; as such, more effort now going into data maintenance.

² FY 2013 actuals were unusually high because of substantial revisions to metadata and a large public safety project.



Mapping & Geographic Information Land Records Maintenance

Program Goal and Service Description

The Land Records Maintenance Division maintains parcels, addresses, and street information, then transfers these and other data to the Computer Aided Dispatching (CAD) system, the Computer Aided Mass Appraisal (CAMA) system, the Land Management Information System (LMIS), the Customer Response Management (CRM) system, the County's web mapping services, and other County systems. Maintenance of the data occurs hourly to ensure that there are no delays in the issuance of permits and other services. The workflow requires close coordination with the Department of Building and Development, the Office of the Clerk of the Circuit Court, and with the private sector. Staff uses digital plats provided voluntarily by private sector surveying and engineering firms to update the County's data as plats are recorded.

Budget Overview

FY 2015 Issues

- Workload will increase for existing staff to maintain GIS support for the existing Computer Aided Dispatching (CAD) system while providing support for implementing the mapping components of the new CAD system.
- Increased land development and subdivision activity will strain current staffing resources maintaining parcels, addresses, and streets.

FY 2015 Major Work Plan Initiatives

- Implement the GIS component of a new CAD system including mobile and the regional street centerline.
- Adapt current Land Records GIS data models to incorporate State, Federal, and industry standards to further integrate the region's and State's data.

FY 2016 Outlook

- Increased development will strain staff resources maintaining parcels and addresses.
- CAD replacement will require changes to databases which will have to be managed while maintaining the existing CAD.
- Regional, state, and industry standards will lead to changes to parcel, address, street, and other data sets.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$ 634,358	\$ 665,714	\$ 672,982	\$ 698,633	\$ 719,592
Operations & Maintenance	19,050	21,149	20,095	20,780	20,988
Total Expenditures	\$ 653,408	\$ 686,863	\$ 693,077	\$ 719,413	\$ 740,580
Local Tax Funding	\$ 653,408	\$ 686,863	\$ 693,077	\$ 719,413	\$ 740,580
FTE Summary	7.20	7.20	7.20	7.20	7.20



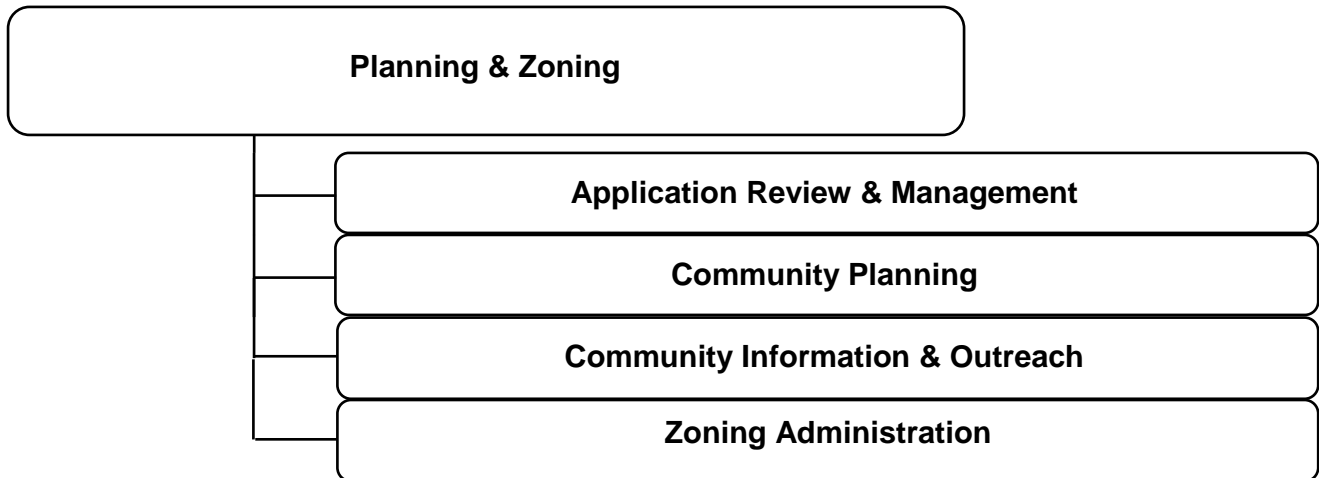
Mapping & Geographic Information Land Records Maintenance

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Maintain parcel, address and street data on hourly basis to a level that supports E911, LMIS, CAMA, CRM and AVL¹.					
Number of addresses assigned and transferred to LMIS	4,007	4,054	6,900	6,900	6,900
Number of addressing customer calls	529	519	552	560	560
Number of data update or correction projects	164	150	144	135	140
Number of miles of new public roads added to the database.	57	44	53	54	54
Number of plats mapped, scanned, and transferred to LMIS	307	308	380	390	395
Number of record plat and site plans addressed	35	46	48	48	48
Number of spatial and tabular updates to supported applications	615	733	684	825	800
Number of street name referrals	617	677	820	790	750
Number of updates to computer programs	59	54	58	55	50
Objective: Adopt the Virginia data model for street centerline and maintain Loudoun's portion of the State's centerline in order to improve data accessibility and functionality.					
Number of miles of street centerline transferred	57	44	53	54	54

¹ Automatic Vehicle Location



Planning & Zoning





Planning & Zoning

Mission Statement

The Department of Planning and Zoning assists decision makers in shaping and managing the County's land use goals through ongoing community outreach, comprehensive policy recommendations and timely development review.

Description

The Department of Planning and Zoning programs are largely mandated by the Code of Virginia, which requires jurisdictions to prepare and maintain a current comprehensive plan and, if they choose, adopt a zoning ordinance to regulate land development. The Department includes four programs: Application Review and Management, which oversees the evaluation and processing of legislative land development applications; Community Planning, which oversees the policy development process; Community Information and Outreach, which oversees historic resource protection efforts, inter-jurisdictional coordination and conducts community outreach efforts in support of Board initiatives; and Zoning Administration, which enforces zoning ordinances and manages proffers.

Beginning in FY 2015, the Zoning Administration Division of the Department of Building and Development will be merged into the Department of Planning and Zoning to better align roles, responsibilities, and business functions related to zoning across the County. The merger will create efficiencies by ensuring policy initiatives are more directly connected to implementation mechanisms; provide better coordination between the Zoning and Planning referral functions for legislative referrals; and creating more uniformity in communication with applicants and timely response of legislative and administrative zoning reviews.

Budget Overview

FY 2015 Issues

- Department workload is driven by the Board's strategic work plan in the areas of land use planning and zoning and by legislative land development activity. Development applications with their mandated deadlines determine the resources available for other Board initiatives such as Comprehensive Plan Amendments (CPAMs) and Zoning Ordinance Amendments (ZOAMs) that do not have such deadlines.
- The Board's strategic work plan outlines the initiatives that Planning and Zoning staff is anticipating during the year. As new initiatives are added to the list or the order of the list changes, the Department will adjust staffing and scheduling priorities. The Department absorbed the elimination of an Application Review and Management position in FY 2013 in part by allocating land use cases to planners in other Department programs. This reduces the available resources and may impact the timing for other policy initiatives.
- As the economy continues to strengthen, application activity remains high with 113 active cases and 94 new cases submitted in FY 2013 as well as active rezoning applications that include a number of residential and mixed use residential proposals that would add approximately 10,000 housing units, many in areas planned for employment. A number of rezoning applications also propose increased residential densities in the Transition Policy Area. Depending on the Board's action, the County could see increases in residential rezoning applications outside planned suburban residential areas, which will necessitate reconsideration of the land use and transportation plans and a recalculation of County service demands.
- Staff continues to support the ongoing Commercial and Industrial ZOAMs, which generally propose permitting more uses without legislative review, expanding available uses and refining building and lot standards. The impact of these changes will be felt in FY 2015 and may lead to a reduced number of Special Exception (SPEX) cases. In addition, they may result in a change in cases if applicants find they need to modify the new performance standards.
- Staff continues to support Board appointed bodies including the Planning Commission, the Historic District Review Committee (HDRC) and the Heritage Commission. While support to the Heritage Commission has been absorbed within the existing resources of Planning and Zoning, the Balls Bluff Historic District Expansion project will be entering the National Register nomination phase and, if the State grant is awarded, will include contract management, research and coordination between the Town of Leesburg, Loudoun County, and Montgomery County, Maryland. The Heritage Commission workload, including the administration of contracts associated with the Balls Bluff Historic District expansion, will exceed the Department's current staffing abilities.
- The Planning Commission workload is becoming a constraining factor in the scheduling of new Board projects. With the Phase 2 Commercial and Industrial ZOAMs currently being processed, the Commission has divided into subcommittees to expedite its review; however, the number of applications and the issues being raised during the review may delay several amendments.
- Department resources available to support the towns were reduced in FY 2012; however, staff has continued to provide land use referral comments and to support Board activities and requests for assistance on town related matters as time permits.
- There has been a substantial increase in the number of Strategic Initiatives. The number of ZOAMs has increased, as well as the establishment of the Zoning Ordinance Action Group (ZOAG) committee that requires staff support.
- Zoning Ordinance and Statewide Property Maintenance Code (which includes overcrowding issues) continue to necessitate more enforcement efforts other than complaint-based inspections. In addition, some towns have sought state legislation that would require the County to perform property maintenance code functions within the town limits for towns and populations over 3,500.



Planning & Zoning

FY 2015 Major Work Plan Initiatives

- Manage land development applications in accordance with County and State regulations. An improving housing market, the introduction of transit and development incentives in the Route 28 corridor are expected to lead to increased application activity.
- Support inter-jurisdictional coordination and associated land use activity specifically associated with the Metro Silver Line, which is scheduled to be operational by FY 2018.
- Lead the policy development and support subsequent implementation processes initiated by the Board of Supervisors.
- Support Board appointed bodies including the HDRC and the Planning Commission, for which continued ZOAM proposals and increased rezoning activity will require additional meetings and increased administrative support.
- Support the Fiscal Impact Committee in its efforts to update the County's Capital Intensity Factors and public service levels.
- Revise the Capital Needs Assessment document (CNA) beginning in this fiscal year and continuing into FY 2016. The effort and deliberations of the Fiscal Impact Committee in general may lead to reconsideration of the Revised General Plan's proffer policies.
- Lead and coordinate the Silver Line plan amendment initiatives, the Dulles Community Outreach project, implementation of Route 28 Corridor-related activities and other Board-directed planning initiatives.
- Continue related initiatives to increase the community's awareness of County land use policies, historic districts, and heritage resources.
- Maintain consistent customer service in response to high volume of in-person, telephone and email inquiries that are frequently complex and property-specific in nature.
- Continue to support Board of Supervisors' Strategic Plan initiatives by managing zoning ordinance amendments, including continued support to the ZOAG)
- Update the Division's website to further maximize efficiencies within Zoning Administration and provide more information. Upgrades include access/links to zoning maps, ordinances, Zoning 101 Tutorial, and updated forms and applications. Depending on the results of these improvements, further improvements to the website will continue to be identified and implemented.
- Focus on the anticipated ordinance revisions associated with Phase III of the business friendly ZOAM process, as well as projected revisions to the Facility Standards Manual.

FY 2014 Major Achievements

- Reviewed and managed plan amendments in accordance with Board of Supervisors' priorities. During FY 2014, the North Lower Sycolin Plan amendment, active with resources, was adopted by the Board.
- Provided policy support to other County agencies on Board of Supervisors' initiatives from the Strategic Plan including: the Commercial and Industrial ZOAM (Phases 1 and 2), Phase II Watershed Implementation Plan, Route 28 Zoning Implementation, Facilities Standards Manual revisions, and the Public Schools By-Right ZOAM.
- Served as an active team member in the Loudoun County Business Assistance Team initiative to improve customer service and business development activities.
- Implemented changes to the legislative review process and changes to Article 6 of the Zoning Ordinance that include: new application submittal requirements, revised staff review deadlines and broader options for administrative approvals.
- Managed legislative land development caseload through BOS action for approximately 80 applications. The Department is also on pace to conduct over 100 pre-application conferences in FY 2014.

FY 2016 Outlook

- A new term for the Board of Supervisors will begin in FY 2016, for which a new discussion of its strategic plan and program related to land use may lead to new initiatives and repurposing of staff resources.
- The Revised General Plan was adopted nearly 15 years ago and needs to be updated. In addition, it has been nearly 10 years since the County reached out to the community at large to discuss changing community expectations and to evaluate land use, economic and other factors impacting the County. Such an endeavor would require staff from multiple agencies over a period of approximately 18 months and will likely require additional staff and consultant services.
- Continued County focus on economic development will likely lead to additional recommended "business friendly" changes to the Zoning Ordinance.
- A resurgence of residential rezoning activity is anticipated to continue into FY 2016 and is projected to result in a steady legislative caseload of around 100 new cases and reactivation of a number of cases that were dormant in 2014 and 2015.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Planning & Zoning

Departmental Financial Summary¹	FY 2012 Actual²	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$5,415,267	\$5,720,064	\$5,861,047	\$6,041,061	\$6,222,293
Operations & Maintenance	249,298	331,249	376,150	370,166	373,868
Total Expenditures	\$5,664,565	\$6,051,313	\$6,237,197	\$6,411,227	\$6,596,161
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$1,011,324	\$1,067,447	\$1,086,772	\$1,110,697	\$1,110,697
Fines & Forfeitures	37,288	29,584	28,700	49,000	49,000
Charges For Services	373	77	0	0	0
Miscellaneous Revenue	100	0	0	0	0
Total Revenues	\$1,049,085	\$1,097,108	\$1,115,472	\$1,159,697	\$1,159,697
Local Tax Funding	\$4,615,480	\$4,954,205	\$5,121,725	\$5,251,530	\$5,436,464
FTE Summary	57.00	56.00	56.00	56.00	56.00

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Planning and Zoning includes an increase in local tax funding of \$129,805. Expenditures increased by \$174,030 primarily due to increases of \$180,014 in Personnel due to an increase in fringe benefits and salary increases though was offset by a decrease of \$5,984 in Operations and Maintenance. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with the Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. Revenues increased by \$44,225 primarily due to anticipated increases in the projected number of legislative and zoning applications.

FY 2015 Departmental Reorganization

Beginning in FY 2015, the Zoning Administration Division of the Department of Building and Development will be merged into the Department of Planning and Zoning to better align roles, responsibilities, and business functions related to zoning throughout the County. The Zoning Administration Division's historical financial and FTE data are presented in the Department of Planning and Zoning to compare FY 2015 and FY 2016 budget data with historical data. All budget documents prior to the FY 2015 Adopted Fiscal Plan included the Zoning Administration function within the Department of Building and Development.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Planning and Zoning includes an increase in Personnel of \$181,232 or three percent and an increase in Operations and Maintenance of \$3,702 or one percent over the FY 2015 Adopted Budget. Revenues are held at the FY 2015 level for FY 2016. As a result, the FY 2016 Projected Budget includes an increase of \$184,934 in local tax funding.

Budget History

FY 2012 Mid-Year: 1.00 FTE was transferred to the Department of Transportation and Capital Infrastructure.

FY 2013: The Board eliminated a 1.00 FTE Planner position.

FY 2013 Mid-Year: 1.00 FTE was transferred from the Department of Management and Financial Services.

¹ The FY 2015 Adopted Fiscal Plan Departmental Financial Summary reflects the addition of the Zoning Administration Division over all the fiscal years. All previous budget documents reflected the financial data for the Zoning Administration function within the Department of Building and Development.

² FY 2012 Actual data may differ from that shown in the FY 2014 Adopted Fiscal Plan due to changes in the County's financial system and chart of accounts.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Planning & Zoning

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Application Review & Management	\$1,883,468	\$1,960,094	\$2,054,471	\$2,105,049	\$2,165,530
Community Planning	596,977	639,004	716,277	733,437	754,542
Community Information & Outreach	665,944	855,519	776,525	796,355	818,731
Zoning Administration	2,518,176	2,596,696	2,689,924	2,776,386	2,857,358
Total Expenditures	\$5,664,565	\$6,051,313	\$6,237,197	\$6,411,227	\$6,596,161

Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Application Review & Management	\$378,097	\$350,603	\$421,237	\$396,318	\$396,318
Community Planning	210	5	0	0	0
Community Information & Outreach	3,617	(14,034)	4,611	3,766	3,766
Zoning Administration	667,161	760,534	689,624	759,613	759,613
Total Revenues	\$1,049,085	\$1,097,108	\$1,115,472	\$1,159,697	\$1,159,697

Local Tax Funding By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Application Review & Management	\$1,505,372	\$1,609,491	\$1,633,234	\$1,708,731	\$1,769,212
Community Planning	596,767	638,999	716,277	733,437	754,542
Community Information & Outreach	662,327	869,553	771,914	792,589	814,965
Zoning Administration	1,851,015	1,836,162	2,000,300	2,016,773	2,097,745
Total Local Tax Funding	\$4,615,480	\$4,954,205	\$5,121,725	\$5,251,530	\$5,436,464

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Application Review & Management	16.90	16.00	16.00	16.00	16.00
Community Planning	6.60	6.20	6.20	6.20	6.20
Community Information & Outreach	6.50	6.80	6.80	6.80	6.80
Zoning Administration	27.00	27.00	27.00	27.00	27.00
Total FTE	57.00	56.00	56.00	56.00	56.00

FY 2015 Departmental Reorganization

Beginning in FY 2015, the Zoning Administration Division of the Department of Building and Development will be merged into the Department of Planning and Zoning to better align roles, responsibilities, and business functions related to zoning throughout the County. For FY 2015, the Zoning Administration Division's historical financial and FTE data are presented in the Planning and Zoning Department to provide contextual reference to the FY 2015 and FY 2016 budget data with the historical data. All budget documents prior to the FY 2015 Adopted Fiscal Plan included the Zoning Administration function within the Department of Building and Development.



Planning & Zoning Application Review & Management

Program Goal and Service Description

The Application Review and Management (ARM) Program ensures that legislative development applications, such as rezonings and special exceptions, are processed in compliance with County and State requirements and provides the Board of Supervisors and the Planning Commission with complete land use analysis in support of their public review. The Program's staff analyzes applications and assesses conformity with adopted plans, the potential impact on County services, existing development, utilities and fiscal resources. The Program staff coordinates input from numerous County and State agencies with respect to these potential impacts and maintains legislative case data for the Land Management Information System (LMIS) and web-based Loudoun Online Land Applications (LOLA) system serving internal agencies and the public. The Program staff directly support the Planning Commission for schedules and records, policy and administrative support. Administrative and professional support is also provided to the HDRC.

The Planning Commission is a Board-appointed body of nine members serving a four-year term. The Code of Virginia requires the Commission to review, prepare and/or revise the Comprehensive Plan and provide recommendations on all applications for Zoning Map amendments, amendments to approved proffers or concept development plans, Special Exception uses, proposed text changes to the Zoning Ordinance and Commission Permits. The Planning Commission holds a work session and a public hearing on a monthly basis. While there was a marked decline in meetings in FY 2013 due to economic conditions, the Planning Commission has since initiated a more active meeting schedule as it addresses the increased caseload and the Board of Supervisors' strategic initiatives including the Commercial and Industrial Zoning Ordinance Amendments.

Budget Overview

FY 2015 Issues

- Based on current trends for pre-application conferences, land development case activity is maintaining a consistent volume and will continue to require corresponding resources.
- The types of legislative applications filed include proposals for new residential and mixed use communities, some of which are proposing residential uses where the County's land use plan calls for employment uses and proposing expansion of suburban residential densities west into the Transition Policy Area. Staff will continue to focus on the major land use policy issues on these types of cases for the Planning Commission and Board of Supervisors to consider. Depending on the Planning Commission and the Board of Supervisors' direction, significant time may need to be devoted to resolving issues in these cases.
- While the trend to smaller applications has continued in large part, there are a number of active cases that are complex and require the program's more experienced project managers. Smaller, less complex cases may continue to be shifted to other Planning and Zoning staff as necessary to balance project planner workloads.
- The Board of Supervisors has directed ZOAMs that may alter the number/type of development applications processed in the future and modify the review process for legislative land use cases. While not yet fully adopted, these changes may affect revenue forecasts relative to application fees.
- The Planning Commission workload is becoming a constraining factor in the scheduling of new Board projects. With the Phase 2 Commercial and Industrial Zoning Ordinance amendments currently being processed, the Commission has divided into subcommittees to expedite its review; however, the number of applications and the issues being raised during the review may delay several amendments.
- As the economy continues to strengthen, the workload is increasing, with application activity remaining high with 113 active cases and 94 new cases submitted in FY 2013 as well as active rezoning applications that include a number of residential and mixed use residential proposals that would add approximately 10,000 housing units, many in areas planned for employment. In FY 2011, the number of rezoning applications was 6 while in FY 2012 and FY 2013, the number has increased to 15 and 19 respectively.
- The workload is driven by the Board's strategic work plan in the areas of land use planning and zoning and by legislative land development activity. Development applications with their mandated deadlines determine the resources available for other Board initiatives such as CPAMs and ZOAMs that do not have such deadlines.

FY 2015 Major Work Plan Initiatives

- Manage land development applications in accordance with County and State regulations. An improving housing market, the introduction of transit and development incentives in the Route 28 corridor are expected to lead to increased application activity.
- Support Board appointed bodies including the HDRC and the Planning Commission, for which continued ZOAM proposals and increased rezoning activity will require additional meetings and increased administrative support.
- Implement the development review process amendments including Article VI of the Zoning Ordinance and application submittal requirements.
- Support efforts to update zoning standards and land use policies that impact the legislative review process.
- Process Certificate of Appropriateness (CAPP) and Certification of Appropriateness Administrative (CAPA) applications in accordance with Historic District Guidelines and County and State Regulations.
- Participate as a team member on the Business Assistance Team to improve customer service and business development activities.

FY 2016 Outlook

- A resurgence of residential rezoning activity is anticipated to continue into FY 2016, which is projected to result in a steady legislative caseload of around 100 new cases and reactivation of a number of cases that were dormant in FY 2014 and FY 2015.
- By FY 2016, the effect of the Board's Industrial and Commercial Zoning Ordinance amendments may begin to impact the development review process. Combined with changes enacted to Article 6 of the Ordinance dealing with the legislative review process, the number of special exception applications should decline. Special Exception cases now represent about 30 percent of the overall caseload.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Planning & Zoning
Application Review & Management**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,809,755	\$1,888,470	\$1,921,037	\$1,971,515	\$2,030,660
Operations & Maintenance	73,713	71,624	133,434	133,534	134,869
Total Expenditures	\$1,883,468	\$1,960,094	\$2,054,471	\$2,105,049	\$2,165,530
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$377,980	\$350,569	\$421,237	\$396,318	\$396,318
Charges For Services	17	34	0	0	0
Miscellaneous Revenue	100	0	0	0	0
Total Revenues	\$378,097	\$350,603	\$421,237	\$396,318	\$396,318
Local Tax Funding	\$1,505,372	\$1,609,491	\$1,633,234	\$1,708,731	\$1,769,212
FTE Summary	16.90	16.00	16.00	16.00	16.00



Planning & Zoning Application Review & Management

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Ensure that legislative development applications, such as rezoning and special exceptions, are submitted and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State Code requirements.					
Number of active cases	80	113	92	110	100
Number of legislative cases received	124	94	119	95	100
Number of pre-application conferences	95	87	96	100	100
Objective: Provide a forum for public review of land development proposals. Provide the Planning Commission and the Board of Supervisors with a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources. Continue to make improvements to the development review process. Continue to provide the appropriate administrative support to the Planning Commission.					
Number of cases acted upon by the Board of Supervisors	71	76	80	75	75
Number of Planning Commission hearings	10	11	12	11	12
Number of Planning Commission meetings ²	15	16	40	20	30
Objective: Advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County. Coordinate the review and deliberations on Certificate of Appropriateness (CAPP) and Certificate of Appropriateness Administrative (CAPA) 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 CAPA applications approved	n/a	6	5	10	10
Number of CAPA applications submitted	n/a	6	5	10	10
Number of CAPP applications approved	14	9	16	16	16
Number of CAPP applications submitted	16	13	16	16	16
Number of Historic District Review Committee meetings	11	11	11	11	11

¹ Measures with an n/a were new for the year in which numerical data begins.

² Number of meetings is directly related to increased or decreased development activity and the number and complexity of policy and regulatory amendments before the Planning Commission.



Planning & Zoning Community Planning Program

Program Goal and Service Description

The Community Planning Program supports the Board of Supervisors in developing long range 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 policy related issues, and provides technical and administrative support. The Program supports the plan development and amendment process, determines the need for Commission Permits and establishes compliance with State and Federal environmental regulations such as Environmental Impact Statement (EIS) reviews. Currently, all staff resources within the Program are engaged in processing policy initiatives and providing support to other agencies on Board of Supervisors' initiatives. Several Board of Supervisors' initiated plan amendments remain in queue awaiting staff resources.

Budget Overview

FY 2015 Issues

- Staff flexibility is necessary to ensure that program resources are aligned in accordance with the scope and complexity of the planning and zoning initiatives in accordance with Board of Supervisors priorities. Careful coordination and management of the public review process within the schedule and scopes assigned by the Board is also required.
- The schedule for Plan amendments and other policy initiatives may need to be adjusted in order to allow staff resources to be devoted to the increasing development activity, legislative applications and higher priority regulatory initiatives of the Board.
- Community Planning resources are used in multiple areas. Planners have been assigned to assist with Zoning and FSM ordinance amendments, Fiscal Impact Committee research and inter-jurisdictional assignments and other projects. Community Planning staff are also managing a number of land use applications in support of the ARM program.
- The nature of the policy and plan amendments to be considered by the Board may change as a result of decisions and direction from legislative applications that affect fundamental changes in the County's land use and fiscal balance such as increasing residential densities in the Transition Policy Area or converting commercial land to residential or mixed use.
- The Board's strategic work plan outlines the initiatives that staff is anticipating during the year and as new initiatives are added to the list or the order of the list changes, staffing and scheduling need to be managed and adjusted. Community Planning staff have been assigned project management responsibilities for land development applications. This reduces the capacity for and timing of other policy initiatives.

FY 2015 Major Work Plan Initiatives

- Continue to engage in processing Board of Supervisors-initiated Comprehensive Plan amendments and provide staff support to the numerous land use initiatives and zoning ordinance amendments. Other priority Board initiatives remain in queue that will require lead staff support include the study of land use patterns and increasing the potential to accelerate and maximize development investment in the Metro Silver Line Tax District area (Silver Line CPAM), as well as supporting a community outreach effort for the Dulles community.
- Lead and provide follow-up amendments or program recommendations to implement the Route 28 Corridor Plan.
- Provide planning support to other County departments, as well as other government agencies, to ensure consistency with the Comprehensive Plan.
- Revisions to the CNA will begin in this fiscal year and continue into FY 2016. This effort and deliberations of the Fiscal Impact Committee in general are likely to lead to reconsideration of the Revised General Plan's proffer policies.
- Maintain staffing flexibility to be responsive to increased land development activity, application caseloads and priority regulatory initiatives.
- Support inter-jurisdictional coordination and associated land use activity specifically associated with the Metro Silver Line, which is scheduled to be operational in FY 2018.
- Lead the policy development and support subsequent implementation processes initiated by the Board of Supervisors.
- Support the Fiscal Impact Committee in its efforts to update the County's Capital Intensity Factor and public service levels.

FY 2016 Outlook

- Depending on the status of the various strategic plan initiatives in progress or in queue at the time of the election, such as the Dulles Outreach effort or the Silver Line Tax District Planning initiative, new priorities could emerge.
- The Revised General Plan was adopted nearly 15 years ago and needs to be updated. In addition, it has been nearly 10 years since the County reached out to the community at large to discuss changing community expectations, and to evaluate land use, economic and other factors impacting the County. Such an endeavor would require staff from multiple agencies over a period of approximately 18 months and will likely require additional staff and consultant services.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Planning & Zoning
Community Planning Program**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$587,732	\$628,494	\$671,384	\$688,544	\$709,200
Operations & Maintenance	9,245	10,510	44,893	44,893	45,342
Total Expenditures	\$596,977	\$639,004	\$716,277	\$733,437	\$754,542
Revenues					
Charges For Services	\$210	\$5	\$0	\$0	\$0
Total Revenues	\$210	\$5	\$0	\$0	\$0
Local Tax Funding	\$596,767	\$638,999	\$716,277	\$733,437	\$754,542
FTE Summary	6.60	6.20	6.20	6.20	6.20



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Planning & Zoning Community Planning Program

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: To manage and facilitate the development of land use and growth management policies through area, strategic and amendment planning processes in accordance with the Board of Supervisors' priorities.					
Number of plans/amendments active with resources ^{1,2}	5	3	4	3	1
Number of plans/amendments completed/or action taken	1	2	2	3	0
Number of plans/amendments initiated ³	3	2	3	1	1
Number of project management team and planning meetings to engage citizens ⁴	26	44	50	50	150
Objective: To manage, support and provide policy expertise in the development of Board of Supervisors initiated regulatory changes and strategic planning efforts through intra-departmental teams and other activities (e.g. ordinance amendments and planning/programmatic efforts led by other agencies).					
Number of Initiatives ⁵	18	14	15	13	13
Number of project management /support meetings for initiatives other than plans/plan amendments	151	154	100	100	100

¹ As plans/amendments are completed, the next plan/amendment in queue (based on Board priority) will become active with resources.

² FY 2014 Plans/Amendments included: North Lower Sycolin; Unmet Housing Needs Policy Review; Miller Drive CTP; Silver Line District Plan; FY2015 Plans/Amendments include: Proffer Guidelines, Silver Line Tax District Plan, and Unmet Housing Needs Policy Review.

³ FY 2014 Plans/Amendments Initiated included: Unmet Housing Needs Policy Review and Silver Line District Plan; FY 2015 Plans/Amendments initiated includes: RGP Revision preparation.

⁴ The number of meetings fluctuates depending on the number and/or degree of complexity of the planning efforts active in any given fiscal year.
⁵ FY 2014 Initiatives included: Phase II WIP; Route 28 Implementation; FSM revisions; Commercial & Industrial ZOAM; CLI Zoning Revisions; Data Centers; Child Care ZOAM; Kennels ZOAM; Water/Wastewater Needs Assessment; Breweries; B&B ZOAM; Dog Parks ZOAM; Housing Stakeholders Group; JLMA Utilities; Public Schools By-Right ZOAM; SPEX to Permitted Uses; and Rural Economy Strategy. FY 2015 Initiatives include: Dulles Outreach, additional Route 28 Corridor Plan Implementation, and Capital Needs Assessment.



Planning & Zoning Community Information and Outreach

Program Goal and Service Description

The Community Information and Outreach (CIO) Program serves to increase community awareness and understanding of the County's planning policies and initiatives as well as provides opportunities for citizen engagement and community input regarding planning efforts and initiatives. The CIO Program also coordinates with other County departments, jurisdictions, and regional organizations to assist with the design and implementation of their programs and strategic initiatives consistent with Loudoun's adopted Comprehensive Plan policies and inter-jurisdictional agreements. These objectives are accomplished by: 1) Developing and coordinating Board directed community outreach activities, 2) Coordinating educational activities and preparing print and web-based outreach and educational materials to inform the public about land use planning and heritage resource preservation, 3) Reviewing neighboring jurisdiction land development applications and working with Loudoun's towns on cooperative planning efforts, 4) Supporting local, state, and regional committees and the review of the County's planning, programming, and budgeting of capital facilities including the CNA; and 5) Providing effective and timely frontline customer service to the public, applicants, agencies and County officials related to planning activities, comprehensive plan policies and legislative development applications.

The CIO Program is also the source for the County's current demographic information, development status, and demographic and employment forecasts. The County Demographer provides assistance in the interpretation and correct use of data to a wide range of users, including County officials and the general public. The Demographer also provides support to the Metropolitan Washington Council of Governments and the Board's Fiscal Impact Committee, Capital Improvement Program and the budget process.

Budget Overview

FY 2015 Issues

- Department resources available to support the towns were reduced in FY 2012; however, staff has continued to provide land use referral comments and to support Board activities and requests for assistance on town related matters as time has permitted.
- While support to the Heritage Commission has been absorbed within the existing resources of Planning and Zoning, the Balls Bluff Historic District Expansion project will be entering the National Register nomination phase and, if the State grant is awarded, will include contract management, research and coordination between the Town of Leesburg, Loudoun County, and Montgomery County, Maryland. The Heritage Commission workload, including the administration of contracts associated with the Balls Bluff Historic District expansion will exceed the Department's current staffing abilities in FY 2014 and through FY 2015. The Commission's current work plan is requiring increased staff support at a time when the longer term resource implications have not yet been fully identified or addressed. The allocation of staff is impacting ongoing program projects and deadlines.
- CIO Staff has been assigned project management responsibilities for land development applications to assist with the increased legislative caseload. This reduces the capacity for and timing of other strategic outreach initiatives.

FY 2015 Major Work Plan Initiatives

- Lead and coordinate the Board-directed Dulles Community Outreach project, continued implementation of Route 28 Corridor-related activities and other Board-directed planning initiatives.
- Continue initiatives to increase the community's awareness of County land use policies, historic districts, and heritage resources.
- Conduct additional heritage resource outreach and training, including a partnership with state and regional historic preservation organizations to develop a Certified Architectural Review Board Training program to benefit the County's Historic District Review Committee.
- Continue to provide demographic information and support to internal and external customers including the Fiscal Impact Committee and Metropolitan Washington Council of Governments.
- Support the Leesburg Annexation Area Development Policies Committee in discussions of potential Town of Leesburg annexations and engage the towns on other inter-jurisdictional issues.
- Support inter-jurisdictional coordination and associated land use activity specifically associated with the Metro Silver Line.
- Support the Fiscal Impact Committee in its efforts to update the County's Capital Intensity Factor and public service levels.
- Maintain consistent customer service in response to high volume of in-person, telephone and email inquiries that are frequently complex and property specific in nature.

FY 2016 Outlook

- A new term for the Board of Supervisors will begin in FY 2016, for which discussion of their strategic plan and program related to land use may lead to new initiatives and repurposing of staff resources.
- To the extent development activity also increases within the towns, staff will be responsible for reviewing legislative applications as required by State Code.
- Staff will continue to provide demographic information and support to internal and external customers including the Fiscal Impact Committee and Metropolitan Washington Council of Governments.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Planning & Zoning
Community Information and Outreach**

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$604,665	\$695,858	\$700,257	\$720,615	\$742,233
Operations & Maintenance	61,279	159,661	76,268	75,740	76,497
Total Expenditures	\$665,944	\$855,519	\$776,525	\$796,355	\$818,731
Revenues					
Permits Privileges & Regulatory Licenses ¹	\$3,617	\$(14,034)	\$4,611	\$3,766	\$3,766
Total Revenues	\$3,617	\$(14,034)	\$4,611	\$3,766	\$3,766
Local Tax Funding	\$662,327	\$869,553	\$771,914	\$792,589	\$814,965
FTE Summary	6.50	6.80	6.80	6.80	6.80

¹ FY 2013 negative amount of revenue reflects an adjustment posted to the financial system.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Planning & Zoning Community Information and Outreach

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide planning support in the monitoring and implementation of projects, programs, and initiatives by coordinating with County departments, Loudoun County Public School System, Towns, and other neighboring jurisdictions, state, and federal agencies and regional committees to achieve consistency with the Comprehensive Plan policies and inter-jurisdictional agreements, community, and specific area planning, and other strategic planning efforts.¹					
Environmental support meetings ²	21	6	20	5	5
Federal, State, and Regional Meetings	15	57	20	50	50
Planning/implementation support meetings	70	151	100	120	100
Town and Neighboring jurisdiction meetings	53	38	50	20	20
Objective: Provide customer service by responding to inquiries and requests for information to the general public, local, state, and federal government agencies, County officials and applicants to ensure the timely, accurate and efficient flow of information on growth and developmental activity in the County.					
Number of front counter customer assistance requests	2,116	1,488	2,000	1,500	1,500
Number of telephone inquiries/comments and email inquiries ³	4,280	3,748	4,000	3,500	3,500
Objective: Perform community education and information activities and reports to inform the public, local, state, and federal government agencies, County departments, County officials, and applicants on County land use planning and policies, historic districts, and heritage and environmental preservation resource and management.					
Educational materials produced ⁴	2	7	2	7	7
Meeting attendance ⁵	331	346	400	350	350
Number of community outreach & educational meetings ⁶	7	11	8	10	10
Training sessions conducted	11	10	10	10	10
Objective: Manage Board of Supervisors-directed community outreach and strategic planning efforts.					
Project deliverables ⁷	n/a	6	3	15	15
Project team meetings ⁸	127	110	100	100	100
Public/stakeholder participation ⁹	1,850	156	2,000	2,000	2,000

¹ Includes support to Fiscal Impact and Joint Policy Review Committees; Heritage Commission; COG; special projects, committees & meetings.
² Reflects changing support levels for Facilities Standards Manual amendments, watershed mgt., and other initiatives.
³ FY 2012 actual data reflects the high volume experienced during the Ashburn Outreach effort during that period.
⁴ Includes maps, brochures, newsletters and demographic profiles such as the "What's Old is News" HDRC newsletter, monthly housing permit profile and area development activity maps.
⁵ Increase from FY 2012 reflects additional heritage resource outreach and educational meetings.
⁶ Includes quarterly brown bag series, heritage resource workshops, architectural review board training and demographic presentations to internal and external agencies.
⁷ Deliverables can include Fact Sheets; Discussion Papers; and Existing Conditions, Discovery, Results, and Final Reports.
⁸ Number of project team meetings in FY 2012 reflects Ashburn Community Outreach project.
⁹ Performance measure benchmark reflects the number of people reached through public meetings and other outreach methods, including surveys.



Planning & Zoning Zoning Administration

Program Goal and Service Description

The Zoning Administration Division consists of three sections: Planning, Proffer Management, and Code Enforcement. The Division administers and enforces the zoning ordinances; updates and maintains the Zoning Map; reviews legislative applications; manages proffer agreements and amendments and land development applications from the Land Development Engineering Division of the Department of Building and Development; provides proffer funding analysis support for the Department of Transportation and Capital Infrastructure; prepares and presents amendments to the Revised 1993 Zoning Ordinance (ZOAM) to the Board of Supervisors; processes proffer appeals/determinations; and responds to citizen inquiries (ZCORs). In addition, Zoning Administration supports the Board of Zoning Appeals by processing and presenting applications for variances and appeals as mandated by the State Code. Code Enforcement staff enforces Zoning Ordinances and the Virginia Maintenance Code by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include legal prosecution. Enforcement staff also conducts proactive enforcement initiatives as instructed by the Board of Supervisors.

Beginning in FY 2015, the Zoning Administration Division of the Department of Building and Development will be merged into the Department of Planning and Zoning to better align roles, responsibilities, and business functions related to zoning throughout the County. The merger will create efficiencies by ensuring policy initiatives are more directly connected to implementation mechanisms; provide better coordination between the Zoning and Planning referral functions for legislative referrals; and creating more uniformity in communication with applicants and timely response of legislative and administrative zoning reviews.

Budget Overview

FY 2015 Issues

- Zoning Administration must balance its support of the Board initiatives reflected in the Strategic Plan while processing quality legislative and ministerial referrals that continue to increase in complexity.
- There has been a substantial increase in the number of Strategic Initiatives. The number of ZOAMs has increased, as well as the establishment of the ZOAG committee that requires staff support.
- Site Plan and Legislative referrals have increased.
- Limited staff resources in conjunction with increased referrals is impacting staff's ability to meet established timelines.
- Zoning Ordinance and Statewide Property Maintenance Code (which includes overcrowding issues) continue to necessitate more enforcement efforts other than complaint-based inspections. In addition, some towns have sought out state legislation that would require the County to perform property maintenance code functions within the town limits for towns and populations over 3,500.
- The Department must continue an active training program for all Inspectors in Zoning Administration to ensure that these staff members are properly certified and up to date on new regulations.

FY 2015 Major Work Plan Initiatives

- Continue to implement enforcement programs initiated by the Board of Supervisors and continue to respond to citizen complaints within approved guidelines.
- Continue to support Board of Supervisors' Strategic Plan initiatives by managing zoning ordinance amendments, including continued support to the ZOAG.
- Continue to support the ongoing effort to use proffer funds for capital improvements and transportation projects by identifying potential funds and issuing determinations regarding the use of the funds.
- Upgrade the Division's website to further maximize efficiencies within Zoning Administration and provide more information. Upgrades include access/links to zoning maps, ordinances, Zoning 101 Tutorial, and updated forms and applications. Depending on the results of these improvements, further improvements to the website will continue to be identified and implemented.
- Focus on the anticipated ordinance revisions associated with Phase III of the business friendly ZOAM process, as well as projected revisions to the Facility Standards Manual.
- Continue to implement the priorities set by the Board of Supervisors in their Strategic Plan in the form of processing new ZOAMs, including changes to Commercial Districts to promote business friendly activities.

FY 2016 Outlook

- By FY 2016, the staff workload impacts of the prior legislative changes will become more apparent.
- It is anticipated that the Department will be revising/updating the County's Comprehensive Plan. Zoning Administration will serve as a referral agency in this effort and revise the zoning ordinance/zoning map as needed to implement any changes.
- Staff will also conduct a review of the zoning ordinance and make updates and modification as need by examining the possibility of combining and condensing zoning districts to make the ordinance more user-friendly and in-line with the Comprehensive Plan.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Planning & Zoning Zoning Administration

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$2,413,115	\$2,507,242	\$2,568,369	\$2,660,387	\$2,740,199
Operations & Maintenance	105,061	89,454	121,555	115,999	117,159
Total Expenditures	\$2,518,176	\$2,596,696	\$2,689,924	\$2,776,386	\$2,857,358
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$629,727	\$730,912	\$660,924	\$710,613	\$710,613
Fines & Forfeitures	37,288	29,584	28,700	49,000	49,000
Charges For Services	146	38	0	\$0	0
Total Revenues	\$667,161	\$760,534	\$689,624	\$759,613	\$759,613
Local Tax Funding	\$1,851,015	\$1,836,162	\$2,000,300	\$2,016,773	\$2,097,745
FTE Summary	27.00	27.00	27.00	27.00	27.00

FY 2015 Departmental Reorganization

Beginning in FY 2015, the Zoning Administration Division of the Department of Building and Development will be merged into the Department of Planning and Zoning to better align roles, responsibilities, and business functions related to zoning throughout the County. The Zoning Administration Division's historical financial and FTE data are presented in the Department of Planning and Zoning to make it easier to compare the FY 2015 and FY 2016 budget data with the historical data. All budget documents prior to the FY 2015 Adopted Fiscal Plan included the Zoning Administration function within the Department of Building and Development.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Planning & Zoning Zoning Administration

Program Objectives and Performance Measures¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Provide support to the Board of Zoning Appeals (BZA) by processing appeals and variances within the state-mandated 90 day guidelines.²					
Average number of days to process BZA applications ³	60	n/a	60	60	60
Number of BZA applications ³	7	0	8	4	6
Percentage of appeals and variances responded to within State guidelines ³	100%	n/a	100%	100%	100%
Objective: To complete site plan referrals within 4 weeks					
Average number of days to provide site plan referral	17.0	13.0	17.0	17.0	13.0
Number of site plans submitted (includes initial and subsequent	377	414	400	442	490
Site plan referrals provided within established timeframe	90%	85%	93%	82%	80%
Objective: To ensure that Proffer Determinations including the analysis of the specific proffer language and intent; writing of the determination and preparation of proffer appeals, are managed in a timely and efficient manner, within established 60 – 90 day timeframe.⁴					
Average number of days to process Appeals	n/a	n/a	90	90	90
Average number of days to provide Proffer determinations	n/a	41	30	30	30
Number of Proffer appeals received	n/a	n/a	4	4	6
Number of Proffer determinations received	n/a	37	45	50	52
Proffer determinations responded to w/n established time frame	n/a	76%	80%	85%	88%
Objective: Respond to written correspondence within 4 weeks.					
Average number of days to provide zoning correspondence	30	29	30	30	29
Correspondences provided within established timeframes	82%	83%	90%	80%	77%
Number of Zoning correspondence requests	202	191	300	220	250
Objective: Improve timelines for legislative referrals by providing referrals within 30 days.					
Average number of days to provide legislative referrals	21.5	25.0	30.0	40.0	40.0
Number of legislative pre-applications	96	72	200	100	100
Number of legislative referral applications	191	293	300	329	300
Percentage of referrals provided within timeline	91%	69%	88%	70%	77%

¹ Measures with n/a were new for the year in which numerical data begins.

² In FY 2013, no Board of Zoning Appeals applications were received.

³ Although the Board of Zoning Appeals held business meetings during FY 2013, they did not hear any appeals or variances during that year.

⁴ In FY 2012 and FY 2013, no proffer appeals were filed.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Planning & Zoning
Zoning Administration

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.					
Complaint inspections conducted within 48 hours %	94%	98%	93%	95%	98%
Number of complaints received	669	583	650	750	538
Percent of complaints received with resulting violation	87%	70%	70%	70%	80%
Percentage of violations abated	95%	85%	93%	90%	85%
Proactive inspections in BOS initiated target enforcement	9,883	7,625	8,000	5,500	7,624
Total number of inspections conducted	4,403	5,031	4,500	5,300	5,031



Transportation & Capital Infrastructure

Department of Transportation & Capital Infrastructure

Capital Design & Construction

Transportation Planning & Operations

Capital Planning, Budget & Policy



Transportation & Capital Infrastructure

Mission Statement

The mission of the Department of Transportation and Capital Infrastructure is to implement the Board of Supervisors' vision and direction while protecting the County's interests and financial resources through planning, administration, management, and coordination of transportation services and capital infrastructure projects. The Department effectively manages all facets of the Capital Improvement Plan in providing safe, functional, cost effective, energy efficient and environmentally sustainable facilities that serve the citizens and employees of Loudoun County. The Department ensures the County develops public facilities that meet or exceed all federal, state, and local codes and Board of Supervisors' policies.

Description

In FY 2013, the Department of Transportation & Capital Infrastructure (DTCI) was established by merging the majority of the Capital Construction Division, formerly part of the Department of Construction and Waste Management (DCWM), with the Office of Transportation Services. The Environmental Assurance & Strategic Planning, Disposal Operations and Solid Waste Diversion & Recycling Divisions within the former DCWM and three positions, or 3.00 FTE, associated with the environmental compliance function within the Capital Construction Division were merged with the Department of General Services.

The Department of Transportation and Capital Infrastructure provides services through three primary operating divisions: Capital Planning, Budget and Policy; Transportation Planning and Operations; and Capital Projects Design and Construction. The Capital Planning, Budget and Policy Division identifies the County's Capital Infrastructure Needs (CNA); defines Capital Facility Standards (CFS) for public facilities; develops the County's Capital Improvement Program (CIP) and assists and implements the Board's direction on these issues. The Transportation Planning and Operations Division is responsible for addressing all matters relating to the County's multimodal transportation system. This includes the development and implementation of the Countywide Transportation Plan through the land development referral process, the completion of traffic engineering projects in response to community concerns, and the planning and management of the County's transit and commuter service programs. The Capital Project Design and Construction Division manages the design and construction of capital facilities and road projects while ensuring compliance with applicable federal, state, and local codes, standards and specifications; administers land acquisition for public infrastructure projects and provides quality control and delivery of projects on schedule and within budget.

Budget Overview

FY 2015 Issues

- A new ten-year Proposed Capital Needs Assessment for the Board of Supervisors review and adoption is to be developed and completed and requires significant staff resources and effort.
- The Department will need to address ongoing long haul commuter capacity issues, as well as service demand and transit service modification due to Metrorail operations which could impact operating costs.
- Staff training and public communication to riders is necessary as part of the implementation of transit system technology on County owned/leased buses that improve operating efficiency and ridership customer service.
- Revisions to the local fixed route service resulting from a consultant's analysis requires expanded oversight, planning and promotion as well as increased funding due to the loss of federal funding in FY 2014.
- Ongoing recruitment for key department personnel vacancies will affect efficiency and challenge the Department to maintain a high level of customer service.
- Maturing residential communities throughout the County will likely continue to request traffic calming studies and initiatives, which drives an increase for traffic engineering services and capital costs for improvements.
- Intensifying residential and commercial development will continue to impact traffic volumes in the County, which results in increased demand for traffic signal and safety improvement projects.
- Land Acquisition for road projects will continue to be a challenging, complex process that could impact the schedule, design and cost of the projects included in the Board approved CIP, which is a concern for key transportation projects.
- Transportation projects require different documentation and inspections than vertical construction in order to meet Virginia Department of Transportation (VDOT) requirements. Adequate resources need to be available for the successful management of these projects and turnover to VDOT.

FY 2015 Major Work Plan Initiatives

- Integrate funding provided through State HB2313 which is dedicated to transportation infrastructure funding for Northern Virginia into the proposed FY 2015-2020 Capital Improvement Program.
- Manage the increase of workload associated with the Board approved CIP and provide timely delivery of projects through the hiring of design & construction personnel as well as utilize contracts with private consulting firms for project management and construction.
- Complete a comprehensive update to the Transit Development Plan, to include planning for Phase II of the Dulles Corridor Metrorail Project, refining local fixed route transit service as well as expanding transit service at the new park and ride lots.
- Develop and complete the County's Traffic Calming Plan, as well as the Metro Station Bicycle/ Pedestrian Connectivity Study.
- Develop and implement the County taxicab ordinance, which is anticipated to go into effect on March 1, 2015.
- Continued implementation of transportation infrastructure improvements, including signals, sidewalks, trails, and bicycle and pedestrian facilities.
- Review developer initiated land development applications in a timely and efficient manner including seeking appropriate transportation proffers/conditions in order to adhere to Countywide Transportation Plan requirements and protect the public interest.



Transportation & Capital Infrastructure

FY 2015 Major Work Plan Initiatives (Continued)

- Work within the land development application process to acquire and/or develop transit infrastructure, such as park and ride lots, bus stops, and bus shelters.
- Continue to revise contractual language and procedures to improve delivery time of projects; specifically, transportation projects.
- Fully implement and utilize the E-Builder project management software for all design and construction projects, while working to integrate E-Builder with Oracle/ERP Accounting System.
- Integrate consultant services to increase department productivity and responsiveness.
- Complete the roadway alignment study for Riverside Parkway between Lexington Drive and Loudoun County Parkway.
- Review, coordinate and monitor the final design and construction of Phase 2 of the Dulles Corridor Metrorail project into the County.
- Coordinate the construction of three parking structures to support Phase 2 of the Dulles Corridor Metrorail project either through a privatization initiative or a public construction procurement process.
- Complete the design of the following projects: Courts Phase III parking structure; Public Safety Firing Range; Route 7/Belmont Ridge Road Interchange; Waxpool Road intersection improvements at Pacific Boulevard and at Broderick Drive.
- Advertise for construction bids and initiate construction of the following projects: Mooreview Parkway; Alder School Road; Gloucester Parkway (VDOT administered); One Loudoun Park and Ride Facility; Woods Road (VDOT administered); Claiborne Parkway.
- Complete the construction of Riverside Parkway between Menlow Drive and Upper Meadow Drive; Tall Cedars Parkway; and Waxpool Road between Unbridled Way and Faulkner Parkway.
- Continue to coordinate with VDOT on the Route 606 widening project.

FY 2014 Major Achievements

- Assisted the Board of Supervisors in implementing transportation infrastructure projects in the development and adoption of the FY 2013 –FY 2018 Capital Improvement Program which added \$265.8 million in new transportation projects to the six-year capital plan.
- Assessed the impact of HB2313 funding for transportation infrastructure projects and developed a plan to integrate the use of this new funding into the Proposed FY 2015 – FY 2020 Capital Improvement Program.
- Conducted trainings to integrate General Contractors, Architectural Firms, and staff into the department's project management software program, E-Builder.
- Completed the design and awarded the contract for construction of the Transit Maintenance and Operations Facility, and submitted an application for a State Capital grant to equip and furnish the new facility.
- Opened and commenced transit service from two proffered park and ride lots; Goose Creek Village and Brambleton as well as facilitated the design the first phase of the planned park and ride lot and interim transit center at Dulles Town Center.
- Conducted a Customer Satisfaction Survey to assist in determining next steps in implementation of Transportation Demand Management Plan.
- Created traffic calming literature to provide important information about the program, including its eligibility requirements to reduce the amount of staff time responding to basic traffic calming inquiries as well as completed several traffic calming projects.
- Completed the construction plans and profiles for pedestrian improvement projects (River Creek Parkway between Ft. Evans Road and Potomac Station Drive; Sterling Blvd. (west side) between the W & OD Trail and Chase Heritage Condominiums.
- Completed a traffic improvement study and continued to develop long-term solutions for the intersection of Loudoun County Parkway and Center Street.
- Completed assessment of transit and mobility services for people with disabilities and presented final study to the Board of Supervisors and Disability Services Board.
- Developed a draft taxicab ordinance, financial impact analysis, and presented final documents and summary of meetings with taxicab industry stakeholders to the Board of Supervisors.
- Completed the Ashburn/Sterling Traffic Study and update of the County's Travel Demand Forecasting Model to better support long range planning efforts.
- Continued coordination with VDOT on Re-Evaluation of Draft Environmental Impact Statement for the proposed Bi-County Parkway.
- Coordinated with Fairfax County regarding planned bridge crossing over the Dulles Toll Road between Loudoun County and Fairfax County near the Route 28/Innovation Center Metrorail Station.
- Completed construction of 14 projects, initiated construction on Riverside Parkway, Waxpool Road, Crosstrails Boulevard projects, completed Construction Plan approvals on Tall Cedars Parkway, Alder School Road, Claiborne Parkway, Russell Branch Parkway projects, continued design on six projects, and initiated design on seven projects.
- Coordinated with VDOT to administer the Gloucester Parkway project, and accomplished a design build contract that will initiate construction in FY 2014.

FY 2016 Outlook

- The Department will continue to utilize consulting services to assist with the management and delivery of capital projects due to the anticipated increasing of the number of projects in the CIP as well as the existing approved project workload.
- Additional FTE are anticipated to be required to assist with right-of-way acquisition for road projects as well as engineering and project management.
- Fixed route and long haul commuter ridership is anticipated to increase, while the system as it exists currently will exceed operating capacity.
- Maturing residential communities throughout the County will likely continue to request traffic calming studies and initiatives, which drives an increase for traffic engineering services and capital costs for improvements.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Transportation & Capital Infrastructure

Departmental Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$4,803,464	\$5,099,955	\$5,280,469	\$6,054,980	\$6,236,630
Operations & Maintenance	11,929,420	12,302,574	14,565,977	19,324,587	19,517,833
Capital Outlay	68,017	35,429	0	233,613	0
Other Uses Of Funds	903,329	806,804	273,199	263,040	265,670
Total Expenditures	\$17,704,230	\$18,244,762	\$20,119,645	\$25,876,221	\$26,020,134
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$201,637	\$185,244	\$190,639	\$217,944	\$217,944
Charges For Services	7,702,972	7,707,579	8,237,562	9,551,004	9,551,004
Miscellaneous Revenue	94,150	0	0	0	0
Recovered Costs	7,599	7,599	0	7,599	7,599
Intergovernment - Commonwealth	2,972,866	3,252,349	3,026,069	3,436,369	3,436,369
Intergovernment - Federal	37,628	161,202	0	0	0
Other Financing Sources	5,808,794	6,130,350	7,684,049	11,429,434	11,336,317
Total Revenues	\$16,825,646	\$17,444,323	\$19,138,319	\$24,642,350	\$24,549,233
Local Tax Funding	\$878,584	\$800,439	\$981,326	\$1,233,871	\$1,470,901
FTE Summary	46.54	46.54	47.77	53.77	53.77

Note: The Transit and Commuter Services Bus Program included in the Departmental Financial Summary Table does not require local tax funding and is revenue neutral. The Departmental local tax funding is associated with the transportation planning function within the Transportation Planning and Operation Division.

FY 2015 Board Action

The FY 2015 Adopted Fiscal Plan for the Department of Transportation and Capital Infrastructure includes an increase in local tax funding of \$252,545 and 6.00 FTE. Expenditures increased by \$5,756,576 primarily due to an increase in Personnel of \$774,511, an increase in Operations and Maintenance of \$4,758,610, an increase in Capital Outlay of \$233,613 and a decrease in Other Uses of Funds of \$10,159. These expenditure increases are primarily due to contractual and operational costs for expanded local fixed route transit services that were previously funded within the Transportation District Fund as well as Personnel costs associated with the Board approved mid-year FY 2014 enhancement of 4.00 FTE including a Construction Manager and two Civil Engineers in the Capital Design and Construction Division and a Local Fixed Route Transit Manager in the Transportation Planning and Operations Division as well as Board approved FY 2015 enhancement requests of 2.00 FTE for two additional Construction Manager positions. For FY 2015, the Board approved an average three percent compensation increase for employees in accordance with the Board's adopted pay for performance system. Also beginning in FY 2015, costs associated with Retiree Health Savings Plan (RHSP) are reflected in each department's Personnel budget; these costs were previously shown in the Miscellaneous/Non-Departmental section. The expenditure increase is offset by additional estimated revenue of \$5,504,031 primarily attributed to an increase in the transfer from the Capital Fund to offset personnel and operating costs associated with capital project management, a projected increase in commuter bus fare revenue, and an increase in State and local gasoline tax funding for local transit and commuter services.

FY 2016 Budget Analysis

The FY 2016 Projected Budget for the Department of Transportation and Capital Infrastructure includes an increase in Personnel of \$181,650 or three percent and an increase in Operations and Maintenance of \$193,246 or one percent over the FY 2015 Adopted Budget. These increases are offset by a decrease in Capital Outlay as a result of the elimination of FY 2015 one-time costs of \$233,613. Revenues are primarily held at the FY 2015 level for FY 2016 with the exception of the anticipated increase in the transfer from the Capital Fund to offset costs associated with capital project management functions. As a result, the FY 2016 Projected Budget includes an increase in local tax funding of \$237,030.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Transportation & Capital Infrastructure

Budget History

FY 2013 Mid-Year: The Board of Supervisors approved an increase of 0.23 FTE for the Dulles Rail Coordinator position and 1.00 FTE was reallocated from the Division of Solid Waste Diversion and Recycling Division in the former Department of Construction and Waste Management as part of the reorganization and establishment of the Department of Transportation and Capital Infrastructure.

FY 2014 Mid-Year: The Board of Supervisors approved an increase of 3.00 FTE for a Construction Manager and two Civil Engineers to address increased project management workload associated with the Board adopted Capital Improvement Program. Further, the Board approved the conversion of a temporary position to a permanent position and 1.00 FTE for a Fixed Route Transit Manager associated with the urban local fixed route transit service now operated by the County beginning in October 2013.

Expenditures By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted¹	FY 2016 Projected
Capital Design & Construction	\$1,952,608	1,921,652	2,108,037	4,217,376	4,111,691
Transportation Planning & Operations	13,669,005	14,651,100	16,176,157	21,138,698	21,375,728
Capital Planning, Budget & Policy	2,082,617	1,672,010	\$1,835,451	\$520,147	\$532,715
Total Expenditures	\$17,704,230	\$18,244,762	\$20,119,645	\$25,876,221	\$26,020,134

Revenues By Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Capital Design & Construction	\$2,019,608	\$2,063,325	2,108,037	4,217,376	4,111,691
Transportation Planning & Operations	12,723,471	13,583,089	15,194,831	19,904,827	19,904,827
Capital Planning, Budget & Policy	2,082,617	1,797,909	\$1,835,451	\$520,147	\$532,715
Total Revenues	\$16,825,646	\$17,444,323	\$19,138,319	\$24,642,350	\$24,549,233

Local Tax Funding by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Capital Design & Construction	\$(66,950)	\$(141,673)	\$0	\$0	\$0
Transportation Planning & Operations	945,534	1,068,011	981,326	1,233,871	1,470,901
Capital Planning, Budget & Policy	0	(125,899)	\$0	0	0
Total Local Tax Funding	\$878,584	\$800,439	\$981,326	\$1,233,871	\$1,470,901

Staffing Summary by Program	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted¹	FY 2016 Projected
Capital Design & Construction	17.00	17.00	17.00	31.00	31.00
Transportation Planning & Operations	17.54	17.54	18.77	19.77	19.77
Capital Planning, Budget & Policy	12.00	12.00	12.00	3.00	3.00
Total FTE	46.54	46.54	47.77	53.77	53.77

¹ As part of the FY 2015 budget development process, the Department implemented a reorganization to better align the construction management functions within the Capital Design and Construction Division. As a result, 9.00 FTE were reallocated from the Capital Planning, Budget & Design Division to the Capital Construction Division.



Transportation & Capital Infrastructure Capital Design & Construction

Program Goal and Service Description

The Capital Design & Construction Division provides design and construction administration for general government public use facilities. The Division provides design and construction oversight services to manage all phases of the County's public facility development to provide safe, functional, cost effective, and energy and environmentally sustainable facilities. Design and construction oversight includes activities such as: procurement of consulting services, project development, design, management of the project budget, field inspections and documentation of the work to insure compliance with contract documents, resolution of design and construction site issues that arise during construction, coordination of all work involving other agencies such as utility companies and third party testing agencies, review and monitoring of the construction schedule, and all aspects of contract management for the various contracts in place during the construction phase.

Budget Overview

FY 2015 Issues

- The Division will be required to manage the increase in workload associated with the Board approved Capital Improvement Program (CIP) by hiring additional design & construction personnel as well as utilizing contracts with private consulting firms for project management and construction to ensure successful delivery of projects.
- Land Acquisition for road projects will continue to be a challenging, complex process that could impact the schedule, design and cost of the projects included in the Board approved CIP, which is a concern for key transportation projects.
- Transportation projects require different documentation and inspections than vertical construction in order to meet Virginia Department of Transportation (VDOT) requirements. Adequate resources need to be available for the successful management of these projects and turnover to VDOT.
- The limited availability as well as the rising costs of acquiring land continues to be a concern and can have impacts on the timeliness of completing projects within the planned timeframes included in the Capital Improvement Plan.

FY 2015 Major Work Plan Initiatives

- Continue the design and construction of building, road and park projects as funded by the CIP, while working with other County departments such as County Attorney's Office, Building & Development, and Management and Financial Services, as well as State agencies such as VDOT, Department of Environmental Quality (VDEQ) and the Department of Conservation and Recreation (VDCR) to obtain approvals, permitting and acceptance.
- Continue to revise contractual language and procedures to improve delivery time on projects, with emphasis on transportation projects.
- Fully implement and utilize the E-Builder project management software for all design and construction projects, while working to integrate E-Builder with Oracle/ERP Accounting System.
- Manage increased workload and financial reporting requirements associated with Northern Virginia Transportation Authority funding allocations.
- Complete the roadway alignment study for Riverside Parkway between Lexington Drive and Loudoun County Parkway.
- Review, coordinate and monitor the final design and construction of the Phase 2 of the Dulles Corridor Metrorail project into the County.
- Coordinate the construction of three parking structures to support the Phase 2 of the Dulles Corridor Metrorail project either through a privatization initiative or a public construction procurement process.
- Complete the design of the following projects: Courts Phase III parking structure; Public Safety Firing Range; Route 7/Belmont Ridge Road Interchange; Waxpool Road intersection improvements at Pacific Boulevard and at Broderick Drive; Dulles South Aquatic Center and Senior Center (Phase II & III); Ashburn Sheriff's Station; Crosstrail Boulevard from Kincaid Boulevard to Russell Branch Parkway
- Initiate design of Sterling Library Renovation; Youth Shelter Renovation; DS Group Residence; Belmont Ridge Road from Truro Parish Drive to Northstar Boulevard; Rt. 7/Battlefield Parkway Interchange; Northstar Boulevard from Route 50 to Shreveport Road; Sterling Boulevard Extension; Woodgrove HS/Fields Farm Park Road; Kirkpatrick Fire Station; Sterling Fire & Rescue; Lucketts Fire Station; Scott Jenkins Park Phase II.
- Advertise for construction bids and initiate construction of the following projects: Mooreview Parkway; Alder School Road; Gloucester Parkway (VDOT administered); One Loudoun Park and Ride Facility; Woods Road (VDOT administered); Claiborne Parkway; Western Loudoun Sheriff's Station; Russell Branch Parkway; Tall Cedars Boulevard; Crosstrail Boulevard from Sycolin Road to Kincaid Boulevard; Route 7/Route 659 Interchange; Franklin Park to Purcellville Trail.
- Complete the construction of Riverside Parkway between Menlow Drive and Upper Meadow Drive; and Waxpool Road between Unbridled Way and Faulkner Parkway; Crosstrail Boulevard from Kincaid Boulevard to Bolen Park.
- Continue to coordinate with VDOT on the Route 606 widening project; Gloucester Parkway; Belmont Ridge Road from Gloucester Parkway to Hay Road.
- Integrate consultant services to increase department productivity and responsiveness.



Transportation & Capital Infrastructure Capital Design & Construction

FY 2016 Outlook

- It is a critical the construction of projects associated with the Metrorail operations be initiated by FY 2016 in order to be completed prior to the opening of Phase 2 of the Dulles Corridor Metrorail. Department staff will continue to identify priority infrastructure necessary to ensure connectivity to the planned metro stations with minimal congestion.
- Additional personnel will be needed to increase capacity for anticipated land acquisition requirements associated with the increasing number and scale of transportation projects.
- Numerous major construction projects will span into FY 2016; and as such, staff will continue to manage and monitor the work progress and protect the County's interest. Some of these projects include the Courts Phase III; Gloucester Parkway (VDOT administered); Route 606 widening (VDOT administered); Belmont Ridge Road (Gloucester Parkway to Hay Road – VDOT administered); Route 7/Route 659 Interchange; Crosstrail Boulevard from Sycolin Road to Bolen Park; Tall Cedars Parkway; Claiborne Parkway; Dulles South Aquatic Center and Senior Ccenter (Phase II & III); Western Loudoun Sheriff's Station and Ashburn Sheriff's Station.
- The Department will initiate design efforts to complete the Tier 1 corridors which include Loudoun County Parkway and Northstar Boulevard; Route 7/Route 690 Interchange; Farmwell Road; Route 9/Route 287 Roundabout; Metro Parking Garages.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,478,252	\$1,684,765	\$1,776,861	\$3,394,508	\$3,496,343
Operations & Maintenance	431,335	223,720	331,176	609,255	615,348
Capital Outlay	43,021	13,167	0	213,613	0
Total Expenditures	\$1,952,608	\$1,921,652	\$2,108,037	\$4,217,376	\$4,111,691
Revenues					
Charges For Services	\$213	\$251	\$0	\$0	\$0
Miscellaneous Revenue	94,150	0	0	0	0
Intergovernment - Federal	0	141,422	0	0	0
Other Financing Sources ¹	1,925,195	1,921,652	\$2,108,037	\$4,217,376	\$4,111,691
Total Revenues	\$2,019,558	\$2,063,325	\$2,108,037	\$4,217,376	\$4,111,691
Local Tax Funding	\$(66,950)	\$(141,673)	\$0	\$0	\$0
FTE Summary²	17.00	17.00	17.00	31.00	31.00

¹ Other Financing Sources reflects a transfer from the Capital Fund to cover personnel associated directly with the capital construction projects. As a result, no local tax funding is required as all personnel within this Division are aligned with capital project management.

² All fiscal year data prior to FY 2014 reflects estimated expenditures and revenues of the 17.00 FTE that were reallocated to this Division as part of the establishment of this Department. The FY 2015 Adopted Budget includes a further reorganization within the Department to better align the construction management functions within this Division resulting in 9.00 FTE being reallocated from the Capital Planning, Budget and Policy Division. The FY 2015 Adopted Budget also includes 3.00 FTE that were approved by the Board of Supervisors in FY 2014 and the proposed 2.00 FTE enhancement for two Construction Managers.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Transportation & Capital Infrastructure Capital Design & Construction

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Estimated
Objective: To appropriately manage and administer the local project development program, project managers should maintain a project load of no more than six projects that vary in level of complexity and time commitment, for which projects are defined by three categorizations: basic, standard and complex.²					
Average weighted project points per project manager ^{3,4}	30	30	30	15	10
Number of basic projects	3	3	20	8	6
Number of complex projects	11	11	8	6	4
Number of standard projects	6	6	22	19	11
Total number of projects	20	22	50	33	21
Objective: Deliver approved capital projects in accordance with Capital Improvement Plan schedule.					
Annual cash flow (excluding land acquisition)	\$86,973,588	\$97,763,512	\$100,000,000	\$105,000,000	\$110,000,000
Capital projects completed	8	17	11	22	20
Current active projects under design	25	13	50	33	21
Current active projects under construction	13	21	22	53	33
Percentage of active design projects on schedule	100%	90%	95%	95%	95%
Percentage of active construction projects on schedule	100%	90%	95%	95%	95%

¹ Measures with an n/a were new for the year in which numerical data begins.

² Note: For purposes of this objective, roadway design projects are categorized as basic, standard or complex depending upon their complexity. Projects requiring structure(s) and/or complex environmental analyses will be categorized as complex, whereas other straightforward projects will be categorized as basic or standard depending on whether the design fee exceeds \$5 Million.

³ Projects are weighed in points to evaluate performance and work load of project managers by the following criteria and with an overall goal of 19 points per project manager: Basic= 1 point; Standard= 3 points; and Complex=8 points.

⁴ The decrease in the average weighted projects per manager beginning in FY 2015 is primarily attributable to the addition of three Construction Managers including one as mid-year enhancement in FY 2014 and two as enhancements as part of the FY 2015 Adopted Fiscal Plan.



Transportation & Capital Infrastructure Transportation Planning & Operations

Program Goal and Service Description

The Transportation Planning & Operations Division is responsible for addressing all matters relating to the multimodal transportation system for the County. This includes: roadway planning, development, implementation of pedestrian and bicycle accommodations; traffic engineering and operational improvements; and planning and management of County transit and commuter services. Staff also represents the County in regional and local transportation matters, including coordination for the Dulles Corridor Metrorail Project, and serves as the referral agency on transportation related land development issues; promotes and administers rideshare program activities, including the vanpool and carpool match system, transportation fairs, and the distribution of informational materials as well as local advertising. Additionally, staff manages the local employer outreach program which promotes awareness and encourages the use of alternative commuting modes at Loudoun County employment sites.

Budget Overview

FY 2015 Issues

- Staff will need to address ongoing long haul commuter capacity issues as well as service demand and transit service modification due to Metrorail operations which could impact operating costs.
- Staff training and public communication to riders is necessary as part of the implementation of transit system technology (Clever Devices) on County owned/leased buses that improve operating efficiency and ridership customer service.
- County Responsibility for the local fixed route and ADA compliant transit services requires expanded oversight, planning and promotion, as well as increased funding and related grants administration.
- Ongoing recruitment of key department personnel vacancies will affect efficiency and challenge the Department to maintain a high level of customer service.
- Maturing residential communities throughout the County will likely continue to request traffic calming studies and initiatives, which drives an increase for traffic engineering services and capital costs for improvements.
- Intensifying residential and commercial development will continue to impact traffic volumes in the County, which results in increased demand for traffic signal and safety improvement projects.
- Trends indicate a rise in the overall number and complexity of developer initiated land development applications to be reviewed which may impact the timeliness of review and responsiveness of staff.

FY 2015 Major Work Plan Initiatives

- Commence a comprehensive update to the Transit Development Plan, to include planning for Phase II of the Dulles Corridor Metrorail Project, refining local fixed route transit service as well as expanding transit service and developing increased commuter parking facilities.
- Implement and administer additional efficient Intelligent Transportation Systems information solutions (Clever Devices) for transit riders, such as cellphone applications, bus arrival displays at select Park and Ride lots, bus stop annunciators, and website enhancements such as trip planning resources.
- Participate in the regional development of the New Electronic Payment Program to replace SmarTrip to streamline transit fare collection and reporting systems.
- Develop and implement the County taxicab ordinance, which is anticipated to go into effect on March 1, 2015.
- Coordinate with VDOT and other partners regarding development of transition plan for achieving ADA compliance for transit facilities, including accessible pedestrian connections to bus stops and bus shelters.
- Continued implementation of transportation infrastructure improvements, including signals, sidewalks, trails, and bicycle and pedestrian facilities, which include: traffic signal installation at the intersections of Tall Cedars Parkway and Poland Road; Sycolin Road and Loudoun Center Place; Northstar Boulevard and Ryan Road; and the pedestrian improvement project on the west side of Old Ashburn Road between Partlow Road and Hay Road.
- Review developer initiated land development applications in a timely and efficient manner while adhering to Countywide Transportation Plan requirements and protecting the public interest, including seeking appropriate transportation proffers/conditions.
- Work within the land development application process to acquire and/or develop transit infrastructure such as park and ride lots, bus stops, and bus shelters.
- Complete the construction of the Transit Maintenance and Operations Facility (TMOF) and complete planning and prepare procedures and contract language for contractor operations of the TMOF.
- Refine timeline, funding and implementation plans for the recommendations contained in the State mandated six-year Transit Development Plan.
- Provide continued oversight and coordination of the engineering of the Phase II of the Dulles Corridor Metrorail Project, and represent the County's interest in the project's implementation.
- Facilitate the incorporation of alternative modes, including bicycle and pedestrian accommodations, into the transportation network in addition to developing appropriate transportation improvements that address quality of life and safety issues, while still meeting the requirements to accommodate high traffic volumes on the County's road network.
- Continue to monitor statewide legislation with respect to use of proffers for transportation and efforts by the State to implement devolution of operations and maintenance of the road network responsibility to localities.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Transportation & Capital Infrastructure Transportation Planning & Operations

FY 2016 Outlook

- Anticipated positive economic growth will continue in private development projects that will cause an increase in referrals and plan reviews.
- Population and traffic projections indicate continued growth in requests for traffic engineering services, neighborhood traffic calming and traffic control devices.

Program Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,791,040	\$1,939,180	\$2,034,814	\$2,292,134	\$2,360,898
Operations & Maintenance	10,949,640	11,882,854	13,868,144	18,563,524	18,749,159
Capital Outlay	24,996	22,262	0	20,000	0
Other Uses Of Funds	903,329	806,804	273,199	263,040	265,670
Total Expenditures	\$13,669,005	\$14,651,100	\$16,176,157	\$21,138,698	\$21,375,728
Revenues					
Permits Privilege Fees & Regulatory Licenses	\$201,637	\$185,244	\$190,639	\$217,944	\$217,944
Charges For Services	7,702,759	7,707,328	8,237,562	9,551,004	9,551,004
Recovered Costs	7,599	7,599	0	7,599	7,599
Intergovernment - Commonwealth	2,972,866	3,252,349	3,026,069	3,436,369	3,436,369
Intergovernment - Federal	37,628	19,780	0	0	0
Other Financing Sources ¹	1,800,982	2,410,789	3,740,561	6,691,911	6,691,911
Total Revenues	\$12,723,471	\$13,583,089	\$15,194,831	\$19,904,827	\$19,904,827
Local Tax Funding	\$945,534	\$1,068,011	\$981,326	\$1,233,871	\$1,470,901
FTE Summary^{2,3}	17.54	17.54	18.77	19.77	19.77

Note: The Transit and Commuter Services Bus Program included in the Program Financial Summary Table does not require local tax funding and is revenue neutral. The local tax funding is associated with the transportation planning function within the Transportation Planning and Operation Division.

¹ FY 2014 Other Financing Sources reflects an additional transfer of \$316,041 from the Capital Fund to cover personnel and 3.00 FTE associated directly with the capital construction projects.

² An increase in FY 2014 of 1.23 FTE is attributable to the Board of Supervisors approved increase of the Dulles Rail Coordinator position from 0.77 FTE to 1.00 FTE or an increase of 0.23 FTE in FY 2013 as well as 1.00 FTE that was reallocated from the Division of Solid Waste Diversion and Recycling Division in the former Department of Capital Construction and Waste Management.

³ The FY 2015 Adopted Fiscal Plan increase of 1.00 FTE is a result of the Board approved FY 2014 mid-year request to convert a temporary position to a permanent position for a Fixed Route Transit Manager associated with the urban local fixed route transit service now operated by the County beginning in October 2013.



Transportation & Capital Infrastructure Transportation Planning & Operations

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: To further implement the Countywide Transportation Plan (CTP) and other specific transportation priorities set by the Board of Supervisors through the identification of areas and functions where infrastructure and/or regulatory improvements are needed.²					
Number of Special Transportation Planning Projects	n/a	n/a	6	7	7
Objective: To respond to excessive on-street parking on VDOT-maintained roadways within 24 hours. To set forth a plan of action for residential permit parking district (RPPD) initiatives within 45 days of receiving a completed petition.					
Percent of residential parking permit requests responded to in 24 hours	n/a	100%	100%	100%	100%
Percentage of projects where action is developed within 45 days	n/a	100%	100%	100%	100%
Number of RPPD Initiatives (expansion, addition, or modification)	n/a	0	2	2	2
Number of RPPD inquiries responded to in 24 hours	n/a	0	2	2	2
Objective: To achieve and/or maintain a high level of performance in the processing of legislative Land Development Referrals (LDRs) and applications by ensuring 95% of all LDRs are processed on time, as set forth by the Code of Virginia and County policies. Legislative applications received by the Office of Transportation are categorized as basic, standard, complex, or highly complex cases depending upon the complexity of the application.³					
Percent of applications processed on time	n/a	80%	85%	100%	100%
Basic and standard LDRs processed on time	n/a	85%	90%	100%	100%
Basic and standard LDRs received	103	101	136	136	136
Complex LDRs processed on time	n/a	63%	75%	100%	100%
Complex LDRs received	14	16	40	31	31
Highly complex LDRs processed on time	n/a	43%	50%	100%	100%
Highly complex LDRs received	7	7	8	8	8

¹ Measures with an n/a were new for the year in which numerical data begins.

² These projects vary from year to year and may overlap fiscal years. They will be particularly important in FY 2015, given the shift in focus to a more multimodal transportation system with the impending arrival of Metrorail.

³ The four categorizations of LDRs are defined by the following criteria: Highly Complex – LDRs with extensive traffic study review and policy analysis required, often due to size and type of development proposed and requires extensive mitigation measures. Complex – LDRs with significant transportation analysis required and/or unique site specific issues due to location of development, which requires off-site mitigation. Standard and Basic – LDRs with typical level of transportation analysis and only a traffic memo or statement is required and any mitigation is limited to on-site improvements or in close proximity.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Transportation & Capital Infrastructure
Transportation Planning & Operations

Program Objectives and Performance Measures ¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: To respond to inquiries on vehicular speeding on VDOT-maintained roadways within 24 hours. To set forth a plan of action for traffic calming initiatives within 45 days of receiving a completed petition.					
Number of Traffic Calming Projects Completed	n/a	5	6	7	7
Percentage of traffic calming projects where action is developed within 45 days	n/a	100%	100%	100%	100%
Number of traffic calming inquiries responded to in 24 hours	n/a	32	36	40	40
Percentage of traffic calming inquiries responded to in 24 hours	n/a	100%	100%	100%	100%
Objective: Provide a cost efficient, safe and reliable transit system to meet the increasing needs of Loudoun residents as well as promote and coordinate availability of commuting options for Loudoun residents, through a results driven Transportation Demand Management (TDM) program that includes strategies of marketing campaigns, transportation fairs, and informational displays; and increase participation in alternative commute programs at targeted Loudoun County private employer sites through various outreach activities.					
Net operating cost per hour	n/a	\$35	\$35	\$33	\$34
Rideshare applications processed	n/a	250	250	300	350
Commuter Services inquiries ²	n/a	22,500	22,500	24,000	25,000
Annual commuter bus ridership	n/a	1,296,000	1,345,150	1,545,000	1,650,000
Transportation outreach events	n/a	20	20	15	17

¹ Measures with an n/a were new for the year in which numerical data begins.

² Inquires include inquires by phone, email and visits to website.



Transportation & Capital Infrastructure Capital Planning, Budget & Policy

Program Goal and Service Description

The Capital Planning, Budget & Policy Division develops and administers the County's Capital Facility Standards, Capital Intensity Factor, Capital Needs Assessment and Capital Improvement Program which provide a plan and budget for the development of public facilities in Loudoun County. The Division provides planning, budget, and technical account management expertise, through all phases of the County's public facility development. Identifies and resolves planning and land use issues related to developing county facilities, acquires land and buildings for county government facilities, manages cash, land and in-kind capital facility proffers in support of CIP project development and develops project budgets to design and construct county facilities. The Division also integrates the Loudoun County Public School System's facility needs into the County planning, budgeting and development plans.

Budget Overview

FY 2015 Issues

- A new ten-year Proposed Capital Needs Assessment for the Board of Supervisors review and adoption will be developed and completed and will require significant staff resources and effort.
- The Board will revise and adopt its Capital Facility Standards and Capital Intensity Factors which define the public facilities the Board supports in Loudoun County and the formula used to calculate capital facility proffer contributions from the development community; this effort will consume a significant portion of the staff's attention throughout the budget year.
- The Division will continue to be challenged by the implementation of two new software initiatives: the County's ERP implementation and the Department's E-Builder implementation, which are both supported by staff in this Division. Furthermore, the integration of the new Department's staff into the new ERP and E-Builder operating requirements will be a major work effort for the staff in this Division.
- Staffing capacity will be monitored to assess whether further resources are required due to the increased support, planning and management of the HB2313 revenue sources.

FY 2015 Major Work Plan Initiatives

- Integrate funding provided through State HB2313, which is dedicated to transportation infrastructure funding for Northern Virginia into the proposed FY 2015-2020 Capital Improvement Program.
- Continue to fully integrate the new ERP financial system and the E-Builder project management system.
- Implement the co-location of the Capital Planning, Budget & Policy Division and the Capital Project, Design & Construction Division at 801 Sycolin Road to eliminate leased office space for the Department.
- Initiate the development of a department policy manual including sections on project management, financial accounting of capital budgets, and administrative functions.

FY 2016 Outlook

- The Division will continue to initiate the integration of the Department's E-Builder software with the Oracle System.
- Additional planning and support efforts associated with the anticipated increased number of transportation capital projects as a result of new dedicated HB2313 revenues may require additional resources in this Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Transportation & Capital Infrastructure
Capital Planning, Budget & Policy**

Program Financial Summary¹	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Personnel	\$1,534,172	\$1,476,010	\$1,468,794	\$368,339	\$379,389
Operations & Maintenance	548,445	196,000	366,657	151,808	153,326
Total Expenditures	\$2,082,617	\$1,672,010	\$1,835,451	\$520,147	\$532,715
Revenues					
Other Financing Sources	\$2,082,617	\$1,797,909	\$1,835,451	\$520,147	\$532,715
Total Revenues	\$2,082,617	\$1,797,909	\$1,835,451	\$520,147	\$532,715
Local Tax Funding	\$0	\$(125,899)	\$0	\$0	\$0
FTE Summary²	12.00	12.00	12.00	3.00	3.00

¹ Other Financing Sources reflect a transfer from the Capital Fund to cover personnel associated directly with the capital construction projects. As a result, no local tax funding is required, as all personnel within this Division are aligned with capital project management.

² All fiscal year data prior to FY 2014 reflects estimated expenditures and revenues of the 12.00 FTE that were reallocated to this Division as part of the establishment of this Department. The FY 2015 Adopted Budget includes a further reorganization within the Department to better align the construction management functions. As a result, 9.00 FTE have been reallocated to the Capital Design and Construction Division.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

**Transportation & Capital Infrastructure
Capital Planning, Budget & Policy**

Program Objectives and Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
Objective: Develop the County's approved Capital Facility Standards, Capital Needs Assessment and Capital Improvement Programs					
Number of Capital Projects processed for planning and budget requests	163	64	165	137	121
Objective: Provide cost estimates for capital projects that bid within + or – five percent of budget					
Percentage of capital projects bidding within + or - five percent of budget	100%	100%	100%	100%	100%
Total annual County Capital Improvement Program budget (\$ in thousand)	\$111,195	\$115,689	\$264,000	\$197,962	\$356,387
Total of Transportation Capital Projects included in the annual Capital Improvement Program budget (\$ in thousand)	\$58,640	\$81,581	\$166,000	\$126,457	\$229,567
Objective: Program capital facility cash proffers balances on capital projects					
Total annual cash proffer deposits programmed for use on capital projects (\$ in thousand)	11,400	13,300	37,800	2,350	13,900
Percentage of annual cash proffer deposits programmed for use on capital projects.	44%	39%	35%	20%	40%





Miscellaneous

MISCELLANEOUS SUMMARY

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Landfill Fee Waivers.....Page 6 – 3

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Non-Departmental Page 6 – 5

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Non-Profit Organizations

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Regional Organizations and Intergovernmental

Contributions Page 6 – 9

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**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

FY 2015 Landfill Fee Waivers July 1, 2014 – June 30, 2016

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

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

Interested organizations may apply for the landfill fee waiver on a biennial basis. The adopted fee waiver period is from July 1, 2014, through June 30, 2015, the first year of the biennium. Organizations receiving fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total adopted annual landfill fee waiver for FY 2015 is \$1,810,393. Approximately 59% of the waivers recommended are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 12% for town governments, 4% for volunteer fire companies, 22% for other government entities (primarily the Virginia Department of Transportation) and 4% for non-profit organizations.

	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Provisional
Loudoun County Government and Public Schools			
Loudoun Animal Services	\$496	\$186	\$186
Loudoun Building & Development	155	62	62
Loudoun County Public Schools	453,603	442,482	486,678
Loudoun Family Services	496	546	546
Loudoun General Services	665,012	553,975	590,495
Loudoun Parks & Recreation Dept.	54,870	58,975	58,975
Loudoun Sheriff's Office Community Workforce Program	2,938	3,088	3,200
Loudoun Transportation & Capital Infrastructure	2,980	0	0
Total County Govt. and Public Schools:	\$1,180,550	\$1,059,314	\$1,140,142
Towns in County			
Town of Hamilton	\$10,850	\$12,710	\$12,710
Town of Leesburg	134,505	122,100	122,100
Town of Purcellville	39,680	37,553	47,439
Town of Round Hill	30,090	49,770	49,770
Total for Towns:	\$215,125	\$222,133	\$232,019
Loudoun Fire and Rescue Companies			
Ashburn Volunteer Fire & Rescue Co.	\$280	\$71,486	\$71,486
Purcellville Volunteer Fire Co	175	248	248
Round Hill Volunteer Fire Co.	288	384	384
Total Fire and Rescue Companies:	\$743	\$72,118	\$72,118
Other Government Entities			
Fairfax City Goose Creek Water Treatment Plant	\$281	\$325	\$325
Federal Aviation Administration	372	248	248
Loudoun Water	35,953	36,502	36,502
No. Va. Community College	2,108	2,956	3,576
No. Va. Regional Park Authority	3,361	3,751	3,751
Virginia Department of Transportation	346,515	345,920	345,920
VPI -- Middleburg Agricultural Center (VA Tech. Univ.)	0	465	401
Total Other Government Entities:	\$388,590	\$390,167	\$390,723



FY 2015 Adopted Fiscal Plan
Loudoun County Government

FY 2015 Landfill Fee Waivers
July 1, 2014 – June 30, 2016

	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Provisional
Nonprofit Organizations			
Christmas in April	\$584	\$0 ¹	\$0
Friends of Homeless Animals	1,600	1,600	1,600
Gladyin School & Camps	1,378	1,267	1,269
Good Shepherd Alliance	1,809	1,699	1,699
Grafton (formerly Graydon Manor)	293	488	488
Highroad Program Center	1,224	1,078	1,078
Hillsboro Ruritan Club	4,650	6,200	6,200
Keep Loudoun Beautiful	3,200	2,516	2,542
Ladies Board - INOVA Loudoun Hospital Center	682	744	744
Loudoun Abused Women Shelter	62	62	62
Loudoun Cares	620	10,540	620
Loudoun Fair & Associates	1,575	1,800	1,800
Loudoun Habitat for Humanity	822	1,680	1,680
Loudoun Interfaith Relief, Inc.	806	496	496
Lovettsville Community Center Advisory Board	4,650	4,650	4,650
Lucketts Ruritan Club	29,475	27,936	27,936
Middleburg Academy	1,905	0	0
Middleburg Community Center	943	397	372
Salvation Army	1,746	3,500	3,500
Waterford Foundation	422	496	496
Total Nonprofit Organizations:	\$58,445	\$67,149	\$57,232
Grand Total Landfill Fee Waivers	\$1,843,452	\$1,810,393	\$1,891,746

¹ A zero in the FY 2015 Adopted and FY 2016 Provisional column indicates that an organization did not apply or the application was incomplete.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Non-Departmental Expenditures

The Non-Departmental Expenditures budget is a constructed category within the General Fund that contains funding to pay for expenditures not attributable to specific agencies or departments. This category also includes County-maintained reserves for unforeseen, unpredictable and unusual events. Most expenditures are treated as reserves that are subsequently allocated to the various departments during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

Major Expenditures and Transfers	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Annual Leave Payout (Termination) ²	\$1,188,025	\$920,442	\$1,100,000	\$1,100,000	\$1,100,000
Compensation ³	0	1,500,000	6,000,000	6,000,000	6,000,000
Computer Hardware and Software	2,076,846	1,110,674	1,225,000	1,225,000	1,225,000
Contingency for Emergency Repair and Organization	0	0	700,000	200,000	200,000
Contingency for Fuel Increases	0	0	300,000	0	0
Contingency for Litigation ⁴	722,437	424,166	750,000	750,000	750,000
Exceptional Achievement Awards	190,558	240,000	250,000	250,000	250,000
Interest Expense	838,454	689,481	250,000	250,000	250,000
Payment/Contributions to Community and Regional Organizations	0	0	400,000	0	0
Personnel Vacancy Savings	(9,626,128)	(8,570,246)	(8,570,246)	(8,878,037)	(8,878,037)
Retiree Health Insurance ⁵	8,414,437	2,638,528	8,100,000	8,100,000	8,100,000
Retiree Health Savings Plan ⁶	0	0	2,389,250	0	0
Tax Relief - Elderly and Disabled	7,205,600	7,922,568	7,500,000	8,528,000	8,528,000
Training and Professional Development	695,975	52,635	344,602	44,602	44,602
Transfer to Local Transportation District	0	0	495,903	0	0
Transfer to Self-Insurance Fund	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000

Description of Major Expenditures and Transfers

Annual Leave Payout (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.

Compensation. The FY 2015 Adopted Fiscal Plan includes funding for a performance-based salary increase for regular employees and an increase in the County pay-bands. The adopted merit-based salary increase is budgeted based on an average of three percent effective the second pay period in September 2014. Adopted increases of 1.5% to both the minimum and the maximum of the pay-bands, which have no impact on salaries, are also included.

The Board approved compensation philosophy is to deliver pay (average salaries) within 95% of Loudoun's four local comparator jurisdictions (the City of Alexandria and the Counties of Arlington, Fairfax and Prince William). The salary increase budgeted at an average of three percent is projected to maintain salaries at a competitive level consistent with this philosophy.

² Actual expenditures in the annual leave payout as well as for exceptional achievement awards, personnel vacancy savings, and training and professional development, are shown in each agency's budget. Prior year actuals are shown here for illustrative purposes only.

³ Funding for merit-based salary increases have been allocated to each department's personnel budget. Budget figures for FY 2015 are shown for illustrative purposes only.

⁴ Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval.

⁵ Expenditures for retiree healthcare include the County's contribution to the General OPEB Fund. Prior year actuals are shown for illustrative purposes only.

⁶ Beginning in FY 2015, costs associated with the Retiree Health Savings Plan are reflected in each department's personnel budget. Budget figures for FY 2015 and FY 2016 are shown for illustrative purposes only.



Non-Departmental Expenditures

Computer Hardware and Software. Scheduled replacement of personal computer hardware, software, printers, and related items is included in the Non-Departmental Expenditures budget and managed centrally by the Department of Information Technology. The County historically has planned for personal computer replacement on a five-year cycle and accelerated the schedule to a four-year cycle beginning in FY 2007; in the FY 2011 Adopted Fiscal Plan the replacement cycle was extended to six years due to funding constraints.

Contingencies. The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in the Non-Departmental expenditures budget. The FY 2015 Adopted Fiscal Plan includes a decrease in the contingency levels for emergency repair and fuel to align with previous years' actual spending.

Exceptional Achievement Awards. County policies include provisions to permit individual and team bonus awards in recognition of outstanding achievement. These provisions are important tools for supporting an organization that recognizes and rewards excellent performance.

Interest Expense. The County budgets interest payments on real and personal property tax refunds in the Non-Departmental Expenditures budget.

Personnel Vacancy Savings. The County budgets savings resulting from employee turnover in the Non-Departmental Expenditures budget. Actual savings occur through expenditure balances in departments' personnel budgets. The FY 2015 Adopted Fiscal Plan includes the vacancy savings estimate of \$8,878,037, in response to current and anticipated trends.

Retiree Health Insurance. Expenditures for the retiree health plan as well as the County's contribution to the Other Post-Employment Benefits (OPEB) Fund are included in this category. For FY 2015, retiree health is budgeted at \$2,600,000. The County's contribution to the OPEB fund is \$5,500,000 in the FY 2015 Adopted budget.

Retiree Health Savings Plan. Effective January 2013 additional cost savings measures were implemented to further mitigate future liabilities to include a Retiree Health Savings Plan (RHSP) for designated eligible employees and new employees hired on or after January 1, 2013. This program will transition the County's retiree health plan from a defined benefit approach to a defined contribution approach. Beginning in FY 2015, costs associated with RHSP are reflected in each department's personnel budget.

Tax Relief for the Elderly and Disabled. The County provides for real property tax relief for the elderly and disabled. The amount budgeted for FY 2015 is \$8,528,000 and is a reduction to real property revenues. This category is included in Non-Departmental Expenditures for display purposes only.

Training and Professional Development. The Board established a centrally-managed resource to be managed by the County Administrator. The amount adopted in FY 2015 is \$44,602, which is \$300,000 less than FY 2014 Adopted Fiscal Plan, reduced to address the Board's fiscal guidance.

Transfer to Self-Insurance Fund. Risk management and workers' compensation costs are funded by annual transfers to the County's Self-Insurance Fund.



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Non-Profit Organizations

Based on available resources, the County provides funding allocations to non-profit organizations that provide services with a direct benefit to Loudoun County residents. The Board has established five areas of need and solicits applications for each of those categories, which are Health and Related Services, Hunger and Homelessness Mitigation, Emergency Services, Administrative Services, and Recreation and Culture.

The FY 2015 Adopted Fiscal Plan recommends an overall allocation of \$998,129 to be split proportionally among the five categories based on the following allocations.

Area of Need	FY 2015 Adopted	Percent Allocation
Health and Related Services Includes services related to general medical, mental health and/or disability, dental, speech and hearing as well as related supportive services.	\$598,877	60%
Hunger and Homelessness Mitigation Provides shelter and/or food pantry supply services.	69,869	7%
Emergency Services Provides responsive services to residents in emergency or disaster and domestic violence situations with basic services such as food, shelter and clothing.	199,626	20%
Administrative Services Provides administrative or clearinghouse services for other non-profit organizations.	79,850	8%
Recreation and Culture Provides recreation activities or cultural events for residents.	49,906	5%
Total	\$998,129	100%

These discretionary contributions are based on the availability of funding resources and subject to a competitive process. Following adoption of the FY 2015 Fiscal Plan, a Review Committee of subject matter experts and the Budget Office will review applications and develop funding recommendations that will be subsequently submitted to the Board of Supervisors.

Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Operations & Maintenance	\$1,003,349	\$976,589	\$998,129	\$998,129	\$998,129
Total Expenditures	\$1,003,349	\$976,589	\$998,129	\$998,129	\$998,129
Local Tax Funding	\$1,003,349	\$976,589	\$998,129	\$998,129	\$998,129



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Non-Profit Organizations – Economic Development

In addition to the general non-profit funding allocations, the County also provides funding allocations to non-profit organizations with a specific focus on economic development activities that provide a direct benefit to Loudoun County residents.

The FY 2015 Adopted Fiscal Plan recommends an overall allocation of \$257,400, subject to a competitive process.

Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Operations & Maintenance	\$283,000	\$220,000	\$257,400	\$257,400	\$257,400
Total Expenditures	\$283,000	\$220,000	\$257,400	\$257,400	\$257,400
Revenues					
Restricted Transient Occupancy Tax ⁷	\$50,000	\$50,000	\$50,000	\$0	\$0
Total Revenues	\$50,000	\$50,000	\$50,000	\$0	\$0
Local Tax Funding	\$233,000	\$170,000	\$207,400	\$257,400	\$257,400

⁷ Additional information on the Restricted Transient Occupancy Tax Fund can be found in the Other Funds section in Volume 2 of this document.



FY 2015 Adopted Fiscal Plan
Loudoun County Government

Regional Organizations and Intergovernmental Contributions

Contractual and formulary contributions are made to regional organizations that provide services on a multi-jurisdictional level on behalf of a number of localities in the region. Funding is defined by contractual agreements and funding requests submitted by each organization are generally based on a formulary approach. Requests are reviewed by the Department of Management & Financial Services. Regional Organizations contribute to the economic development, education, recreation/culture, health and/or wellbeing of the community. Examples include the Metropolitan Washington Council of Governments, a multi-governmental organization that supports many of Loudoun County's planning efforts. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions.

Intergovernmental contributions are allocated to public entities that provide specific services within their jurisdiction. The contribution to the Town of Leesburg for School Resource Officers (SRO) is considered an intergovernmental contribution. This contribution provides partial funding for the cost for SROs at Loudoun County Public School System middle and high schools in the Town of Leesburg. Capital related intergovernmental contributions are displayed in the Capital Improvement Program, Transportation Projects section of the FY 2015 Adopted Fiscal Plan.

Financial Summary	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Operations & Maintenance	\$4,705,757	\$4,864,821	\$5,137,377	\$5,401,669	\$5,401,669
Total Expenditures	\$4,705,757	\$4,864,821	\$5,137,377	\$5,417,489	\$5,752,545
Revenues					
Recovered Costs	\$368,907	\$285,908	\$315,418	\$315,418	\$315,418
Total Revenues	\$368,907	\$285,908	\$315,418	\$315,418	\$315,418
Local Tax Funding	\$4,336,850	\$4,578,913	\$4,821,959	\$5,102,071	\$5,437,127



**FY 2015 Adopted Fiscal Plan
Loudoun County Government**

Regional Organizations and Intergovernmental Contributions

PROGRAM EXPENDITURE DETAIL					
	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Regional Organizations					
Birmingham Green - Nursing Home Facility	\$ 276,519	\$ 336,741	\$ 344,757	\$ 350,092	\$ 356,968
Birmingham Green - Adult Care Residence	312,547	382,658	418,202	518,880	605,436
Loudoun Heritage Farm Museum	137,178	137,178	137,178	137,178	137,178
Metropolitan Washington Council of Governments	228,426	239,847	249,885	264,431	277,661
No. Va. Community College	473,015	581,309	675,316	776,674	883,627
No. Va. Regional Commission	138,269	187,606	192,867	198,529	204,227
No. Va. Regional Park Authority	1,291,555	1,291,555	1,451,306	1,502,565	1,622,025
Peumansend Creek Regional Jail	522,192	513,459	509,677	504,580	500,864
Occoquan Water Monitoring Program	12,607	12,607	12,607	12,607	12,607
Total Regional Organizations	\$3,392,308	\$3,682,960	\$3,991,795	\$4,265,536	\$4,600,592
Intergovernmental Contributions					
Town of Leesburg, Police School Resource Officers	\$ 463,036	\$ 473,643	\$ 445,195	\$ 451,566	\$ 451,566
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000	88,000
Soil and Water Conservation District Board	602,618	620,218	612,387	612,387	612,387
Total Intergovernmental Contributions	\$1,153,654	\$1,181,861	\$1,145,582	\$1,151,953	\$1,151,953
Total Regional Organizations and Intergovernmental Contributions	\$4,545,962	\$4,864,821	\$5,137,377	\$5,417,489	\$5,752,545
Revenue					
Soil and Water Conservation District Board	\$ 368,907	\$ 285,908	\$ 315,418	\$ 315,418	\$ 315,418
Total Revenue	\$ 368,907	\$ 285,908	\$ 315,418	\$ 315,418	\$ 315,418
Local Tax Funding					
Regional Organizations	\$3,392,308	\$3,682,960	\$3,991,795	\$4,265,536	\$4,600,592
Intergovernmental Contributions	\$ 784,747	\$ 895,953	\$ 830,164	\$ 836,535	\$ 836,535
Total Local Tax Funding	\$4,177,055	\$4,578,913	\$4,821,959	\$5,102,071	\$5,437,127



Capital Improvement Program

**CAPITAL IMPROVEMENT PROGRAM EXECUTIVE
SUMMARY**

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Executive Summary Page 7 – 3

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Capital Improvement Program

Purpose of the Capital Improvement Program

Loudoun County's Capital Improvement Program is an important element of the comprehensive capital planning process prescribed by Chapter 3 of the County's Revised General Plan (General Plan), *Fiscal Planning and Public Facilities*. The General Plan requires the development of a ten-year Capital Needs Assessment (CNA) every four years, and the development and adoption of a six-year Capital Improvement Program (CIP) by the Board of Supervisors annually. The six-year CIP is one of the definitive products of the County's process for forecasting and planning its future capital facility growth, in conjunction with agency service plans, the Fiscal Impact Model, the Capital Needs Assessment, and the General Plan. This planning process attempts to address the County's projected capital needs associated with new development.

Forecasting the County's highest priority capital projects over a six-year period provides an extended look at facilities recommended for development and appropriation to the Board of Supervisors. The CIP is developed as a biennial budget; the same six-year planning period remains in place for two years, and two new additional years are added to the six-year capital plan every other year. The development of the six-year capital plan occurs in the first year of the biennium. The second year of the biennium is an "amendment" year"; amendments to the capital plan are made as necessary to reflect changing circumstances and priorities. New project requests are typically not considered for inclusion in the CIP in the second year of the biennium.

As a planning and development tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize the County's financial resources. Typically, only projects that have first been identified in the CNA are considered for inclusion in the CIP. The CNA helps determine what projects should be considered for funding consideration in the CIP based upon population and demographic trends in relation to the County's Capital Facility Standards. The CIP then helps prioritize these requests for new facilities in relation to Department service planning, opportunities for co-location, availability of funding and land sites, and the demonstrated need for new facilities.

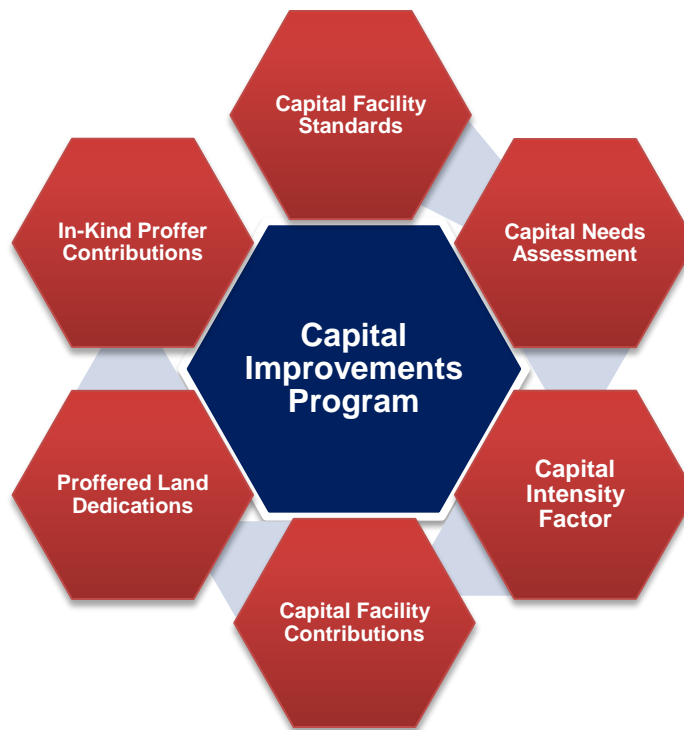
As a financial plan, the CIP provides a six-year forecast of the County's General Government and Public Schools' land, facility and equipment needs with a financing plan to implement each need. Specifically, the CIP facilitates land acquisition, facility design and construction, and capital equipment procurement in an environment of fiscal limitations. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay. The CIP strives to take into account not only the construction costs of completing a capital project, but also the project's impact on the County's operating budget in subsequent years and projected debt service requirements.

The Capital Planning Process

Loudoun County uses an integrated approach to land use and fiscal planning. This approach uses economic and demographic forecasting models, as well as service and facility standards, to help determine current and future capital facilities needs in the County.

The capital facility planning and budgeting processes are distinctly different, but completely interrelated. The development of the Capital Improvements Program (CIP) budget is substantially impacted by the development of the three main aspects of the capital facility planning process:

- Capital Facility Standards (CFS)
- Capital Needs Assessment (CNA)
- Capital Intensity Factor (CIF)



The capital planning processes are integral in the development of:

- Capital facility related cash, land and in-kind proffer dedications to the County as a result of approved land use applications (rezonings).
- The development of the type, timing and geographical placement of capital projects to be considered for funding in the CIP.
- The programmed use of proffers for capital facility development in the CIP.

The overall capital facility planning process begins with the development of the County's Capital Facility Standards (CFS). The Capital Facility Standards determine the type, acreage and size (square footage) of capital facilities to be developed in the County. These standards determine the types of capital facilities the County would like to develop in quantities that are driven by demographic and geographic factors.

The CFS are reviewed at least one time during each Board of Supervisors' term in office. The review of the CFS begins with the Board of Supervisors' appointed Fiscal Impact Committee. The Fiscal Impact Committee is comprised of one member of the Board of Supervisors who chairs the Committee, as well as representatives of the development community and residents of Loudoun County. The Committee, supported by County and School staff, reviews the County's and School's Capital Facility Standards and makes a recommendation to the Board of Supervisors on the set of capital facility standards the Board should adopt to guide its Capital Planning and Capital Improvement Program development. Besides reviewing the County's Capital Facility Standards (CFS), the Fiscal Impact Committee also reviews the County's Capital Needs Assessment (CNA), Capital Intensity Factors (CIF), and provides annual forecasts of development activity and service costs projected out over a twenty-year period.

After the Fiscal Impact Committee's review is complete, the CFS are forwarded to the Board of Supervisors' Finance/Government Services and Operations Committee for review and approval. Once approved by the Finance and Government Services Committee, the CFS are forwarded to the Board of Supervisors for review and adoption.



The capital facility planning process relies upon the adoption of the CFS by the Board of Supervisors first. The CFS determine the number, type, and size of facilities planned in the CNA. Without the CFS, these facility details cannot be determined and the CNA cannot be developed. Likewise, the CIF cannot be calculated without the standards for facility acreage and building square footage being established by the approved CFS.



Capital Facility Standards

The County's Capital Facility Standards (CFS) are adopted by the Board of Supervisors to guide the development of new capital facilities. The CFS establish "triggers" that determine the need for, and initiate the process to plan and develop, new facilities. The CFS use population forecasts, demographic trends, and geographic considerations to identify the number, size, general location and type of facilities that will provide desired levels of service to the residents of the County.

- **Type** - The CFS determine the types of capital facilities the County would like to develop in quantities that are driven by demographic and geographic factors.
- **Triggers** - The CFS are based on specific demographic factors (total population, age cohorts, per capita, etc.) and/or geographic factors that provide the County identifiable triggers to develop new public facilities.
- **Acreage** – Each facility standard provides an approximate acreage required to develop that type of facility on a stand-alone site. The approved acreage is provided on an "up to" basis, meaning the facility can be developed on a site of "up to" the approved standard acreage, within reason. The acreage estimate provides adequate useable space for required site features such as setbacks, landscape buffers, surface parking, storm water management, drain fields, etc.
- **Size** – The CFS provide for a typical square footage for each type of facility. The size standards help the County develop cost estimates for capital projects in the CIP.
- **General Location** – The CFS are used to determine the need for new facilities based upon population growth in specific geographical areas of the County, known as the County's Planning Subareas.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

An example of a Capital Facility Standard is depicted in the table below for Fire Stations in the eastern portion of the County:

Capital Facility	Square Feet	Up to Acres	Facility Standard
Fire Station - East	13,000	5.00	1:25,000 residents

The basis for setting Capital Facility Standards is found in the County's Revised General Plan, which provides, "The County will determine the need for new public facilities and will identify suitable sites based on the Revised General Plan, appropriate area plans, land use, and growth policies" (Revised General Plan, Chapter 3, General Public Facilities Policy 2). The Revised General Plan places an emphasis on the development of agency service plans and the adoption of capital facility standards as the mechanism to guide the County's capital facility development.

Once approved by the Board of Supervisors, the Capital Facility Standards are used to develop the County's Capital Needs Assessment and Capital Intensity Factor.

Capital Needs Assessment

The Capital Needs Assessment (CNA) uses the County's projected population growth and adopted Capital Facility Standards to identify the type and number of capital facilities needed over a ten-year planning period, beyond the end of the current Capital Improvements Program (CIP) timeframe, to maintain the County's desired levels of service to its residents.

The purpose of the Capital Needs Assessment (CNA) is to:

- Provide a more complete understanding of future capital needs, their location, and their impact on the County;
- Define priorities necessary to achieve the Board of Supervisors' public facility goals and objectives;
- Better plan for the future co-location of County/School capital facilities; and
- Bridge the gap between the long-range planning documents (the Comprehensive Plan) and the six-year Capital Improvement Plan.

More practically, the CNA is used:

- To identify potential projects for future funding consideration in the CIP; and
- To help identify the County's future capital facility needs when negotiating potential cash, land and in-kind proffer contributions as part of a rezoning application.

The CNA uses the adopted Capital Facility Standards (CFS) to determine the types of public facilities to be considered for development, and the population thresholds by which new facilities are triggered for development.

The Capital Needs Assessment not only includes a projection of the County's future capital facility needs, it also provides an inventory of capital facilities currently owned or operated by the County. By providing a capital facility inventory of County-operated facilities, the CNA provides a "facility deficit analysis" based upon the County's adopted CFS.



The CNA is a planning document; detailed analysis of the availability of land and projected cost estimates of capital facilities are not provided. The final scope and design of a given facility will ultimately determine a project's cost, which is determined in the Capital Improvement Program (CIP). Certain projects in the CNA may be selected by the Board of Supervisors for appropriations in the CIP during the budget process. Not all projects listed in the CNA are included in the CIP for funding consideration. The inclusion of projects in the CIP depends upon the perceived need for the facility, available land, the amount of local tax funding available for the required 10% "Pay As You Go" financing in the CIP, and the amount of debt available for issuance in accord with the County's debt policies.

Capital Intensity Factor

The Capital Intensity Factor (CIF) helps determine the value of capital facility contributions paid by developers on a per housing unit basis as a result of a rezoning application being approved. The CIF represents the calculated cost per housing unit required to offset the impact to the County's development of capital facilities as a result of increased population density allowed by an approved rezoning. The capital facility contributions help provide funding for County capital projects in the CIP.

The CIF serves as a guide to help the County determine the value of capital facilities that will need to be developed as a result of increased population growth due to increasing the residential density allowed on a property. Staff develops cost estimates for each type of capital facility developed by the County using the adopted Capital Facility Standards. The CFS determine the types of facilities for which cost estimates are developed, and the CFS's acreage and square footage assumptions are used to determine the cost estimates for each type of facility. The cost estimates are developed as a per capita cost, and are then applied to the average population factor for each of the main three housing unit types developed in the County— Multi-family (MF), Single Family Attached (SFA) and Single Family Detached (SFD) – to determine capital facility contributions on a per housing unit basis that are applied during proffer negotiations for rezoning applications. An example of the County's Capital Intensity Factor for the western area of the County is provided in the table below. The Board of Supervisors last adopted the CIF in 2009, and will be reviewing and updating the Capital Facility Standards and Capital Intensity Factor in 2014.

Housing Unit Type	Population per Housing Unit	CIF per Person	County CIF	Child/Unit	CIF per Child	School CIF	Total CIF
SFD	3.27	\$4,556	\$14,898	0.87	\$35,660	\$31,024	\$45,922
SFA	2.75	\$4,556	\$12,529	0.51	\$35,660	\$18,187	\$30,716
MF	1.88	\$4,556	\$8,565	0.26	\$35,660	\$9,272	\$17,837



The Interaction of the Capital Planning and Capital Budget Process

The Capital Planning and Budgeting processes interact when a zoning map amendment application (ZMAP), otherwise known as a “rezoning”, is submitted to the County for consideration. Rezoning applications seek to change the zoning district and allowable uses for a specific area of land, often to a higher or more intense use. When rezonings involve increasing the density of housing units on a property, the County determines the impact this increased population density will have on the County’s cost of doing business. More residents in the County require increased levels of service, and often results in the need for additional capital facilities to provide these services.

The County has an interdepartmental team that provides referrals regarding capital facility development for land use applications that involve increased residential densities. This team is known as the “Proffer Referral Team” and consists of members of the following County Departments:

Transportation and Capital Infrastructure
General Services
Parks, Recreation and Community Services
Library Services
Building and Development – Zoning Administration
Loudoun County Sheriff’s Office
Fire, Rescue and Emergency Management
Mental Health, Substance Abuse and Developmental Services
Family Services

The Team reviews land use applications and provides analysis of the application’s impact to the County’s development of capital facilities. The Team provides input regarding the following:

- Analysis of proposed Public Use Sites to be dedicated to the County
- Analysis of potential uses for proffered Public Use Sites
- Analysis of proposed in-kind proffer contributions

The County’s capital facility planning process has a direct impact on the Proffer Referral Team’s review of rezoning applications:

- The CIF is used to determine the per housing unit capital facility cash contributions provided by the applicant to the County;
- The CNA is used to determine what facilities are needed in the area of the rezoning, and helps determine what land sites or in-kind contributions may be proffered by the applicant to the County; and
- The CFS helps determine required buildable acreages for proffered Public Use sites.

Once approved by the Board of Supervisors, proffer conditions related to capital facility development are tracked by County staff and incorporated into the CIP where applicable. This includes the use of proffered Public Use Sites for County or School facilities, the use of cash proffers to help offset capital facility expenses in the CIP, and the programming of in-kind proffer contributions to provide County facilities.

Capital Budget staff works with the Zoning Administrator to track the payment of capital facility contributions by developers, the dedication of proffered Public Use Sites to the County, and the provision of in-kind proffers within a development. Capital Budget Staff puts together a cash proffer spending plan in the CIP to use proffered cash contributions for capital projects, as well as the use of proffered land sites for public facilities to be developed in the CIP.



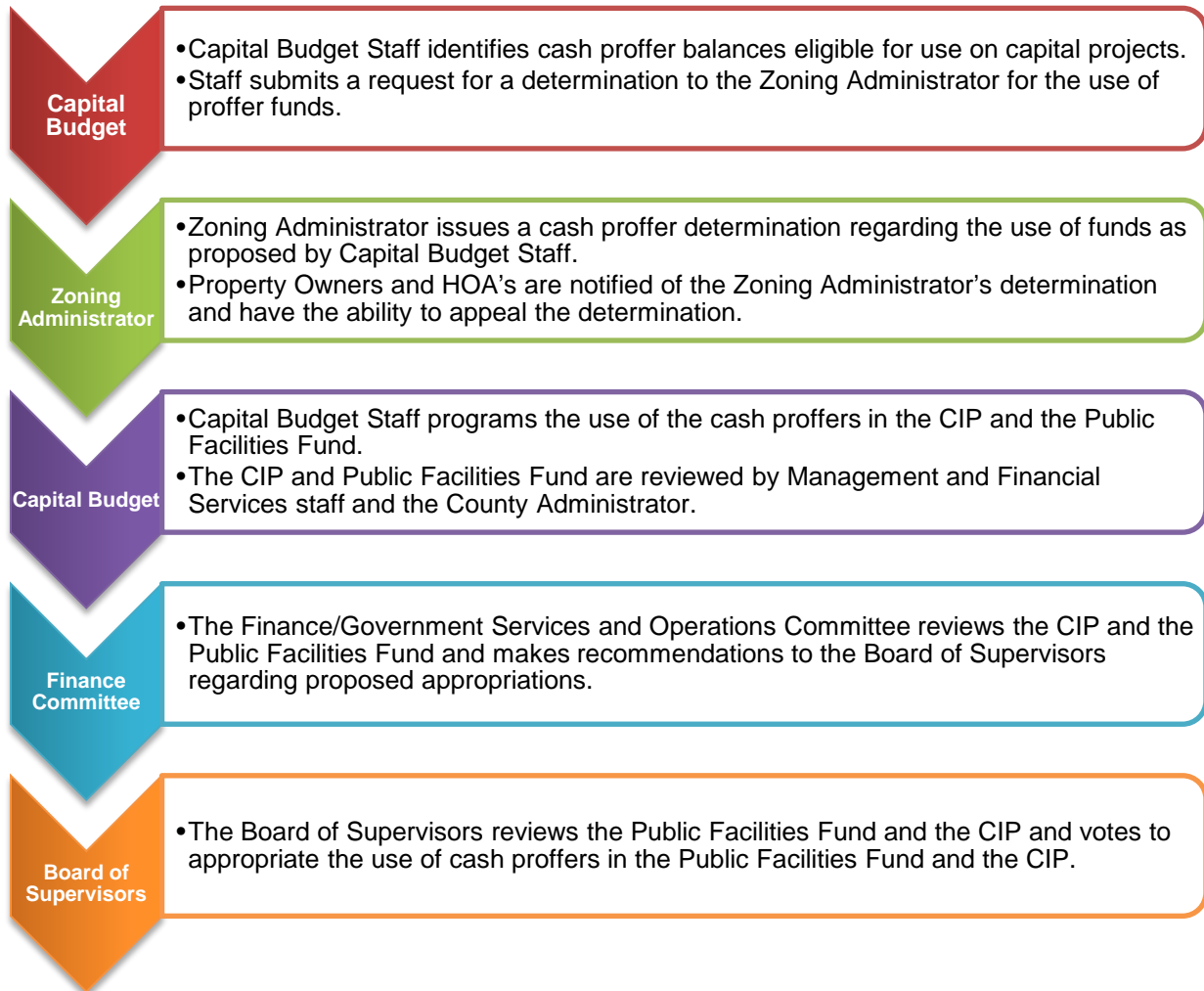
There are restrictions to the amount of cash proffers that can be used for capital projects in the CIP. These restrictions include:

- Cash proffers can only be spent on projects in the programmatic category in which they are proffered.
- Cash proffers can only be spent in the Planning Subarea of the County where the rezoning application resides.
- The Proffer Flexing Process to change the use of a cash proffer from what it was originally proffered for requires a review by the County Attorney, a Public Hearing, and formal approval by the Board of Supervisors.
- The use of cash proffers is subject to a cash proffer determination issued by the Zoning Administrator. The Zoning Administrator can deny the proposed use of a cash proffer if the proposed use does not conform to the intent of the proffer statement.
- All cash proffer determinations are subject to appeal by the applicant, or the subsequent land owners of the rezoning area.
- The overall size of the CIP is dictated by the availability of local tax funding that provides 10% of the total CIP funding. The fewer local tax dollars available to provide to the CIP, the fewer projects may be developed, which lowers the amount of cash proffers that can be programmed for capital projects in the CIP.
- County debt limits put a cap on the amount of debt that can be issued each year in the CIP. Low debt limits can also put a limit on the total amount of cash proffers programmed in the CIP if the debt limits cause the County to reduce the overall funding in the CIP.
- Capital projects in the CIP may be located in areas of the County where cash proffers are not available.
- Cash proffers do not count towards the County's 10% local tax funding requirement in the CIP. Therefore, the CIP is limited not by the amount of cash on hand, but by the amount of local tax funding on hand.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

The following table outlines the process to authorize the use of cash proffers in the CIP:



Capital Improvement Program

The Capital Improvement Program (CIP) provides a six-year forecast of the County's General Government and Public Schools' land, facility, and equipment needs, with a financing plan to implement each need. The CIP facilitates land acquisition, design, construction, and capital equipment procurement for each project. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay.

The CIP is developed biennially, with the six-year period moving out an additional two years every other fiscal year. The new six-year CIP planning period extends from FY 2015 – FY 2020. The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current fiscal year, or FY 2015 in this new cycle. The projects in the FY 2016 - FY 2020 planning years contain projects that should be considered for future appropriations in subsequent fiscal years.

Funding decisions concerning the CIP are made in conjunction with decisions regarding the County's operating budget. Final authority to spend public funds for purposes specified in the County's operating and capital budgets is accomplished through the adoption of an appropriations resolution by the Board of Supervisors.

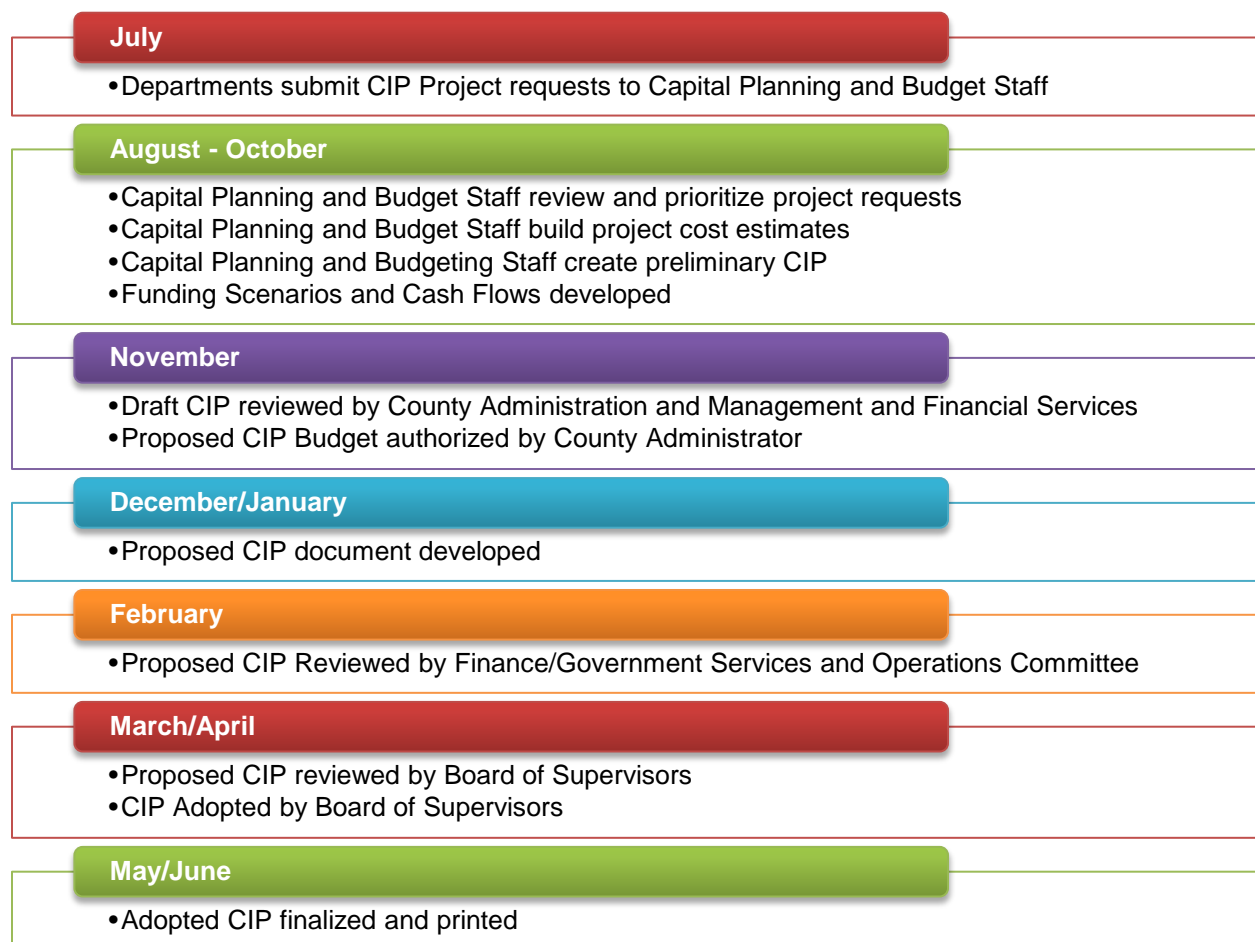


Capital Budget Process

The Capital Budget process begins approximately ten months before the Board of Supervisors adopts the annual County budget. County departments submit proposed CIP project requests, which include project scope, justification, and a discussion of alternatives, to Capital Planning and Budget staff in the Department of Transportation and Capital Infrastructure in July. Capital Planning and Budget staff rate the priority of the project requests for inclusion in the CIP based on a scoring system that takes into account availability of funding, mandated services, legal considerations, Board of Supervisors' direction and priorities, public benefit and need. Capital Planning and Budget staff build cost estimates for each CIP project request. Capital projects are included in the CIP based on expressions of prior commitment by the Board of Supervisors, cost effectiveness, affordability, and demonstrated need. The preliminary CIP is then forwarded to the County Administrator and Senior Staff in County Administration and the Department of Management and Financial Services for review. The County Administrator forwards the recommended CIP to the Board of Supervisors in February as part of the Proposed Fiscal Plan.

A parallel process of CIP project development occurs within the Public School System, with review and approval of a CIP for the Loudoun County Public Schools by the School Board.

The following timeline provides an overview of the Capital Budgeting Process:

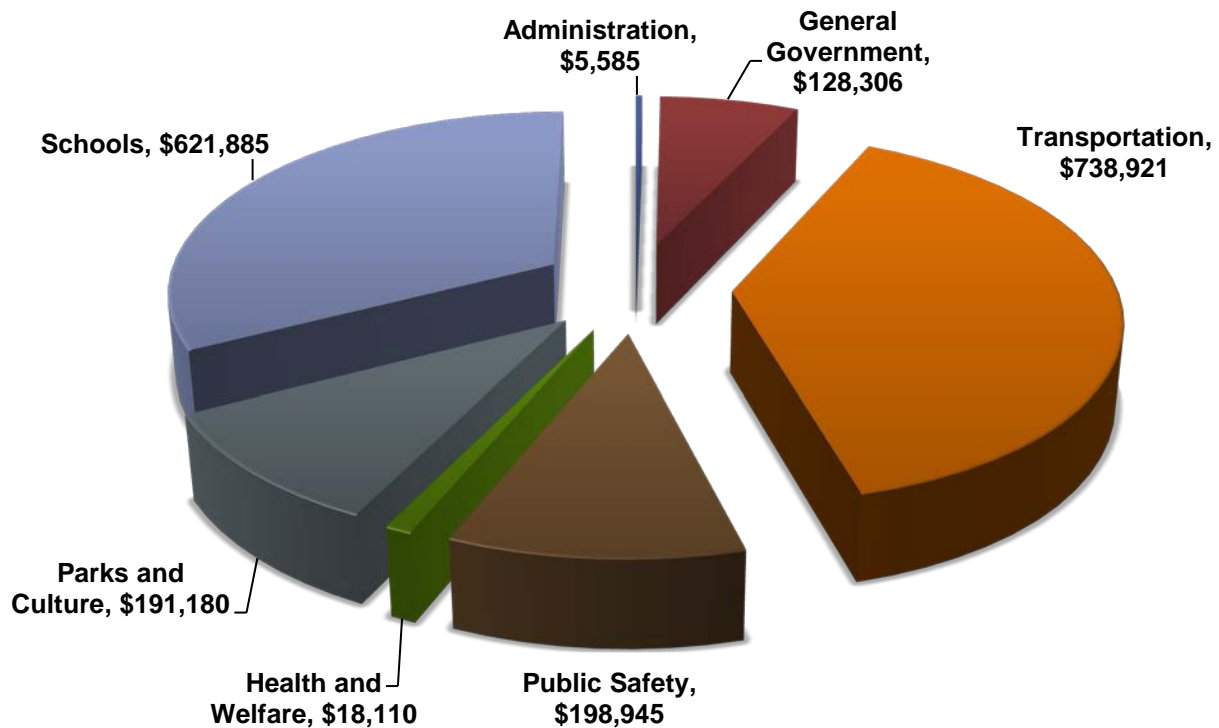




FY 2015 – FY 2020 Capital Improvement Program

The Adopted FY 2015 CIP includes expenditures totaling \$1.90 billion during the FY 2015 – FY 2020 timeframe. School construction and renovation projects total \$622 million, while County construction projects total \$1.28 billion.

Total Expenditures



Graph 7-1: Total Expenditures by Function (\$ in 1,000's)

This represents an increase in CIP funding from the Adopted FY 2014 CIP of \$169,187,000.

- Funding for Transportation projects increased \$190,297,000.
- Funding for non-transportation related County capital projects decreased \$3,415,000.
- Funding for School capital projects decreased \$17,695,000.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

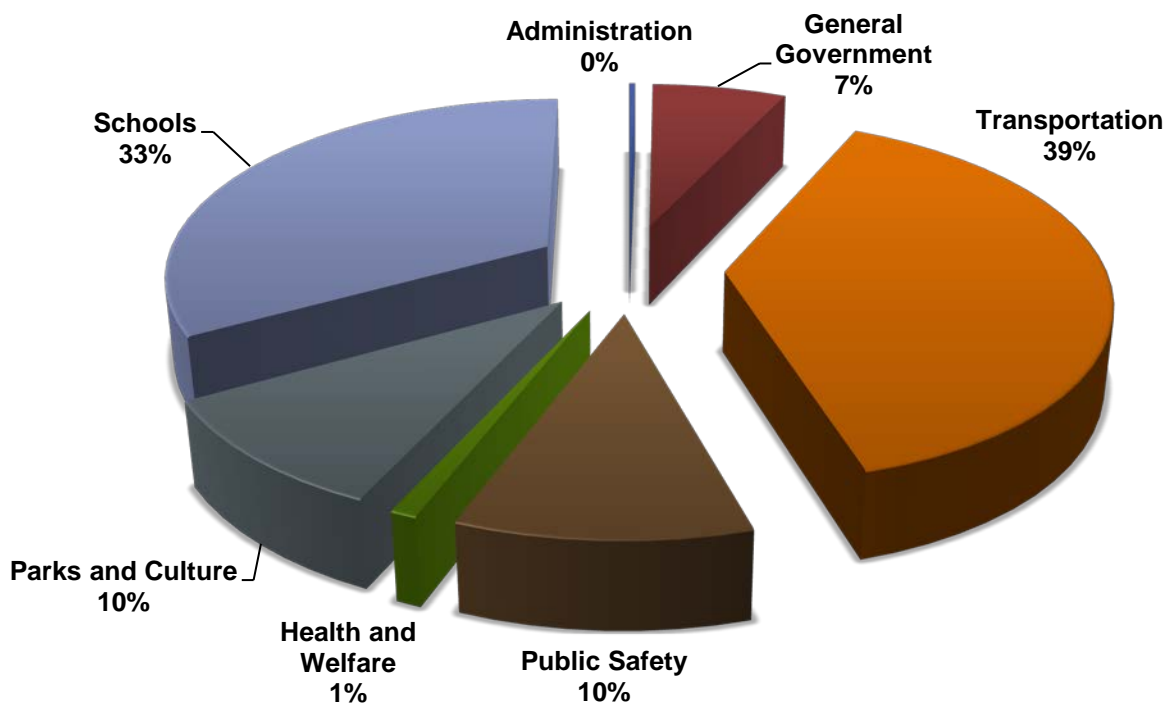
Several factors account for the increased level of spending in the Adopted FY 2015 – FY 2020 CIP:

1. The passage of HB 2313 by the State of Virginia raised tax rates in northern Virginia on the sales tax, the grantors tax on home sales, and hotel taxes on overnight stays to accumulate funding for regional road projects administered by the Northern Virginia Transportation Authority (NVTA). This funding is split into two revenue sources for the County's use:
 - a. **Regional Road Funds** - 70% of the revenues collected are distributed by NVTA for regional road and transportation projects that reduce traffic congestion. The County is eligible to apply for the use of these regional funds on road projects in the County, but the County is in competition with other jurisdictions in northern Virginia for the use of these funds. NVTA revenue estimates indicate the County may be eligible for funding allocations totaling \$214.50 million over the six-year CIP planning period. The County has proposed the allocation of the estimated NVTA 70% Regional funds on specific road projects in the six-year CIP that it will be applying for. The actual award and distribution of the 70% Regional Funds to County projects is subject to the discretion of NVTA. All proposed funding allocations of the NVTA 70% Regional Funds are for planning purposes and are subject to change based upon the award of funding to the County by NVTA.
 - b. **Local Road Funds** - 30% of the revenues collected are distributed by NVTA to each jurisdiction in northern Virginia for road and transportation projects according to the proportion of revenues derived by that jurisdiction. The use of the 30% Local funds is at the discretion of the County. The portion of the County's 30% Local Funds derived within the Towns of Leesburg and Purcellville are due to the Towns for road or transportation projects within those jurisdictions. NVTA revenue estimates indicate the County may be eligible for funding allocations totaling \$92.52 million over the six-year CIP planning period, of which \$12.54 million is due to the Town of Leesburg and \$2.64 million is due to the Town of Purcellville. The County has proposed the allocation of the estimated NVTA 30% Local funds on specific road projects in the six-year CIP. All proposed funding allocations of the NVTA 30% Local Funds are for planning purposes and are subject to change based upon the revenues received and the distribution of funding to the County by NVTA.
2. The County is applying for \$10 million annually in State Revenue Sharing grant funding in each year of the CIP. The FY 2015 CIP is only the second CIP where the County has included all projects that State Revenue Sharing was applied for in the Capital Plan, and this is the first CIP where the County has applied for the full \$10 million allocation from the State. Actual awards of the State Revenue Sharing grant funding are subject to the award of the funds to the County by the Virginia Department of Transportation (VDOT). In the event the County does not receive the full \$10 million allocation it is permitted to apply for in a given year, then the funds not allocated to the County by VDOT will need to be de-appropriated from the CIP budget after the adoption of the FY 2015 CIP. The State Revenue Sharing Program is a 50/50 funding program – the State offers to fund 50% of a project application and the County provides a 50% match to the State Award. In prior fiscal years, the County used local gasoline tax funds or cash proffers to match the State Revenue Sharing Grant awards. Due to the need to allocate local gasoline tax funds to support local fixed route bus service, and the operational expenses of the Metro Silver Line in the future, the CIP utilizes \$10 million of the County's portion of the 30% NVTA Local Funds as the 50% match to State Revenue Sharing Grant funds in each year of the six-year CIP.



3. The FY 2015 – FY 2020 Adopted CIP is the first CIP where the County is allocating its Congestion Mitigation and Air Quality (CMAQ) and Regional Surface Transportation Plan (RSTP) federal pass-through grant funding in the capital funding plan. In prior years, these funding awards were appropriated as mid-year amendments to the Fiscal Plan. Since the State requires a six-year plan from each jurisdiction as to how these funds would be programmed by the County, the County's six-year plan for the use of these federal, pass through funds to the State was included in the CIP.

Total Expenditures



Graph 7-2: Total Percentage of Expenditures by Function



School projects comprise approximately 33% of the total expenditures in the six-year capital plan, while County projects comprise 67% of the CIP's estimated expenditures.

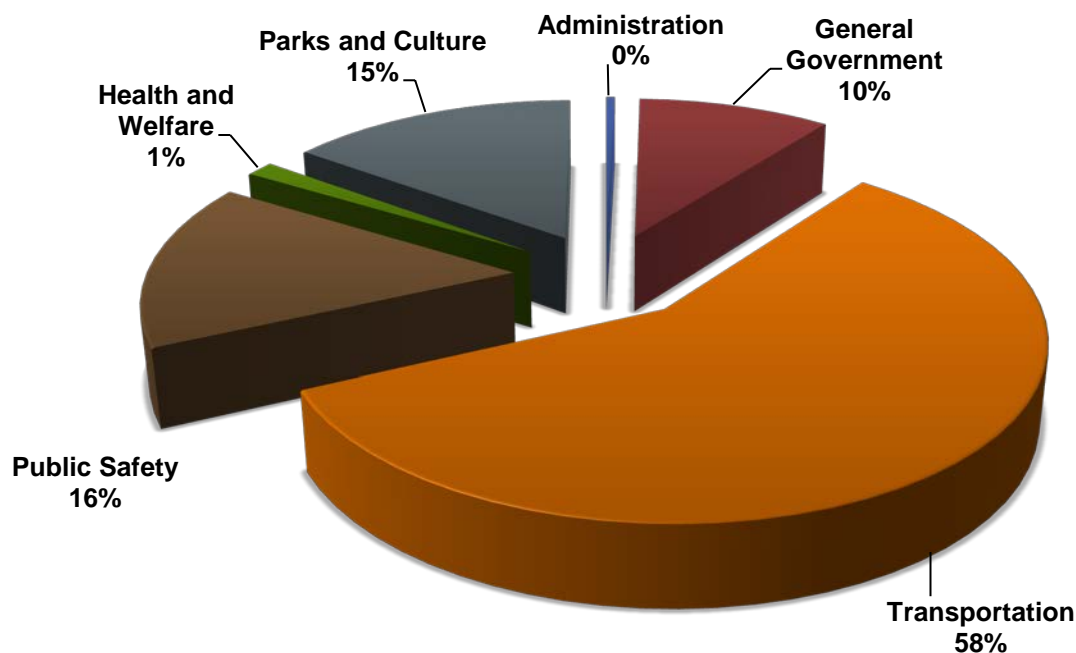
Transportation projects total 39% of total CIP expenditures during the six-year period, an increase of 7% as a percentage of overall CIP expenditures during the six-year CIP planning period from the Adopted FY 2013 – FY 2018 CIP. \$190,297,000 in new transportation related capital expenditures were added in the FY 2015 – FY 2020 CIP timeframe.

Compared to the Adopted FY 2013 – FY 2018 CIP, total project expenditures in the Adopted FY 2015 – FY 2020 CIP had the following changes:

- Health and Welfare expenditures remained the same at 1%.
- Administration expenditures decreased 1%.
- General Government expenditures increased 1%.
- Parks, Recreation and Culture expenditures decreased by 1%.
- Public Safety related expenditures decreased by 2% due to moving the Adult Detention Center Phase III project into a future fiscal year.
- Loudoun County Public School expenditures decreased by 4%.

The graphs on the following pages outline the percentage of expenditures for County capital projects (Graph 7-3), and for School capital projects (Graph 7-4).

County Expenditures

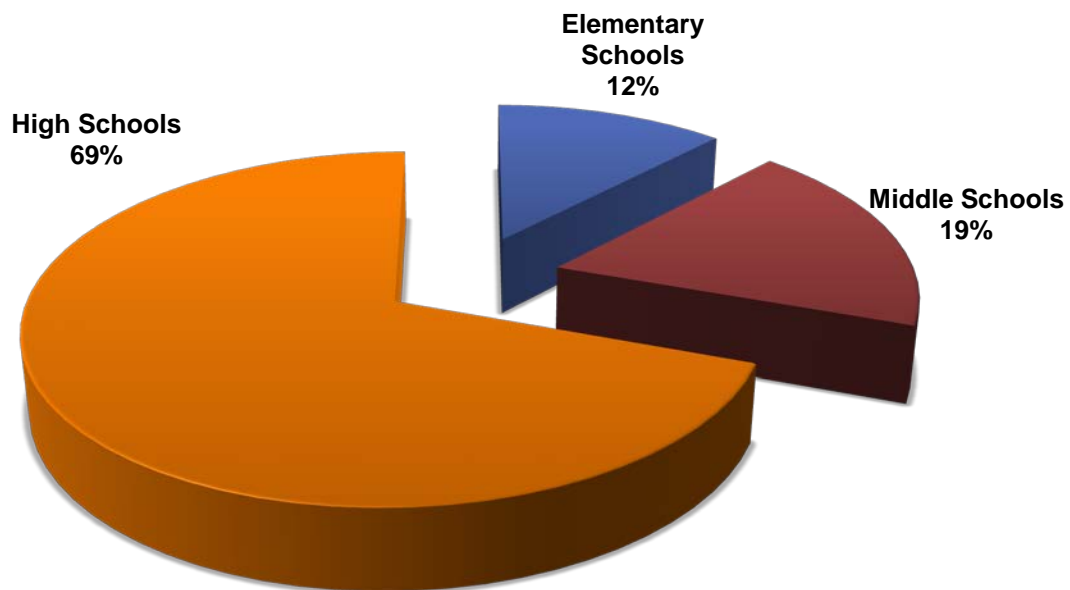


Graph 7-3: County Project Expenditures by Function



Transportation projects comprise approximately 58% of County Government capital spending (non-school related expenditures). Transportation spending increased 8% as a percentage of total County Government capital expenditures. To accommodate the percentage increase in transportation spending, capital spending decreased 3% for Public Safety, 1% for Parks Recreation and Culture, 2% for Administration projects, and 1% for Health and Welfare expenditures as a total percentage of County Government capital spending during the six-year CIP period.

School Expenditures



Graph 7-4: School Project Expenditures by Type

Spending for the development and renovation of high schools represents 69% of all school related expenditures in the six-year CIP. Middle School spending represents 19% of total capital spending by the Loudoun County Public Schools, while 12% of capital spending for school construction in the six-year CIP is for the development of elementary schools.

The Adopted FY 2015 – FY 2020 CIP fully funds all school project funding requests from the Loudoun County School Board's Adopted CIP. The only School funding requests not provided in the Adopted CIP were requests for land acquisition funding, which were excluded from the Adopted CIP due to the fact the Board has already appropriated approximately \$44 million in school land acquisition funds that have not been spent by the school system.



Summary of County Capital Projects

Administration: The Administration program area includes three land acquisition projects and one major computer system acquisition that totals \$5.56 million, or less than 1% of the total CIP expenditures, during the six-year CIP planning period. The Department of Transportation and Capital Infrastructure provides project management for these projects. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Administration Program area.

Project	Fiscal Year	Amount	Page #
Land Acquisition – Sterling Fire and Rescue Station	2015	\$2,050,000	10-9
Land Acquisition – Western Park and Ride Lot	2016	\$555,000	10-9
Land Acquisition – Eastern Loudoun DS Group Residence	2019	\$480,000	10-9
Library Management System	2015	\$2,500,000	10-10
	Total	\$5,585,000	

Health and Welfare: The Health and Welfare program area includes projects totaling \$18.11 million, or 1% of total CIP expenditures, during the six-year CIP planning period. These facilities are managed by the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services. The Department of Transportation and Capital Infrastructure manages the development and construction of these projects. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Health and Welfare program area.

Project	Fiscal Year	Amount	Page #
DS Group Residence – Round Hill	FY 2015	\$1,500,000	10-45
Youth Shelter Renovation	FY 2015	\$2,000,000	10-46
DS Group Residence - Purcellville	FY 2017	\$1,945,000	10-47
Adolescent Independent Living Residence	FY 2018, 2019	\$10,600,000	10-48
DS Group Residence – Eastern Loudoun	FY 2019	\$2,065,000	10-49
	Total	\$18,110,000	



Loudoun County Government
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General Government: The General Government program area includes eleven projects for a total of \$128.31 million, or 7% of total CIP expenditures, during the six-year CIP planning period. The Department of General Services and the Department of Transportation and Capital Infrastructure provide project management for these projects. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the General Government program area.

Project	Fiscal Year	Amount	Page #
Capital Project Management	All	\$35,989,415	10-13
Capital Project Management Consulting Services	FY 2015, 2016	\$5,000,000	10-13
CIP Contingency	FY 2016 – FY 2020	\$10,000,000	10-13
Storm Water Management	All	\$18,000,000	10-14
Howardsville Community Wastewater System	FY 2015	\$1,470,000	10-15
Willisville Community Wastewater System	FY 2015	\$175,000	10-15
Town of Hillsboro Water System	FY 2015	\$1,145,000	10-16
County Landfill Debt Service	FY 2015	\$631,548	N/A
Water/Wastewater Feasibility Studies	FY 2016, 2017, 2018	\$935,000	10-17
County Landfill Reclamation Project	FY 2016, 2018	\$11,480,000	10-18
County Landfill Sequence V Closure	FY 2017, 2018	\$5,930,000	10-19
Consolidated Shops and Warehouse	FY 2017, 2019, 2020	\$37,550,000	10-20
	Total	\$128,305,963	



Loudoun County Government
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Public Safety: The Public Safety program area includes projects totaling \$198.95 million, or 10% of total CIP expenditures, during the six-year CIP planning period. These facilities are programmed and operated by the Department of Animal Services, the Courts, the Loudoun County Sheriff's Office, the Department of Fire, Rescue and Emergency Management Services, the Juvenile Court Services Unit, and the Department of Family Services. The Department of Transportation and Capital Infrastructure manages the development and construction of these projects. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Public Safety program area.

Project	Fiscal Year	Amount	Page #
Fire and Rescue Capital Apparatus	All	\$17,840,000	10-23
Animal Services Facility	FY 2015, 2016	\$15,370,000	10-24
Courts Complex Phase III	FY 2015, 2016	\$67,000,000	10-25
Lucketts Fire Station Replacement	FY 2015	\$10,120,000	10-26
Traffic Signal Emergency Backup Power Systems	FY 2015	\$865,000	10-27
Sterling Fire Station Replacement	FY 2015, 2016	\$14,430,000	10-28
Kirkpatrick Fire and Rescue Station	FY 2015, 2016	\$12,240,000	10-29
Adult Detention Center Phase III	FY 2016	\$260,000	10-30
Traffic Signal Preemption Devices	FY 2016	\$1,570,000	10-31
Juvenile Probation Residence	FY 2016, 2017	\$6,200,000	10-32
Leesburg South Fire and Rescue Station	FY 2017, 2018	\$13,430,000	10-33
Lovettsville Fire Station Renovation	FY 2017	\$3,380,000	10-34
Fire Station Alerting System	FY 2017	\$1,500,000	10-35
Round Hill Fire Station Replacement	FY 2018, 2019	\$14,855,000	10-36
Juvenile Detention Center Phase II	FY 2019, 2020	\$4,690,000	10-37
Fire and Rescue CPAT Center	FY 2019, 2020	\$3,340,000	10-38
Fire and Rescue Vehicle Annex	FY 2019, 2020	\$3,610,000	10-39
Fire and Rescue Training Center Expansion	FY 2019, 2020	\$7,745,000	10-40
Fire and Rescue Training Tower	FY 2020	\$500,000	10-41
	Total	\$198,945,000	



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Parks, Recreation and Culture: The projects in the Parks, Recreation and Culture program area totals \$191.18 million, or 10% of total CIP expenditures, during the six-year CIP planning period. This category includes facilities programmed by the Department of Parks, Recreation and Community Services and the Department of Library Services. The Department of Transportation and Capital Infrastructure manages the development and construction of these projects. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Parks, Recreation and Culture program area.

Project	Fiscal Year	Amount	Page #
Sterling Library	FY 2015	\$4,850,000	10-53
Dulles Multi-Purpose Center Phase III	FY 2015	\$5,920,000	10-54
Town of Purcellville – Fireman’s Field	FY 2015	\$150,000	10-55
Scott Jenkins Park Phase II	FY 2015	\$1,200,000	10-56
Franklin Park to Purcellville Trail	FY 2015	\$520,000	10-57
Moorefield Station Community Park	FY 2016	\$9,990,000	10-58
Sterling Community Center Renovation	FY 2016	\$10,005,000	10-59
Hal and Berni Hanson Regional Park	FY 2017	\$47,740,000	10-60
Fields Farm Park	FY 2017	\$8,595,000	10-61
Ashburn Senior Center	FY 2017	\$7,865,000	10-62
Ashburn Recreation and Community Center	FY 2017, 2018	\$67,360,000	10-63
Brambleton Library	FY 2019, 2020	\$26,985,000	10-64
	Total	\$191,180,000	

County Capital Projects Subtotal:

Administration	\$	5,585,000
General Government		128,305,963
Public Safety		198,945,000
Parks, Recreation and Culture		191,180,000
Health and Welfare		18,110,000

County Capital Projects Total **\$ 542,125,963**



Summary of Transportation Capital Projects

The Transportation program area contains projects totaling \$738.92 million, or 39% of total CIP expenditures, during the six-year CIP planning period. This program area includes projects to develop park and ride lots, roads, sidewalks, pedestrian trails, traffic signals throughout the County, and procure transit buses. The Department of Transportation and Capital Infrastructure manages the development and construction of these projects. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Transportation program area.

Project	Fiscal Year	Amount	Page #
Transit Buses	All	\$7,000,000	11-5
Town of Purcellville – NVTA Funding	All	\$2,637,953	11-61
Town of Leesburg – NVTA Funding	All	\$12,539,991	11-60
Gloucester Parkway	FY 2015	\$8,700,000	11-10
Riverside Parkway	FY 2015	\$12,000,000	11-14
Braddock/Pleasant Valley Road	FY 2015	\$515,000	11-24
Woodgrove HS/Fields Farm Park Road	FY 2015	\$3,815,000	11-12
Temporary Stone Ridge Park and Ride Lot	FY 2015	\$500,000	11-8
Town of Middleburg Crosswalk Project	FY 2015	\$1,205,000	11-62
Town of Round Hill Parking Lot Resurfacing	FY 2015	\$25,000	11-63
Sterling Sidewalks	FY 2015	\$260,100	11-59
Dulles Corridor Rapid Transit (Metrorail)	FY 2015, 2016	\$60,000,000	11-6
Sterling Boulevard Extension	FY 2015, 2016	\$12,400,652	11-20
Leesburg Park and Ride Lot	FY 2015, 2017	\$4,660,660	11-8
Route 606 Widening	FY 2015, FY 2017	\$5,300,000	11-28
Loudoun County Parkway	FY 2015, 2016, 2017	\$51,000,000	11-16
Route 772 Transit Station Connector Bridge	FY 2015, 2016, 2017	\$16,000,000	11-22
Northstar Boulevard – Shreveport to Route 50	FY 2015, 2016 2017	\$34,300,000	11-32
George Washington Boulevard Overpass	FY 2015, 2017, 2019, 2020	\$17,043,000	11-26



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Summary of Transportation Capital Projects Continued

Project	Fiscal Year	Amount	Page #
Route 7/ Battlefield Parkway	FY 2015, 2016, 2017, 2019, 2020	\$57,000,000	11-30
Belmont Ridge Road - Truro Parish to Croson	FY 2015, 2018	\$35,065,000	11-18
Belmont Ridge Road - Gloucester to Hay	FY 2016, 2017	\$26,000,000	11-36
Farmwell Road (Smith Switch to Ashburn Road)	FY 2016	\$7,000,000	11-38
Metro Parking Garages	FY 2016	\$130,000,000	11-9
Western Loudoun Park and Ride Lot	FY 2016, 2017, 2019	\$3,570,000	11-8
Route 9/Route 287 Roundabout	FY 2016, 2017, 2018	\$7,500,000	11-40
Waxpool Road/Loudoun County Parkway Intersection	FY 2016, 2017, 2018	\$17,012,000	11-42
Northstar Boulevard – Route 50 to Tall Cedars	FY 2016, FY 2017	\$12,000,000	11-34
Route 7/Route 690 Interchange	FY 2016, 2018, 2020	\$15,187,000	11-44
Crosstrail Boulevard	FY 2017	\$39,000,000	11-48
Arcola Boulevard	FY 2017, 2018	\$26,000,000	11-46
Route 15 Bypass/Battlefield Parkway	FY 2018	\$2,000,000	11-58
Prentice Road	FY 2018, 2019, 2020	\$63,130,000	11-52
Northstar Boulevard – Tall Cedars to Braddock Road	FY 2018, 2019	\$13,900,000	11-50
One Loudoun Park and Ride Lot	FY 2019	\$3,305,000	11-8
Glascock Road – east of Arcola Boulevard	FY 2019, 2020	\$14,700,000	11-54
Glascock Road – west of Arcola Boulevard	FY 2020	\$16,650,000	11-56
	Total	\$738,921,356	



Loudoun County Public Schools' Capital Project Summary

The Adopted FY 2015 – FY 2020 Capital Improvement Program (CIP) includes school construction projects totaling \$621.89 million, or 33% of total expenditures in the six-year CIP planning period. In the six-year expenditure plan for school facilities, 69% goes toward construction of high schools, 19% for middle schools, and 12% for elementary schools.

Elementary School Projects: The Elementary School program area includes school construction projects totaling \$76.83 million during the six-year CIP planning period. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Elementary School program area.

Project	Fiscal Year	Amount	Page #
ES-27 Dulles North Elementary School	FY 2015	\$35,040,000	12-7
ES-28 Dulles South Elementary School	FY 2019	\$41,790,000	12-8
	Total	\$76,830,000	

Project funding for Elementary Schools provides resources to design and construct approximately 91,100 square foot elementary schools on sites of up to 20 usable acres. Elementary Schools are designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. Elementary Schools contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball).

Middle School Projects: The Middle School program area includes school construction projects totaling \$117.39 million during the six-year CIP planning period. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the Middle School program area.

Project	Fiscal Year	Amount	Page #
MS-9 Dulles North Middle School	FY 2015	\$53,540,000	12-11
MS-7 Dulles South Middle School	FY 2019	\$63,850,000	12-12
	Total	\$117,390,000	

Project funding for Middle Schools provide resources to develop 168,780 square foot middle schools located on sites of approximately 35 usable acres. Middle Schools are designed for an anticipated program capacity of 1,350 students enrolled in grades six through eight. Each Middle School will utilize the school “house” concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).



Loudoun County Government
FY 2015 Adopted Fiscal Plan

High School and Academy School Projects: The High School program area includes new high school and academy school projects totaling \$427.67 million during the six-year CIP planning period. The table below outlines total costs in the Adopted FY 2015 – FY 2020 CIP in the High School program area.

Project	Fiscal Year	Amount	Page #
Broad Run High School Renovation	FY 2015	\$12,205,483	12-15
Advanced Technology Academy	FY 2015, 2016	\$114,640,000	12-16
Loudoun County High School Naval JROTC Facility	FY 2017	\$2,180,000	12-17
HS-11 Dulles North High School	FY 2018	\$121,870,000	12-18
CS Monroe Conversion	FY 2018	\$43,690,000	12-19
HS-9 Dulles South High School	FY 2020	\$133,080,000	12-20
	Total	\$427,665,483	

Project funding provides resources to design and construct approximately 279,000 square foot high schools located on sites of approximately 75 useable acres. High Schools are designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

School Capital Projects Subtotal:

Elementary Schools	\$	76,830,000
Middle Schools		117,390,000
High Schools		427,665,483

School Capital Projects Total **\$ 621,885,483**



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Administration Projects
Funding / Development Schedule Chart**

					Design / Studies				Land Acquisition								Construction / FFE													
					FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Library Management System																														
Lease Revenue Financing					2,500																								2,500	2,600
Land Acquisition - Sterling Fire and Rescue Station																														
General Obligation Bonds					2,050																								2,050	2,050
Land Acquisition - Western Loudoun Park and Ride Lot																														
Local Tax Funding									555																				555	555
Land Acquisition - Eastern DS Group Residence																														
Lease Revenue Financing																					480								480	480
Administration Program Total					4,550				555				0				0				480				0				5,585	5,685

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
General Government Projects
Funding / Development Schedule Chart**

		Design / Studies				Land Acquisition				Construction / FFE																	
		FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q						
Capital Project Management																											
Local Tax Funding		5,504				5,630				5,855				6,085				6,330				6,585				35,989	71,389
Capital Project Management Consulting Services																											
Local Tax Funding		2,500				2,500																				5,000	5,000
CIP Contingency																											
Local Tax Funding						2,000				2,000				2,000				2,000				2,000				10,000	10,000
Storm Water Management																											
Local Tax Funding		3,000				3,000				3,000				3,000				3,000				3,000				18,000	40,850
Howardsville Community Wastewater System																											
Local Tax Funding		1,470																								1,470	1,470
Willisville Community Wastewater System																											
Local Tax Funding		175																								175	175
Town of Hillsboro Water System																											
Proceeds from Sale of Land		1,145																								1,145	1,145
County Landfill Debt Service																											
Landfill Fee Revenue		632																								632	632
Water/Wastewater Feasibility Studies																											
Local Tax Funding						300				310				325												935	935
County Landfill Reclamation Project																											
Lease Revenue Financing						5,500								5,980												11,480	21,480
County Landfill Sequence V Closure																											
Lease Revenue Financing										1,250				4,680												5,930	5,930
Consolidated Shops and Warehouse																										37,550	37,550
Lease Revenue Financing																		4,200				33,000				37,200	
Local Tax Funding										350																350	
General Government Program Total		14,426				18,930				12,765				22,070				15,530				44,585				128,306	196,556

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Health and Welfare Projects
Funding / Development Schedule Chart**

					Design / Studies				Land Acquisition								Construction / FFE													
					FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
DS Group Residence - Round Hill																														
Lease Revenue Financing					1,500																								1,500	1,620
Youth Shelter Renovation																														
Lease Revenue Financing					2,000																								2,000	2,000
DS Group Residence - Purcellville																														
Lease Revenue Financing													1,945																1,945	1,945
Adolescent Independent Living Residence																														
Lease Revenue Financing																	1,255				9,345								10,600	10,600
DS Group Residence - Eastern Loudoun																														
Lease Revenue Financing																					2,065								2,065	2,065
Health and Welfare Program Total					3,500				0				1,945				1,255				11,410				0				18,110	18,230

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Parks, Recreation and Culture Projects
Funding / Development Schedule Chart**

					Design / Studies					Land Acquisition										Construction / FFE										
					FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Dulles Multipurpose Center Phase III																													5,920	6,595
General Obligation Bonds					5,920																								5,920	6,595
Scott Jenkins Park Phase II																													1,200	6,488
Local Tax Funding					1,200																								1,200	6,488
Sterling Library																													4,850	4,850
General Obligation Bonds					4,850																								4,850	4,850
Franklin Park to Purcellville Trail																													520	520
Local Tax Funding					520																								520	520
Town of Purcellville - Fireman's Field																													150	600
Local Tax Funding					150																								150	600
Moorefield Station Community Park																													9,990	9,990
Cash Proffers									9,990																				9,990	9,990
Sterling Community Center Renovation																													10,005	15,502
General Obligation Bonds									6,085																				6,085	15,502
Cash Proffers									3,920																				3,920	15,502
Hal and Berni Hanson Regional Park																													47,740	56,680
General Obligation Bonds													30,640																30,640	56,680
Cash Proffers													17,100																17,100	56,680
Ashburn Recreation and Community Center																													67,360	67,360
General Obligation Bonds													8,635				44,590												53,225	67,360
Cash Proffers																	14,135												14,135	67,360
Ashburn Senior Center																													7,865	7,865
General Obligation Bonds													6,515																6,515	7,865
Cash Proffers													1,350																1,350	7,865
Fields Farm Park																													8,595	10,455
General Obligation Bonds													8,595																8,595	10,455
Brambleton Library																													26,985	26,985
General Obligation Bonds																					3,035				23,865				26,900	26,985
Cash Proffers																									85				85	26,985
Parks, Recreation and Culture Program Total					12,640				19,995				72,835				58,725				3,035				23,950				191,180	213,890

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Public Safety Projects
Funding / Development Schedule Chart**

		Design / Studies								Land Acquisition								Construction / FFE									
		FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q						
Fire Apparatus	General Obligation Bonds	2,840				3,000				3,000				3,000				3,000				3,000				17,840	42,133
Animal Services Facility	General Obligation Bonds	2,170				13,200																				15,370	15,495
Courts Complex Phase III	Lease Revenue Financing	13,000				54,000																				67,000	76,310
Lucketts Fire Station Replacement	General Obligation Bonds	10,120																								10,120	11,490
Sterling Fire Station Replacement	General Obligation Bonds	1,960				12,470																				14,430	14,430
Kirkpatrick Fire and Rescue Station	Local Tax Funding	2,500				1,740																				12,240	12,240
	General Obligation Bonds					8,000																				4,240	8,000
Traffic Signal Emergency Backup Power Systems	Local Gasoline Tax Funding	865																								865	865
Adult Detention Center Phase III	Local Tax Funding					260																				260	95,710
Juvenile Probation Residence	Local Tax Funding					770				5,430																6,200	6,200
Traffic Signal Preemption Devices	Local Tax Funding					1,570																				1,570	1,570
Leesburg South Fire and Rescue Station	Local Tax Funding									1,540																13,430	13,430
	General Obligation Bonds													11,890												1,540	11,890

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



				Design / Studies				Land Acquisition								Construction / FFE															
				FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL		PROJECT TOTAL	
				1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q								
Lovettsville Fire Station Renovation																															
General Obligation Bonds												3,380																3,380		3,380	
Fire Station Alerting Systems																															
Local Tax Funding												1,500																1,500		1,500	
Round Hill Fire Station Replacement																															
General Obligation Bonds												1,875				12,980												14,855		14,855	
Juvenile Detention Center Phase II																															
Lease Revenue Financing																600				4,090								4,690		4,690	
Fire and Rescue CPAT Center																															
General Obligation Bonds																365				2,975								3,340		3,340	
Fire and Rescue Vehicle Annex																															
General Obligation Bonds																415				3,195								3,610		3,610	
Fire and Rescue Training Center Expansion																															
General Obligation Bonds																965				6,780								7,745		7,745	
Fire and Rescue Training Tower																															
Local Tax Funding																				500								500		500	
Public Safety Program Total				33,455				95,010				14,850				16,765				18,325				20,540				198,945		329,493	

CIP Executive Summary



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Transportation Projects
Funding / Development Schedule Chart**

					Award / Design / Surveys					Land Acquisitions / Utilities										Construction										
PROJECTS					FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				CIP SIX YEAR TOTAL	PROJECT TOTAL
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Transit Buses																													7,000	34,663
State Capital Assistance					750				750				500				500				500				500					3,500
Cash Proffers					750																									750
Transit Bus Fee Revenue									750				500				500				500				500					2,750
Dulles Corridor Rapid Transit																													60,000	300,000
Lease Revenue Financing					40,000				20,000																				60,000	
Leesburg East Park and Ride Lot																													4,660	5,660
CMAQ Grant Funding					2,260								900																3,160	
Cash Proffers					1,500																								1,500	
Temporary Stone Ridge Park and Ride Lot																													500	500
Transit Bus Fee Revenue					500																								500	
Western Loudoun Park and Ride Lot																													3,570	3,570
CMAQ Grant Funding																					150				150					
Lease Revenue Financing									705				2,715																3,420	
One Loudoun Park and Ride Lot																													3,305	3,305
CMAQ Grant Funding																					3,305								3,305	
Metro Parking Garages																													130,000	133,000
Revenue Bonds									130,000																				130,000	
Gloucester Parkway																													8,700	40,000
Local Tax Funding \$0.02					8,700																								8,700	
Route 606 Widening																													5,300	46,500
RSTP Grant					1,500																								1,500	
CMAQ Grant													3,800																3,800	
Braddock/Pleasant Valley Road																													515	4,070
State Capital Assistance					515																								515	
Woodgrove HS/Fields Farm Park Road																													3,815	3,815
Lease Revenue Financing					3,815																								3,815	

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Transportation Projects
Funding / Development Schedule Chart**

				Award / Design / Surveys				Land Acquisitions / Utilities								Construction									
PROJECTS				FY 2015		FY 2016		FY 2017				FY 2018				FY 2019				FY 2020				CIP SIX YEAR TOTAL	PROJECT TOTAL
				1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Sterling Boulevard Extension																								12,401	14,001
Proceeds from Sale of Land				135																				135	
NVT A 30% Local				5,890		1,426																		7,316	
State Revenue Sharing				4,000		950																		4,950	
Northstar Boulevard (Shreveport Drive to Route 50)																								34,300	34,300
Local Tax Funding \$0.02				3,300																				3,300	
NVT A 30% Local						3,200		5,000																8,200	
State Revenue Sharing						3,200		5,000																8,200	
NVT A 70% Regional						9,400		5,200																14,600	
Route 772 Transit Station Connector Bridge																								16,000	16,896
RSTP Grant				2,000		5,500		8,500																16,000	
George Washington Boulevard Overpass																								17,043	17,043
RSTP Grant				1,367				4,098								2,000				9,578				17,043	
Route 7/Battlefield Parkway																								57,000	57,000
NVT A 70% Regional				1,000		1,000		5,000								25,000				25,000				57,000	
Belmont Ridge Road (Truro Parish to Croson)																								35,065	35,065
Local Tax Funding \$0.02				1,000								13,000												14,000	
NVT A 70% Regional				19,500																				19,500	
Cash Proffers												1,565												1,565	
Riverside Parkway (Loudoun County Parkway to Lexington)																								12,000	13,120
NVT A 30% Local				6,000																				6,000	
State Revenue Sharing				6,000																				6,000	
Sterling Sidewalks																								260	260
Proceeds from Sale of Land				260																				260	
Town of Leesburg NVT A Funding																								12,540	12,540
NVT A 30% Local				1,925		1,998		2,050				2,104				2,188				2,275				12,540	
Town of Purcellville NVT A Funding																								2,638	2,638
NVT A 30% Local				405		420		431				443				460				479				2,638	

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Transportation Projects
Funding / Development Schedule Chart**

		Award / Design / Surveys								Land Acquisitions / Utilities								Construction													
PROJECTS		FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				CIP SIX YEAR TOTAL	PROJECT TOTAL				
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q						
Town of Middleburg Crosswalks - Regional Orgs																										1,205				1,205	
Local Gasoline Tax Funding		1,205																								1,205					
Town of Round Hill Parking Lot - Regional Orgs																										25				25	
Local Gasoline Tax Funding		25																								25					
Farmwell Road (Smith Switch to Ashburn Road)																										7,000				7,000	
NVTA 30% Local						3,500																				3,500					
State Revenue Sharing						3,500																				3,500					
Route 9/Route 287 Roundabout																										7,500				7,500	
NVTA 30% Local						1,000				1,500				2,500												5,000					
State Revenue Sharing														2,500												2,500					
Waxpool Road /Loudoun County Parkway Intersection																										17,012				17,012	
NVTA 30% Local						858				1,154				7,500												9,512					
State Revenue Sharing														7,500												7,500					
Northstar Boulevard (Route 50 to Tall Cedars)																										12,000				12,000	
NVTA 70% Regional										5,100																5,100					
NVTA 30% Local						2,350				1,100																3,450					
State Revenue Sharing						2,350				1,100																3,450					
Route 7/ Route 690 Interchange																										15,187				16,687	
NVTA 70% Regional						6,000								1,500								7,000				14,500					
NVTA 30% Local														687												687					
Arcola Boulevard																										26,000				26,000	
State Revenue Sharing										3,900																3,900					
NVTA 30% Local										3,900																3,900					
NVTA 70% Regional														18,200												18,200					

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Transportation Projects
Funding / Development Schedule Chart**

Award / Design / Surveys					Land Acquisitions / Utilities					Construction																
PROJECTS	FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				CIP SIX YEAR TOTAL	PROJECT TOTAL
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q						
Route 15 Bypass/Battlefield Parkway NVRTA 70% Regional																						2,000	2,000			
Belmont Ridge Road (Gloucester Parkway to Hay Road) Local Tax Funding \$0.02																						26,000	60,052			
Crosstrail Boulevard Lease Revenue Financing																						39,000	70,300			
Loudoun County Parkway NVRTA 70% Regional																						51,000	51,000			
Northstar Boulevard (Tall Cedars to Braddock) NVRTA 70% Regional NVRTA 30% Local State Revenue Sharing																						13,900	13,900			
Prentice Road Local Tax Funding \$0.02 NVRTA 30% Local State Revenue Sharing NVRTA 70% Regional																						63,130	63,130			
Glascock Road (East of Arcola Boulevard) NVRTA 70% Regional																						14,700	14,700			
Glascock Road (West of Arcola Boulevard) NVRTA 30% Local State Revenue Sharing NVRTA 70% Regional																						16,650	16,650			
	121,302				235,857				133,448				77,294				82,685				88,335				738,921	1,157,107

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Elementary School Projects
Funding / Development Schedule Chart**

				Design / Studies				Land Acquisition								Construction / FFE													
				FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR	PROJECT
				1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	TOTAL	TOTAL				
ES-27 Dulles North																												35,040	35,040
Local Tax Funding				3,500																								3,500	
General Obligation Bonds				31,540																								31,540	
ES-28 Dulles South																												41,790	41,790
Local Tax Funding																				4,180								4,180	
General Obligation Bonds																				37,610								37,610	
Elementary School Program Total				35,040				0				0				0				41,790				0				76,830	76,830

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
Middle School Projects
Funding / Development Schedule Chart**

					Design / Studies					Land Acquisition					Construction / FFE															
					FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
MS-9 Dulles North																													53,540	53,540
Local Tax Funding					5,355																								5,355	
General Obligation Bonds					48,185																								48,185	
MS-7 Dulles South																													63,850	63,850
Local Tax Funding																					6,385								6,385	
General Obligation Bonds																					57,465								57,465	
Middle School Program Total					53,540				0				0				0				63,850				0				117,390	117,390

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**FY 2015 - FY 2020 Adopted Capital Improvement Program
High School Projects
Funding / Development Schedule Chart**

					Design / Studies					Land Acquisition					Construction / FFE															
					FY 2015				FY 2016				FY 2017				FY 2018				FY 2019				FY 2020				YEAR TOTAL	PROJECT TOTAL
					1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		
Advanced Technology Academy																													114,640	114,640
Local Tax Funding					605				10,860																				11,465	
General Obligation Bonds					5,455				77,720																				83,175	
Proceeds from Sale of Land									20,000																				20,000	
Broad Run High School Renovation																													12,205	26,500
VPSA Bond Financing					12,205																								12,205	
Naval JROTC Facility at Loudoun County High School																													2,180	2,180
Local Tax Funding													220																220	
General Obligation Bonds													1,960																1,960	
HS-11 Dulles North																													121,870	121,870
Local Tax Funding																	12,190												12,190	
General Obligation Bonds																	109,680												109,680	
CS Monroe Conversion																													43,690	43,690
Local Tax Funding																	4,370												4,370	
General Obligation Bonds																	39,320												39,320	
HS-9 Dulles South																													133,080	133,080
Local Tax Funding																									13,310				13,310	
General Obligation Bonds																									119,770				119,770	
High School Program Total					18,265				108,580				2,180				165,560				0				133,080				427,665	441,960

* Timelines are based on industry standards. Exceptions such as Procurement, ROW, and weather are not factored in.



Funding the CIP

Local Tax Funding - The Board of Supervisors' fiscal policy has a goal of 10% "pay-as-you-go" cash funding in the CIP. This 10% cash funding can be comprised of local tax funding, which denotes monies from the General Fund from budgeted tax revenues, or the use of prior fiscal year fund balance for one-time expenditures in the Capital Fund. The Adopted FY 2015 – FY 2020 CIP includes \$229.13 million in local tax funding and use of fund balance, or 12% of total CIP revenues.

Revenue Source	Amount
Local Tax Funding	\$151,129,415
\$0.02 of Tax Rate for Roads	\$78,000,000
Total Local Tax Funding	\$229,129,415

Debt Financing - The Adopted FY 2015 – FY 2020 CIP relies on \$1.18 billion in debt financing to fund projects in the six-year capital plan, or 62% of total CIP funding sources. Projects requiring general obligation bond financing are included on the November ballot as referendum questions the election before the bond financing is required. Without voter approval, the general obligation bond financing is not available for capital projects. The County utilizes other debt financing instruments for capital projects that do not require voter approval. Projects with the ability to charge user fees can use revenue bonds as a financing source, where the user fees help offset the principal and interest costs of the debt used to construct the facility.

Revenue Source	Amount
General Obligation Bond Financing	\$783,845,000
Lease Revenue Financing	\$253,625,000
Revenue Bonds	\$130,000,000
Virginia Public School Authority Bonds	\$12,205,483
Total Debt Financing	\$1,179,675,483



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Intergovernmental Assistance - The Adopted FY 2015 – FY 2020 CIP includes \$108.97 million in intergovernmental funds, mostly in the form of State Capital Assistance, State Revenue Sharing funds, or federal pass-through grants for transportation and transit projects from the Commonwealth of Virginia's Department of Transportation (VDOT). Intergovernmental Assistance provides for approximately 5.7% of total CIP funding sources.

Revenue Source	Amount
State Capital Assistance	\$4,015,000
State Revenue Sharing	\$60,000,000
Congestion Mitigation and Air Quality Grants (CMAQ)	\$10,415,660
Regional Surface Transportation Plan Grants (RSTP)	\$34,543,000
Total Intergovernmental Assistance	\$108,973,660

Northern Virginia Transportation Authority (NVTa) Funding - The State passed HB 2313, which raised taxes in northern Virginia in three main categories - sales tax, grantor's tax on home sales, and hotel taxes on overnight stays - in order to accumulate funds for major, regional road projects. Based on revenue estimates provided by NVTa, the six-year CIP includes approximately \$307 million in revenues to go towards major transportation projects in the County that reduce traffic congestion. The revenues are split 70% as regional funds, which are allocated at the discretion of NVTa towards regional road projects, and 30% local funds to be used at the discretion of the County for local road or transit projects within the County. A portion of the County's 30% local funds are allocated to the Towns of Leesburg and Purcellville based upon the estimated percentage of revenues generated within the Towns. NVTa funding represents 16% of total CIP funding sources.

Revenue Source	Amount
NVTa 70% Regional Funds	\$214,500,000
NVTa 30% Local Funds - County	\$77,344,652
NVTa 30% Local Funds – Town of Leesburg	\$12,539,991
NVTa 30% Local Funds – Town of Purcellville	\$2,637,953
Total NVTa Funding	\$307,022,596



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Developer Contributions (Proffers) - Developer contributions, also known as proffers, offset 2.7% of total capital expenditures during the six-year CIP planning period. Proffers typically consist of cash, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with new development. Proffer contributions are typically gained from rezonings (e.g., a change of land use permitting higher residential densities). This change in development of land may result in land use patterns that generate significant capital facility costs to the County. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, the new residential units will generate a higher need for County services and capital facilities such as schools, parks, libraries, etc. Therefore, the development community voluntarily offers capital contributions to help offset these future capital costs to the County. The Adopted FY 2015 – FY 2020 CIP utilizes \$50.62 million in cash proffers during the six-year capital plan. A detailed description of these proffer related expenditures is provided in the Public Facilities Fund section of the Other Funds section of the Adopted FY 2015 Fiscal Plan.

Revenue Source	Amount
Cash Proffers	\$50,615,000
In-Kind Proffers	\$0
Developer Contributions Funding	\$50,615,000

Local Gasoline Tax - The Adopted FY 2015 – FY 2020 CIP utilizes \$2.10 million in local gasoline tax revenues to provide funding for transportation related projects and Regional Organization transportation related capital funding requests.

Revenue Source	Amount
Local Gasoline Tax Funding	\$2,095,000

User Fees - The Adopted FY 2015 – FY 2020 CIP utilizes \$3.88 million in user fees to help offset capital project costs. The fees are typically related to revenues generated from the Transit Bus system fares that are used to match State Capital Assistance grants for transit bus acquisitions, and fees collected at the County landfill to pay debt service on debt issued for landfill cell development and/or closures, or to acquire capital vehicles in support of landfill operations.

Revenue Source	Amount
Transit Bus Fee Revenue	\$3,250,000
Landfill Fee Revenue	\$631,548



Proceeds from the Sale of Land - The Adopted FY 2015 – FY 2020 CIP utilizes \$21.54 million in anticipated revenues from the sale of County property - the Islamic Saudi Academy site and the Sterling Annex. Revenues from the sale of land represent 1% of total CIP funding sources.

Revenue Source	Amount
Sale of Land	\$21,540,100

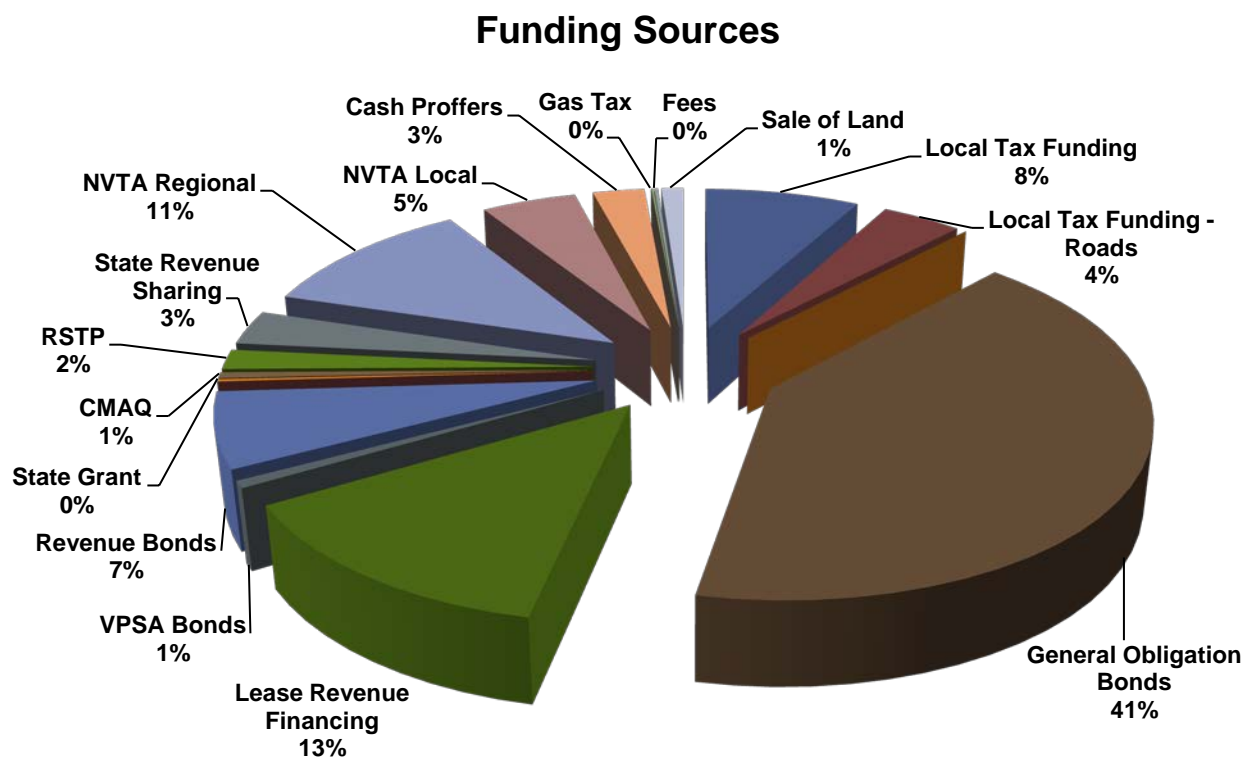


Table 7-5: Sources of Funding for CIP projects



Summary of the Board of Supervisors' Changes to the FY 2015 – FY 2020 CIP

The Adopted FY 2015 – FY 2020 Capital Improvement Program budget represents changes made by the Board of Supervisors to the Proposed Capital Improvement Program budget presented by the County Administrator on February 5, 2014. The Proposed FY 2015 – FY 2020 CIP included approximately \$1,958,811,000 in total expenditures. The Adopted FY 2015 – FY 2020 CIP includes total expenditures of \$1,902,932,802, as decrease of approximately \$55,878,198 from the Proposed CIP.

The Proposed FY 2015 – FY 2020 CIP was fully compliant with all of the County's Debt Policies and Ratios. By staying within the guidelines established by the debt policies and ratios, the County limits outstanding debt obligations and manages the debt repayment schedule in a fiscally responsible manner to maintain its AAA Bond Rating. The County's debt policies and ratios include:

- Annual debt issuance limit of \$200 million.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3%.
- Net debt per capita as a percentage of income per capita should not exceed 8%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- The ten year debt payout ratio should be above 60%.

Debt obligations were very close to the \$200 million annual debt cap limit in nearly all of the years of the six-year Proposed CIP, with the exception of FY 2018 and FY 2020. The County was also very close to the maximum limit for the "Debt Service to Total Expenditures" ratio from FY 2017 through FY 2020 of the Proposed CIP. Planned debt service expenditures exceeded 9.70% of total County expenditures from FY 2017 – FY 2020 in the Proposed CIP.

Wanting to improve the County's position in regards to its debt policies and ratios, the Board of Supervisors made decisions to reduce the County's overall debt obligations and planned debt service expenditures during their FY 2015 budget deliberations. Furthermore, as a general "rule of thumb" during the budget deliberations, any new projects proposed by a Board member for inclusion in the CIP that used debt financing required the elimination of an equal amount of debt from an existing project within the Proposed CIP.

The Board of Supervisors eliminated \$62,729,517 in General Obligation Bond financing from the six-year Proposed CIP, and reduced \$2,040,585 in local tax funding from the six-year Proposed CIP, during their budget deliberations. The Adopted FY 2015 – FY 2020 CIP is fully compliant with all of the County's debt policies and ratios.

The Board also placed a high priority on funding school construction projects. The Adopted FY 2015 – FY 2020 CIP fully funds all school construction funding requests from the Loudoun County School Board's Adopted CIP. The only School funding requests not provided in the Adopted CIP were requests for land acquisition funding. Existing appropriations totaling approximately \$44 million for school land acquisition have not been spent by the school system. To assist in reducing debt obligations, the Board eliminated school land acquisition funding from the CIP until the Schools put together a plan to expend the existing land acquisition funding to purchase school sites.

The following tables highlight the changes made to the Proposed CIP by the Board in forming the Adopted CIP budget.



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Administration Projects – The table below provides a summary of the projects that were added, eliminated or amended in the Administration programmatic category of the CIP by the Board of Supervisors during their budget deliberations:

Project	Proposed CIP	Adopted CIP	Funding Change
Library Management System	\$2,500,000	\$2,500,000	\$0
Land Acquisition – Sterling Fire and Rescue Station	\$2,050,000	\$2,050,000	\$0
Land Acquisition – Public Schools	\$21,780,000	\$0	(\$21,780,000)
Land Acquisition – Western Park and Ride Lot	\$555,000	\$555,000	\$0
Land Acquisition – Animal Services Facility	\$3,785,000	\$0	(\$3,785,000)
Land Acquisition – Eastern Loudoun DS Group Residence	\$480,000	\$480,000	\$0
	\$31,150,000	\$5,585,000	(\$25,565,000)

- The Board reduced General Obligation Bond expenditures in the Administration category by \$25,565,000, all pertaining to land acquisition costs.
- The Board reduced \$11,250,000 in land acquisition funding for HS-9. \$3,785,000 was reduced in FY 2015 and \$7,465,000 was reduced in FY 2017 due to the fact the Public Schools have approximately \$44 million in appropriated land acquisition funds on hand that have not been spent yet.
- The Board eliminated \$10,530,000 in land acquisition funding in FY 2019 related to acquiring sites for School Vehicle Maintenance facilities. The Vehicle Maintenance Facilities were not included in the Public Schools' Adopted CIP, and were therefore dropped from the CIP.
- The Board reduced \$3,785,000 in FY 2017 to purchase a site for the new Animal Services Facility. The Board elected to use a site already owned by the County to reduce land acquisition costs for this facility. The land acquisition funding was included in FY 2017 of the Proposed CIP in the event the Board did not choose to utilize existing County-owned property to locate the Animal Services Facility.



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General Government – The table below provides a summary of the projects that were added, eliminated or amended in the General Government programmatic category of the CIP by the Board of Supervisors during their budget deliberations:

Project	Proposed CIP	Adopted CIP	Funding Change
Capital Project Management	\$35,895,992	\$35,989,415	\$93,423
Capital Project Management Consulting Services	\$5,000,000	\$5,000,000	\$0
CIP Contingency	\$10,000,000	\$10,000,000	\$0
Storm Water Management	\$18,000,000	\$18,000,000	\$0
Howardsville Community Wastewater System	\$1,470,000	\$1,470,000	\$0
Willisville Community Wastewater System	\$175,000	\$175,000	\$0
Town of Hillsboro Water System	\$0	\$1,145,000	\$1,145,000
Water/Wastewater Feasibility Studies	\$935,000	\$935,000	\$0
County Landfill Reclamation Project	\$11,480,000	\$11,480,000	\$0
County Landfill Sequence V Closure	\$5,930,000	\$5,930,000	\$0
Consolidated Shops and Warehouse	\$37,550,000	\$37,550,000	\$0
County Landfill Debt Service	\$0	\$631,548	\$631,548
	\$126,435,992	\$128,305,963	\$1,869,971

- The Board added \$1,145,000 to the Adopted CIP in FY 2015 to fund Water System improvements in the Town of Hillsboro. The Town made a request for funding in FY 2015, after the development of the Proposed CIP, to assist in paying for improvements to the Town's water system, which is under a consent decree to remedy deficiencies in the water system. The County was able to accommodate the request for funding using proceeds of the sale of the Sterling Annex facility.
- The Capital Project Management Program includes expenses related to positions in the Departments of Transportation and Capital Infrastructure, Management and Financial Services, and the Office of the County Attorney that provide project management, procurement and legal support to capital projects. The Adopted CIP included an increase in merit based compensation for these employees \$93,423 higher than anticipated in the Proposed CIP.
- Debt service expenses for the County Landfill are included in the Adopted CIP each year as part of the Appropriations Resolution. These expenses are related to paying off debt service for landfill cell development and/or closures, or for capital vehicle acquisitions in support of landfill operations. These expenses are paid using landfill fees.



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Public Safety – The table below provides a summary of the projects that were added, eliminated or amended in the Public Safety programmatic category of the CIP by the Board of Supervisors during their budget deliberations:

Project	Proposed CIP	Adopted CIP	Funding Change
Fire and Rescue Capital Apparatus	\$17,840,000	\$17,840,000	\$0
Lucketts Fire Station Replacement	\$10,120,000	\$10,120,000	\$0
Traffic Signal Emergency Backup Power Systems	\$865,000	\$865,000	\$0
Animal Services Facility	\$15,370,000	\$15,370,000	\$0
Courts Complex Phase III	\$67,000,000	\$67,000,000	\$0
Sterling Fire Station Replacement	\$14,430,000	\$14,430,000	\$0
Temporary Kirkpatrick Fire Station	\$2,500,000	\$0	(\$2,500,000)
Kirkpatrick Fire and Rescue Station	\$13,175,000	\$12,240,000	(\$935,000)
Traffic Signal Preemption Devices	\$1,570,000	\$1,570,000	\$0
Adult Detention Center Phase III	\$260,000	\$260,000	\$0
Juvenile Probation Residence	\$6,200,000	\$6,200,000	\$0
Lovettsville Fire Station Renovation	\$3,380,000	\$3,380,000	\$0
Fire Station Alerting System	\$1,500,000	\$1,500,000	\$0
Leesburg South Fire and Rescue Station	\$13,430,000	\$13,430,000	\$0
Round Hill Fire Station Replacement	\$14,855,000	\$14,855,000	\$0
Juvenile Detention Center Phase II	\$4,690,000	\$4,690,000	\$0
Fire and Rescue CPAT Center	\$3,340,000	\$3,340,000	\$0
Fire and Rescue Vehicle Annex	\$3,610,000	\$3,610,000	\$0
Fire and Rescue Training Center Expansion	\$7,745,000	\$7,745,000	\$0
Fire and Rescue Training Tower	\$500,000	\$500,000	\$0
	\$202,380,000	\$198,945,000	(\$3,435,000)



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- The Proposed CIP included two Kirkpatrick Fire and Rescue Station projects – a temporary station in FY 2015 and a permanent station with design scheduled for FY 2016 and construction scheduled for FY 2017. Due to growth in housing units in the Dulles area, Fire and Rescue staff was concerned that the timeline for the development of the permanent Kirkpatrick Fire and Rescue Station would be too long to wait for fire protection services to be delivered south of Route 50 and west of Loudoun County Parkway. Therefore, a temporary Station was proposed to provide fire and rescue protection services for a 2-3 year period until the permanent station would be ready to open in FY 2018.

The delivery of the proffered site and all corresponding road and infrastructure improvements required to begin construction of the permanent Kirkpatrick Fire and Rescue Station will be provided to the County one year earlier than originally anticipated, which allowed for the permanent Fire and Rescue Station to be advanced one year in the CIP. The funding plan to advance the development of the permanent Kirkpatrick Fire and Rescue Station one year in the CIP included:

1. Keeping the \$2,500,000 local tax funding allocation for the Temporary Fire Station in FY 2015 for design and site work for the permanent station.
2. Re-allocating \$1,740,000 in local tax funding in FY 2016 for design of the permanent station towards construction of the permanent station.
3. Allocating \$8,000,000 in General Obligation Bonds in FY 2016 towards construction and furniture, fixtures and equipment (FFE) of the permanent station.

Total funding for the permanent station equals \$12,240,000, with design in FY 2015 and construction in FY 2016. The County saves approximately \$3,435,000 in debt obligations by accelerating the permanent station forward one year in the CIP.

Health and Welfare – The Board of Supervisors did not add, eliminate or amend any projects in the Health and Welfare programmatic category of the CIP during their budget deliberations.

Project	Proposed CIP	Adopted CIP	Funding Change
DS Group Residence – Round Hill	\$1,500,000	\$1,500,000	\$0
Youth Shelter Renovation	\$2,000,000	\$2,000,000	\$0
DS Group Residence - Purcellville	\$1,945,000	\$1,945,000	\$0
Adolescent Independent Living Residence	\$10,600,000	\$10,600,000	\$0
DS Group Residence – Eastern Loudoun	\$2,065,000	\$2,065,000	\$0
	\$18,110,000	\$18,110,000	\$0



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Parks, Recreation and Culture – The table below provides a summary of the projects that were added, eliminated or amended in the Parks, Recreation and Culture programmatic category of the CIP by the Board of Supervisors during their budget deliberations:

Project	Proposed CIP	Adopted CIP	Funding Change
Sterling Library	\$4,850,000	\$4,850,000	\$0
Potomac Lakes Soccer Lights	\$850,000	\$0	(\$850,000)
Scott Jenkins Park Phase II	\$1,200,000	\$1,200,000	\$0
Dulles Multi-Purpose Center Phase III	\$5,920,000	\$5,920,000	\$0
Franklin Park to Purcellville Trail	\$520,000	\$520,000	\$0
Moorefield Station Community Park	\$9,990,000	\$9,990,000	\$0
Sterling Community Center Renovation	\$10,005,000	\$10,005,000	\$0
Hal and Berni Hanson Regional Park	\$47,740,000	\$47,740,000	\$0
Fields Farm Park	\$8,595,000	\$8,595,000	\$0
Ashburn Senior Center	\$7,865,000	\$7,865,000	\$0
Ashburn Recreation and Community Center	\$67,360,000	\$67,360,000	\$0
Brambleton Library	\$26,985,000	\$26,985,000	\$0
Town of Purcellville – Fireman's Field	\$0	\$150,000	\$150,000
	\$191,880,000	\$191,180,000	(\$700,000)

- \$750,000 in local tax funding and \$100,000 in cash proffers were not required in FY 2015 to complete the soccer field lighting project at the Potomac Lakes Sportsplex. The bids to light all six soccer fields at the Sportsplex came in lower than anticipated. Staff elected to use \$100,000 in cash proffers and \$350,000 in CIP contingency funds as a mid-year amendment to the CIP in FY 2014 to fully fund the project. This reduces the request for funding in FY 2015 by \$850,000.
- The Board elected to use \$150,000 in local tax funding no longer required to fund the Potomac Lakes Soccer Lighting project in FY 2015 to provide additional funding requested by the Town of Purcellville to complete improvements to Fireman's Field. The Town made a request for funding in FY 2015, after the development of the Proposed CIP, to obtain additional funds to complete improvements to the storage and maintenance sheds that are used by the County's Department of Parks, Recreation and Community Services.



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Transportation – The table below provides a summary of the projects that were added, eliminated or amended in the Transportation programmatic category of the CIP by the Board of Supervisors during their budget deliberations:

Project	Proposed CIP	Adopted CIP	Funding Change
Transit Buses	\$7,000,000	\$7,000,000	\$0
Town of Purcellville – NVTA Funding	\$2,642,000	\$2,637,953	(\$4,047)
Town of Leesburg – NVTA Funding	\$12,562,000	\$12,539,991	(\$22,009)
Gloucester Parkway	\$8,700,000	\$8,700,000	\$0
Riverside Parkway	\$12,000,000	\$12,000,000	\$0
Braddock/Pleasant Valley Road	\$515,000	\$515,000	\$0
Woodgrove HS/Fields Farm Park Road	\$3,815,000	\$3,815,000	\$0
Temporary Stone Ridge Park and Ride Lot	\$500,000	\$500,000	\$0
Route 28 Hot Spot	\$6,000,000	\$0	(\$6,000,000)
Town of Middleburg Crosswalk Project	\$1,205,000	\$1,205,000	\$0
Town of Round Hill Parking Lot Resurfacing	\$25,000	\$25,000	\$0
Dulles Corridor Rapid Transit (Metrorail)	\$60,000,000	\$60,000,000	\$0
Sterling Boulevard Extension	\$12,400,000	\$12,400,652	\$652
Leesburg Park and Ride Lot	\$5,050,000	\$4,660,660	(\$389,340)
Route 606 Widening	\$5,300,000	\$5,300,000	\$0
Loudoun County Parkway	\$51,000,000	\$51,000,000	\$0
Route 772 Transit Station Connector Bridge	\$16,000,000	\$16,000,000	\$0
Prentice Road	\$63,000,000	\$63,130,000	\$130,000
George Washington Boulevard Overpass	\$17,043,000	\$17,043,000	\$0
Route 15 Bypass/Battlefield Parkway	\$0	\$2,000,000	\$2,000,000
Sterling Sidewalks	\$0	\$260,100	\$260,100



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Project	Proposed CIP	Adopted CIP	Funding Change
Route 7/ Battlefield Parkway	\$57,000,000	\$57,000,000	\$0
Belmont Ridge Road - Truro Parish to Croson	\$35,225,000	\$35,065,000	(\$160,000)
Belmont Ridge Road - Gloucester to Hay	\$25,930,000	\$26,000,000	\$70,000
Farmwell Road (Smith Switch to Ashburn Road)	\$7,000,000	\$7,000,000	\$0
Metro Parking Garages	\$130,000,000	\$130,000,000	\$0
Western Loudoun Park and Ride Lot	\$3,570,000	\$3,570,000	\$0
Route 9/Route 287 Roundabout	\$7,500,000	\$7,500,000	\$0
Waxpool Road/Loudoun County Parkway Intersection	\$17,012,000	\$17,012,000	\$0
Northstar Boulevard – Shreveport to Route 50	\$34,295,000	\$34,300,000	\$5,000
Crosstrail Boulevard	\$39,000,000	\$39,000,000	\$0
Route 7/Route 690 Interchange	\$9,187,000	\$15,187,000	\$6,000,000
One Loudoun Park and Ride Lot	\$3,500,000	\$3,305,000	(\$195,000)
Northstar Boulevard – Route 50 to Tall Cedars	\$12,000,000	\$12,000,000	\$0
Glascok Road – east of Arcola Boulevard	\$14,700,000	\$14,700,000	\$0
Arcola Boulevard	\$26,200,000	\$26,000,000	(\$200,000)
Northstar Boulevard – Tall Cedars to Braddock Road	\$13,836,000	\$13,900,000	\$64,000
Glascok Road – west of Arcola Boulevard	\$16,649,000	\$16,650,000	\$1,000
	\$737,361,000	\$738,921,356	\$1,560,356

- The Proposed CIP did not subtract out NVTAs Administrative Fees assessed to the County's share of NVTAs 30% Local funds. In the Adopted CIP, the total NVTAs Administrative fees (\$161,185) were subtracted out proportionally between the allocations to the Town of Leesburg (\$22,009), the Town of Purcellville (\$4,047), and from the Sterling Boulevard Extension project for the County (\$135,129). In order to make up for the funding shortfall in the Sterling Boulevard Extension project, the Board added \$135,000 from the proceeds of the Sale of the Sterling Annex to the project in FY 2015.



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- The County was awarded \$6,000,000 in NVTa 70% Regional funds in FY 2014 for the Route 28 Hot Spot project. In the Proposed CIP, the County was planning on applying for these funds in FY 2015. The award of the funding in FY 2014 reduced CIP funding by \$6,000,000 for the Route 28 Hot Spot project in FY 2015, and allowed the County to apply for the use of \$6,000,000 in NVTa Regional funds for another project in the CIP. The County elected to apply for the \$6,000,000 in NVTa Regional funds in FY 2016 for the Route 7/Route 690 Interchange project.
- After the production of the Proposed CIP, VDOT notified the County that expected funding from the Federal Government for the CMAQ grant program was going to be lower than anticipated. The County was asked to reduce its FY 2015 CMAQ allocation by \$389,340, which was taken from the Leesburg Park and Ride Lot project, and lower its FY 2016 - FY 2020 CMAQ allocation by \$195,000, which was taken from the One Loudoun Park and Ride Lot project in FY 2019.
- The Proposed FY 2015 – FY 2020 CIP only programmed \$12 million annually as part of the \$0.02 allocation of local tax funding for local road projects. The value of \$0.02 of the tax rate increased to \$13 million, making an additional \$1 million available for spending on transportation projects in each year of the CIP.
 - The Board elected to allocate the additional \$1 million from FY 2015 – FY 2018 on the two segments of Belmont Ridge Road. Combined with the use of \$1,565,000 in cash proffers, the County will be able to fully fund the section of Belmont Ridge Road from Gloucester to Hay, and Belmont Ridge Road from Truro Parish to Croson, without having to issue \$5,655,000 in General Obligation Bonds for the project, and without having to obtain voter approval for the debt.
 - The Board allocated the \$1 million in FY 2019 and FY 2020 to the Arcola Boulevard project as a placeholder. This left the Arcola Boulevard project with an additional \$2 million in funding as a placeholder, and would be re-allocated to other projects as needed in future budget deliberations.
- During the budget deliberations, the Board indicated that at its Transportation Summit held on July 18, 2013, one of the priority projects identified for potential inclusion in the Proposed CIP was the Route 15 Bypass/Battlefield Parkway Interchange project. County Staff did not program funding towards this project in the Proposed CIP. This project is within the limits of the Town of Leesburg, and Town staff indicated the Town's highest priority project was the Route 7/Battlefield Parkway Interchange. The County fully funded the Route 7/Battlefield Parkway project in the Proposed CIP using NVTa Regional Funds. The Board accepted a County staff proposal to include \$2 million in NVTa Regional funds in FY 2018 for the Route 15 Bypass/Battlefield Parkway Interchange project to begin design work for the facility. Funding for the project was possible because there was an additional \$2 million on the Arcola Boulevard project from the \$0.02 of the tax rate applied to the project in FY 2019 and FY 2020. \$2 million in NVTa Regional Funds were shifted from the Prentice Road project in FY 2018 to the Route 15 Bypass/Battlefield Parkway project, and \$1 million in local tax funding was shifted from the Arcola Boulevard project to the Prentice Road project in FY 2019 and again in FY 2020 to ensure all of the projects maintained full funding in the six-year CIP timeframe.
- The Board allocated \$260,100 from the proceeds of the Sale of the Sterling Annex to provide funding for sidewalk improvements in the Sterling area.



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- The Board directed staff to explore funding options that would delay the Prentice Road project and accelerate other road projects in the Proposed CIP to address current bottlenecks in the County's road network. Staff explored shifting funding from the Prentice Road project in the FY 2015 – FY 2018 timeframe to other road projects with a more immediate need for funding to deliver traffic congestion relief. The Board elected to shift funding to accelerate the Northstar Boulevard and Arcola Boulevard projects forward in the Proposed CIP, while shifting the Prentice Road project funding back. The funding changes impacted the following project timelines:
 - Prentice Road begins design in FY 2018 and construction in FY 2020. Design is delayed three years and construction is delayed two years from the Proposed CIP.
 - Northstar Boulevard from Shreveport to Route 50 begins design in FY 2015 and construction in FY 2017. Design is accelerated one year and construction is accelerated two years from the Proposed CIP.
 - Northstar Boulevard from Route 50 to Tall Cedars begins design in FY 2016 and construction in FY 2018 (FY 2017 if no ROW or easement acquisition is required). Design and construction are accelerated three years from the Proposed CIP.
 - Northstar Boulevard from Tall Cedars to Braddock begins design in FY 2018 and construction in FY 2019. Design and construction are accelerated one year from the Proposed CIP.
 - Arcola Boulevard begins design in FY 2017 and construction in FY 2019 (FY 2018 if no ROW or easement acquisition is required). Design and construction are accelerated two years from the Proposed CIP.

Elementary Schools - The Board of Supervisors did not add, eliminate or amend any projects in the Elementary School programmatic category of the CIP during their budget deliberations.

Project	Proposed CIP	Adopted CIP	Funding Change
ES-27 Dulles North Elementary School	\$35,040,000	\$35,040,000	\$0
ES-28 Dulles South Elementary School	\$41,790,000	\$41,790,000	\$0
	\$76,830,000	\$76,830,000	\$0



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Middle Schools - The Board of Supervisors did not add, eliminate or amend any projects in the Middle School programmatic category of the CIP during their budget deliberations.

Project	Proposed CIP	Adopted CIP	Funding Change
MS-9 Dulles North Middle School	\$53,540,000	\$53,540,000	\$0
MS-7 Dulles South Middle School	\$63,850,000	\$63,850,000	\$0
	\$117,390,000	\$117,390,000	\$0

High Schools - The table below provides a summary of the projects that were added, eliminated or amended in the High School programmatic category of the CIP by the Board of Supervisors during their budget deliberations:

Project	Proposed CIP	Adopted CIP	Funding Change
Broad Run High School Renovation	\$26,500,000	\$12,205,483	(\$14,294,517)
Advanced Technology Academy	\$121,180,000	\$114,640,000	(\$6,540,000)
Loudoun County High School Naval JROTC Facility	\$2,180,000	\$2,180,000	\$0
HS-11 Dulles North High School	\$121,870,000	\$121,870,000	\$0
CS Monroe Conversion	\$43,690,000	\$43,690,000	\$0
HS-9 Dulles South High School	\$133,080,000	\$133,080,000	\$0
Dulles South Vehicle Maintenance Facility	\$8,775,000	\$0	(\$8,775,000)
	\$448,500,000	\$427,665,483	(\$29,609,517)

- The County's Proposed CIP included \$115,120,000 in FY 2016 for the construction of the Advanced Technology Academy. The Schools' Adopted CIP provided only \$108,580,000 in FY 2016 for construction, a difference of \$6,540,000. The Board of Supervisors elected to reduce the appropriations for this project to match the Schools' CIP. This action reduced local tax funding required for the project by \$655,000 and debt obligations by \$5,885,000 in FY 2016.
- The County's Proposed CIP included \$8,775,000 for a Dulles South Vehicle Maintenance Facility in FY 2019. The School's Adopted CIP did not include funding for this project. The Board elected to reduce funding for this project, reducing \$7,895,000 in General Obligation Bond financing and \$880,000 in local tax funding in FY 2019 of the CIP.



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- The Proposed CIP included \$26,500,000 in General Obligation Bond financing in FY 2015 for renovations to Broad Run High School. Given the need to reduce the County's debt obligations, the Board elected to lower the amount of debt required to finance this project. The Board elected to finance the high school renovations using the following funding plan:
 1. \$13,250,000 in FY 2013 Fund Balance for appropriation in April of 2014, as a mid-year amendment to the FY 2014 CIP.
 2. The Loudoun County Public Schools returned \$1,044,517 in cash to the County for use on a school project in FY 2015 to reduce required debt obligations. The Board elected to use this cash in April of 2014, as a mid-year amendment to the FY 2014 CIP, for the Broad Run High School renovations.
 3. \$12,205,483 in Virginia Public School Authority (VPSA) bond financing in FY 2015 of the CIP.

The Board's actions reduced debt obligations by \$14,294,517 for the Broad Run High School project, and appropriated the cash portion of the project in FY 2014 to allow the Loudoun County Public Schools to begin design work for the project in FY 2014.



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Capital Improvement Program Summary Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
<u>Budgetary Cost</u>											
General Capital Projects Fund											
Administration	299,312	4,550	555		0	0	480	0	5,585	0	304,897
General Government	65,250	14,426	18,930	12,765	22,070	15,530	44,585	128,306	3,000		196,556
Public Safety	142,563	33,455	95,010	14,850	16,765	18,325	20,540	198,945	0		341,508
Health and Welfare	120	3,500	0	1,945	1,255	11,410	0	18,110	0		18,230
Parks, Recreation and Culture	22,710	12,640	19,995	72,835	58,725	3,035	23,950	191,180	0		213,890
Transportation	417,119	121,302	235,857	133,448	77,294	82,685	88,335	738,921	0		1,156,040
General Capital Projects Fund Total	947,074	189,873	370,347	235,843	176,109	131,465	177,410	1,281,047	3,000		2,231,121
School Capital Projects Fund											
Elementary Schools	0	35,040	0	0	0	41,790	0	76,830	0		76,830
Middle Schools	0	53,540	0	0	0	63,850	0	117,390	0		117,390
High Schools	14,295	18,265	108,580	2,180	165,560	0	133,080	427,665	0		441,960
School Capital Projects Fund Total	14,295	106,845	108,580	2,180	165,560	105,640	133,080	621,885	0		636,180
Budgetary Cost	961,369	296,718	478,927	238,023	341,669	237,105	310,490	1,902,932	3,000	2,867,301	
<u>Funding Source</u>											
Local Tax Funding	156,866	26,479	29,185	20,205	27,970	21,895	25,395	151,129	3,000		310,995
Local Tax Funding - Roads	13,635	13,000	13,000	13,000	13,000	13,000	13,000	78,000	0		91,635
Fund Balance	116,854	0	0	0	0	0	0	0	0		116,854
General Obligation Bonds	71,907	115,090	120,475	62,725	210,355	115,835	159,365	783,845	0		855,752
Lease Revenue Financing	459,417	62,815	80,205	44,910	11,915	16,690	37,090	253,625	0		713,042
Revenue Bonds	0	0	130,000	0	0	0	0	130,000	0		130,000
VPSA Financing	0	12,205	0	0	0	0	0	12,205	0		12,205
Federal Grant	0	0	0	0	0	0	0	0	0		0
State Grant	35,093	1,265	750	500	500	500	500	4,015	0		39,108
CMAQ	1,055	2,261	0	4,700	0	3,455	0	10,416	0		11,471
RSTP	500	4,867	5,500	12,598	0	2,000	9,578	34,543	0		35,043
State Revenue Sharing	1,800	10,000	10,000	10,000	10,000	10,000	10,000	60,000	0		61,800
NVTA 70% Regional	20,000	27,500	40,400	35,300	36,200	37,100	38,000	214,500	0		234,500
NVTA 30% Local	10,805	14,219	14,752	15,135	15,529	16,130	16,757	92,522	0		103,327
Cash Proffers	10,685	2,250	13,910	18,450	15,700	0	305	50,615	0		61,300
In Kind Proffers	51,409	0	0	0	0	0	0	0	0		51,409
Local Gasoline Tax	4,940	2,095	0	0	0	0	0	2,095	0		7,035
Fees	0	1,132	750	500	500	500	500	3,882	0		3,882
Proceeds from Land Sale	5,800	1,540	20,000	0	0	0	0	21,540	0		27,340
Gifts/Donations	603	0	0	0	0	0	0	0	0		603
Total Funding Source	961,369	296,718	478,927	238,023	341,669	237,105	310,490	1,902,932	3,000	2,867,301	



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
General Capital Projects Fund											
<u>Budgetary Cost</u>											
Administration		299,312	4,550	555	0	0	480	0	5,585	0	304,897
General Government		65,250	14,426	18,930	12,765	22,070	15,530	44,585	128,306	3,000	196,556
Public Safety		142,563	33,455	95,010	14,850	16,765	18,325	20,540	198,945	0	341,508
Health and Welfare		120	3,500	0	1,945	1,255	11,410	0	18,110	0	18,230
Parks, Recreation and Culture		22,710	12,640	19,995	72,835	58,725	3,035	23,950	191,180	0	213,890
Transportation		417,119	121,302	235,857	133,448	77,294	82,685	88,335	738,921	0	1,156,040
Budgetary Cost		947,074	189,873	370,347	235,843	176,109	131,465	177,410	1,281,047	3,000	2,231,121
<u>Funding Source</u>											
Local Tax Funding		156,866	17,019	18,325	19,985	11,410	11,330	12,085	90,154	3,000	250,020
Local Tax Funding - Roads		13,635	13,000	13,000	13,000	13,000	13,000	13,000	78,000	0	91,635
Fund Balance		102,559	0	0	0	0	0	0	0	0	102,559
General Obligation Bonds		71,907	29,910	42,755	60,765	61,355	20,760	39,595	255,140	0	327,047
Lease Revenue Financing		459,417	62,815	80,205	44,910	11,915	16,690	37,090	253,625	0	713,042
Revenue Bonds		0	0	130,000	0	0	0	0	130,000	0	130,000
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		35,093	1,265	750	500	500	500	500	4,015	0	39,108
CMAQ		1,055	2,261	0	4,700	0	3,455	0	10,416	0	11,471
RSTP		500	4,867	5,500	12,598	0	2,000	9,578	34,543	0	35,043
State Revenue Sharing		1,800	10,000	10,000	10,000	10,000	10,000	10,000	60,000	0	61,800
NVTA 70% Regional		20,000	27,500	40,400	35,300	36,200	37,100	38,000	214,500	0	234,500
NVTA 30% Local		10,805	14,219	14,752	15,135	15,529	16,130	16,757	92,522	0	103,327
Cash Proffers		10,685	2,250	13,910	18,450	15,700	0	305	50,615	0	61,300
In Kind Proffers		51,409	0	0	0	0	0	0	0	0	51,409
Local Gasoline Tax		4,940	2,095	0	0	0	0	0	2,095	0	7,035
Fees		0	1,132	750	500	500	500	500	3,882	0	3,882
Proceeds from Land Sale		5,800	1,540	0	0	0	0	0	1,540	0	7,340
Gifts/Donations		603	0	0	0	0	0	0	0	0	603
Total Funding Source		947,074	189,873	370,347	235,843	176,109	131,465	177,410	1,281,047	3,000	2,231,121



**Loudoun County Government
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Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
School Capital Projects Fund											
<u>Projects</u>											
Elementary Schools		0	35,040	0	0	0	41,790	0	76,830	0	76,830
Middle Schools		0	53,540	0	0	0	63,850	0	117,390	0	117,390
High Schools		<u>14,295</u>	<u>18,265</u>	<u>108,580</u>	<u>2,180</u>	<u>165,560</u>	<u>0</u>	<u>133,080</u>	<u>427,665</u>	<u>0</u>	<u>441,960</u>
Budgetary Cost		14,295	106,845	108,580	2,180	165,560	105,640	133,080	621,885	0	636,180
<u>Funding Source</u>											
Local Tax Funding		0	9,460	10,860	220	16,560	10,565	13,310	60,975	0	60,975
Fund Balance		14,295	0	0	0	0	0	0	0	0	14,295
General Obligation Bonds		0	85,180	77,720	1,960	149,000	95,075	119,770	528,705	0	528,705
VPSA Bond Financing		0	12,205	0	0	0	0	0	0	0	0
Proceeds from Land Sale		<u>0</u>	<u>0</u>	<u>20,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,000</u>	<u>0</u>	<u>20,000</u>
Total Funding Source		14,295	106,845	108,580	2,180	165,560	105,640	133,080	621,885	0	636,180



Operating Impacts of Opening New Facilities in the FY 2015 – FY 2020 CIP

The cost of opening and operating facilities needs to be analyzed as part of the decision to fund a capital project. The County needs to plan ahead for personnel, operating, utility and maintenance expenditures to staff and open a new facility.

The following table, known as the Operating Impact Analysis Table, outlines the estimated operating impacts related to facilities scheduled to open during the FY 2015 – FY 2020 CIP planning period. The table provides an analysis of:

- Additional Full Time Equivalents (FTE), or personnel, required to staff new or expanded facilities.
- Personnel Costs in salaries and benefits required to staff new or expanded facilities.
- Operational Costs related to operating new or expanded facilities, to include utility costs, maintenance costs, etc.
- Anticipated revenues generated by each facility.

The Operating Impact Analysis Table is formatted to present both the gross and net impact of opening, expanding or renovating capital facilities. The table presents the full staffing and operational cost estimates for new construction, while providing anticipated revenues generated by each facility. The gross impact of personnel and operating costs for each facility are presented, and the net impact is calculated by subtracting the facility's anticipated revenues from its gross cost estimates.

The Operating Impact Analysis Table provides the full impact of opening a facility, to include operating costs attributed to the department operating the facility, and all central services costs (ex. utility costs) attributed to the Department of General Services. In the operating budget pages, these costs will be split between the departments.

For new facilities, the full impact of staffing and operating the facility is presented. For facility renovations and expansions, where the facility was already in operation prior to being expanded or renovated, the personnel, operating and FTE estimates represent the incremental increase above current staffing levels and costs required to operate the facility.

All expenditure and revenue estimates for each facility are calculated to represent FY 2015 costs. To provide a greater level of accuracy in estimating future operating costs, the following inflation factors are used:

- Personnel costs are escalated annually by 3% for every year after FY 2015.
- Operating costs are escalated annually by 2% for every year after FY 2015.

Each capital project page in the CIP budget document includes a summary table that reports the project's estimated net operating and personnel cost impacts on the County's operating budget. Estimated revenues that help offset the cost to operate new facilities are automatically deducted from the Operating Impact tables at the bottom of each capital project page in the CIP. If a capital project has no net impact to the County's operating budget, no operating impact table is provided on the project page.

The estimated number of new personnel (FTE) required to operate a facility is shown in the year in which the FTE's are projected to be hired.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Operating Impact Analysis Table FY 2015 - FY 2020								
Capital (\$ in 1,000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total
GENERAL GOVERNMENT								
Storm Water Management	O&M	310	323	336	349	363	378	2,059
GENERAL GOVERNMENT								
	O&M	310	323	336	349	363	378	2,059
PUBLIC SAFETY								
Animal Services Facility	FTE	-	-	7.42	-	-	-	7.42
	Personnel	-	-	334	344	354	365	1,397
	O&M	-	-	307	313	319	326	1,265
Juvenile Probation Residence	FTE	-	-	-	18.19	-	-	18.19
	Personnel	-	-	-	1,393	1,435	1,478	4,306
	O&M	-	-	-	654	667	680	2,001
Fire Apparatus	O&M	2,600	2,900	3,200	3,500	3,800	4,100	20,100
Lucketts Fire Station Replacement	O&M	-	185	189	192	196	200	962
Leesburg South Fire and Rescue Station	FTE	-	-	-	-	13.44	-	13.44
	Personnel	-	-	-	-	1,205	1,241	2,446
	O&M	-	-	-	-	364	372	736
Kirkpatrick Fire and Rescue Station	FTE	-	32.48	-	-	-	-	32.48
	Personnel	-	2,308	2,377	2,449	2,522	2,598	12,254
	O&M	-	740	754	769	785	800	3,848
Round Hill Station Replacement	O&M	-	-	-	-	-	212	212
Lovettsville Fire Station Renovation	O&M	-	-	-	82	84	85	251
Traffic Signal Preemption Devices	O&M	-	-	94	96	97	99	386
Fire Station Alerting System	O&M	-	-	-	64	65	67	196
PUBLIC SAFETY								
	FTE	-	32.48	7.42	18.19	13.44	-	71.53
	Personnel	-	2,308	2,711	4,186	5,516	5,682	20,403
	O&M	2,600	3,825	4,544	5,670	6,377	6,941	29,957
HEALTH AND WELFARE								
DS Group Residence - Purcellville	O&M	-	-	-	404	416	429	1,249
DS Group Residence - Eastern Loudoun	O&M	-	-	-	-	-	429	429
Adolescent Independent Living Residence	O&M	-	-	-	-	-	506	506
HEALTH AND WELFARE								
	O&M	-	-	-	404	416	1,364	2,184
TRANSPORTATION								
Metro Parking Garages	O&M	-	-	-	3,411	3,479	3,549	10,439
Leesburg Park and Ride Lot	O&M	-	21	22	22	22	23	110
Temporary Stone Ridge Park and Ride Lot	O&M	-	21	22	22	22	23	110
Western Loudoun Park and Ride Lot	O&M	-	-	-	19	19	20	58
One Loudoun Park and Ride Lot	O&M	-	-	-	-	-	15	15
TRANSPORTATION								
	O&M	-	42	44	3,474	3,542	3,630	10,732



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Operating Impact Analysis Table FY 2015 - FY 2020							
Capital (\$ in 1,000's)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total
<u>PARKS, RECREATION AND CULTURE</u>							
Dulles Multipurpose Center (Phase III)							
FTE	-	-	10.50	-	-	-	10.50
Personnel	-	-	502	517	533	549	2,100
O&M	-	-	792	808	824	840	3,264
Estimated Revenue	-	-	421	430	438	447	1,737
Hal & Berni Hanson Regional Park							
FTE	-	-	-	-	12.50	-	12.50
Personnel	-	-	-	-	671	691	1,362
O&M	-	-	-	-	787	819	1,606
Estimated Revenue	-	-	-	-	51	52	103
Potomac Lakes Soccer Lights							
O&M	-	26	27	27	28	28	135
Estimated Revenue	-	5	5	5	5	6	27
Scott Jenkins Park Phase II							
O&M	-	23	23	24	24	25	119
Sterling Library							
FTE	-	4.38	-	-	-	-	4.38
Personnel	-	292	300	309	319	328	1,548
O&M	-	249	256	264	272	280	1,322
Moorefield Station Community Park							
FTE	-	-	1.00	-	-	-	1.00
Personnel	-	-	34	35	36	37	142
O&M	-	-	23	23	24	24	94
Sterling Community Center Renovation							
FTE	-	-	2.00	-	-	-	2.00
Personnel	-	-	64	66	68	70	268
O&M	-	-	129	132	135	137	533
Estimated Revenue	-	-	75	76	78	79	308
Ashburn Recreation & Community Center							
FTE	-	-	-	-	-	58.04	58.04
Personnel	-	-	-	-	-	2,797	2,797
O&M	-	-	-	-	-	620	620
Estimated Revenue	-	-	-	-	-	2,867	2,867
Ashburn Senior Center							
FTE	-	-	-	-	10.50	-	10.50
Personnel	-	-	-	-	532	548	1,081
O&M	-	-	-	-	497	507	1,004
Estimated Revenue	-	-	-	-	157	160	317
Fields Farm Park							
FTE	-	-	-	1.06	-	-	1.06
Personnel	-	-	-	39	41	42	122
O&M	-	-	-	26	27	27	80
PARKS, RECREATION AND CULTURE							
FTE	-	4.38	13.50	1.06	23.00	58.04	99.98
Personnel	-	292	900	967	2,199	5,062	9,419
O&M	-	298	1,250	1,304	2,617	3,308	8,777
Estimated Revenue	-	5	502	511	730	3,611	5,358
Net Impact	-	584.40	1,649	1,760	4,086	4,759	12,838



**Loudoun County Government
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Operating Impact Analysis Table FY 2015 - FY 2020							
Capital (\$ in 1,000's)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total
GENERAL CAPITAL PROJECTS OPERATING IMPACT							
FTE	-	36.9	20.9	19.3	36.4	58.0	171.5
Personnel	-	2,600	3,611	5,153	7,715	10,743	29,822
O&M	2,910	4,488	6,174	11,201	13,316	15,620	53,709
Estimated Revenue	-	5	502	511	730	3,611	5,358
NET IMPACT	2,910	7,082	9,284	15,843	20,301	22,753	78,173
Elementary Schools							
ES- 27 Dulles North							
O&M	-	-	11,488	11,833	12,188	12,553	48,062
ES- 28 Dulles South							
O&M	-	-	-	-	-	-	-
Elementary Schools O&M	-	-	11,488	11,833	12,188	12,553	48,062
Middle Schools							
MS- 9 Dulles North Area MS							
O&M	-	-	-	18,255	18,803	19,367	56,424
MS- 7 Dulles South							
O&M	-	-	-	-	-	-	-
Middle Schools O&M	-	-	-	18,255	18,803	19,367	56,424
High Schools							
HS- 11 Dulles North Area HS							
O&M	-	-	-	-	-	25,823	25,823
Advanced Technology Academy							
O&M	-	-	-	13,523	13,929	14,347	41,798
CS Monroe Conversion							
O&M	-	-	-	-	-	5,810	5,810
High Schools O&M	-	-	-	13,523	13,929	45,980	73,431
Other School Projects							
Dulles South Vehicle Maintenance Facility							
O&M	-	-	-	-	-	201	201
Other School Projects O&M	-	-	-	-	-	201	201
SCHOOL CAPITAL PROJECTS OPERATING IMPACT							
O&M	-	-	11,488	43,611	44,919	78,101	178,118
NET IMPACT	-	-	11,488	43,611	44,919	78,101	178,118



**Loudoun County Government
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Operating Impact Analysis Table FY 2015 - FY 2020							
Capital (\$ in 1,000's)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total
PREVIOUSLY FUNDED PROJECTS PRIOR TO FY 2015							
Potomac Green Community Park							
O&M	15	15	16	16	16	17	95
Lovettsville District Park							
FTE	-	6.07	-	-	-	-	6.07
Personnel	-	308	317	327	337	347	1,635
O&M	-	125	128	130	133	135	651
Estimated Revenue	-	29	30	30	31	31	151
Dulles Multipurpose Center (Phase II)							
FTE	-	39.70	-	-	-	-	39.70
Personnel	-	1,511	1,556	1,603	1,651	1,701	8,022
O&M	-	329	336	342	349	356	1,712
Estimated Revenue	-	2,219	2,263	2,309	2,355	2,402	11,548
Brambleton District Park							
O&M	-	15	16	16	16	17	80
Western Sheriff Station							
FTE	-	2.12	-	-	-	-	2.12
Personnel	-	132	136	140	144	149	701
O&M	-	110	112	114	117	119	572
Ashburn Sheriff Station							
FTE	-	5.36	-	-	-	-	5.36
Personnel	-	166	171	176	181	187	881
O&M	-	436	445	454	463	472	2,269
Public Safety Firing Range							
FTE	-	-	-	6.72	-	-	6.72
Personnel	-	-	-	1,075	536	552	2,163
O&M	-	-	-	386	416	429	1,231
PREVIOUSLY FUNDED PROJECTS PRIOR TO FY 2015 OPERATING IMPACT							
FTE	-	53.25	-	6.72	-	-	59.97
Personnel	-	2,117	2,181	3,321	2,849	2,935	13,402
O&M	15	1,031	1,051	1,458	1,510	1,545	6,610
Estimated Revenue	-	2,248	2,293	2,339	2,386	2,433	11,699
NET IMPACT	15	900	939	2,440	1,973	2,046	8,313
TOTAL CIP OPERATING IMPACT							
FTE	-	90.11	20.92	25.97	36.44	58.04	231.48
Personnel	-	4,717	5,792	8,474	10,564	13,678	43,224
O&M	2,925	5,519	18,713	56,270	59,744	95,265	238,437
Estimated Revenue	-	2,253	2,795	2,850	3,115	6,044	17,057
NET Operating Impact	2,925	7,982	21,710	61,894	67,193	102,899	264,604



Loudoun County Government
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Schedule of Financing and Referenda

The following projects are scheduled for general obligation bond financing requiring referendum in the FY 2015 – FY 2020 capital planning period. The referendum requires voter approval for the use of general obligation bond financing of public facilities.

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2014	<u>General Government</u>	
	Land Acquisition – Sterling Fire Station	\$ 2,050,000
	Animal Services Facility	\$ 15,370,000
	Sterling Fire and Rescue Station Replacement	\$ 14,430,000
	Fire Apparatus	\$ 2,840,000
	Sterling Community Center Renovation	\$ 6,085,000
	Sterling Library	\$ 4,850,000
	<i>Subtotal, General Government</i>	<i>\$ 45,625,000</i>
	<u>Schools</u>	
	Broad Run High School Renovations (VPSA Bonds)	\$ 12,205,483
	Dulles North Elementary School (ES-27)	\$ 31,540,000
	Dulles North Middle School (MS-9)	\$ 48,185,000
	Advanced Technology Academy	\$ 83,175,000
	<i>Subtotal, Schools</i>	<i>\$ 175,105,483</i>
	Total November 2014 Referendum	\$ 220,730,483
November 2015	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	Kirkpatrick Fire and Rescue Station	8,000,000
	<i>Subtotal, General Government</i>	<i>\$ 11,000,000</i>
	Total November 2015 Referendum	\$ 11,000,000
November 2016	<u>General Government</u>	
	Lovettsville Fire Station Renovation	3,380,000
	Hal and Berni Hanson Regional Park	\$ 30,640,000
	Ashburn Recreation and Community Center	\$ 53,225,000
	Ashburn Senior Center	\$ 6,515,000
	Fields Farm Park	\$ 8,595,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	<i>\$ 105,355,000</i>
	<u>Schools</u>	
	Loudoun County HS Naval JROTC Facility	\$ 1,960,000
	Total November 2016 Referendum	\$ 107,315,000



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November 2017	<u>General Government</u>	
	Round Hill Fire Station Replacement	\$ 14,855,000
	Leesburg South Fire and Rescue Station	\$ 11,890,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	<i>\$ 29,745,000</i>
	<u>Schools</u>	
	Dulles North High School (HS-11)	\$ 109,680,000
	CS Monroe Conversion	\$ 39,320,000
	<i>Subtotal, Schools</i>	<i>\$ 149,000,000</i>
	Total November 2017 Referendum	\$ 178,745,000
November 2018	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	Fire and Rescue CPAT Center	\$ 3,340,000
	Fire and Rescue Vehicle Annex	\$ 3,610,000
	Fire and Rescue Training Center Expansion	\$ 7,525,000
	Brambleton Library	\$ 26,900,000
	<i>Subtotal, General Government</i>	<i>\$ 44,375,000</i>
	<u>Schools</u>	
	Dulles South Elementary School (ES-28)	\$ 37,610,000
	Dulles South Middle School (MS-7)	\$ 57,465,000
	<i>Subtotal, Schools</i>	<i>\$ 95,075,000</i>
	Total November 2018 Referendum	\$ 139,450,000
November 2019	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	<u>Schools</u>	
	Dulles South High School (HS-9)	\$ 119,770,000
Total November 2019 Referendum		\$ 122,770,000
Total Bond Referenda		\$ 780,010,483



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Previous Approved General Obligation Bond Financing FY 2009 – FY 2014

The following bond referenda were previously approved by Loudoun County voters for General Obligation Bond financing.

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2013	<u>General Government</u>	
	Fire Apparatus	\$ 2,685,000
	Belmont Ridge Road Improvements	\$ 3,180,000
	Lucketts Fire Station Replacement	\$ 11,490,000
	Dulles South Multi-Purpose Center (Phase II)	\$ 23,155,000
	Athletic Field Irrigation and Turf Improvements	\$ 2,100,000
	Lovettsville District Park	<u>9,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 51,610,000</i>
	<u>Schools</u>	
	Mercer Middle School Addition	\$ 3,880,000
	Freedom High School Addition	\$ 4,510,000
	Loudoun County HS Stadium Upgrades	<u>\$ 2,365,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 10,755,000</i>
	Total November 2013 Referendum	\$ 62,365,000
November 2012	<u>General Government</u>	
	Fire Apparatus	<u>\$ 2,750,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 2,750,000</i>
	<u>Schools</u>	
	Dulles South Area Elementary School (ES-21)	\$ 28,820,000
	Loudoun Valley Estates High School (HS-6)	\$ 81,215,000
	Loudoun Valley High School Renovation	<u>\$ 26,115,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 136,150,000</i>
	Total November 2012 Referendum	\$ 138,900,000



Loudoun County Government
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November 2011	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 3,000,000
	<u>Schools</u>	
	Moorefield Station Elementary School (ES-16)	\$ 22,830,000
	Ashburn Area Elementary School (ES-22)	22,830,000
	Ashburn Area Middle School (MS-6)	39,380,000
	Ashburn Area High School (HS-8)	81,010,000
	Park View High School Renovation	3,570,000
	<i>Subtotal, Schools</i>	\$ 169,620,000
Total November 2011 Referendum		\$ 172,620,000
November 2010	<u>General Government</u>	
	No Projects	\$ 0
	<i>Subtotal, General Government</i>	\$ 0
	<u>Schools</u>	
	Leesburg Area Elementary School (ES-15)	\$ 27,820,000
	<i>Subtotal, Schools</i>	\$ 27,820,000
Total November 2010 Referendum		\$ 27,820,000
November 2009	<u>General Government</u>	
	<i>Subtotal, General Government</i>	\$ 0
		\$ 0
	<u>Schools</u>	
	<i>Subtotal, Schools</i>	\$ 0
		\$ 0
Total November 2009 Referendum		\$ 0
November 2008	<u>General Government</u>	
	Western/Neersville Fire & Rescue	\$ 8,585,000
	<i>Subtotal, General Government</i>	\$ 8,585,000
	<u>Schools</u>	
	Ashburn/Dulles Area Elementary School (ES-20)	\$ 21,810,000
	Dulles Area High School II (HS-7)	82,235,000
	<i>Subtotal, Schools</i>	\$ 104,045,000
	Total November 2008 Referendum	\$112,630,000



Loudoun County Government
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Lease Revenue Financing

The following projects are planned to be financed through Lease Revenue Financing during the FY 2015 – FY 2020 planning period and do not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2015	<u>General Government</u>	
	Major Computer Systems	\$ 2,500,000
	DS Group Residence – Round Hill	1,500,000
	Youth Shelter Renovation	2,000,000
	Dulles Corridor Rapid Transit	40,000,000
	Courts Phase III Structured Parking	13,000,000
	Woodgrove HS/Fields Farm Park Road	<u>3,815,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 62,815,000</i>
	Total 2015	\$ 62,815,000
FY 2016	<u>General Government</u>	
	County Landfill Reclamation Project	\$ 5,500,000
	Courts Complex Phase III	54,000,000
	Dulles Corridor Rapid Transit	20,000,000
	Western Loudoun Park and Ride Lot	<u>705,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 80,205,000</i>
	Total 2016	\$ 80,205,000
FY 2017	<u>General Government</u>	
	Western Loudoun Park and Ride Lot	2,715,000
	Crosstrail Boulevard	39,000,000
	DS Group Residence - Purcellville	1,945,000
	County Landfill Sequence V Closure	<u>1,250,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 44,910,000</i>
	Total 2017	\$ 44,910,000
FY 2018	<u>General Government</u>	
	County Landfill Sequence V Closure	\$ 4,680,000
	County Landfill Reclamation Project	5,980,000
	Adolescent Independent Living Residence	<u>1,255,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 11,915,000</i>
	Total 2018	\$ 11,915,000



Loudoun County Government
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FY 2019	<u>General Government</u>	
	Land Acquisition – Eastern DS Group Residence	\$ 480,000
	Consolidated Shops and Warehouse	4,200,000
	DS Group Residence – Eastern Loudoun	2,065,000
	Juvenile Detention Center Phase II	600,000
	Adolescent Independent Living Residence	<u>9,345,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 16,690,000</i>
	Total 2019	\$ 16,690,000

FY 2020	<u>General Government</u>	
	Consolidated Shops and Warehouse	33,000,000
	Juvenile Detention Center Phase II	<u>4,090,000</u>
	<i>Subtotal, General Government</i>	<i>37,090,000</i>
	Total 2020	\$ 37,090,000

Total Six-Year Lease Revenue Financing **\$ 253,625,000**

Previous Approved Lease Revenue Financing – FY 2011 –FY 2013

The following projects were approved in previous years for lease revenue financing and did not require a referendum.

FY 2014	<u>General Government</u>	
	Crosstrail Boulevard	\$ 17,500,000
	Dulles Corridor Rapid Transit	40,000,000
	Route 606 Widening	40,000,000
	ECC/E-911 Communications Center	4,900,000
	Lovettsville Community Center Replacement	5,380,000
	County Landfill Reclamation Project	<u>10,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 117,780,000</i>
	Total 2014	\$ 117,780,000

FY 2013	<u>General Government</u>	
	Major Computer Systems	\$ 3,000,000
	Crosstrail Boulevard	10,500,000
	Public Safety and General Office Building	5,000,000
	ECC/E911 Communications Center	7,165,000
	Belfort Area Road Improvements	8,000,000
	Dulles Corridor Rapid Transit	<u>40,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 73,665,000</i>
	Total 2013	\$ 73,665,000



Loudoun County Government
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FY 2012	<u>General Government</u>	
	Alder School Road	\$ 6,400,000
	County Landfill Sequence IV Closure	3,630,000
	Courts Complex Phase III	2,000,000
	Juvenile Detention Center	<u>10,800,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 22,830,000</i>
	Total 2012	\$ 22,830,000
FY 2011	<u>General Government</u>	
	Alder School Road	\$ 1,000,000
	Fire Apparatus	1,265,000
	Kincaid Boulevard	2,000,000
	Courts Complex Phase III	<u>5,300,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 9,565,000</i>
	Total 2011	\$ 9,565,000



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Table 2: IMPACT ON FUTURE DEBT RATIOS FY 2015 - FY 2020 Adopted Fiscal Plan						
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Net Tax Supported Debt	\$ 1,189,047,115	\$1,310,754,938	\$1,478,138,637	\$1,622,715,732	\$1,777,874,223	\$1,845,917,078
New Debt Issued	237,338,277	293,720,483	284,465,000	304,799,700	225,752,855	159,650,000
Retired Debt (Old)	115,630,454	111,831,784	107,892,906	99,561,209	90,885,000	87,880,000
Retired Debt (New)	0	14,505,000	31,995,000	50,080,000	66,825,000	78,945,000
Ending Net Tax Supported Debt	\$1,310,754,938	\$1,478,138,637	\$1,622,715,732	\$1,777,874,223	\$1,845,917,078	\$1,838,742,078
Population	367,096	379,957	391,079	400,909	409,813	417,957
Public School Enrollment	73,233	74,649	75,690	76,129	76,595	76,759
Estimated Property Value (in Millions)	\$73,657	\$77,687	\$81,612	\$85,453	\$89,190	\$92,956
Per Capita Income	\$65,456	\$68,619	\$71,029	\$73,044	\$74,899	\$76,819
Expenditures (in Thousands)	\$1,891,167,622	\$1,985,726,003	\$2,134,655,453	\$2,294,754,612	\$2,466,861,208	\$2,651,875,799
Debt Service (1)	\$170,389,856	\$187,538,379	\$210,368,218	\$228,650,056	\$244,525,131	\$256,451,453
Ratios:						
Debt to Estimated Property Value (Fiscal Policy Target = <3%)	1.78%	1.90%	1.99%	2.08%	2.07%	1.98%
Debt to Per Capita Income (Fiscal Policy Target = <8%)	5.45%	5.67%	5.84%	6.07%	6.01%	5.73%
Debt Service to Expenditures (Fiscal Policy Target = <10%)	9.01%	9.44%	9.85%	9.96%	9.91%	9.67%
Ten-Year Debt Payout Ratio (Fiscal Policy Target=>60%)	72.83%	70.11%	68.71%	66.49%	66.57%	67.29%
Annual Debt Issuance Guideline:						
Debt Issuance Guideline	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Debt Issuance Projected	\$193,338,277	\$190,720,483	\$181,965,000	\$181,799,700	\$189,552,855	\$143,670,000
Affordability Index: (2)						
Outstanding Debt Guideline	\$1,850,719,302	\$1,968,776,543	\$2,075,084,108	\$2,174,021,916	\$2,268,419,849	\$2,362,881,586
Outstanding Debt Projected	\$1,310,754,938	\$1,478,138,637	\$1,622,715,732	\$1,777,874,223	\$1,845,917,078	\$1,838,742,078
Overlapping Debt: (3)						
Overlapping Debt Guideline	\$736,570,000	\$776,870,000	\$816,120,000	\$854,530,000	\$891,900,000	\$929,560,000
Overlapping Debt Projected	\$171,507,842	\$174,409,360	\$166,135,281	\$156,972,518	\$147,352,223	\$137,234,770

(1) Debt includes general obligation bonds 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 the Fiscal Policy is 1% of estimated property value.

Note: The \$200 million annual debt issuance guideline does not include the projected construction costs of the Dulles Corridor Metrorail Project or the three Loudoun County-based Metrorail garages.



Notice of Intent

Notice evidencing the intent to reimburse certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds pursuant to Income Tax Regulation Section 1.150-2 (the "Reimbursement Regulations").

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 Capital Improvement Program with financing as indicated on the Schedule of Major Financing — Fiscal Years 2015 - 2020 in the maximum amount of \$1,505,726,315. This schedule is provided for convenience in this section and in the Debt Service Fund Section of this document.

Statement of Intent - The County presently intends, at one time or from time to time, to finance the indicated projects with either tax-exempt or taxable bonds (the "Bonds") and to reimburse itself, if needed, under the Reimbursement Regulations, for capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) for the projects with its own funds prior to the date the Bonds are issued. 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 the Reimbursement Regulations promulgated under the Internal Revenue Code of 1986, as amended.

Effective Date - This intent shall be in full force and effect with adoption of the Capital Improvement Program, and shall apply to all projects described in the Capital Improvement Program as of the date of adoption thereof, as well as any projects added to the Capital Improvement Program as part of any amendments thereto.

Public Inspection - The Director of Management and Financial Services shall keep this intent continuously available for inspection by the general public during the County's normal business hours.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Schedule of Major Financings												
FY 2015 - FY 2020 Adopted Capital Improvement Program												
Capital Projects and Leases To Be Financed				Anticipated Sale or Closing Dates and Amounts								
Financing Type/Project	Total Project	Amount to be Financed FY 2015-FY 2020	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	
General Obligation Bonds or Appropriation Based:												
Administration Projects:												
Land Acquisition - DS Group Residence	480,000	480,000	N/A	N/A	Not Required (2)	0	0	0	0	480,000	0	
Land Acquisition - Schools	150,566,200	7,475,000 A	N/A	21,780,000	Nov. 2014 (1)	7,475,000	0	0	0	0	0	
Land Acquisition - Sterling Fire Station	2,050,000	2,050,000	N/A	2,050,000	Nov. 2014 (1)	2,050,000	0	0	0	0	0	
Land Acquisition Contingency	5,397,855	5,397,855 A	N/A	5,397,855	Nov. 2008 (1)	0	0	0	0	5,397,855	0	
Library Management System (Major Computer Systems)	57,600,000	2,500,000 A	N/A	N/A	Not Required (2)	2,500,000	0	0	0	0	0	
Subtotal, Administration Projects	216,094,055	17,902,855				12,025,000	0	0	0	5,877,855	0	
General Government Projects:												
Consolidated Shops & Warehouse	37,550,000	19,200,000 B	2019	N/A	Not Required (2)	0	0	0	0	4,200,000	15,000,000	
Landfill Reclamation Project	21,480,000	15,480,000 A	2014	N/A	Not Required (2)	4,000,000	3,000,000	2,500,000	3,000,000	2,000,000	980,000	
Landfill Sequence IV Closure	3,630,000	3,630,000 A	2012	N/A	Not Required (2)	3,630,000	0	0	0	0	0	
Landfill Sequence V Closure	5,930,000	5,930,000	2017	N/A	Not Required (2)	0	0	1,250,000	3,000,000	1,680,000	0	
Subtotal, General Government Projects	59,030,000	44,240,000				7,630,000	3,000,000	3,750,000	6,000,000	7,880,000	15,980,000	
Health & Welfare Projects:												
Adolescent Independent Living Residence	10,600,000	10,600,000	2018	N/A	Not Required (2)	0	0	0	1,255,000	7,000,000	2,345,000	
DS Group Residence - Eastern Loudoun	2,065,000	2,065,000	2019	N/A	Not Required (2)	0	0	0	0	255,000	1,810,000	
DS Group Residence - Purcellville	1,945,000	1,945,000	2017	N/A	Not Required (2)	0	0	800,000	1,145,000	0	0	
DS Group Residence - Round Hill	1,620,000	1,500,000	2015	N/A	Not Required (2)	500,000	1,000,000	0	0	0	0	
Youth Shelter Renovation	2,000,000	2,000,000 A	2015	N/A	Not Required (2)	1,000,000	1,000,000	0	0	0	0	
Subtotal, Health & Welfare Projects	81,190,000	18,110,000				1,500,000	2,000,000	800,000	2,400,000	7,255,000	4,155,000	
Parks & Recreation and Library Services Projects:												
Ashburn Recreation & Community Center	67,360,000	44,590,000 A	2017	53,225,000	Nov. 2016 (1)	0	0	8,635,000	17,000,000	13,830,000	5,125,000	
Ashburn Senior Center	7,865,000	6,515,000	2017	6,515,000	Nov. 2016 (1)	0	0	1,100,000	5,415,000	0	0	
Brambleton Library	26,985,000	13,035,000 B	2019	26,900,000	Nov. 2018 (1)	0	0	0	0	3,035,000	10,000,000	
Dulles South Multi-Purpose Center Phase II	17,235,000	11,235,000 A	2014	11,235,000	Nov. 2013 (1)	4,000,000	7,235,000	0	0	0	0	
Dulles South Multi-Purpose Center Phase III	6,595,000	5,920,000 A	2015	5,920,000	Nov. 2013 (1)	1,000,000	2,000,000	2,920,000	0	0	0	
Fields Farm Park	10,455,000	8,595,000	2017	8,595,000	Nov. 2016 (1)	0	0	5,100,000	3,495,000	0	0	
Hal & Beni Hanson Regional Park	56,680,000	30,640,000	2017	30,640,000	Nov. 2016 (1)	0	0	15,000,000	15,640,000	0	0	
Lovettsville Community Center Replacement	5,380,000	1,380,000	2014	N/A	Not Required (2)	1,380,000	0	0	0	0	0	
Lovettsville District Park	9,000,000	5,000,000	2014	9,000,000	Nov. 2013 (1)	5,000,000	0	0	0	0	0	
Philomont Community Center Renovation	906,000	906,000	2008	906,000	Nov. 2007 (1)	906,000	0	0	0	0	0	
Sterling Community Center Replacement/ Renovation	15,500,000	6,085,000	2016	6,085,000	Nov. 2014 (1)	0	4,000,000	2,085,000	0	0	0	
Sterling Library	4,850,000	4,850,000	2015	4,850,000	Nov. 2014 (1)	2,000,000	2,850,000	0	0	0	0	
Subtotal, Parks, Recreation & Culture Projects	228,811,000	138,751,000				14,286,000	16,085,000	34,840,000	41,550,000	16,865,000	15,125,000	
Notes on Amount to be Financed between FY 2015 - FY 2020												
A - Includes previously authorized, but unissued debt financing												
B - Remaining amount to be financed after FY 2020												
Notes on Potential Referendum Dates and Projects:												
(1) General obligation bond financing requires referendum approval												
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources												



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Schedule of Major Financings											
FY 2015 - FY 2020 Adopted Capital Improvement Program											
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 2015-FY 2020	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Obligation Bonds or Appropriation Based:											
Public Safety Projects:											
Animal Shelter	15,495,000	15,370,000	2015	15,370,000	Nov. 2014 (1)	2,170,000	8,920,000	4,280,000	0	0	0
Ashburn Sheriff Station	432,145	432,145 A	2012	432,145	Not Required (2)	432,145	0	0	0	0	0
Courts Complex Phase III	76,310,000	74,300,000	2013	N/A	Not Required (2)	9,000,000	31,300,000	10,000,000	15,000,000	9,000,000	0
DIT - Public Safety CAD System	4,558,132	4,558,132 A	2013	N/A	Not Required (2)	4,558,132	0	0	0	0	0
DIT-E911 System Upgrade	3,000,000	3,000,000 A	2013	N/A	Not Required (2)	3,000,000	0	0	0	0	0
ECC & E-911 Communications Center	12,065,000	7,165,000 A	2013	N/A	Not Required (2)	7,165,000	0	0	0	0	0
Fire Apparatus	42,133,000	16,340,000 A	2015	3,000,000	Nov. 2014 (1)	1,420,000	2,920,000	3,000,000	3,000,000	3,000,000	3,000,000
Fire & Rescue Vehicle Annex	3,610,000	3,610,000	2019	3,610,000	Nov. 2018 (1)	0	0	0	0	415,000	3,195,000
Fire & Rescue Performance Improvement Center	3,340,000	3,340,000	2019	3,340,000	Nov. 2018 (1)	0	0	0	0	365,000	2,975,000
Fire & Rescue Training Center Expansion	7,745,000	6,045,000 B	2019	7,525,000	Nov. 2018 (1)	0	0	0	0	965,000	5,080,000
Juvenile Detention Center Phase I	11,049,000	11,049,700 A	2017	N/A	Not Required (2)	0	0	5,000,000	6,049,700	0	0
Juvenile Detention Center Phase II	4,690,000	4,690,000	2019	N/A	Not Required (2)	0	0	0	0	600,000	4,090,000
Kirkpatrick Fire & Rescue Station	13,175,000	8,000,000	2017	11,435,000	Nov. 2016 (1)	0	0	5,000,000	3,000,000	0	0
Leesburg South Fire & Rescue Station	13,430,000	11,890,000	2018	11,890,000	Nov. 2017 (1)	0	0	0	4,050,000	7,840,000	0
Lovettsville Fire Station Renovation	3,380,000	3,380,000	2017	3,380,000	Nov. 2016 (1)	0	0	3,380,000	0	0	0
Lucketts Fire Station Replacement	11,490,000	10,120,000	2013	10,120,000	Nov. 2013 (1)	7,920,000	2,200,000	0	0	0	0
Public Safety & General Government Office Space	35,000,000	5,000,000 A	2011	N/A	Not Required (2)	5,000,000	0	0	0	0	0
Public Safety Firing Range	9,000,000	4,500,000 A	2013	N/A	Not Required (2)	4,500,000	0	0	0	0	0
Round Hill Fire Station Replacement	14,855,000	8,000,000 B	2018	8,000,000	Nov. 2017 (1)	0	0	0	1,875,000	6,125,000	0
Sterling Fire Station Replacement	14,430,000	14,430,000	2015	14,430,000	Nov. 2014 (1)	1,960,000	6,000,000	6,470,000	0	0	0
Subtotal, Public Safety Projects	299,187,277	215,219,977				47,125,277	51,340,000	37,130,000	32,974,700	28,310,000	18,340,000
Transit Projects:											
Dulles Corridor Metrorail Project	300,000,000	260,000,000 A	2016	N/A	Not Required (2)	40,000,000	60,000,000	60,000,000	80,000,000	20,000,000	0
Metrorail Parking Garages	130,000,000	130,000,000	2016	N/A	Not Required (2)	0	40,000,000	40,000,000	40,000,000	10,000,000	0
Western Loudoun Park & Ride Lot	3,570,000	3,420,000	2016	N/A	Not Required (2)	0	705,000	1,500,000	1,215,000	0	0
Subtotal, Transit Projects	433,570,000	393,420,000				40,000,000	100,705,000	101,500,000	121,215,000	30,000,000	0
Road Projects											
Alder School Road	5,617,000	5,617,000 A	2014	N/A	Not Required (2)	5,617,000	0	0	0	0	0
Belfort Area Road Improvements	8,000,000	8,000,000 A	2014	N/A	Not Required (2)	8,000,000	0	0	0	0	0
Crosstrail Blvd - Phases I and II	17,500,000	17,500,000 A	2014	N/A	Not Required (2)	8,000,000	4,500,000	5,000,000	0	0	0
Crosstrail Blvd - Phases III and IV	52,800,000	39,000,000	2017	N/A	Not Required (2)	0	0	15,000,000	17,500,000	6,500,000	0
Route 606 Widening	46,500,000	30,375,000 A	2014	N/A	Not Required (2)	11,500,000	8,875,000	8,000,000	2,000,000	0	0
Woodgrove HS/Fields Farm Park Road	3,815,000	3,815,000	2015	N/A	Not Required (2)	2,000,000	1,815,000	0	0	0	0
Subtotal, Transportation Projects	134,232,000	104,307,000				35,117,000	15,190,000	28,000,000	19,500,000	6,500,000	0
SUBTOTAL - General Government	1,452,114,332	931,950,832				157,683,277	188,320,000	206,020,000	223,639,700	102,687,855	53,600,000
Notes on Amount to be Financed between FY 2015 - FY 2020											
A - Includes previously authorized, but unissued debt financing											
B - Remaining amount to be financed after FY 2020											
Notes on Potential Referendum Dates and Projects:											
(1) General obligation bond financing requires referendum approval											
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources											



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Schedule of Major Financings											
FY 2015 - FY 2020 Adopted Capital Improvement Program											
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 2015-FY 2020	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Obligation Bonds or Appropriation Based:											
School Administration Projects:											
School Vehicle Lease	42,000,000	60,000,000	2015	N/A	Not Required (2)	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Subtotal, Administration Projects	42,000,000	60,000,000				10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Elementary School Projects:											
ES-16, Moorefield Station ES	26,330,000	2,318,000 A	2012	22,830,000	Nov. 2011 (1)	2,318,000	0	0	0	0	0
ES-21, Cardinal Ridge ES	33,680,415	5,820,000 A	2013	31,300,000	Nov. 2007 (1)	5,820,000	0	0	0	0	0
ES-22, Discovery ES	25,705,000	3,578,000 A	2012	22,830,000	Nov. 2011 (1)	3,578,000	0	0	0	0	0
ES-27, Dulles North Area	35,040,000	31,540,000	2015	31,540,000	Nov. 2014 (1)	8,415,000	19,695,000	3,430,000	0	0	0
ES-28 Dulles South Area	41,790,000	37,610,000 B	2019	37,610,000	Nov. 2018 (1)	0	0	0	0	17,610,000	20,000,000
Subtotal, Elementary School Projects	162,545,415	80,866,000				20,131,000	19,695,000	3,430,000	0	17,610,000	20,000,000
Middle School Projects:											
MS-6, Trailside MS	43,760,000	5,000,000 A	2012	39,380,000	Nov. 2011 (1)	5,000,000	0	0	0	0	0
MS-7, Dulles South Area	63,850,000	48,045,000 B	2019	57,465,000	Nov. 2018 (1)	0	0	0	0	23,045,000	25,000,000
MS-9, Dulles North Area	53,540,000	48,000,000	2015	48,185,000	Nov. 2014 (1)	8,745,000	20,000,000	11,440,000	7,815,000	0	0
Subtotal, Middle School Projects	161,150,000	101,045,000				13,745,000	20,000,000	11,440,000	7,815,000	23,045,000	25,000,000
High School Projects:											
HS-6, Rock Ridge HS	90,240,000	44,815,000 A	2013	81,215,000	Nov. 2012 (1)	10,000,000	20,000,000	14,815,000	0	0	0
HS-7, John Champe HS	100,654,000	5,935,000 A	2008	82,235,000	Nov. 2008 (1)	5,935,000	0	0	0	0	0
HS-8, Riverside HS	90,010,000	37,940,000 A	2012	81,010,000	Nov. 2011 (1)	10,000,000	20,000,000	7,940,000	0	0	0
HS-9, Dulles South Area	133,080,000	16,770,000 B	2020	119,770,000	Nov. 2019 (1)	0	0	0	0	0	16,770,000
HS-11, Dulles North Area	121,870,000	85,355,000 B	2019	109,680,000	Nov. 2017 (1)	0	0	0	15,355,000	40,000,000	30,000,000
Advance Technology Academy	114,640,000	83,175,000	2015	83,175,000	Nov. 2014 (1)	5,455,000	13,000,000	19,570,000	32,275,000	12,875,000	0
Broad Run High School Renovation	26,500,000	12,205,483 B	2015	26,500,000	Nov. 2014 (1)	0	2,705,483	9,500,000	0	0	0
CS Monroe Conversion	43,690,000	39,320,000 A	2018	39,320,000	Nov. 2017 (1)	0	0	0	15,505,000	19,535,000	4,280,000
Freedom HS Addition	5,010,000	509,000 B	2014	4,510,000	Nov. 2013 (1)	509,000	0	0	0	0	0
Loudoun County HS Naval JROTC Facility	2,180,000	1,960,000	2017	1,960,000	Nov. 2016 (1)	0	0	1,750,000	210,000	0	0
Loudoun Valley HS Renovation	29,000,000	3,880,000	2013	26,100,000	Nov. 2012 (1)	3,880,000	0	0	0	0	0
Subtotal, High School Projects	756,874,000	331,864,483				35,779,000	55,705,483	53,575,000	63,345,000	72,410,000	51,050,000
SUBTOTAL - Schools	1,122,569,415	573,775,483				79,655,000	105,400,483	78,445,000	81,160,000	123,065,000	106,050,000
GRAND TOTAL	2,574,683,747	1,505,726,315				237,338,277	293,720,483	284,465,000	304,799,700	225,752,855	159,650,000
Notes on Amount to be Financed between FY 2015 - FY 2020 A - Includes previously authorized, but unissued debt financing B - Remaining amount to be financed after FY 2020											
Notes on Potential Referendum Dates and Projects: (1) General obligation bond financing requires referendum approval (2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources											



Navigating the CIP Document

The CIP document is divided into three sections, each containing the following program areas:

1. County Capital Projects

- **Administration** – includes land acquisition, capital vehicle procurement and technological systems acquisition projects.
- **General Government** – includes general capital projects such as government offices, warehouses, support space, storm water management, and projects at the County Landfill.
- **Public Safety** – includes capital projects in support of the Loudoun County Sheriff, the Department of Fire, Rescue and Emergency Management, the Loudoun County Courts, and the Department of Animal Services.
- **Health and Welfare** – includes capital projects for program space and group residences for the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services.
- **Parks, Recreation and Culture** – includes recreational capital projects such as libraries, parks, recreation centers, community centers, senior centers and teen centers.

2. Transportation Capital Projects – includes design and construction of roads, interchanges, trails, sidewalks, traffic signals, park and ride lots, and the procurement of transit buses. The Transportation section of the document is divided into the following three programs:

- **Roads**
- **Transit**
- **Sidewalks/Trails/Signals**

3. School Capital Projects - includes design and construction funding for the Loudoun County Public Schools. The School section of the document is divided into the following programs:

- **Elementary Schools**
- **Middle Schools**
- **High Schools**

Summary appropriation and financing schedules for each programmatic area are found at the beginning of each section of the CIP.



Each individual capital project has its own project page that contains specific information regarding:

- Timing of Appropriations
- Funding Sources
- Projected expenditures related to design, construction, and furniture, fixtures and equipment (FFE) costs.
- Projected net personnel, operations and maintenance costs to operate the facility.
- Projected number of Full Time Equivalents (FTE), or personnel, required to operate the facility.
- Projected debt service payments for principal and interest expenses related to debt issued to develop the facility.
- Project narratives explaining the scope of the project and relevant background information.
- Status updates for projects already in progress.
- Project map depicting the location of planned facilities. If the exact location of a facility is known, a map depicting the parcel for the facility is provided. If the location of a project is unknown, a map of the Planning Subarea where the project is proposed to be located is provided.

The funding table at the bottom of each project page provides estimates of the project's funding sources and expenditures for each of the six years within the CIP, and any prior year appropriations made by the Board of Supervisors through FY 2014 for the project. One column of the funding table represents future fiscal years (FFY) funding, which reflects project funding and expenditure estimates that occur beyond the six-year CIP planning period for the project. Land acquisition, design, construction, and equipment procurement expenses for both County and School facilities are adjusted 4.0% annually to account for market inflation.

Estimated net operational and maintenance costs required to operate new capital facilities have been included on each project page where applicable. Project operating impact estimates include:

- The number of personnel, or full time equivalents (FTE's), required to staff the facility;
- Personnel costs required to operate the facility;
- Operational costs to include maintenance, internal services and utilities expenses.

Personnel cost estimates are inflated 3% annually for every year after FY 2015; operations and maintenance cost estimates are inflated 2% annually for every year after FY 2015. The estimated number of new personnel (FTE) required to operate a facility is shown in the year in which the FTE's are projected to be hired.

The operating impact table at the bottom of each capital project page also shows the projected debt service payment schedule for projects funded using general obligation bond financing or other debt financing instruments. The debt service payment schedule is determined by the amount of debt required to finance the project, the timing of debt issuance, and the number of years in which all of the principal and interest for the borrowed funding must be paid off.

The per-pupil cost for operating a school is calculated differently by the County and the Public School System. The School System's calculations are based on a State formula that removes all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children, with only 85% of kindergarten students included in the calculations. For the purposes of the capital plan, the County calculates per-pupil costs using the School Board's FY 2015 appropriated operating budget, including the cost of capital bus leases. The School Board's appropriated per pupil cost is \$12,195 for FY 2015. The County's FY 2015 per pupil cost calculation, which includes the cost of capital leases, is \$12,726.



Previously Authorized and Completed Projects

The FY 2015 – FY 2020 Capital Improvement Program includes two sections that provide information updates on capital projects that fall outside of the six-year CIP planning period.

Completed Projects Section:

This section provides a summary of capital projects that have been completed during the past two fiscal years. These facilities are currently in operation by the County or the Loudoun County Public Schools, and the capital project accounts have been closed. All remaining project balances have been returned to the appropriate funds for the following uses:

- For projects with debt financing as a funding source, all remaining balance at the closure of the project is transferred to the Debt Service Fund to advance the retirement of debt obligations for the project.
- Cash proffer funding balances are returned to the Public Facilities Fund to be programmed for use on future capital projects in the CIP.
- Remaining local tax funding balances for projects that did not include debt financing as a revenue source are sent to the CIP Contingency account for use on projects that may require additional funding for completion.
- Local gasoline tax funding balances are returned to the Transportation District Fund for use on future projects in the CIP.

Previously Authorized Projects Section:

This section provides general progress reports for active capital projects that received funding prior to FY 2015. The Capital Improvement Program eliminates project information for two fiscal years when a new six-year capital planning period is introduced. The FY 2015 – FY 2020 Capital Improvement Program eliminated information on capital projects approved in FY 2013 and FY 2014.

This section summarizes each previously authorized project's scope, project budget, phase of development, planning subarea location and election district information.

The funding amounts are not subject to amendments as part of the CIP budget process or deliberations. These funding amounts have been appropriated by the Board of Supervisors in prior fiscal years. As such, there is an expectation that the facility will be delivered in a timely manner and within the scope presented at the time of the adoption of the project budget.

Completed Capital Projects



FY 2015 Adopted Fiscal Plan



General Government

Lower Sycolin Pump Station

This project constructed the Lower Sycolin Pump Station through a partnership with the Town of Leesburg. The County provided the land for the pump station. The Town of Leesburg completed construction of the pump station in August 2013. This project provides water and sewer service to the County's Government Support Center and Philip A. Bolen Memorial Park sites off of Sycolin Road in Leesburg.

Completion Date: August 2013

Budget: Land Dedication

Planning Subarea: Leesburg

Election District: Catoclin



Transportation



Route 7 Traffic Flow Improvements

This project completed improvements to the intersections of Potomac View Road, Sterling Boulevard, Augusta Drive and Route 7 in Eastern Loudoun. The project widened the roadways and made signal modifications to improve traffic flows in and through the intersections.

Completion Date: October 2013

Budget: \$5,207,153

Actual Cost: \$4,830,695

Planning Subarea: Sterling

Election District: Sterling



Transportation

Route 7/287 Interchange Study

The Board of Supervisors approved funding for a Virginia Department of Transportation study of the Route 7 and Route 287 Interchange near the Town of Purcellville to identify solutions that would mitigate traffic problems at the interchange's exit ramp. The Virginia Department of Transportation completed the study which identified traffic improvements that VDOT constructed and are operational.

Completion Date: Summer 2013

Budget: \$200,000

Actual Cost: \$200,000

Planning Subarea: Route 7 West

Election District: Blue Ridge, Catoctin



Public Safety

Fire & Rescue Capital Apparatus

The Loudoun County Board of Supervisors funded the following fire and rescue capital apparatus, which were scheduled to be acquired in FY 2013 and FY 2014.



County System

Engine	Dulles South	\$791,000
Engine	System Reserve	\$791,000
Ambulance	System Reserve	\$303,000
Ambulance	Hamilton	\$303,000
Brush Truck	Western Loudoun	\$180,000
Ambulance	Middleburg	\$325,000
Ambulance	Round Hill	\$325,000
Ambulance	System Reserve	\$325,000
Pumper	System Reserve	\$795,000

Volunteer System

Ambulance	Purcellville (40% funding)	\$77,000
Tanker	Arcola (59% funding)	\$304,680
Pumpers (2)	Ashburn (59% funding)	\$750,000
Ambulance	Sterling (59% funding)	\$165,000

Total **\$5,434,680**



Public Safety

Brambleton Public Safety Center

This project constructed a 26,982 square foot Public Safety Center on a 5-acre developer proffered land site in the Brambleton community. The Public Safety Center houses the Arcola Volunteer Fire & Rescue operations in a 12,045 square foot Fire and Rescue Station. The Loudoun County Fire Marshals' Office operations are housed in 11,553 square feet, with a 777 square foot community room available for public meetings.

Completion Date: November 2013

Budget: \$10,760,000

Actual Cost: \$8,745,469

Planning Subarea: Dulles

Election District: Blue Ridge



Kincora Fire and Rescue Station

The Loudoun County Board of Supervisors accepted a Private/Public Partnership and Education Act (PPEA) proposal for the development of an 18,000 square foot Fire and Rescue Station along the Route 28 corridor. The Board selected Nokes Partners as the PPEA award winner. Construction was completed in September 2013. The land site for the station was proffered by the Kincora development.

Completion Date: September 2013

Budget: \$8,805,000

Actual Cost: \$8,587,570

Planning Subarea: Ashburn

Election District: Broad Run



Public Safety

Fire and Rescue Training Prop Lots

This project constructed four training prop lot facilities for the Department of Fire, Rescue and Emergency Management Services. The training props simulate a range of fire and rescue emergency situations, providing personnel a safe environment in which to train. The prop lots were constructed on the Fire and Rescue burn building training site located at the Government Support Center off of Sycolin Road in Leesburg.

Completion Date: June 2013

Budget: \$ 1,565,000

Actual Cost: \$1,549,943

Planning Subarea: Leesburg

Election District: Catoctin



Sheriff's Office Administration Building

This project completed the interior build-out of 70,000 square feet of office and operations space for the Loudoun County Sheriff's Office. The office building is located at 803 Sycolin Road in Leesburg and houses the Sheriff's Office administrative functions, including budget, human resources, planning, the Criminal Investigation Division, Special Operations Division and the Administrative/Technical Services Division.

Completion Date: September 2013

Budget: \$5,000,000

Actual Cost: \$5,000,000

Planning Subarea: Leesburg

Election District: Catoctin



Public Safety

Middleburg Volunteer Station Renovation

This project renovated the Middleburg Volunteer Fire and Rescue Company station to meet ADA requirements, DOL requirements, current building codes and operating standards. The project added 11,000 square feet to the existing station facility to meet these requirements.

Completion Date: Winter 2014

Budget: \$6,030,000

Actual Cost: \$6,019,135

Planning Subarea: Southwest

Election District: Blue Ridge



Loudoun County Public Schools



Discovery Elementary School (ES-22)

This project designed and constructed a 91,100 square foot elementary school on the County owned Farmwell Road site in Ashburn. The elementary school was designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Completion Date: Fall 2013

Budget: \$25,705,000

Planning Subarea: Ashburn

Election District: Broad Run



Loudoun County Public Schools

Moorefield Station Elementary School (ES-16)

This project designed and constructed a 91,100 square foot elementary school on a County owned site in the Moorefield Station development. The site was proffered to the County by the developer of Moorefield Station. The elementary school was designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Completion Date: Fall 2013

Budget: \$26,330,000

Planning Subarea: Ashburn

Election District: Dulles





Previously Authorized Capital Projects in Development



FY 2015 Adopted Fiscal Plan



General Government

E.E. Lake Store

This project renovates and stabilizes the circa 1901 E.E. Lake General Store to open the building as a tourist center for hikers and cyclists in the Bluemont community. Included in the work are structural repairs, improvements to address life safety and code compliance, and renovations for ADA accessibility to include public restrooms.

Project Phase: Design

Completion Date: Fall 2015

Budget: \$645,298

Planning Subarea: Route 7 West

Election District: Blue Ridge



Round Hill to Franklin Park Trail

This project involves the construction of sidewalks and a mixed use trail to provide pedestrian and bicycle connectivity between the Town of Round Hill and Franklin Park.

Project Phase: Design

Completion Date: Fall 2015

Budget: \$ 2,639,949

Planning Subarea: Route 7 West

Election District: Blue Ridge





Transportation

Claude Moore Park Pedestrian Trail

This project constructs approximately 5,600 linear feet of 8-foot wide asphalt trail with an additional 1,400 linear feet of 5-foot wide gravel trail within the Claude Moore Park boundaries. The ADA compliant asphalt trail will provide a continuous paved surface from Cascades Parkway (Route 637) on the western boundary of the park to West Juniper Avenue on the eastern boundary of the park. The gravel trail will be installed to improve upon an existing earthen trail that connects the Claude Moore Recreation Center to West Church Road on the southern boundary of the park. Both trails are designed to improve access to, and movement through the park.

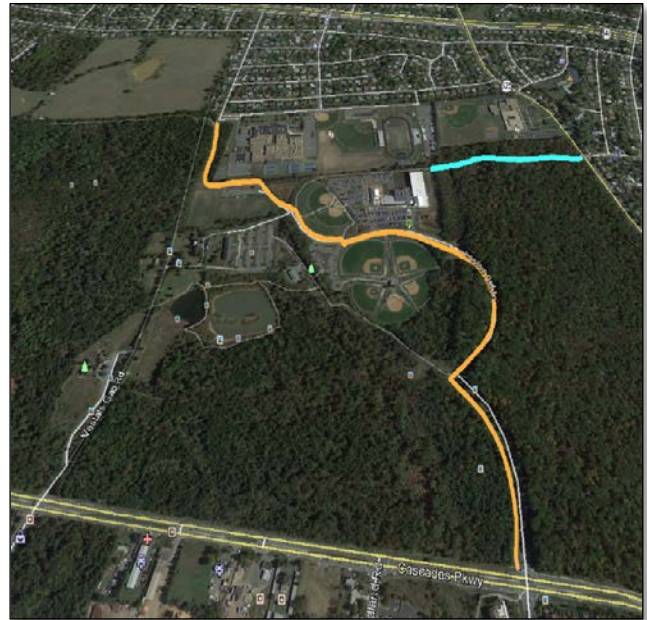
Project Phase: Construction

Completion Date: Spring 2014

Budget: \$650,000

Planning Subarea: Sterling

Election District: Sterling



Murray's Ford Bridge

This project provides funding to remove Murray's Ford Bridge from the Goose Creek. The bridge is located over the Goose Creek just south from the Sycolin Road Bridge. The bridge has not been in use as a road since the 1970's, and is acting as a dam on the creek which is causing harmful sediment and debris buildup.

Project Phase: Construction

Completion Date: Spring 2014

Budget: \$420,000

Planning Subarea: Ashburn, Leesburg

Election District: Catocin, Blue Ridge



Transportation

Riverside Parkway – Lexington Drive to Janelia Farm

This project constructs the missing link segment of Riverside Parkway/Lexington Drive Extension at Janelia Farm. The missing link segment is proposed as an interim four lane median divided roadway of approximately 1,550 linear feet. The ultimate planned condition is for a six-lane median divided roadway.

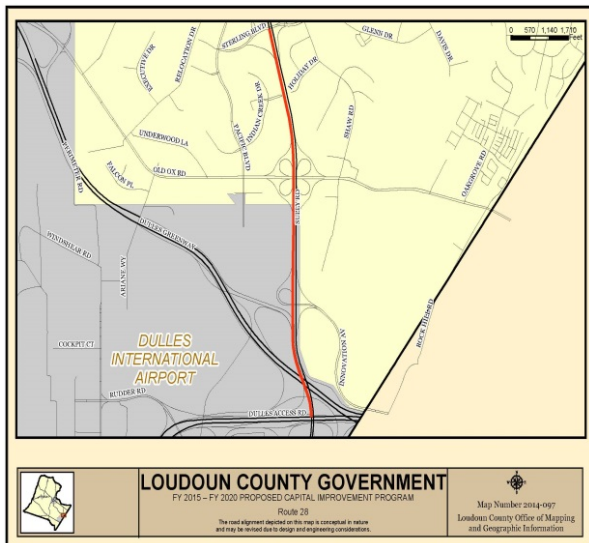
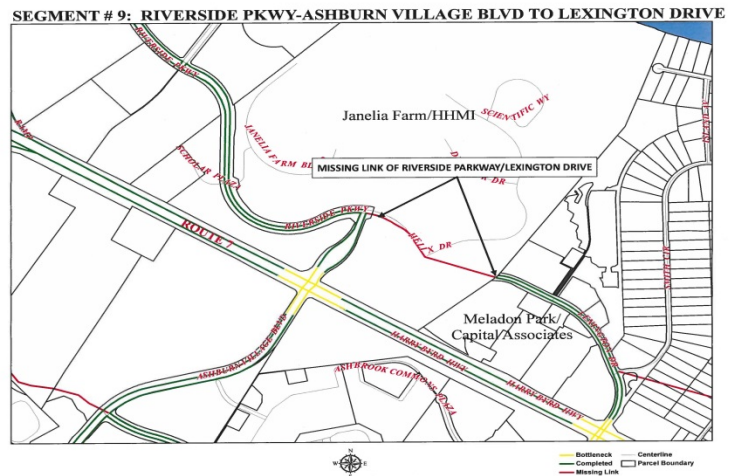
Project Phase: Construction

Completion Date: TBD

Budget: \$3,750,000

Planning Subarea: Potomac, Ashburn

Election District: Algonkian, Ashburn



Route 28 Hot Spot

This project constructs an additional southbound lane of Route 28 from Sterling Boulevard to the Dulles Toll Road.

Project Phase: Construction

Completion Date: TBD

Budget: \$12,400,000

Planning Subarea: Dulles

Election District: Dulles



Transportation

Alder School Road Paving

This project provides for the paving of Alder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). Currently, Alder School Road is unpaved from its intersection with Woodgrove Road to approximately 0.3 miles west of its intersection with Hillsboro Road. The project includes a 21-foot wide, 16-foot long bridge which carries Alder School Road over the South Fork of Catoctin Creek.

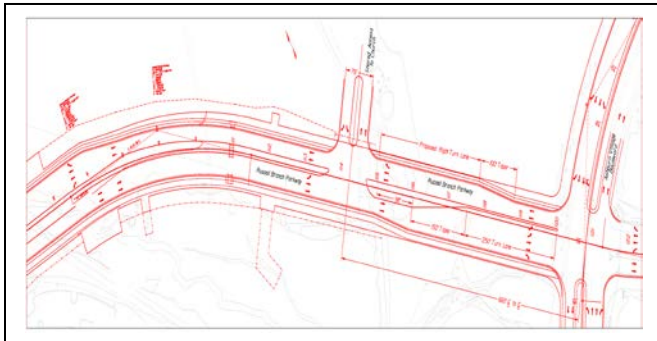
Project Phase: Right-of-Way Acquisition
Construction Phase - Summer 2014

Completion Date: Winter 2016

Budget: \$8,395,558

Planning Subarea: Route 7 West

Election District: Blue Ridge



Russell Branch Parkway

This project designs and constructs a section of Russell Branch Parkway between Ashburn Road and Ashburn Village Boulevard.

Project Phase: Right-of-Way Acquisition
Construction Phase - April 2014

Completion Date: October 2015

Budget: \$2,364,382

Planning Subarea: Ashburn

Election District: Broad Run



Transportation

Transit Maintenance Operations Facility

This project designs and constructs a Transit Maintenance and Operations Facility to support County transit services. The facility will consist of bus maintenance bays, service areas and administrative office space. In 2014, the transit fleet consists of 52 county-owned commuter coaches, eight leased spare coaches, and five leased shuttle buses, which provide over 1.4 million annual passenger trips. The facility is designed to meet service levels through 2030.

Project Phase: Construction

Completion Date: Fall 2014

Budget: \$15,306,000

Planning Subarea: Leesburg

Election District: Catoclin



Park & Ride Lots

This project includes three park & ride lots from the previous six-year capital improvement program that are in various phases of development.

East Gate Park & Ride Lot – provides for the construction of a 220-space park & ride lot, co-located with a public park to support transit service in the Dulles area.

Dulles Town Center Park & Ride Lot – provides for a 300-space park & ride lot in the vicinity of the Dulles Town Center Mall. The developer of Dulles Town Center will provide the land and construct the lot.

Stone Ridge Park & Ride Lot - provides for a minimum 100-space expansion to the existing Stone Ridge Park & Ride Lot, to be constructed by the developer of Stone Ridge.

Project Phase: Construction

Completion Date: To Be Determined

Budget: \$6,555,000

Planning Subarea: Sterling, Dulles

Election Districts: Broad Run, Dulles



Transportation

Smith Switch Road

This project designs and constructs the paving of Smith Switch Road and provides a ten (10) foot shared use trail between Gloucester Parkway and the W&OD Trail. The project is being administered under contract with Loudoun County by Capretti Land, LLC, the developer of Stonegate, in furtherance of the proffer to improve Smith Switch Road.

Project Phase: Construction

Completion Date: To Be Determined

Budget: \$950,000

Planning Subarea: Ashburn

Election District: Broad Run



Tall Cedars Signal & Turn Lanes

VDOT has recommended that the subject intersection be improved to include signal installation with a new westbound left-turn lane on Tall Cedars Parkway to southbound Poland Road. On October 3, 2012, the Board of Supervisors approved an amendment to the FY 2013 Capital Improvement Program in the amount of \$625,000 for the engineering design services and installation of the proposed traffic signal and left-turn lane at the intersection of Tall Cedars Parkway and Poland Road.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$625,000

Planning Subarea: Dulles

Election District: Dulles



Transportation

Waxpool Road Intersection Improvements

This project designs and constructs intersection improvements and turn lanes at Waxpool Road and Pacific Boulevard, and Waxpool Road and Broderick Drive. The project is being administered by the County.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$7,400,000

Planning Subarea: Ashburn

Election District: Ashburn, Broad Run



Waxpool Road

This project designs and constructs a four-lane section of Waxpool Road between Faulkner Parkway and Unbridled Way in the Ashburn Planning Subarea of the County. The project also includes the installation of a traffic signal at the intersection of Waxpool Road and Ashburn Village Parkway.

Project Phase: Construction

Completion Date: To Be Determined

Budget: \$4,586,000

Planning Subarea: Ashburn

Election Districts: Ashburn, Broad Run



Transportation

Tall Cedars Parkway

This project designs and constructs a four lane section of Tall Cedars Parkway between Pinebrook Road and Gum Springs Road, completing the full connection of Tall Cedars Parkway from the East Gate development through the Stone Ridge development in the Dulles Planning Subarea. The project also provides for the construction of a half-section of Tall Cedars Parkway between Pinebrook Road and Riding Center Drive.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$10,760,000

Planning Subarea: Dulles

Election District: Dulles



Riverside Parkway

This project designs and constructs two eastbound lanes of Riverside Parkway between River Creek Parkway and Kingsport Drive, in the Leesburg Planning Subarea, which will complete the full four lane section of the road.

Project Phase: Construction

Completion Date: To Be Determined

Budget: \$5,061,000

Planning Subarea: Leesburg

Election Districts: Leesburg, Catoclin



Transportation

Claiborne Parkway

This project provides funding to design and construct the segment of Claiborne Parkway between Ryan Road and Croson Lane. This is the final section of Claiborne Parkway necessary to complete the road, allowing for a continuous facility from Route 7 to Loudoun County Parkway.

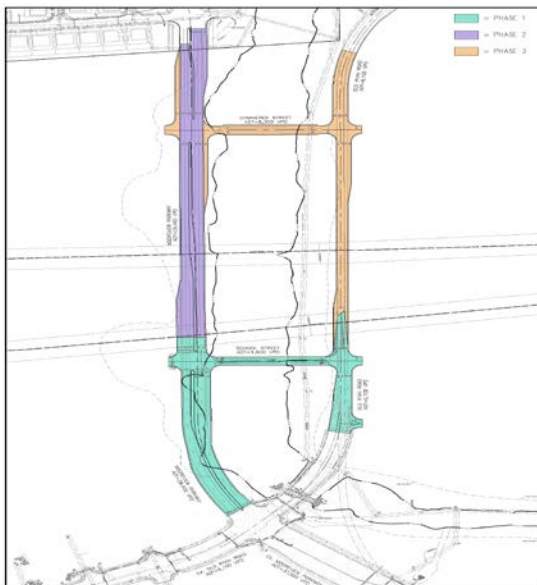
Project Phase: Design

Completion Date: To Be Determined

Budget: \$7,785,000

Planning Subarea: Ashburn

Election District: Dulles



Mooreview Parkway

This project provides funding to construct the segment of Mooreview Parkway between Amberleigh Farm Drive and Old Ryan Road. This segment of Mooreview Parkway is critical to have in place in time for the opening of the Route 772 Metro Station in order to get commuters to the Metro Station and Commuter Parking areas within the Moorefield Station development, as well as to provide public road access to ES-16 and the future County-owned Moorefield Station Community Park. The road is designed.

Project Phase: Construction

Completion Date: To Be Determined

Budget: \$6,300,000

Planning Subarea: Ashburn

Election Districts: Dulles



Transportation

Route 7/Belmont Ridge Road Interchange

This project provides funding to complete the design and construction of the Route 7/Route 659 Interchange, and the realignment and widening of Belmont Ridge Road (Route 659) from two to four lanes between Route 7 and Gloucester Parkway.

Project Phase: Design

Completion Date: October 2014

Budget: \$81,875,000

Planning Subarea: Ashburn

Election District: Ashburn



Belfort Area Road Improvements

This project funds the design, right of way acquisition, and construction of the Belfort Area Task Force's recommended road improvements, which include: 1) reconstruction of the intersection of Cedar Green Road with Glenn Drive; 2) a new two lane section of Cedar Green extending it between Glenn Drive and Davis Drive; 3) a four lane extension of Glenn Drive to Cedar Green Road; 4) a right turn lane from Cedar Green Road to Shaw Road; 5) reconstruction of Cedar Green Road from Shaw Road to 180 feet west of Glenn Drive to a curb and gutter urban section; and 6) a storm water management pond to accommodate the drainage.

Project Phase: Design

Completion Date: To Be Determined by VDOT

Budget: \$9,000,000

Planning Subarea: Sterling

Election Districts: Sterling





Public Safety

Aldie Fire and Rescue Station

This project constructs a 15,000 square foot Fire and Rescue Station in the Aldie area. Located along the Route 50 corridor, the station will replace the Aldie Volunteer Fire and Rescue Station. The Construction Phase is deferred pending Board of Supervisors' direction regarding a land site for the station.

Project Phase: Land Acquisition

Completion Date: To Be Determined

Budget: \$11,905,000

Planning Subarea: Route 15 South

Election District: Blue Ridge



ALDIE FIRE & RESCUE
LOUDOUN COUNTY, VIRGINIA
SCHEMATIC DESIGN ELEVATIONS - CONCEPT 3
30 JUNE 2015



Loudoun Heights Fire and Rescue Station #26

This project constructs a 14,436 square foot Fire and Rescue Station in the Loudoun Heights area of the County. Located near the intersections of Route 671 and Route 9, the station will replace the Neersville Volunteer Fire & Rescue Station.

Project Phase: Construction

Completion Date: Winter 2014

Budget: \$5,460,050

Planning Subarea: Northwest

Election District: Blue Ridge



Public Safety

E911/ECC Call Center

This project constructs the interior fit-out of approximately 11,000 square feet of office space at the Fire and Rescue Administration building at 801 Sycolin Road in Leesburg to provide the E-911 Call Center for the County's Emergency Communications Center.

Project Phase: Construction

Completion Date: Summer 2014

Budget: \$12,065,000

Planning Subarea: Leesburg

Election District: Catoctin



Western Loudoun Sheriff Station

This project constructs an 8,775 square foot Sheriff Station in the Round Hill area of the County. Located along the Route 7 corridor, the station will replace leased space in the Town of Round Hill.

Project Phase: Construction

Completion Date: Summer 2015

Budget: \$6,935,000

Planning Subarea: Route 7 West

Election District: Blue Ridge



Public Safety

Public Safety Firing Range

This project constructs firing range training facilities for the Loudoun County Sheriff's Office. The project was previously slated to be a joint project with the Metropolitan Washington Airport Authority on Dulles Airport property. Negotiations to finalize a joint training facility ended between the County and MWAA in July 2011. The Board of Supervisors directed staff to proceed with the project as a Loudoun County project. The range will replace a leased facility.

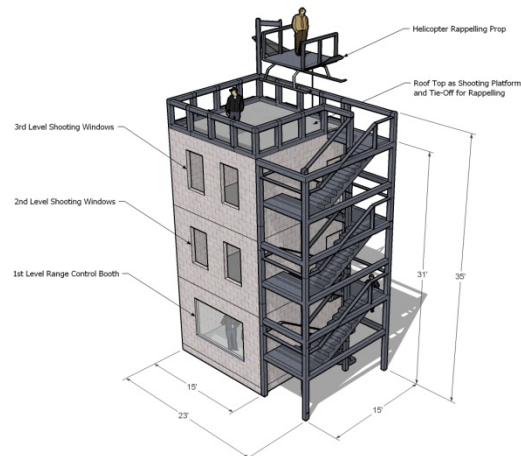
Project Phase: Design

Completion Date: Spring 2017

Budget: \$14,300,000

Planning Subarea: Leesburg

Election District: Catoclin



Fire and Rescue Training Prop Lots

This project constructs a training facility that provides incident training prop lots. This phase of the project provides for the relocation of two Metro Rail Cars to a Metro Rail Car Prop and purchases a Flash-Over Simulator. These props will complete the Training Prop Lot.

Project Phase: Design & Acquisition

Completion Date: Fall 2014

Budget: \$ 508,000

Planning Subarea: Leesburg

Election District: Catoclin





Public Safety

Ashburn Sheriff Station

This project constructs an 18,000 square feet Sheriff Station on a county-owned site of approximately 5-acres in the One Loudoun community. The station will include offices, work rooms, interview rooms, processing areas, evidence storage and equipment storage.

Project Phase: Design

Completion Date: Fall 2016

Budget: \$9,170,000

Planning Subarea: Ashburn

Election District: Broad Run



Ashburn Volunteer Fire and Rescue Station

In FY 2014, the Board of Supervisors voted to approve a contribution to the Ashburn Volunteer Fire and Rescue Company to help with the renovation of their company station. The Ashburn VFRC has begun the design of the renovation.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$ 3,650,000

Planning Subarea: Ashburn

Election District: Broad Run





Public Safety

Juvenile Detention Center

This project constructs a new 40-bed Juvenile Detention Center on the Government Support Center site off of Sycolin Road in Leesburg. Completion of the design phase and commencement of the construction phase are pending a Special Exception land use application review by the Planning Commission and the Board of Supervisors.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$12,015,000

Planning Subarea: Leesburg

Election District: Catoclin



Health and Welfare



Mirror Ridge Group Home

This project builds out the unfinished basement of the Mirror Ridge Group Home, operated by the Department of Mental Health, Substance Abuse and Developmental Services in Eastern Loudoun. The build-out will add four bedrooms, two bathrooms, a kitchenette and program space to serve four additional residents at the home.

Project Phase: Design

Completion Date: Summer 2014

Budget: \$230,902

Planning Subarea: Potomac

Election District: Sterling



Parks, Recreation and Culture

Brambleton District Park

This project provides for the development of a proffered park site in the Brambleton community. The park will consist of a total of nine athletic fields on approximately 26-acres to the east and 33-acres to the west of Route 659, Belmont Ridge Road. This project adds fencing, paved parking lots, trails, public restrooms and athletic field lighting to the park.

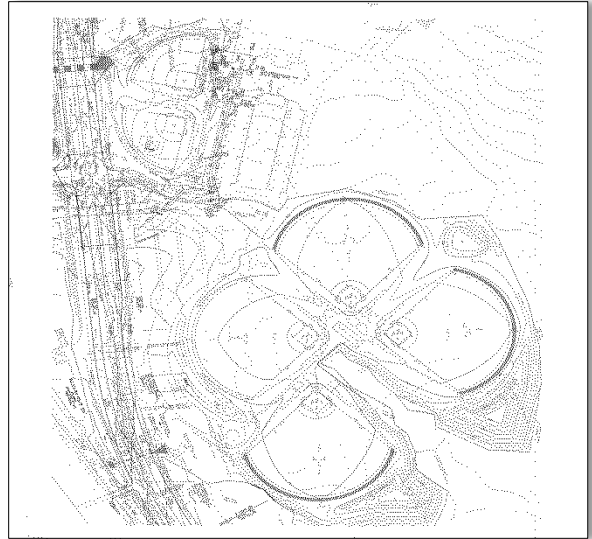
Project Phase: Construction

Completion Date: Summer 2015

Budget: \$4,795,000

Planning Subarea: Ashburn, Dulles

Election District: Dulles, Blue Ridge



Lovettsville Community Center

This project provides funding to design and construct a new community center to replace the Lovettsville Community Center located adjacent to the Town of Lovettsville in northern Loudoun County.

Project Phase: Design

Completion Date: Fall 2016

Budget: \$5,380,000

Planning Subarea: Northwest

Election District: Catoclin



Parks, Recreation and Culture

Dulles Multipurpose Center (Phase II)

This project provides funding for the Phase II construction of an approximately 65,000 square foot aquatics and recreation center addition to the Dulles Multipurpose Center located on Riding Center Drive in the South Riding community.

Project Phase: Construction

Completion Date: Winter 2016

Budget: \$36,500,000

Planning Subarea: Dulles

Election District: Dulles



Park Improvements

During the prior six-year capital plan, several park improvement projects were funded in the County.

Potomac Lakes Sportsplex Softball Lights – provided funds to upgrade and replace softball field lights at the park.

Phase: Replacement

Budget: \$330,000

Completion Date: Summer 2014

Planning Subarea: Potomac

Election District: Algonkian

Franklin Park Rectangular Field Lights – provided funding to light the football and soccer fields in the park.

Phase: Special Exception

Budget: \$1,750,000

Completion Date: To Be Determined

Planning Subarea: Route 7 West

Election District: Blue Ridge

Potomac Green Park – provided funding to provide the furnishings and equipment to a developer proffer constructed 28-acre park.

Phase: FFE

Budget: \$750,000

Completion Date: To Be Determined

Planning Subarea: Ashburn

Election District: Broad Run



Parks, Recreation and Culture

Edgar Tillett Memorial Park

This project provides for improvements to the 51.5-acre park site off of Belmont Ridge Road near the Broadlands development. The park currently contains two lighted baseball and two lighted softball fields with associated parking. Public restroom facilities, concessions, additional parking, trails and a playground are planned to be added to the park through the utilization of cash proffers.

Project Phase: Design

Completion Date: Summer 2015

Budget: \$1,599,406

Planning Subarea: Ashburn

Election District: Blue Ridge



Athletic Field Turf & Irrigation

This project provides funding to upgrade and irrigate 25 athletic fields at Elementary and Middle School sites throughout the County to improve playing field conditions for County sports leagues.

Project Phase: Construction

Completion Date: To Be Determined

Budget: \$2,100,000

Planning Subarea: Countywide

Election District: Countywide



Parks, Recreation and Culture

Park Improvements – Restrooms & Lighting

The Board of Supervisors authorized the utilization of cash proffers and CIP contingency funds to enhance and extend the utilization of current parks owned and operated by the County. The project provides for the installation of public restrooms at parks where temporary facilities have been in use. The project also funds the installation of ball field lights to extend the use of athletic fields at specific sites.

Ashburn Planning Subarea

Bles Park – Restrooms	\$275,000	Summer 2014
Trailside Park – Restrooms	\$275,000	TBD
Lyndora Park – Restrooms	\$250,000	Spring 2014
Ashburn Park – Restrooms	\$250,000	Spring 2014

Dulles Planning Subarea

Conklin Park – Restrooms	\$ 275,000	Spring 2014
Byrnes Ridge Park – Lighting	\$1,645,000	TBD

Sterling Planning Subarea

CM Park Restrooms & Lights	\$460,000	TBD
Briar Patch Park – Restrooms	\$275,000	Spring 2014

Potomac Planning Subarea

Potomac Lakes – Lighting	\$1,170,000	Summer 2014
--------------------------	-------------	-------------

Project Phase: Construction

Budget: \$4,875,000

Planning Subareas: Ashburn, Dulles, Sterling, Potomac, Leesburg

Election Districts: Ashburn, Algonkian, Sterling, Broad Run, Leesburg, Dulles, Blue Ridge





Parks, Recreation and Culture

Lovettsville District Park

This project provides funding to develop a 91-acre tract of land as a District Park to serve the Town of Lovettsville and the County. A portion of the park is located within the Town of Lovettsville and the remainder is located in the County. The park will contain seven athletic fields, public restrooms and an equestrian area.

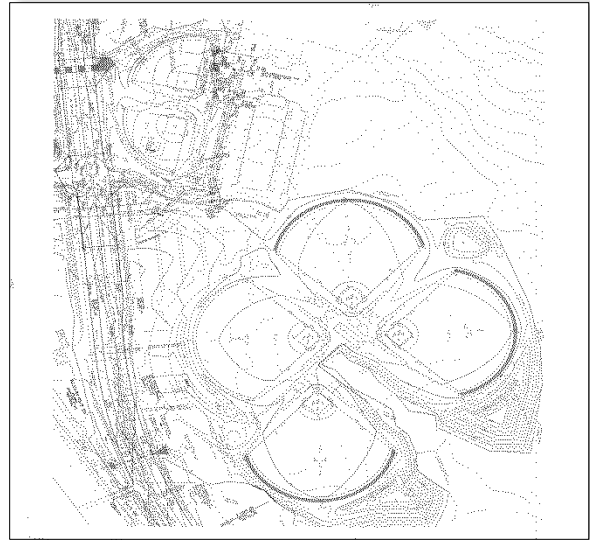
Project Phase: Design

Completion Date: Summer 2016

Budget: \$9,000,000

Planning Subarea: Northwest

Election District: Catoctin



Loudoun County Public Schools

Cardinal Ridge Elementary School (ES-21)



This project will design and construct a prototypical two story elementary school at an estimated 105,950 square feet on a School Board owned site adjacent to J. Michael Lunsford Middle School in the Dulles Planning Subarea. The elementary school will be designed for an anticipated program capacity of 928 students enrolled in kindergarten through the fifth grade.

Project Phase: Construction

Completion Date: Fall 2014

Budget: \$28,820,000

Planning Subarea: Dulles

Election District: Dulles



Loudoun County Public Schools

Trailside Middle School (MS-6)

This project will construct an estimated 175,060 square foot middle school located adjacent to the Newton Lee Elementary School in Ashburn. The middle school will be designed for an anticipated program capacity of 1,184 students enrolled in grades six through eighth.

Project Phase: Construction

Completion Date: Fall 2014

Budget: \$25,370,000

Planning Subarea: Ashburn

Election District: Ashburn



Rock Ridge High School (HS-6)

This project will design and construct an estimated 282,600 square feet two-story high school on a School Board owned site at 43460 Loudoun Reserve Drive in Ashburn. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades nine through twelve.

Project Phase: Construction

Completion Date: Fall 2014

Budget: \$90,240,000

Planning Subarea: Dulles

Election District: Dulles





Loudoun County Public Schools

Riverside High School (HS-8)

This project will design and construct an estimated 275,380 square feet high school on a School Board owned site at 19019 Upper Belmont Place in the Lansdowne community. The high school will be designed for an anticipated program capacity of 1,600 students enrolled in grades nine through twelve.

Project Phase: Construction

Completion Date: Fall 2015

Budget: \$90,010,000

Planning Subarea: Ashburn

Election District: Ashburn



Mercer Middle School Addition

This project constructs an addition to the Mercer Middle School that provides nine new classrooms and increases the school student capacity to 1,303 students.

Project Phase: Construction

Completion Date: Fall 2014

Budget: \$4,310,000

Planning Subarea: Dulles

Election District: Dulles



Loudoun County Public Schools

Freedom High School Addition

This project adds ten classrooms to Freedom High School in South Riding. The additional classrooms will increase the student capacity at the high school to 1,846 students.

Project Phase: Construction

Completion Date: Fall 2015

Budget: \$5,010,000

Planning Subarea: Dulles

Election District: Dulles



Loudoun County High School Stadium

This project provides upgrades to the Loudoun County High School stadium in Leesburg. The improvements include synthetic turf and new restrooms.

Project Phase: Construction

Completion Date: Fall 2015

Budget: \$2,630,000

Planning Subarea: Leesburg

Election District: Leesburg



Loudoun County Public Schools

Loudoun Valley High School Renovation

This project renovates the athletic facilities at Loudoun Valley High School in Purcellville. Improvements include a new baseball field, upgraded softball field, new tennis courts, and synthetic turf for the football stadium and practice field, new track, restrooms, shot put area, and additional parking. The project also includes an addition to the school for wrestling, a weight room, new lockers, orchestra classroom and administrative spaces.

Project Phase: Construction

Completion Date: Fall 2014

Budget: \$29,000,000

Planning Subarea: Route 7 West

Election District: Blue Ridge



Park View High School Stadium

This project provides an artificial turf upgrade at the Park View High School football field stadium. Funding for this project includes \$100,000 from the NFL Grassroots Grant program, \$100,000 matching grant funds from the Washington Redskins Charitable Foundation and \$800,000 appropriated by the Loudoun County Board of Supervisors to the School capital fund.

Project Phase: Design

Completion Date: Fall 2014

Budget: \$1,000,000

Planning Subarea: Sterling

Election District: Sterling





Capital Improvement Program

COUNTY CAPITAL PROJECTS SUMMARY
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County Capital Projects Page 10 – 3
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COUNTY CAPITAL PROJECTS

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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
General Capital Projects Fund											
<u>Budgetary Cost</u>											
Administration		299,312	4,550	555	0	0	480	0	5,585	0	304,897
General Government		65,250	14,426	18,930	12,765	22,070	15,530	44,585	128,306	3,000	196,556
Public Safety		142,563	33,455	95,010	14,850	16,765	18,325	20,540	198,945	0	341,508
Health and Welfare		120	3,500	0	1,945	1,255	11,410	0	18,110	0	18,230
Parks, Recreation and Culture		22,710	12,640	19,995	72,835	58,725	3,035	23,950	191,180	0	213,890
Transportation		417,119	121,302	235,857	133,448	77,294	82,685	88,335	738,921	0	1,156,040
Budgetary Cost		947,074	189,873	370,347	235,843	176,109	131,465	177,410	1,281,047	3,000	2,231,121
<u>Funding Source</u>											
Local Tax Funding		156,866	17,019	18,325	19,985	11,410	11,330	12,085	90,154	3,000	250,020
Local Tax Funding - Roads		13,635	13,000	13,000	13,000	13,000	13,000	13,000	78,000	0	91,635
Fund Balance		102,559	0	0	0	0	0	0	0	0	102,559
General Obligation Bonds		71,907	29,910	42,755	60,765	61,355	20,760	39,595	255,140	0	327,047
Lease Revenue Financing		459,417	62,815	80,205	44,910	11,915	16,690	37,090	253,625	0	713,042
Revenue Bonds		0	0	130,000	0	0	0	0	130,000	0	130,000
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		35,093	1,265	750	500	500	500	500	4,015	0	39,108
CMAQ		1,055	2,261	0	4,700	0	3,455	0	10,416	0	11,471
RSTP		500	4,867	5,500	12,598	0	2,000	9,578	34,543	0	35,043
State Revenue Sharing		1,800	10,000	10,000	10,000	10,000	10,000	10,000	60,000	0	61,800
NVTA 70% Regional		20,000	27,500	40,400	35,300	36,200	37,100	38,000	214,500	0	234,500
NVTA 30% Local		10,805	14,219	14,752	15,135	15,529	16,130	16,757	92,522	0	103,327
Cash Proffers		10,685	2,250	13,910	18,450	15,700	0	305	50,615	0	61,300
In Kind Proffers		51,409	0	0	0	0	0	0	0	0	51,409
Local Gasoline Tax		4,940	2,095	0	0	0	0	0	2,095	0	7,035
Fees		0	1,132	750	500	500	500	500	3,882	0	3,882
Proceeds from Land Sale		5,800	1,540	0	0	0	0	0	1,540	0	7,340
Gifts/Donations		603	0	0	0	0	0	0	0	0	603
Total Funding Source		947,074	189,873	370,347	235,843	176,109	131,465	177,410	1,281,047	3,000	2,231,121





COUNTY CAPITAL PROJECTS

ADMINISTRATION



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Administration											
<u>Projects</u>											
Land Acquisition Fund		244,212	2,050	555	0	0	480	0	3,085	0	247,297
Major Computer Systems		<u>55,100</u>	<u>2,500</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,500</u>	<u>0</u>	<u>57,600</u>
Budgetary Cost		299,312	4,550	555	0	0	480	0	5,585	0	304,897
<u>Funding Source</u>											
Local Tax Funding		94,261	0	555	0	0	0	0	555	0	94,816
Fund Balance		76,934	0	0	0	0	0	0	0	0	76,934
General Obligation Bonds		50,425	2,050	0	0	0	0	0	2,050	0	52,475
Lease Revenue Financing		19,830	2,500	0	0	0	480	0	2,980	0	22,810
Revenue Bonds		0	0	0	0	0	0	0	0	0	0
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		4,598	0	0	0	0	0	0	0	0	4,598
Cash Proffers		1,855	0	0	0	0	0	0	0	0	1,855
In-Kind Proffers		51,409	0	0	0	0	0	0	0	0	51,409
Local Gasoline Tax		0	0	0	0	0	0	0	0	0	0
Fees		0	0	0	0	0	0	0	0	0	0
Proceeds from Land Sale		0	0	0	0	0	0	0	0	0	0
Gifts/Donations		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Funding Source		299,312	4,550	555	0	0	480	0	5,585	0	304,897



Land Acquisition Fund

Project Description

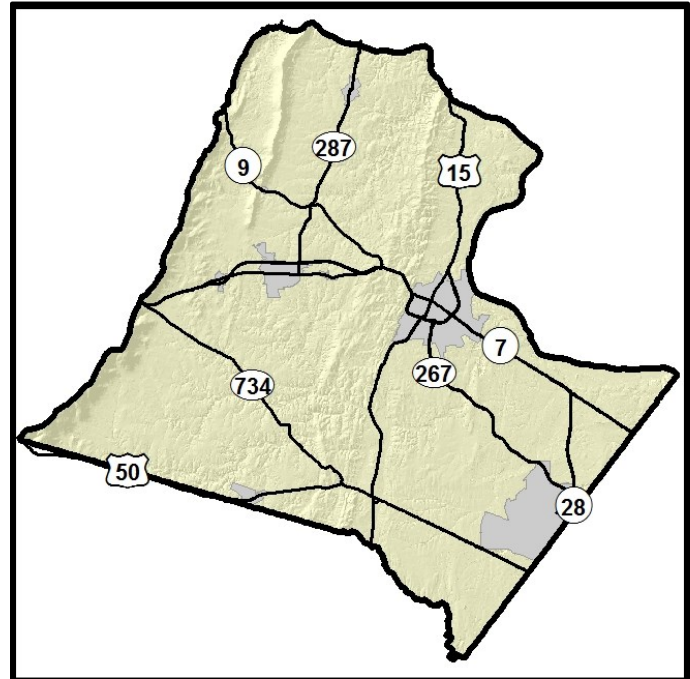
The Board of Supervisors consolidated land purchase funding for General Government and School sites into a single capital account in FY 2002 to allow for flexibility in land acquisition negotiations. As the County continues to develop, this fund has enabled the County to take advantage of land acquisition opportunities as they arise.

During the FY 2015 - FY 2020 capital planning period, site acquisitions are planned for the following facilities:

FY 2015 Sterling Fire and Rescue Station
FY 2016 Western Loudoun Park and Ride Lot
FY 2017 None
FY 2018 None
FY 2019 Eastern DS Group Residence
FY 2020 None

To develop the facilities in the Capital Plan, the County is also utilizing land sites already owned by the County and the Loudoun County School Board, and proffered land sites planned to be dedicated to the County.

Operational expenses required to support the County's land acquisition program are shown as part of the Capital Project Management budget page.



Funding Plan

This project is funded using local tax funding, lease revenue financing and General Obligation Bond financing. The General Obligation Bonds are subject to voter approval on the November 2014 referendum.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Land Acquisition--Schools	128,882	-	-	-	-	-	-	-	-	128,882
Land Acquisition--County	115,330	2,050	555	-	-	480	-	3,085	-	118,415
Total Cost	244,212	2,050	555	-	-	480	-	3,085	-	247,297
Local Tax Funding	93,161	-	555	-	-	-	-	555	-	93,716
GO Bonds	50,425	2,050	-	-	-	-	-	2,050	-	52,475
Lease Revenue Financing	5,830	-	-	-	-	480	-	480	-	6,310
Fund Balance	36,934	-	-	-	-	-	-	-	-	36,934
Proffers (Cash)	1,855	-	-	-	-	-	-	-	-	1,855
Proffers (In-Kind)	51,409	-	-	-	-	-	-	-	-	51,409
State Grant Program	4,598	-	-	-	-	-	-	-	-	4,598
Total Financing	244,212	2,050	555	-	-	480	-	3,085	-	247,297

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Debt Service	-	208	197	197	187	187	976
Total Impact	-	208	197	197	187	187	976



Major Computer Systems

Project Description – C00215

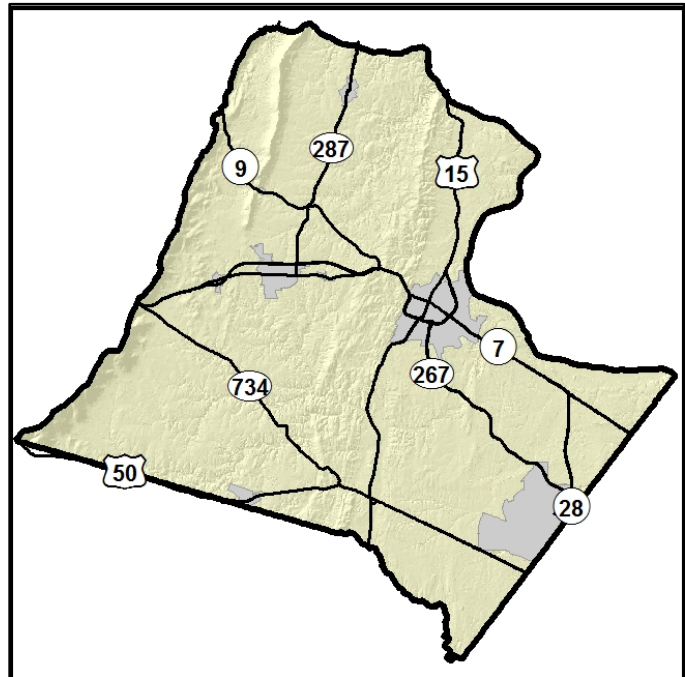
This project plans for the acquisition of major computer systems that cost more than \$500,000 per system. Prior to FY 2012, both major and minor computer system replacements were treated as a component part of the Capital Asset Preservation Program (CAPP), a sub fund within the Capital Projects Fund. In November of 2010, to accurately capitalize costs, the major computer systems currently being acquired were reclassified from the CAPP to the Capital Improvement Program (CIP) as a Capital Fund allocation.

Planned major computer systems acquisitions include costs related to the upgrade of the Library Management System in FY 2015.

The annual cost for incremental operations and maintenance as a result of these projects will be incorporated into the Department of Information Technology's base operating budget.

Funding Plan

Major Computer Systems are funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
E911 Phone System Upgrade	3,000	-	-	-	-	-	-	-	-	3,000
Public Safety CAD	12,000	-	-	-	-	-	-	-	-	12,000
County/LCPS Financial System	40,000	-	-	-	-	-	-	-	-	40,000
Library Management System	100	2,500	-	-	-	-	-	2,500	-	2,600
Total Cost	55,100	2,500	-	-	-	-	-	2,500	-	57,600
Local Tax Funding	1,100	-	-	-	-	-	-	-	-	1,100
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	14,000	2,500	-	-	-	-	-	2,500	-	16,500
Fund Balance	40,000	-	-	-	-	-	-	-	-	40,000
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Proffers (In-Kind)	-	-	-	-	-	-	-	-	-	-
State Grant Program	-	-	-	-	-	-	-	-	-	-
Total Financing	55,100	2,500	-	-	-	-	-	2,500	-	57,600

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Debt Service	63	247	241	234	228	222	1,235
Total Impact	63	247	241	234	228	222	1,235



COUNTY CAPITAL PROJECTS

GENERAL GOVERNMENT



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
General Government											
Projects											
Capital Project Management		35,400	8,004	10,130	7,855	8,085	8,330	8,585	50,989	0	86,389
Storm Water Management		19,850	3,000	3,000	3,000	3,000	3,000	3,000	18,000	3,000	40,850
Community Wastewater Systems		0	1,645	0	0	0	0	0	1,645	0	1,645
Town of Hillsboro Water System		0	1,145	0	0	0	0	0	1,145	0	1,145
Water/Wastewater Feasibility Studies		0	0	300	310	325	0	0	935	0	935
County Landfill Reclamation Project		10,000	0	5,500	0	5,980	0	0	11,480	0	21,480
County Landfill Sequence V Closure		0	0	0	1,250	4,680	0	0	5,930	0	5,930
Consolidated Shops & Warehouse		0	0	0	350	0	4,200	33,000	37,550	0	37,550
County Landfill Debt Service		0	632	0	0	0	0	0	632	0	632
Budgetary Cost		65,250	14,426	18,930	12,765	22,070	15,530	44,585	128,306	3,000	196,556
Funding Source											
Local Tax Funding		54,550	12,649	13,430	11,515	11,410	11,330	11,585	71,919	3,000	129,469
Fund Balance		700	0	0	0	0	0	0	0	0	700
General Obligation Bonds		0	0	0	0	0	0	0	0	0	0
Lease Revenue Financing		10,000	0	5,500	1,250	10,660	4,200	33,000	54,610	0	64,610
Revenue Bonds		0	0	0	0	0	0	0	0	0	0
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		0	0	0	0	0	0	0	0	0	0
Cash Proffers		0	0	0	0	0	0	0	0	0	0
In- Kind Proffers		0	0	0	0	0	0	0	0	0	0
Local Gasoline Tax		0	0	0	0	0	0	0	0	0	0
Fees		0	632	0	0	0	0	0	632	0	632
Proceeds from Land Sale		0	1,145	0	0	0	0	0	1,145	0	1,145
Gifts/Donations		0	0	0	0	0	0	0	0	0	0
Total Funding Source		65,250	14,426	18,930	12,765	22,070	15,530	44,585	128,306	3,000	196,556



Capital Project Management

Project Description – C00030, C02011

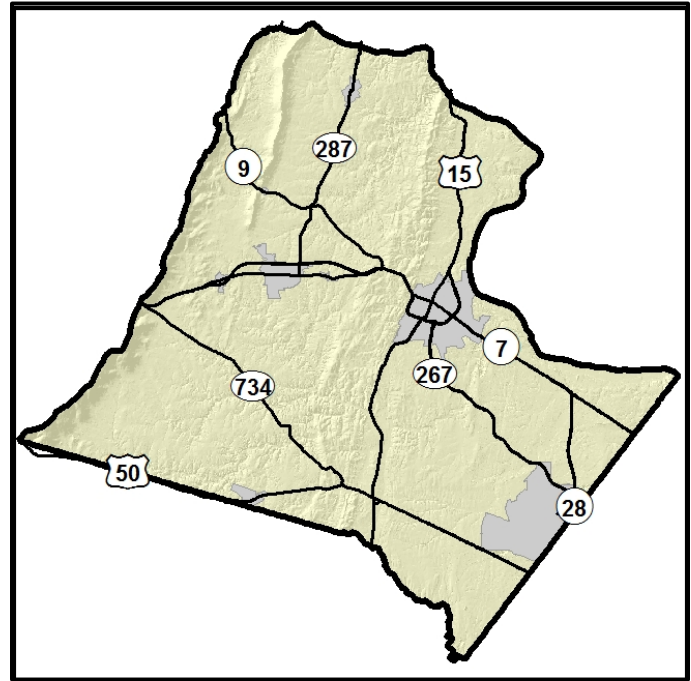
Capital Project Management is provided by several County departments, with the Department of Transportation and Capital Infrastructure functioning as the primary staff contact for matters relating to the County's capital projects including land acquisition, planning, budgeting, design, engineering, construction management and project support.

Resources in the Office of the County Attorney and the Department of Management and Financial Services' Procurement Division also provide support to the County's capital projects. These resources are included as part of the Capital Project Management budget.

Additional information on the Department of Transportation and Capital Infrastructure, the Office of the County Attorney, and the Department of Management and Financial Services may be found in the operating budget section of this document.

Due to the high volume of design and construction projects, the County has added \$2.5 million in local tax funding in FY 2015 and FY 2016 to hire consulting services from private firms to help deliver construction projects on time.

Starting in FY 2016, the Capital Plan includes \$2 million annually in local tax funding to maintain a sustainable capital project contingency commensurate with a \$2 billion capital financing plan.



Funding Plan

Capital Project Management is funded using local tax funding and is utilized to meet the Board of Supervisors' 10% Pay As You Go financing policy in the Capital Improvement Program.

Capital (\$ in 1,000s)	Prior							6 Year	Future	Project
	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	2,433	2,500	2,500	-	-	-	-	5,000	-	7,433
Transfer to General Fund	8,811	5,504	5,630	5,855	6,085	6,330	6,585	35,989	-	44,800
CIP Contingency	-	-	2,000	2,000	2,000	2,000	2,000	10,000	-	10,000
Operating Support (Staffing)	20,391	-	-	-	-	-	-	-	-	20,391
Operations and Maintenance	3,765	-	-	-	-	-	-	-	-	3,765
Total Cost	35,400	8,004	10,130	7,855	8,085	8,330	8,585	50,989	-	86,389
Local Tax Funding	35,200	8,004	10,130	7,855	8,085	8,330	8,585	50,989	-	86,189
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	200	-	-	-	-	-	-	-	-	200
Total Financing	35,400	8,004	10,130	7,855	8,085	8,330	8,585	50,989	-	86,389



Storm Water Management

Project Description – C00003

As part of its standard maintenance regimen, the County continually maps and surveys its storm water infrastructure as facilities are added to the County's inventory through new development. The County has developed and implemented an overall storm water management program to meet the Environmental Protection Agency's Phase II storm water discharge permit requirements that mandate the repair, maintenance, and restoration of County owned storm water infrastructure.

A long range storm water management strategic plan was completed in 2007. The strategic plan did not identify any significant new capital projects, but projected that the older sections of the existing system could be restored to its original design capability over a ten year period. The financial impact of the restoration project was forecast within current levels of funding planned over the six- year planning period.

These capital funds support the restoration and management of storm water infrastructure the County identified in the storm water management strategic plan. This project provides funding to meet storm water management programmatic needs, partially restore the older sections of the system, and repair and maintain the entire system Countywide.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Facilities Construction	19,850	3,000	3,000	3,000	3,000	3,000	3,000	18,000	3,000	40,850
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	19,850	3,000	3,000	3,000	3,000	3,000	3,000	18,000	3,000	40,850
Local Tax Funding	19,350	3,000	3,000	3,000	3,000	3,000	3,000	18,000	-	37,350
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	500	-	-	-	-	-	-	-	-	500
Total Financing	19,850	3,000	3,000	3,000	3,000	3,000	3,000	18,000	3,000	40,850

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	310	323	336	349	363	378	2,059
Debt Service	-	-	-	-	-	-	-
Total Impact	310	323	336	349	363	378	2,059



Community Wastewater Systems

Project Description – C00049, C02034

This project provides funding to develop a community wastewater treatment system in the Howardsville community and expand the service district for the Willisville community wastewater treatment system.

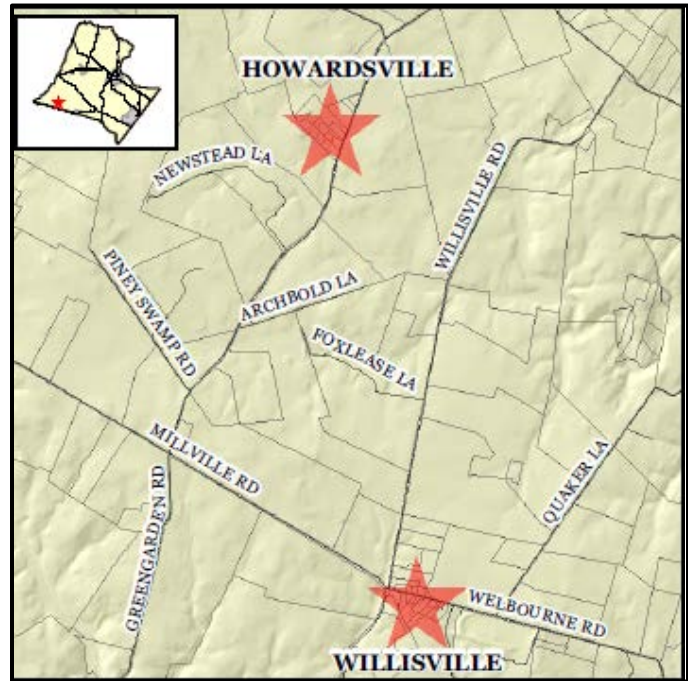
In partnership with Loudoun Water, the County developed a community wastewater treatment facility to serve ten properties in the Willisville Community in 2007. An additional three properties' septic systems have failed. This project funds the extension of wastewater treatment service to those properties in the amount of \$175,000.

The Howardsville community was identified as a community at risk and in need of a community wastewater treatment solution in the County's capital needs assessment. The County completed a water and wastewater feasibility study of the community in 2011. The results of the study provided solution options to provide a community wastewater treatment facility to serve the community. This project funds the design and construction of a community wastewater treatment facility to serve Howardsville, pending action by the Board of Supervisors to establish a Howardsville Service District, in the amount of \$1,470,000.

The ongoing maintenance and operation of these community wastewater systems is not the responsibility of the County. No operating expense will be incurred by the County during the six-year CIP planning period.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior							6 Year	Future	Project
	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	1,645	-	-	-	-	-	1,645	-	1,645
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	1,645	-	-	-	-	-	1,645	-	1,645
Local Tax Funding	-	1,645	-	-	-	-	-	1,645	-	1,645
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,645	-	-	-	-	-	1,645	-	1,645



Town of Hillsboro Water System

Project Description – C00047

This project provides funding to assist the Town of Hillsboro to abandon the spring source of its municipal water system and replace and rebuild its infrastructure to deliver clean drinking water to its residents.

On February 14, 2014, the Town of Hillsboro sent an official request for CIP funding to the County in the amount of \$1,145,000 to help pay for an infrastructure project in coordination with the Virginia Department of Health to address a significant public health risk associated with the Town's water system. The Town has been under a boil water notice since August 2000 and is currently under a consent decree from the EPA and the Virginia Department of Health to remedy deficiencies in the water system.

\$1.12 million of the funding request is to help pay for capital improvements to the water system, and \$25,000 are for the Town's water system replacement and repair fund. The source of funding for the County's portion of the project are proceeds from the sale of the Sterling Annex facility.

The ongoing maintenance and operation of this community water system is not the responsibility of the County. No operating expense will be incurred by the County during the six-year CIP planning period.

Funding Plan

This project is funded using proceeds from the sale of the Sterling Annex facility.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Town	-	1,145	-	-	-	-	-	1,145	-	1,145
Total Cost	-	1,145	-	-	-	-	-	1,145	-	1,145
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	1,145	-	-	-	-	-	1,145	-	1,145
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,145	-	-	-	-	-	1,145	-	1,145



Water/Wastewater Feasibility Studies

Project Description

In 2007, the Board of Supervisors directed staff to develop a Water and Wastewater Needs Assessment to identify communities in Loudoun County with water and/or wastewater issues. The Needs Assessment identified 36 at-risk communities within the County and was completed in 2010. In 2012, the Board of Supervisors approved the Needs Assessment Implementation Work Plan, which includes a process to prioritize communities for assistance from the County in solving their water and/or wastewater problems.

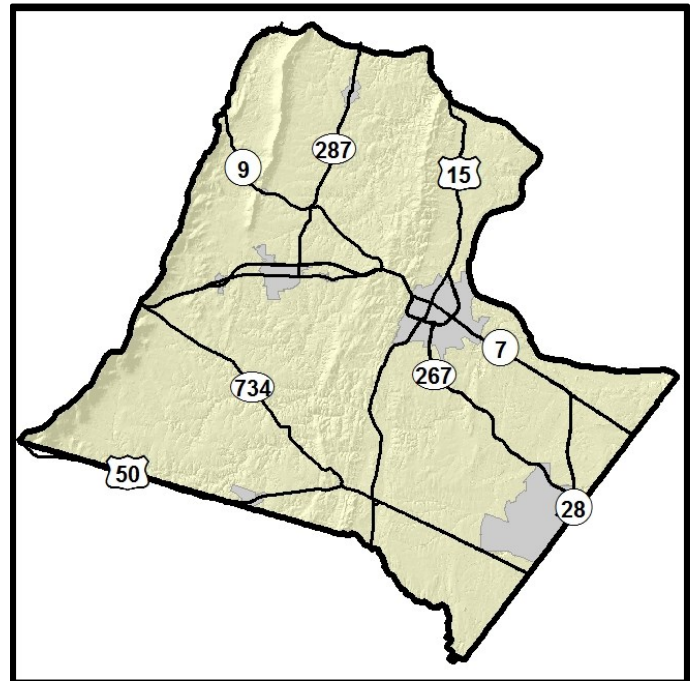
The first step in solving community water and/or wastewater problems is to conduct a feasibility study to identify potential solutions. The specific communities for whom the feasibility studies will be done will be determined in FY 2015 as part of an application process.

This project requests funding six (6) community water and/or wastewater feasibility studies over a three (3) year period - two studies per year beginning in FY 2016 and ending in FY 2018.

This project funds studies that do not have an operating impact until water/wastewater projects are submitted for inclusion in the County's CIP. No operating expenses will be incurred during the six-year CIP planning period.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	300	310	325	-	-	935	-	935
Construction	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	300	310	325	-	-	935	-	935
Local Tax Funding	-	-	300	310	325	-	-	935	-	935
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	300	310	325	-	-	935	-	935



County Landfill Reclamation Project

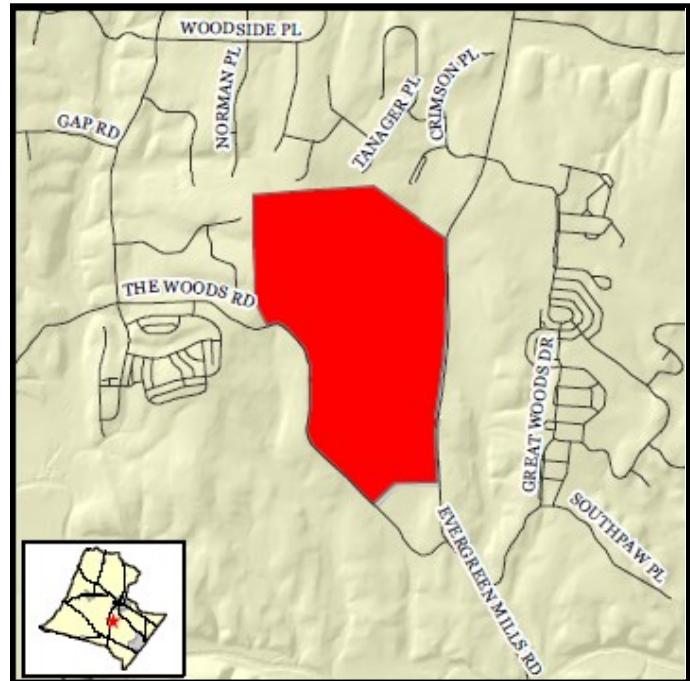
Project Description – C00214

This reclamation project is a voluntary remediation of the oldest un-lined portion of the County Landfill, which is located in the middle of the existing landfill between Phases I and II.

This existing, unlined area is the accepted source of pollutants in facility groundwater and poses a future remediation liability. This project consists of first removing solid waste and cover soil from the earliest disposal areas within the facility. Following the removal and relocation of the waste to other lined areas of the landfill, the reclaimed site would then be lined per current regulatory standards and used for new disposal operations. Fees generated by the additional capacity gained from the reclamation use will offset the cost of relocation.

The anticipated benefits of executing this project are to: 1. remove the source of groundwater contamination at the landfill; 2. remediate current groundwater contamination; and 3. gain cost effective, new landfill capacity without expanding the disposal footprint or constructing new infrastructure. This project is anticipated to be phased over a multi-year period utilizing contracted services.

The Department of General Services manages the Loudoun County Solid Waste Management Facility (Landfill). Operating costs for landfill disposal operations are offset by fees collected for service at the facility in keeping with the Loudoun County Board of Supervisors' policy of revenue neutrality for landfill operations. No additional operational resources are required for the reclamation project.



Funding Plan

This project is funded using lease revenue financing.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Const of Site Infrastructure	10,000	-	5,500	-	5,980	-	-	11,480	-	21,480
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	10,000	-	5,500	-	5,980	-	-	11,480	-	21,480
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	10,000	-	5,500	-	5,980	-	-	11,480	-	21,480
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	10,000	-	5,500	-	5,980	-	-	11,480	-	21,480

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	100	470	731	911	1,238	1,378	4,828
Total Impact	100	470	731	911	1,238	1,378	4,828



County Landfill Sequence V Closure

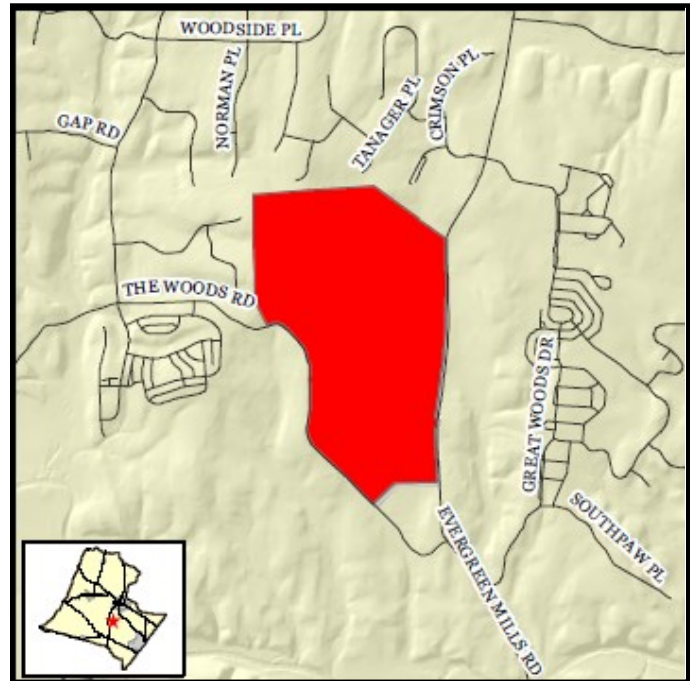
Project Description

This project funds the engineering, design and construction of the final cap and closure of a 15-acre site at the Loudoun County Landfill Disposal Unit. Closure of the Loudoun County Landfill disposal unit was initially proposed in four sequences. To minimize erosion and to improve storm water management controls, the fourth sequence closure was divided into two smaller projects, Sequence IV and Sequence V.

The Department of General Services manages the Loudoun County Solid Waste Management Facility (Landfill). Closure operations and maintenance costs include maintenance of closed, lined and capped disposal space, erosion control structures and environmental monitoring in accordance with approved permit conditions, closure plan requirements and State regulations. No additional operational resources are required for the closure project.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	1,250	-	-	-	1,250	-	1,250
Const of Site Infrastructure	-	-	-	-	4,680	-	-	4,680	-	4,680
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	1,250	4,680	-	-	5,930	-	5,930
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	1,250	4,680	-	-	5,930	-	5,930
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	1,250	4,680	-	-	5,930	-	5,930

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	25	164	441	578	1,208
Total Impact	-	-	25	164	441	578	1,208



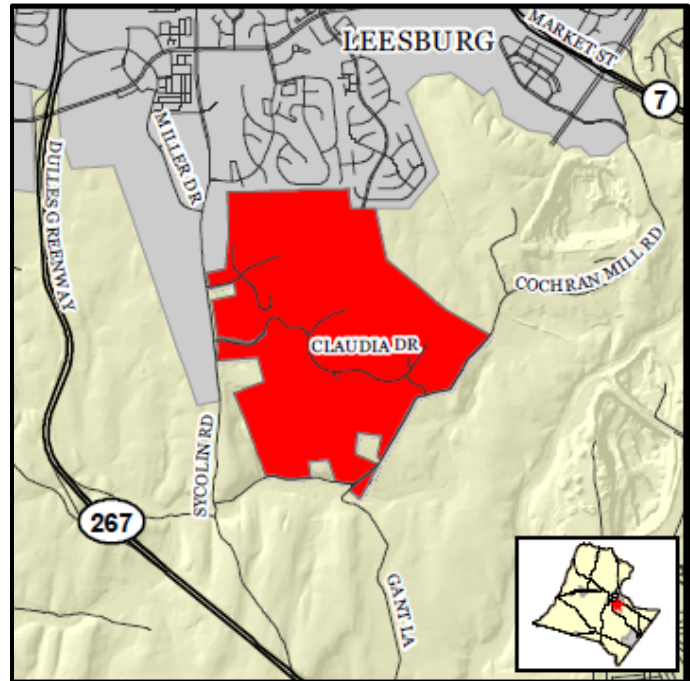
Consolidated Shops and Warehouse Facility

Project Description

The Consolidated Shops and Warehouse Facility will provide storage and warehouse space for all County Government Departments in one General Government Warehouse Facility. The facility will provide functional, secure warehousing space for surplus materials awaiting disposition, the County's surplus store, high value items, climate controlled space for archived records, and public safety equipment. The facility will include shops and inside storage areas for technicians providing for countywide mechanical, building and security systems. The facility will also provide work and support space for public works infrastructure maintenance crews, outside material staging areas, and storage areas for protective equipment.

A site of 15 buildable acres is required to support this project. The site design will feature a well landscaped parking bay in front of the building with a loading and truck court to the rear. Total parking will be included to accommodate the mixed use occupancy load. The proposed 60,000 square foot structure will provide a minimum 24 foot interior clearance height to accommodate high bay maintenance and storage activities.

Project appropriations include \$350,000 in FY 2017 to conduct a study to optimize space planning for the facility, and to assist in the design of a facility that maximizes efficiencies in the use of available space and staff resources. Design is anticipated to begin in FY 2019 and construction in FY 2020. This facility will be located at the Government Support Center site in the Leesburg Planning Subarea off of Sycolin Road.



Funding Plan

This project is funded using local tax funding and lease revenue financing.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	350	-	4,200	-	4,550	-	4,550
Construction	-	-	-	-	-	-	30,300	30,300	-	30,300
Furniture, Fixtures & Equip	-	-	-	-	-	-	2,700	2,700	-	2,700
Total Cost	-	-	-	350	-	4,200	33,000	37,550	-	37,550
Local Tax Funding	-	-	-	350	-	-	-	350	-	350
Lease Revenue Financing	-	-	-	-	-	4,200	33,000	37,200	-	37,200
Landfill Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	350	-	4,200	33,000	37,550	-	37,550

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	420	420
Total Impact	-	-	-	-	-	420	420



COUNTY CAPITAL PROJECTS

PUBLIC SAFETY



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Public Safety											
Projects											
Animal Services Facility		125	2,170	13,200	0	0	0	0	15,370	0	15,495
Courts Complex Phase III		9,310	13,000	54,000	0	0	0	0	67,000	0	76,310
Lucketts Fire Station Replacement		1,370	10,120	0	0	0	0	0	10,120	0	11,490
Fire and Rescue Capital Apparatus		24,293	2,840	3,000	3,000	3,000	3,000	3,000	17,840	0	42,133
Traffic Signal Emergency Backup Power		0	865	0	0	0	0	0	865	0	865
Sterling Fire and Rescue Station Replacement		0	1,960	12,470	0	0	0	0	14,430	0	14,430
Kirkpatrick Fire and Rescue Station		0	2,500	9,740	0	0	0	0	12,240	0	12,240
Adult Detention Center Phase III		95,450	0	260	0	0	0	0	260	0	95,710
Traffic Signal Preemption Devices		0	0	1,570	0	0	0	0	1,570	0	1,570
Juvenile Probation Residence		0	0	770	5,430	0	0	0	6,200	0	6,200
Leesburg South Fire and Rescue Station		0	0	0	1,540	11,890	0	0	13,430	0	13,430
Lovettsville Fire Station Renovation		0	0	0	3,380	0	0	0	3,380	0	3,380
Fire Station Alerting Systems		0	0	0	1,500	0	0	0	1,500	0	1,500
Round Hill Fire Station Replacement		0	0	0	0	1,875	12,980	0	14,855	0	14,855
Juvenile Detention Center Phase II		12,015	0	0	0	0	600	4,090	4,690	0	16,705
Fire and Rescue CPAT Center		0	0	0	0	0	365	2,975	3,340	0	3,340
Fire and Rescue Vehicle Annex		0	0	0	0	0	415	3,195	3,610	0	3,610
Fire and Rescue Training Center Expansion		0	0	0	0	0	965	6,780	7,745	0	7,745
Fire and Rescue Training Tower		0	0	0	0	0	0	500	500	0	500
Budgetary Cost		142,563	33,455	95,010	14,850	16,765	18,325	20,540	198,945	0	341,508
Funding Source											
Local Tax Funding		3,100	2,500	4,340	8,470	0	0	500	15,810	0	18,910
Fund Balance		0	0	0	0	0	0	0	0	0	0
General Obligation Bonds		12,805	17,090	36,670	6,380	16,765	17,725	15,730	110,360	0	123,165
Lease Revenue Financing		112,728	13,000	54,000	0	0	600	4,090	71,690	0	184,418
Revenue Bonds		0	0	0	0	0	0	0	0	0	0
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		13,930	0	0	0	0	0	0	0	0	13,930
Cash Proffers		0	0	0	0	0	0	220	220	0	220
In-Kind Proffers		0	0	0	0	0	0	0	0	0	0
Local Gasoline Tax		0	865	0	0	0	0	0	865	0	865
Fees		0	0	0	0	0	0	0	0	0	0
Proceeds from Land Sale		0	0	0	0	0	0	0	0	0	0
Gifts/Donations		0	0	0	0	0	0	0	0	0	0
Total Funding Source		142,563	33,455	95,010	14,850	16,765	18,325	20,540	198,945	0	341,508



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Fire and Rescue Capital Apparatus

Project Description

This project provides for the procurement of new ambulances and heavy fire and rescue apparatus for the combined fire and rescue system. This project also provides for County contributions toward volunteer fire department purchases, where the volunteer department may or may not hold title depending on the percentage of the County's contribution towards the apparatus purchase. Capital vehicle ownership involves apparatus repair and maintenance, and is determined by Loudoun County Fire and Rescue System guidelines.

Fire and Rescue Capital Apparatus FY 2015 Procurement::

County System

Haz-Mat Support Unit	System Apparatus	\$275,000
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Volunteer System

Truck	Ashburn (59% funding)	\$590,000
Ambulance	Ashburn (59%)	\$113,000
Ambulance	Ashburn (59%)	\$113,000
Tower	Purcellville (59%)	\$767,000
Ambulance	Loudoun Rescue (49%)	\$126,000
Ambulance	Loudoun Rescue (49%)	\$126,000
Ambulance	Sterling (59%)	\$120,950
Engine	Sterling (59%)	\$324,500
Ambulance	Arcola (59%)	\$153,400
Ambulance	Lovettsville (59%)	\$129,800

FY 2015 Total		\$2,838,650
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Funding Plan

This project is funded using general obligation bonds. The bond financing required in FY 2015 will be scheduled for placement on the November 2014 referendum.

Capital (\$ in 1000s)	Prior							6 Year	Future	Project
	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Payment to Regional Org	4,758	-	-	-	-	-	-	-	-	4,758
Vehicle Acquisition	19,535	2,840	3,000	3,000	3,000	3,000	3,000	17,840	-	37,375
Total Cost	24,293	2,840	3,000	3,000	3,000	3,000	3,000	17,840	-	42,133
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	11,435	2,840	3,000	3,000	3,000	3,000	3,000	17,840	-	29,275
Lease Revenue Financing	12,858	-	-	-	-	-	-	-	-	12,858
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	24,293	2,840	3,000	3,000	3,000	3,000	3,000	17,840	-	42,133

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	2,600	2,900	3,200	3,500	3,800	4,100	20,100
Debt Service	-	312	864	1,403	1,925	2,425	6,929
Total Impact	2,600	3,212	4,064	4,903	5,725	6,525	27,029



Animal Services Facility

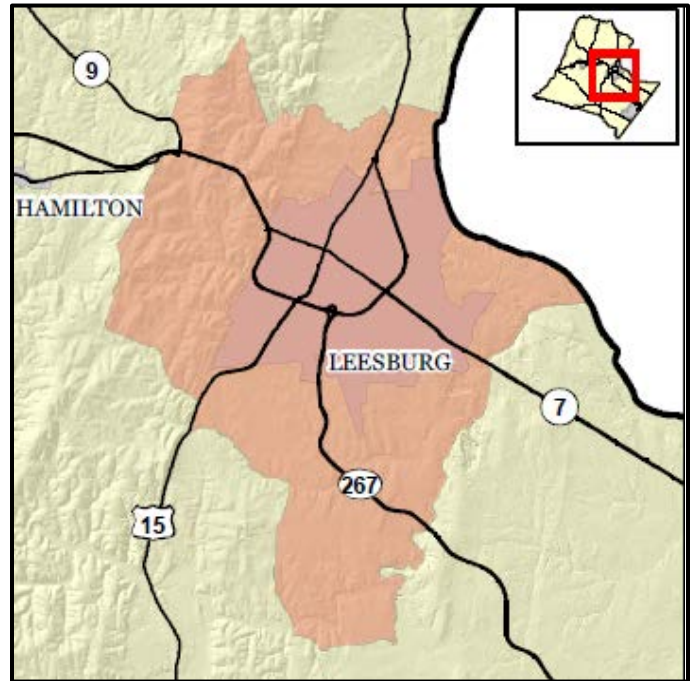
Project Description – C00240

This project provides funding for the design and construction of a 25,000 square foot animal shelter to replace the existing County Animal Services facility in Waterford.

The location of the new Animal Services facility is not known yet, but the preferred location is the eastern portion of the Leesburg Planning Subarea along Sycolin Road. A study was funded in FY 2014 to evaluate the most strategic geographic location for the new Animal Services facility and to help determine the overall scope of the new facility.

The proposed 25,000 square foot shelter will require a site of approximately 5-acres to accommodate the building footprint, associated parking, storage areas, outdoor training and exercise areas for animals, required setbacks, buffers, landscaping, and on-site storm water management facilities.

At the proposed location, the new shelter will be better able to provide animal services to the densest concentration of human and pet populations in the County, while remaining readily accessible to western Loudoun residents. Animal Control Officers with responsibility for patrolling the eastern part of the County will operate more efficiently with regard to travel and response time with a base office closer to the neighborhoods where they provide services. The new Animal Services facility will serve as operational headquarters and provide many of the same services as the current animal shelter to include the following: pet adoptions, housing of strays, abandoned or relinquished companion animals, dog license sales, volunteer opportunities, dispatch services, educational programs, counseling services, and an operating veterinary clinic for the medical treatment of shelter pets.



Funding Plan

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	125	2,170	-	-	-	-	-	2,170	-	2,295
Construction	-	-	11,920	-	-	-	-	11,920	-	11,920
Furniture, Fixtures & Equip	-	-	1,280	-	-	-	-	1,280	-	1,280
Total Cost	125	2,170	13,200	-	-	-	-	15,370	-	15,495
Local Tax Funding	125	-	-	-	-	-	-	-	-	125
GO Bonds	-	2,170	13,200	-	-	-	-	15,370	-	15,370
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	125	2,170	13,200	-	-	-	-	15,370	-	15,495

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	7.42	-	-	-	7.42
Personnel	-	-	334	344	354	365	1,397
O&M	-	-	307	313	319	326	1,265
Debt Service	-	342	1,205	1,611	1,566	1,517	6,241
Total Impact	-	342	1,846	2,268	2,239	2,208	8,903



Courts Complex (Phase III)

Project Description

This project provides funding to construct a new 85,000 square foot facility for the General District Court and court administrative support functions, a 625 space parking garage, and the renovation of approximately 40,000 square feet of the current Courts Complex facility in the Town of Leesburg.

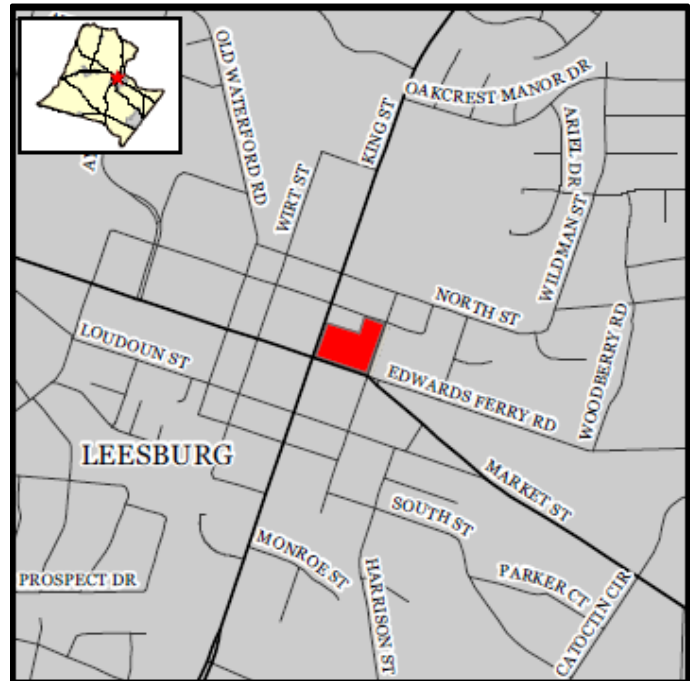
Funding in FY 2015 would construct a 625 space parking garage on the site of the current Pennington Parking Lot adjacent to the Courts Complex. Funding in FY 2016 would construct the 85,000 square foot Phase III addition to the Court Complex, and renovate approximately 40,000 square feet of the Phase I and II Courts Complex.

The volume and pace of growth impacts judicial system demands for service (caseloads), judgeship requirements, staff needs, and ultimately, space requirements. A new General District Court building was recommended in a 1997 court study. Phases I and II of the Courts Complex expansion included the renovation of the old courts and administration buildings, and the construction of new court facilities from FY 1998 through FY 2004.

A Courts Facility Assessment and Expansion Plan was developed to define the scope of the Phase III Courts Complex expansion. The design phase began in FY 2014 and is scheduled over a two year period to coordinate land use, planning and transportation issues with the Town of Leesburg.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	9,310	-	-	-	-	-	-	-	-	9,310
Construction	-	13,000	49,000	-	-	-	-	62,000	-	62,000
Furniture, Fixtures & Equip	-	-	5,000	-	-	-	-	5,000	-	5,000
Total Cost	9,310	13,000	54,000	-	-	-	-	67,000	-	76,310
Local Tax Funding	2,010	-	-	-	-	-	-	-	-	2,010
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	7,300	13,000	54,000	-	-	-	-	67,000	-	74,300
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	9,310	13,000	54,000	-	-	-	-	67,000	-	76,310

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	75	1,179	4,240	5,126	6,413	7,011	24,044
Total Impact	75	1,179	4,240	5,126	6,413	7,011	24,044



Lucketts Fire Station Replacement

Project Description – C00239

This project provides funding to design and construct a new Lucketts Fire Station in the Route 15 North Planning Subarea of the County, in the vicinity of the Village of Lucketts, for Lucketts Fire and Rescue Company #10.

The Station would be 13,000 to 15,000 square feet, depending on whether County career staff and volunteer companies co-locate in the same facility, on a site of up to 5 buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.

Funding for land acquisition for this fire station replacement was provided in FY 2013 in the Land Acquisition Fund using fund balance.

Funding Plan

This project is funded using general obligation bond financing. Funding for design of the facility was provided in FY 2014; funding for construction, furnishings and equipment is provided in FY 2015. The general obligation bonds were approved on the November 2013 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	1,370	-	-	-	-	-	-	-	-	1,370
Construction	-	7,920	-	-	-	-	-	7,920	-	7,920
Furniture, Fixtures & Equip	-	2,200	-	-	-	-	-	2,200	-	2,200
Total Cost	1,370	10,120	-	-	-	-	-	10,120	-	11,490
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	1,370	10,120	-	-	-	-	-	10,120	-	11,490
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	1,370	10,120	-	-	-	-	-	10,120	-	11,490

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	185	189	192	196	200	962
Debt Service	125	840	1,182	1,147	1,111	1,076	5,481
Total Impact	125	1,025	1,371	1,339	1,307	1,276	6,443



Traffic Signal Emergency Backup Power Systems

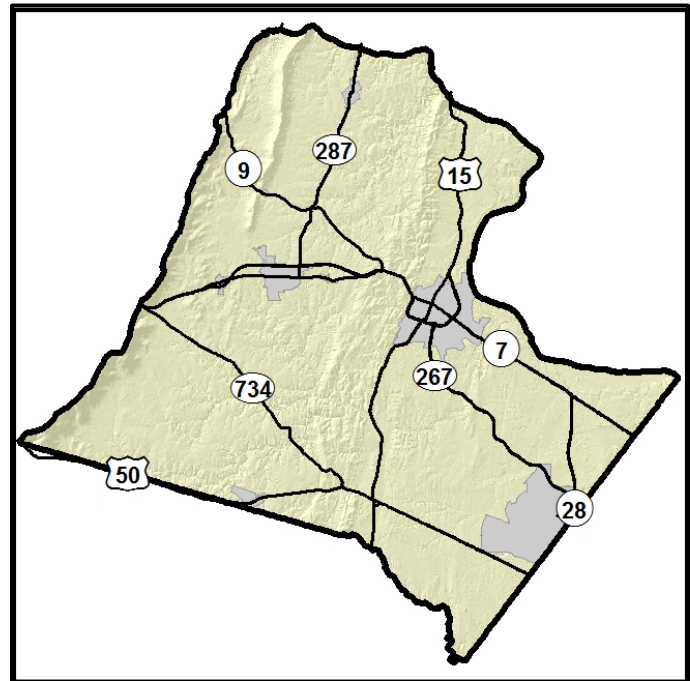
Project Description – C02054

This project provides funding to equip specific, high priority, high traffic volume intersections in the County with backup, emergency power to keep key traffic signals in operation in the event of a prolonged, widespread power outage.

After the "Derecho" Storm knocked out power in widespread areas of the County over a prolonged period of time, the Loudoun County Sheriff's Office had to deploy hundreds of officers to direct traffic at key intersections throughout the County. In an attempt to keep these officers on duty responding to emergency calls, this project equips forty-two key intersections in the County with backup power to continue to operate for extended periods of time, even with the loss of power during a major weather event or catastrophe.

Funding Plan

This project is funded using local gasoline tax funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Furniture, Fixtures & Equip	-	865	-	-	-	-	-	865	-	865
Total Cost	-	865	-	-	-	-	-	865	-	865
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	865	-	-	-	-	-	865	-	865
Total Financing	-	865	-	-	-	-	-	865	-	865



Sterling Fire and Rescue Station Replacement

Project Description – C02042

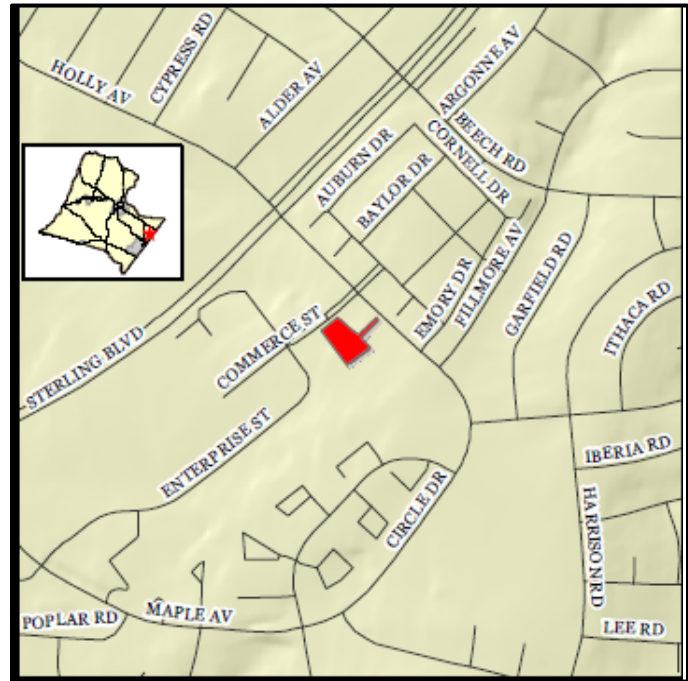
This project is part of the Sterling Public Facilities Master Plan initiated by the Board of Supervisors. The Master Plan studied the expansion of the Sterling Volunteer Fire and Rescue Station, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space.

This project provides funding to design and construct a new 22,000 square foot replacement station for the Sterling Volunteer Fire and Rescue Companies. The replacement station will be located on the site of the current Station owned by the Sterling Park Safety Center. The project requires the acquisition of an adjacent property to develop the required program for the new station, and to provide enough space for station parking to meet Zoning Ordinance requirements.

Design and land acquisition is scheduled to occur in FY 2015, with construction of the replacement station beginning in FY 2016. Information regarding appropriations for land acquisition can be found on the Land Acquisition Fund CIP project page.

Funding Plan

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	1,960	-	-	-	-	-	1,960	-	1,960
Construction	-	-	11,165	-	-	-	-	11,165	-	11,165
Furniture, Fixtures & Equip	-	-	1,305	-	-	-	-	1,305	-	1,305
Total Cost	-	1,960	12,470	-	-	-	-	14,430	-	14,430
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	1,960	12,470	-	-	-	-	14,430	-	14,430
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,960	12,470	-	-	-	-	14,430	-	14,430

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	25	347	913	1,526	1,484	1,442	5,737
Total Impact	25	347	913	1,526	1,484	1,442	5,737



Kirkpatrick Fire and Rescue Station

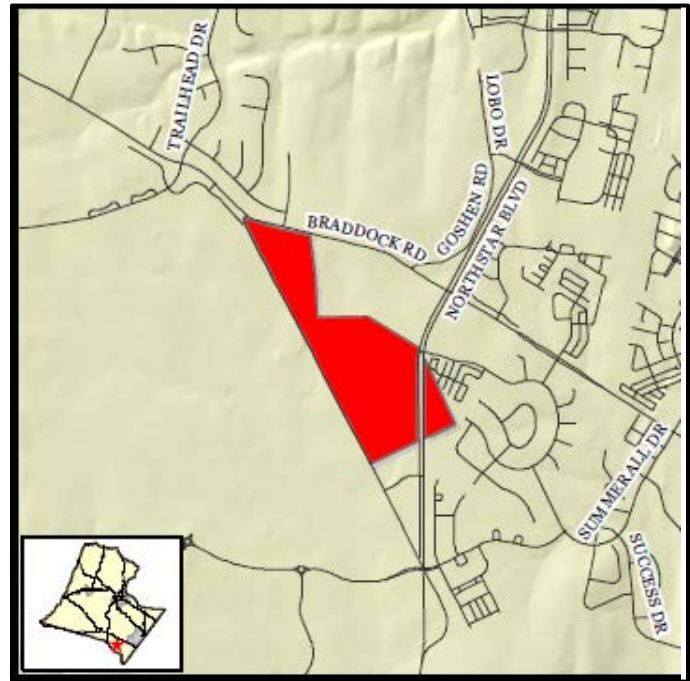
Project Description – C02048

This project provides funding to design and construct a new Fire Station in the Dulles Planning Subarea of the County south of Braddock Road and west of Loudoun County Parkway. The Station is planned to be located on a 5 acre portion of a 15 acre site proffered to the County as part of the Kirkpatrick West rezoning (ZMAP-2002-0001). The 5-acre site will be subdivided from the parcel highlighted in red on the map to the right.

The Station would be 13,000 to 15,000 square feet, depending on whether County career staff and volunteer companies co-locate in the same facility, on a site of up to five buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.

Funding Plan

This project is funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2015 referendum. Land will be acquired via proffer from Kirkpatrick West, ZMAP-2002-0001.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	1,835	-	-	-	-	-	1,835	-	1,835
Construction	-	665	7,305	-	-	-	-	7,970	-	7,970
Furniture, Fixtures & Equip	-	-	2,435	-	-	-	-	2,435	-	2,435
Total Cost	-	2,500	9,740	-	-	-	-	12,240	-	12,240
Local Tax Funding	-	2,500	1,740	-	-	-	-	4,240	-	4,240
GO Bonds	-	-	8,000	-	-	-	-	8,000	-	8,000
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	2,500	9,740	-	-	-	-	12,240	-	12,240

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	32.48	-	-	-	-	32.48
Personnel	-	2,308	2,377	2,449	2,522	2,598	12,254
O&M	-	740	754	769	785	800	3,848
Debt Service	-	-	125	509	1,001	970	2,605
Total Impact	-	3,048	3,256	3,727	4,308	4,368	18,707



Adult Detention Center (Phase III)

Project Description

This project provides \$260,000 in FY 2016 to conduct a study with the State to determine the appropriate size and programming to be provided in the Phase III expansion of the Adult Detention Center (ADC). Prior studies for the development of the ADC included a planned Phase III expansion of 160,000 square feet, accommodating an additional 416 inmates.

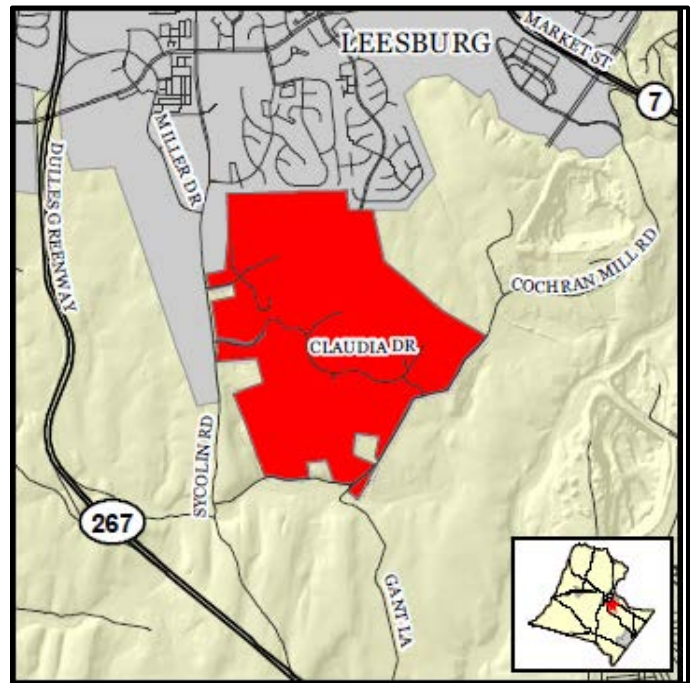
Phase I of the ADC, an 84,000 square foot facility which accommodates an inmate population of 220, opened in July of 2007. The facility includes administrative space for magistrates and ADC personnel. ADC program space includes inmate housing, outside and inside exercise areas, intake, counseling, medical and kitchen facilities, interview and visiting rooms, and detention administration. Phase I was completed with an appropriated budget of \$29,040,000.

Phase II of the ADC, an expansion of 124,000 square feet, accommodates an additional 240 inmates. This phase was completed with an appropriated budget of \$66,410,000.

The design and construction of the Phase III expansion project are planned for a future fiscal year.

Funding Plan

Prior appropriations for this project were funded with local tax funding, state grant revenues and lease revenue financing. The State study in FY 2016 is funded using local tax funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	5,825	-	260	-	-	-	-	260	-	6,085
Construction	84,270	-	-	-	-	-	-	-	-	84,270
Furniture, Fixtures & Equip	5,355	-	-	-	-	-	-	-	-	5,355
Total Cost	95,450	-	260	-	-	-	-	260	-	95,710
Local Tax Funding	965	-	260	-	-	-	-	260	-	1,225
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	80,555	-	-	-	-	-	-	-	-	80,555
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
State Grant	13,930	-	-	-	-	-	-	-	-	13,930
Total Financing	95,450	-	260	-	-	-	-	260	-	95,710



Traffic Signal Preemption Devices

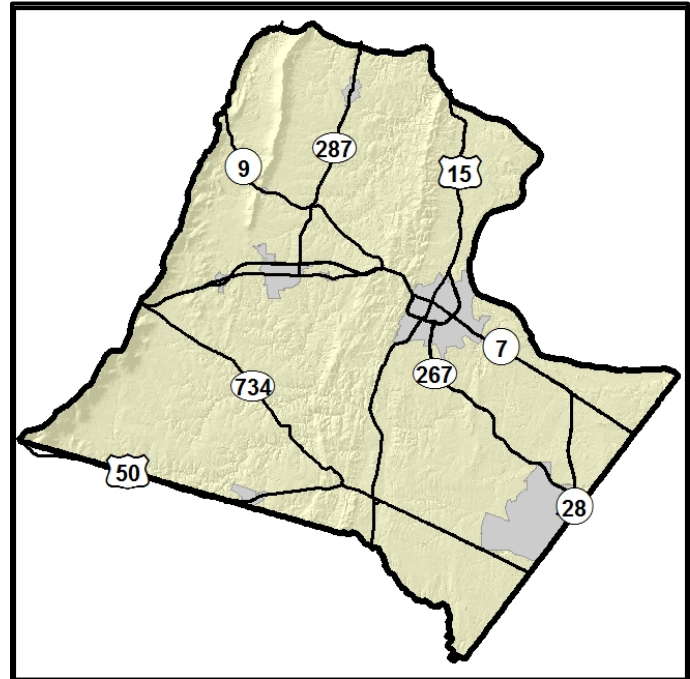
Project Description

This project provides funding to equip seventy-six key intersections in the County with traffic signal preemption devices, and equip approximately 190 fire and rescue vehicles with signal override devices, to improve response times to emergency calls throughout the County.

As Loudoun's roadways have become increasingly congested, the ability to predictably respond to emergency incidents has been negatively impacted. Fire department response efficiency can be improved by installing traffic signal preemption devices that permit specially equipped emergency apparatus to "preempt", or control, intersection signal lights to expedite movement through congested areas, saving minutes in response travel time that can make a profound difference in incident outcome. The towns of Leesburg and Purcellville both have outfitted select traffic signals with preemption equipment, however only those vehicles serving the corresponding town's "first due" fire-rescue service area have been fitted with equipment necessary to interface with these signals.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior							6 Year	Future	Project
	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Alterations to Signals	-	-	1,570	-	-	-	-	1,570	-	1,570
Total Cost	-	-	1,570	-	-	-	-	1,570	-	1,570
Local Tax Funding	-	-	1,570	-	-	-	-	1,570	-	1,570
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	1,570	-	-	-	-	1,570	-	1,570

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	94	96	97	99	386
Debt Service	-	-	-	-	-	-	-
Total Impact	-	-	94	96	97	99	386



Juvenile Probation Residence

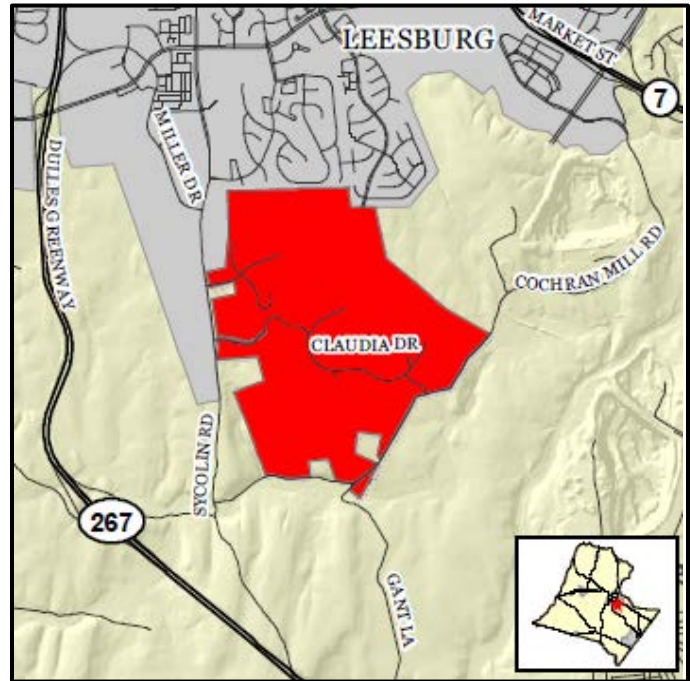
Project Description

This project provides funding for the construction of an 8,800 square foot Juvenile Probation Residence to serve 12 court ordered juveniles, ages 14 to 18. The probation residence is a 24 hour, community based residential program. The release of a juvenile to a residential program does not constitute a danger to the person or property of others in a community setting. It is a staff secured facility. Some services will be provided on site (e.g. meals), while others (e.g. education) may be provided off site.

This facility will be constructed on a minimum two-acre site of appropriately zoned land. The desired location would be in the Leesburg Planning Subarea, preferably near the Juvenile Detention Center and Youth Shelter. Construction will comply with State standards for residential facilities. A site for this facility has been identified as part of the Government Support Center Master Plan, which is in Special Exception review.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	770	-	-	-	-	770	-	770
Construction	-	-	-	4,700	-	-	-	4,700	-	4,700
Furniture, Fixtures & Equip	-	-	-	730	-	-	-	730	-	730
Total Cost	-	-	770	5,430	-	-	-	6,200	-	6,200
Local Tax Funding	-	-	770	5,430	-	-	-	6,200	-	6,200
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	770	5,430	-	-	-	6,200	-	6,200

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	18.19	-	-	18.19
Personnel	-	-	-	1,393	1,435	1,478	4,306
O&M	-	-	-	654	667	680	2,001
Debt Service	-	-	-	-	-	-	-
Total Impact	-	-	-	2,047	2,102	2,158	6,307



Leesburg South Fire and Rescue Station

Project Description

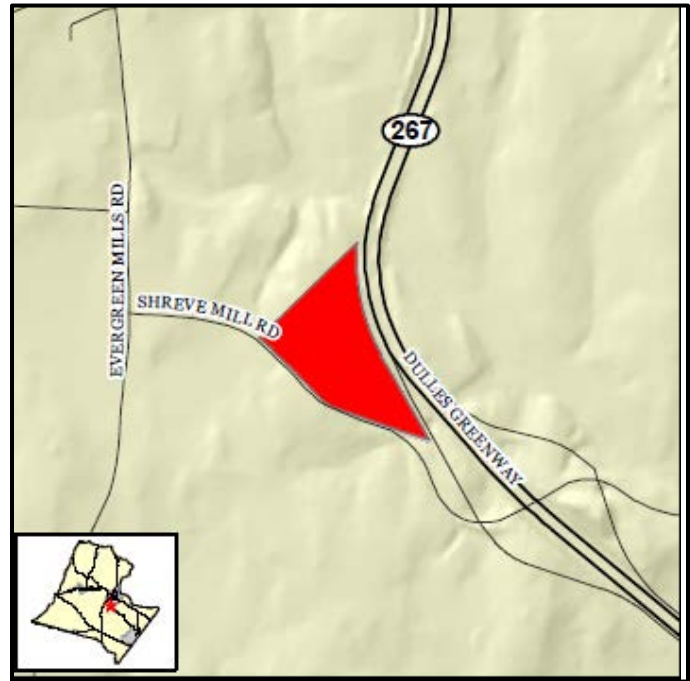
This project provides funding to construct a 13,000 to 15,000 square foot fire and rescue station at an appropriately zoned, five acre site in the Leesburg Planning Subarea.

The fire station is planned to be co-located with the Public Safety Firing Range on a 19-acre site proffered to the County as part of the Leesburg West rezoning application, ZMAP-2008-0009. The site is located adjacent to the Dulles Greenway along Shreve Mill Road. The site provides ready access to the area south of Leesburg via the Greenway and via Evergreen Mills Road, providing necessary incident coverage where a gap in service currently exists.

The facility would include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire and rescue station is anticipated with 24 hour, 7 day a week pumper, ambulance, and potential aerial truck coverage by career staff.

Funding Plan

This project is funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2017 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	1,540	-	-	-	1,540	-	1,540
Construction	-	-	-	-	9,410	-	-	9,410	-	9,410
Furniture, Fixtures & Equip	-	-	-	-	2,480	-	-	2,480	-	2,480
Total Cost	-	-	-	1,540	11,890	-	-	13,430	-	13,430
Local Tax Funding	-	-	-	1,540	-	-	-	1,540	-	1,540
GO Bonds	-	-	-	-	11,890	-	-	11,890	-	11,890
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	1,540	11,890	-	-	13,430	-	13,430

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	13.44	-	13.44
Personnel	-	-	-	-	1,205	1,241	2,446
O&M	-	-	-	-	364	372	736
Debt Service	-	-	-	101	511	1,399	2,011
Total Impact	-	-	-	101	2,080	3,012	5,193



Lovettsville Fire Station Renovation

Project Description

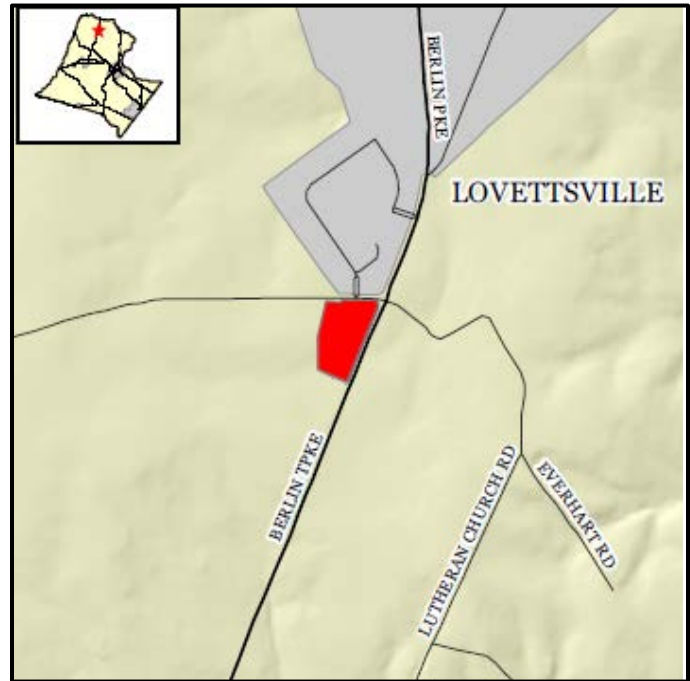
This project provides funding to the Lovettsville Fire and Rescue Company #12 to renovate the existing Lovettsville Fire and Rescue Station, as well as provide an addition of two vehicle bays to the facility.

In 2005, a comprehensive engineering report of the County's fire-rescue facilities was completed to evaluate existing conditions and programmatic shortages of current facilities and provide recommendations for facility improvements to ensure the operational success of the County's Fire and Rescue System. Lovettsville Fire-Rescue Station #12 was among the properties evaluated and found to be in need of facility expansion and comprehensive renovation.

A two-phased renovation project was agreed to by County and Volunteer Fire Department leadership, incorporating the short term use of modular units to provide crew quarters, followed by the VFD's request for funding assistance to renovate and expand the existing Fire Station, consistent with design work that the VFD had previously contracted. The facility is currently in the design development phase, which is estimated to be completed by the end of summer of 2014.

Funding Plan

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Furniture, Fixtures & Equip	-	-	-	-	-	-	-	-	-	-
Payment to VFD	-	-	-	3,380	-	-	-	3,380	-	3,380
Total Cost	-	-	-	3,380	-	-	-	3,380	-	3,380
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	3,380	-	-	-	3,380	-	3,380
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	3,380	-	-	-	3,380	-	3,380

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	82	84	85	251
Debt Service	-	-	85	335	326	318	1,064
Total Impact	-	-	85	335	326	318	1,064



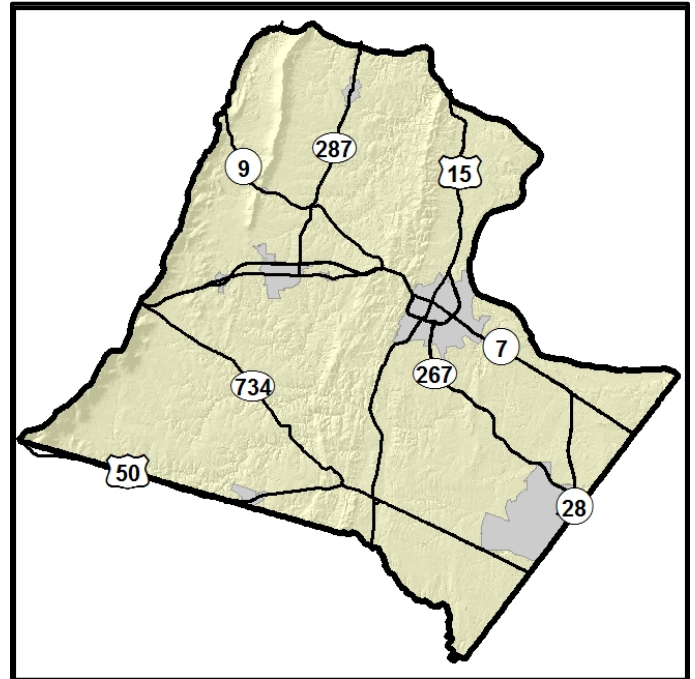
Fire Station Alerting Systems

Project Description

Fire and Rescue stations constructed by the County over the past several years have been outfitted with state-of-the-art station alerting hardware that permits responder notification of a response as the incident information is electronically entered into the CAD system, some 30 seconds or more before the radio announcement of the same incident occurs. These current-generation alerting systems provide for notification redundancies, preempt TV broadcasts/AV displays with incident-specific information, control station corridor and bunk area lighting levels in response to incoming dispatches, and perform other essential station automation/control functions like shutting off gas supply to the kitchen stove when a response is dispatched, all serving to promote optimum response time performance.

This project seeks to upgrade existing stations not scheduled for near-term renovation or replacement with new incident alerting technology to remain efficiently operational, while benefiting from the response time improvement that the current generation of alerting equipment provides. The Stations scheduled to be upgraded to the new technology include:

Station 3 Middleburg Fire and Rescue
Station 4 Round Hill Fire and Rescue
Station 5/17 Hamilton Fire and Rescue
Station 8 Philomont Fire
Station 13 Loudoun Rescue - Leesburg
Station 18/25 Sterling Fire and Rescue
Station 19 Dulles South Public Safety Center
Station 20 Leesburg Fire



Funding Plan

This project is funded using local tax funding.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Furniture, Fixtures & Equip	-	-	-	1,500	-	-	-	1,500	-	1,500
Total Cost	-	-	-	1,500	-	-	-	1,500	-	1,500
Local Tax Funding	-	-	-	1,500	-	-	-	1,500	-	1,500
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	1,500	-	-	-	1,500	-	1,500

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	64	65	67	196
Debt Service	-	-	-	-	-	-	-
Total Impact	-	-	-	64	65	67	196



Round Hill Fire Station Replacement

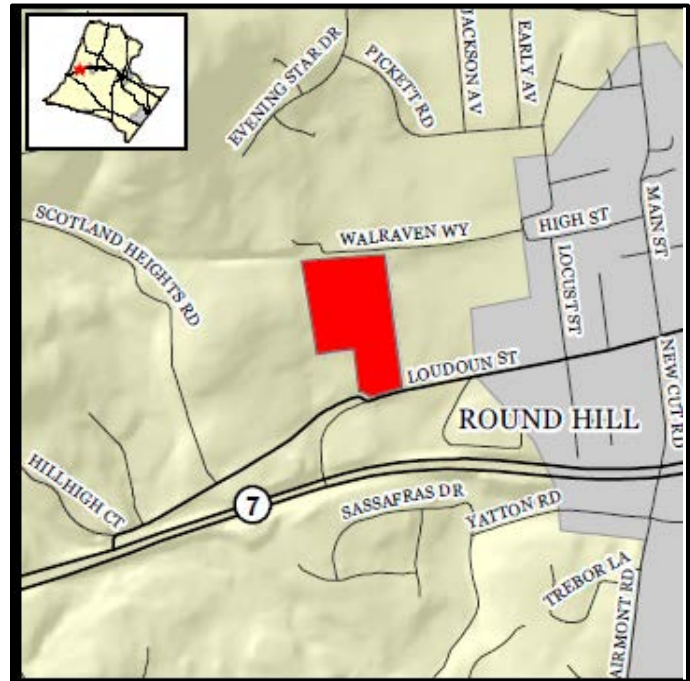
Project Description

This project provides funding to design and construct a new Round Hill Fire Station on a County-owned site adjacent to the Town of Round Hill, for Round Hill Fire and Rescue Company #4.

The Station would be 13,000 to 15,000 square feet on a site of up to 5 buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/ break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.

Funding Plan

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2017 referendum.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	1,875	-	-	1,875	-	1,875
Construction	-	-	-	-	-	11,675	-	11,675	-	11,675
Furniture, Fixtures & Equip	-	-	-	-	-	1,305	-	1,305	-	1,305
Total Cost	-	-	-	-	1,875	12,980	-	14,855	-	14,855
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	1,875	12,980	-	14,855	-	14,855
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	1,875	12,980	-	14,855	-	14,855

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	212	212
Debt Service	-	-	-	-	189	795	984
Total Impact	-	-	-	-	189	1,007	1,196



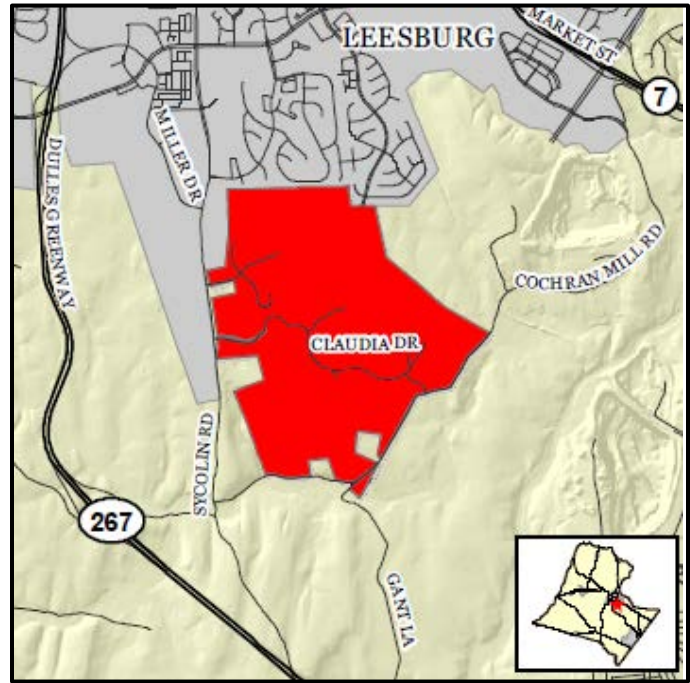
Juvenile Detention Center (Phase II)

Project Description

This project provides funding to construct an addition to Phase I of the Juvenile Detention Center (JDC) located at the Government Support Center off of Sycolin Road. The addition will include increased bed capacity, program areas, as well as a Juvenile Assessment Center.

The JDC is a secure residential program for court ordered juveniles between the ages of 11 and 17 awaiting court disposition. The final concept of the JDC, which has been approved by the Virginia Department of Juvenile Justice, meets state requirements for construction of this type of facility. The JDC is managed by the Department of Family Services.

Phase I of the Juvenile Detention Center project was originally proposed in the FY 2007- FY 2012 CIP as an addition/renovation project to the existing 15,000 square foot Juvenile Detention Center. In November 2006, the Board of Supervisors adopted a Public Safety Master Plan, which identified future expansion phases of the Adult Detention Center (ADC) that would encroach on the existing JDC facility. An alternative site for the JDC has been identified in the Government Support Center Master Plan, which will construct a new Juvenile Detention Center (Phase I) to replace the existing facility. The Government Support Center Master Plan is currently under Special Exception review. Phase I of the JDC is on hold until Special Exception approval, at which point design of the facility will be reactivated.



Funding Plan

This project is funded using lease revenue financing. Prior allocations were for Phase I development of the JDC.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	1,215	-	-	-	-	600	-	600	-	1,815
Construction	10,600	-	-	-	-	-	3,525	3,525	-	14,125
Furniture, Fixtures & Equip	200	-	-	-	-	-	565	565	-	765
Total Cost	12,015	-	-	-	-	600	4,090	4,690	-	16,705
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	12,015	-	-	-	-	600	4,090	4,690	-	16,705
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	12,015	-	-	-	-	600	4,090	4,690	-	16,705

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	15	109	124
Total Impact	-	-	-	-	15	109	124



Fire and Rescue CPAT Center

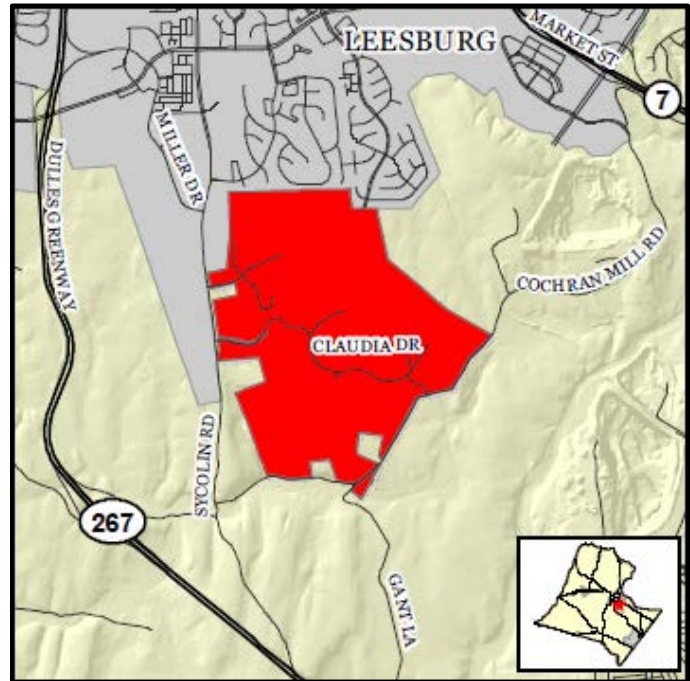
Project Description

This project provides funding to design and construct a 9,500 square foot Performance Testing and Improvement Center located at the existing Fire-Rescue Training Center property on Sycolin Road. The facility, to be located near the high bay building, would provide for a climate controlled space for validated employee job performance testing, classrooms, rehabilitation-centric fitness equipment room, lavatories, and administrative support space. The project is envisioned as a pre-engineered steel structure that includes partitioned walls and systems to address essential program needs. A SPAM would be required to permit location of this facility at the existing Government Support Center.

Loudoun County Department of Fire, Rescue, and Emergency Management employees are subject to medical standards set forth in NFPA 1582. The mental and physical challenges of fire-rescue work dictates that employees deemed eligible for emergency response duty must achieve and maintain exceptional levels of fitness to be capable of performing demanding tasks under hazardous conditions. A corporate commitment to employee fitness not only assures operational readiness, but promotes safety and injury avoidance, enhances employee mental well-being in coping with job stress, and decreases sick leave and on-the-job injury, which in turn proactively decreases overtime salary payouts. The department has instituted pre-employment fitness testing and incumbency testing that would annually assure all uniformed staff remain physically able to perform emergency services.

Funding Plan

This project is funded using general obligation bonds. The general obligation bonds are scheduled for placement on the November 2018 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	365	-	365	-	365
Construction	-	-	-	-	-	-	2,420	2,420	-	2,420
Furniture, Fixtures & Equip	-	-	-	-	-	-	555	555	-	555
Total Cost	-	-	-	-	-	365	2,975	3,340	-	3,340
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	365	2,975	3,340	-	3,340
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	365	2,975	3,340	-	3,340

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	9	88	97
Total Impact	-	-	-	-	9	88	97



Fire and Rescue Vehicle Annex

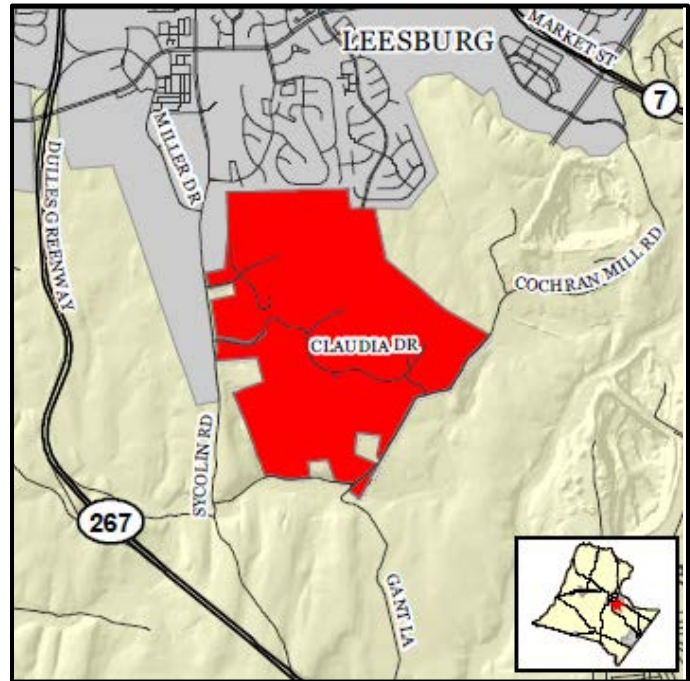
Project Description

This project provides funding to design and construct a 10,400 square foot Vehicle Annex facility at the existing Fire-Rescue Training Center property on Sycolin Road. The facility, to be located in proximity to the current structural burn building, training props, and high bay building, would provide climate-protected garaging for Training Division, Ready Reserve, and other specialized apparatus, as well as provide support facilities for drill grounds-centric training exercises/programs. The facility would include five vehicle bays, two classrooms, and six skill lab breakout rooms.

The project is envisioned as a pre-engineered steel structure with bay doors servicing double-depth apparatus bays, partitioned walls, and systems to address essential program needs of the designated support spaces. A SPAM would be required to permit location of this facility at the existing fire-rescue parcel within the Government Support Center site.

Funding Plan

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2018 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	415	-	415	-	415
Construction	-	-	-	-	-	-	2,620	2,620	-	2,620
Furniture, Fixtures & Equip	-	-	-	-	-	-	575	575	-	575
Total Cost	-	-	-	-	-	415	3,195	3,610	-	3,610
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	415	3,195	3,610	-	3,610
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	415	3,195	3,610	-	3,610

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	10	90	100
Total Impact	-	-	-	-	10	90	100



Fire and Rescue Training Center Expansion

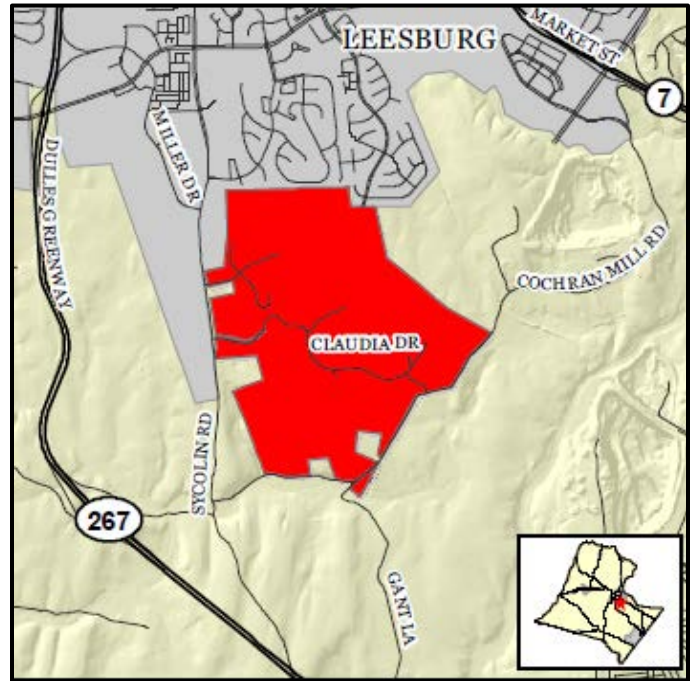
Project Description

This project provides funding to design and construct an 11,500 square foot addition to the Fire and Rescue Training Center, located at the Government Support Center site along Sycolin Road. The facility would be constructed as either an addition to the existing classroom/administration building, or as a new freestanding facility adjacent to the existing Fire and Rescue classroom building.

Phase II development of the Fire-Rescue Training Center provided a scope of design services that included a new burn building, a high bay field house, and a two-story addition to the Fire and Rescue Administration building. At the time of construction bidding, prevailing material costs were unusually high, requiring a scope reduction to align the project within the appropriated budget, which necessitated the elimination of plans to construct a 14,000 square foot addition to the Administration building. Subsequently, the commissioned 20-Year Public Safety Facilities Plan incorporated a detailed analysis of unmet needs and future forecasts for classroom/administration space at the training campus. Despite temporary relief of the prevailing space shortage attributed to the relocation of the Department of Fire, Rescue and Emergency Management's headquarters to 801 Sycolin Road, the Fire-Rescue training calendar is constrained by the limited availability of space at the Training Center, impacting the Department's ability to provide the training opportunities necessary to ensure a fully capable career and volunteer force of emergency responders.

Funding Plan

This project is funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2018 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	965	-	965	-	965
Construction	-	-	-	-	-	-	5,910	5,910	-	5,910
Furniture, Fixtures & Equip	-	-	-	-	-	-	870	870	-	870
Total Cost	-	-	-	-	-	965	6,780	7,745	-	7,745
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	965	6,560	7,525	-	7,525
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	220	220	-	220
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	965	6,780	7,745	-	7,745

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	24	172	196
Total Impact	-	-	-	-	24	172	196



Fire and Rescue Training Tower

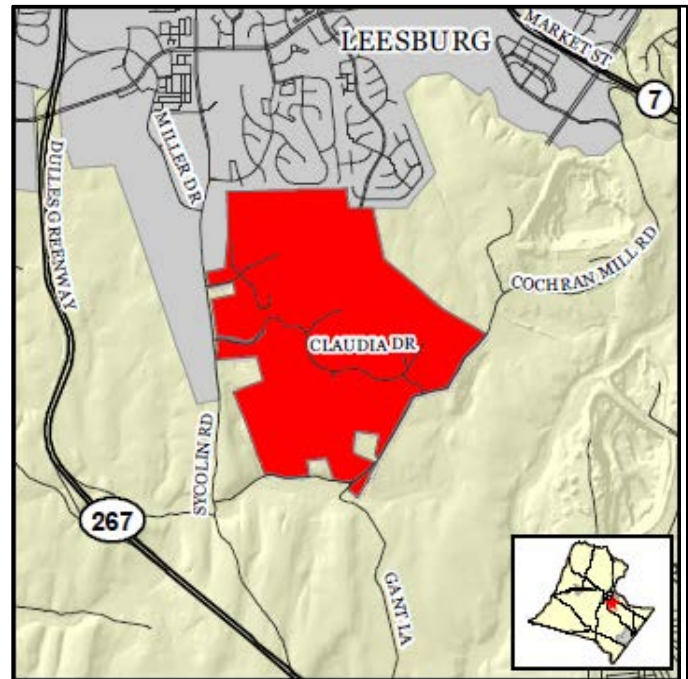
Project Description

The Board of Supervisors adopted the 20 Year Fire and Rescue System Service Plan on December 6, 2005. The plan included a non-station facility needs assessment and proposed the development of a public safety training facility that included incident training prop lots. This project provides for the construction of a Tower prop to simulate a range of potential threats or emergencies in high-rise or multi-story buildings.

The Tower prop lot will provide a safe, realistic and effective environment for public safety personnel to train in the efficient response to, and mitigation of, difficult and dangerous events. The prop lot will be developed at the County owned Government Support Center site along Sycolin Road.

Funding Plan

This project is funded using local tax funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	500	500	-	500
Furniture, Fixtures & Equip	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	-	-	500	500	-	500
Local Tax Funding	-	-	-	-	-	-	500	500	-	500
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	-	500	500	-	500





COUNTY CAPITAL PROJECTS

HEALTH AND WELFARE



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Health and Welfare											
Projects											
DS Group Residence - Round Hill		120	1,500	0	0	0	0	0	1,500	0	1,620
DS Group Residence - Purcellville		0	0	0	1,945	0	0	0	1,945	0	1,945
DS Group Residence - Eastern Loudoun		0	0	0	0	0	2,065	0	2,065	0	2,065
Youth Shelter Renovation		0	2,000	0	0	0	0	0	2,000	0	2,000
Adolescent Independent Living Residence		0	0	0	0	1,255	9,345	0	10600	0	10,600
Budgetary Cost		120	3,500	0	1,945	1,255	11,410	0	18,110	0	18,230
Funding Source											
Local Tax Funding		120	0	0	0	0	0	0	0	0	120
Fund Balance		0	0	0	0	0	0	0	0	0	0
General Obligation Bonds		0	0	0	0	0	0	0	0	0	0
Lease Revenue Financing		0	3,500	0	1,945	1,255	11,410	0	18,110	0	18,110
Revenue Bonds		0	0	0	0	0	0	0	0	0	0
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		0	0	0	0	0	0	0	0	0	0
Cash Proffers		0	0	0	0	0	0	0	0	0	0
In- Kind Proffers		0	0	0	0	0	0	0	0	0	0
Local Gasoline Tax		0	0	0	0	0	0	0	0	0	0
Fees		0	0	0	0	0	0	0	0	0	0
Proceeds from Land Sale		0	0	0	0	0	0	0	0	0	0
Gifts/Donations		0	0	0	0	0	0	0	0	0	0
Total Funding Source		120	3,500	0	1,945	1,255	11,410	0	18,110	0	18,230



Developmental Services Group Residence – Round Hill

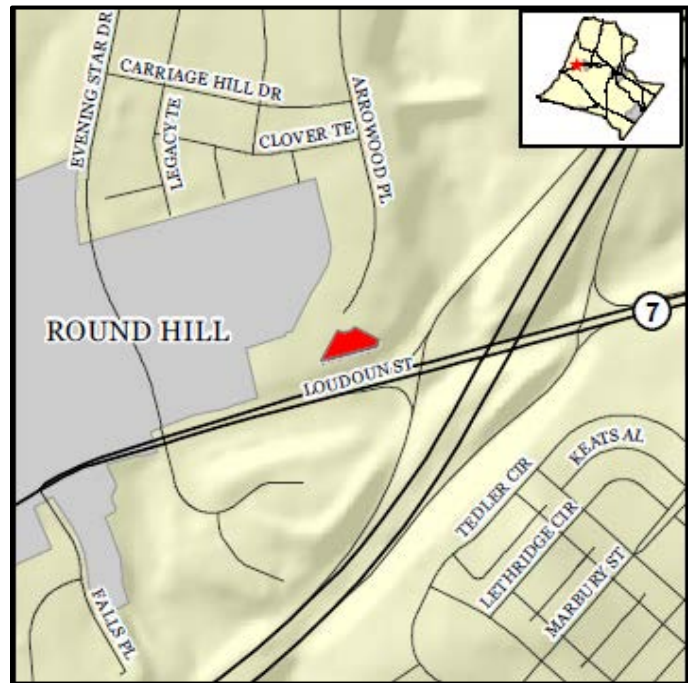
Project Description – C02049

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential support including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements a person centered support 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 residential group home system comes from the Medicaid Home and Community Based Waiver program.

This project involves the construction of a 3,400 square foot, four to five bed, barrier free residence on a County-owned parcel in the Town of Round Hill in FY 2015. The Group Residence has been designed; only minor design and code modifications will be required to finalize design for the project. Project appropriations in FY 2015 include construction and furnishing costs.

The residential facility is planned to serve four to five clients and will include associated staff office space. Existing staff and clients from a DS Group Residence in Purcellville will be transferred to this facility once it is complete, allowing the Purcellville Group Residence to be renovated.

Operations and maintenance expenses are currently funded in the Department of Mental Health, Substance Abuse and Developmental Services operating budget. No new operational expenses will be incurred during the six-year CIP planning period.



Funding Plan

This project is funded using lease revenue financing.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	120	-	-	-	-	-	-	-	-	120
Construction	-	1,250	-	-	-	-	-	1,250	-	1,250
Furniture, Fixtures & Equip	-	250	-	-	-	-	-	250	-	250
Total Cost	120	1,500	-	-	-	-	-	1,500	-	1,620
Local Tax Funding	120	-	-	-	-	-	-	-	-	120
Lease Revenue Financing	-	1,500	-	-	-	-	-	1,500	-	1,500
Total Financing	120	1,500	-	-	-	-	-	1,500	-	1,620

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	13	74	171	161	162	152	733
Total Impact	13	74	171	161	162	152	733



Youth Shelter Renovation

Project Description – C02022

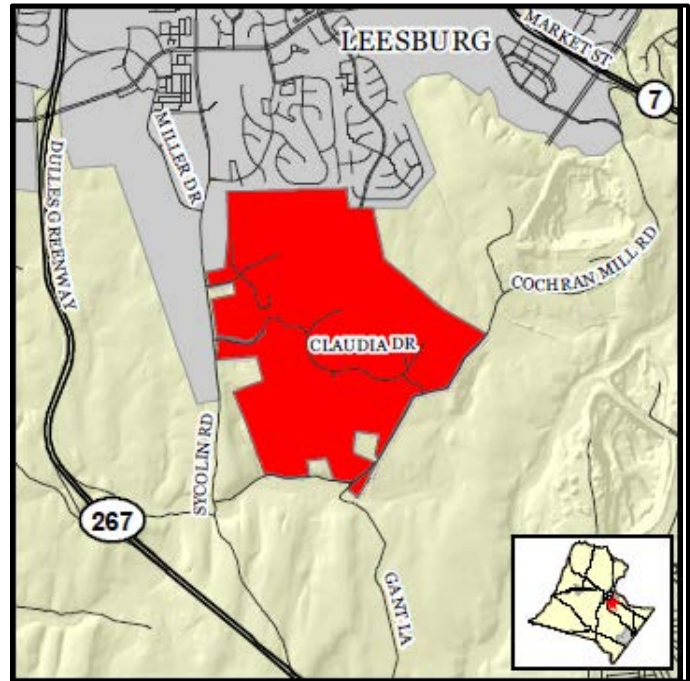
This project provides funding to renovate the interior of the County's original Youth Shelter, located at the Government Support Center site off of Sycolin Road.

The County recently completed construction of a second Youth Shelter. Now that the new shelter is operational, enough program space is available to renovate and update the current Youth Shelter facility. The 8,000 square foot building is dated and in need of many basic renovations in order to meet current life safety and ADA requirements. Additionally, the renovations will allow staff better visual inspection of the living areas of the facility.

Operations and maintenance expenses are already accounted for in the Department of Family Service's operating budget. No additional operating expense will be incurred during the six-year CIP planning period.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	1,620	-	-	-	-	-	1,620	-	1,620
Furniture, Fixtures & Equip	-	380	-	-	-	-	-	380	-	380
Total Cost	-	2,000	-	-	-	-	-	2,000	-	2,000
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	2,000	-	-	-	-	-	2,000	-	2,000
Total Financing	-	2,000	-	-	-	-	-	2,000	-	2,000

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	25	124	229	222	216	209	1,025
Total Impact	25	124	229	222	216	209	1,025



Developmental Services Group Residence - Purcellville

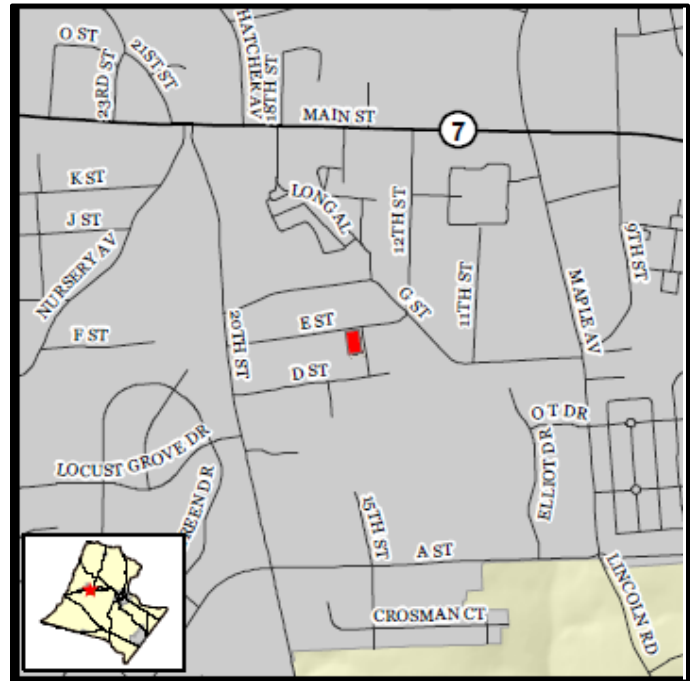
Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential support including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements a person centered support 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 residential group home system comes from the Medicaid Home and Community Based Waiver program.

This project involves the demolition of an existing Developmental Services Group Residence in the Town of Purcellville, and the design and construction of an enlarged Group Residence in its place. The Group Residence would total approximately 3,400 square feet, and is planned to serve four to five clients with associated staff office space. This would be a County owned residence but client services are proposed to be contracted to a private vendor. Existing staff and clients at this facility will be transferred to the new DS Group Residence in Round Hill.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	250	-	-	-	250	-	250
Construction	-	-	-	1,390	-	-	-	1,390	-	1,390
Furniture, Fixtures & Equip	-	-	-	305	-	-	-	305	-	305
Total Cost	-	-	-	1,945	-	-	-	1,945	-	1,945
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	1,945	-	-	-	1,945	-	1,945
Total Financing	-	-	-	1,945	-	-	-	1,945	-	1,945

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	404	416	429	1,249
Debt Service	-	-	-	101	219	213	533
Total Impact	-	-	-	101	219	213	533



Adolescent Independent Living Residence

Project Description

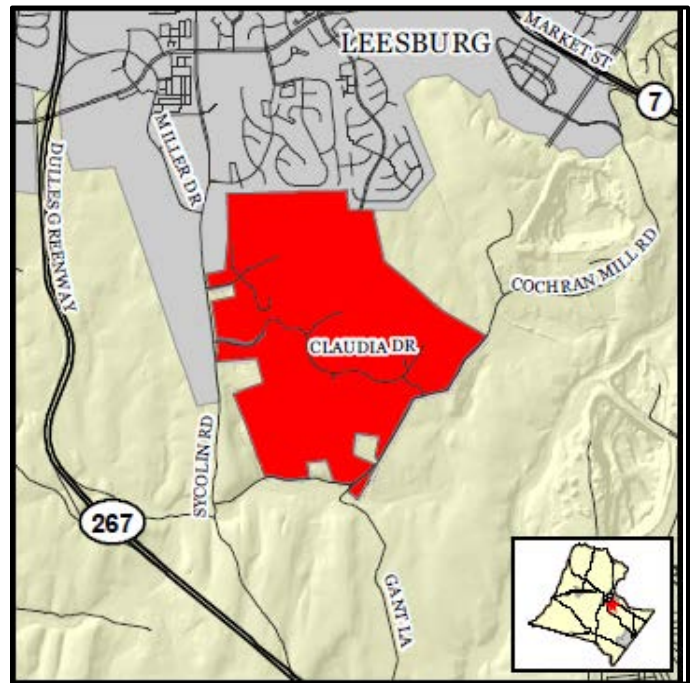
This project provides for the construction of a 14,900 square foot building with office space and a 12 bed capacity to serve youth, ages 16 to 21, which have no realistic expectation of returning to their home environment. The office area will house several ancillary services currently located in leased space that would be used by residents, as well as non-residents of the facility.

The program will place an emphasis on preparing youth for living independently within the community. The program will address key areas such as: housing, vocational/educational services, independent living skills, and/or community networking. It is anticipated that youth participating in this program will be referred primarily from Foster Care, Young Parents Services, the Young Adults Project, and Family Connections.

The facility will be operated by the Department of Family Services and is proposed to be located at the County Government Support Center site in the Leesburg Planning Subarea off of Sycolin Road.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	1,255	-	-	1,255	-	1,255
Construction	-	-	-	-	-	8,500	-	8,500	-	8,500
Furniture, Fixtures & Equip	-	-	-	-	-	845	-	845	-	845
Total Cost	-	-	-	-	1,255	9,345	-	10,600	-	10,600
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	1,255	9,345	-	10,600	-	10,600
Total Financing	-	-	-	-	1,255	9,345	-	10,600	-	10,600

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	506	506
Debt Service	-	-	-	18	202	879	1,099
Total Impact	-	-	-	18	202	1,385	1,605



Developmental Services Group Residence – Eastern Loudoun

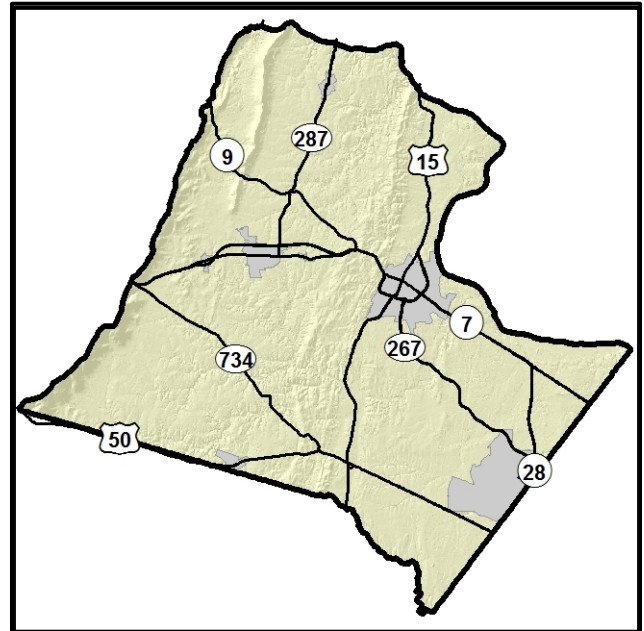
Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential support including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements a person centered support 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 residential group home system comes from the Medicaid Home and Community Based Waiver program.

This project involves the design and construction of a single level, 3,400 square foot house in Eastern Loudoun to serve four to five clients with associated staff office space. This would be a County owned residence but client services are proposed to be contracted to a private vendor.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	255	-	255	-	255
Construction	-	-	-	-	-	1,510	-	1,510	-	1,510
Furniture, Fixtures & Equip	-	-	-	-	-	300	-	300	-	300
Total Cost	-	-	-	-	-	2,065	-	2,065	-	2,065
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	2,065	-	2,065	-	2,065
Total Financing	-	-	-	-	-	2,065	-	2,065	-	2,065

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	429	429
Debt Service	-	-	-	-	-	43	43
Total Impact	-	-	-	-	-	472	472





COUNTY CAPITAL PROJECTS

PARKS, RECREATION AND CULTURE



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Parks, Recreation and Culture											
Projects											
Sterling Library		0	4,850	0	0	0	0	0	4,850	0	4,850
Dulles Multipurpose Center (Phase III)		675	5,920	0	0	0	0	0	5,920	0	6,595
Town of Purcellville - Fireman's Field		450	150	0	0	0	0	0	150	0	600
Scott Jenkins Park Phase II		5,288	1,200	0	0	0	0	0	1,200	0	6,488
Franklin Park to Purcellville Trail		0	520	0	0	0	0	0	520	0	520
Sterling Community Center Renovation		5,497	0	10,005	0	0	0	0	10,005	0	15,502
Moorefield Station Community Park		0	0	9,990	0	0	0	0	9,990	0	9,990
Hal and Berni Hanson Regional Park		8,940	0	0	47,740	0	0	0	47,740	0	56,680
Ashburn Recreation and Community Center		0	0	0	8,635	58,725	0	0	67,360	0	67,360
Ashburn Senior Center		0	0	0	7,865	0	0	0	7,865	0	7,865
Fields Farm Park		1,860	0	0	8,595	0	0	0	8,595	0	10,455
Brambleton Library		0	0	0	0	0	3,035	23,950	26,985	0	26,985
Budgetary Cost		22,710	12,640	19,995	72,835	58,725	3,035	23,950	191,180	0	213,890
Funding Source											
Local Tax Funding		4,835	1,870	0	0	0	0	0	1,870	0	6,705
Fund Balance		1,125	0	0	0	0	0	0	0	0	1,125
General Obligation Bonds		5,497	10,770	6,085	54,385	44,590	3,035	23,865	142,730	0	148,227
Lease Revenue Financing		0	0	0	0	0	0	0	0	0	0
Revenue Bonds		0	0	0	0	0	0	0	0	0	0
Federal Grant		0	0	0	0	0	0	0	0	0	0
State Grant		0	0	0	0	0	0	0	0	0	0
Cash Proffers		3,850	0	13,910	18,450	14,135	0	85	46,580	0	50,430
In-Kind Proffers		0	0	0	0	0	0	0	0	0	0
Local Gasoline Tax		1,000	0	0	0	0	0	0	0	0	1,000
Fees		0	0	0	0	0	0	0	0	0	0
Proceeds from Land Sale		5,800	0	0	0	0	0	0	0	0	5,800
Gifts/Donations		603	0	0	0	0	0	0	0	0	0
Total Funding Source		22,710	12,640	19,995	72,835	58,725	3,035	23,950	191,180	0	213,890



Sterling Library

Project Description – C02032

This project is part of the Sterling Public Facilities Master Plan initiated by the Board of Supervisors. The Master Plan studied the expansion of the Sterling Volunteer Fire and Rescue Station, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space.

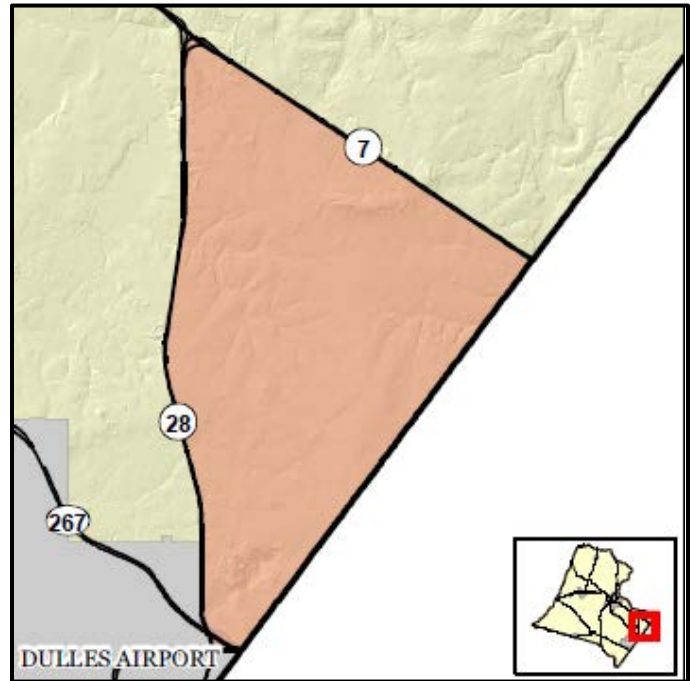
This project re-locates the Sterling Library to a storefront or office space in the heart of the Sterling community, providing 15,000 square feet of space for Library programs, public computers, and circulation materials.

The current Sterling Library contains only 5,840 square feet of program space and is co-located with the Sterling Community Center. The relocated Library will expand its program space and include additional meeting room space for library programs and public meetings, study rooms for small groups, expanded Teen and Children's spaces, increased public computer areas, and additional seating.

The location of the new library is not known at this time. The library will serve the Sterling area, as well as other residential areas in eastern Loudoun County. The project was identified for inclusion in the CIP as part of the Potomac/Sterling Community Outreach Program.

Funding Plan

This project is funded using general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	480	-	-	-	-	-	480	-	480
Construction	-	3,020	-	-	-	-	-	3,020	-	3,020
Furniture, Fixtures & Equip	-	950	-	-	-	-	-	950	-	950
Lease	-	400	-	-	-	-	-	400	-	400
Total Cost	-	4,850	-	-	-	-	-	4,850	-	4,850
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	4,850	-	-	-	-	-	4,850	-	4,850
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	4,850	-	-	-	-	-	4,850	-	4,850

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	4.38	-	-	-	-	4.38
Personnel	-	292	300	309	319	328	1,548
O&M	-	249	256	264	272	280	1,321
Debt Service	25	224	565	549	532	516	2,411
Total Impact	25	765	1,121	1,122	1,123	1,124	5,280



Dulles Multipurpose Center Phase III (Senior Center)

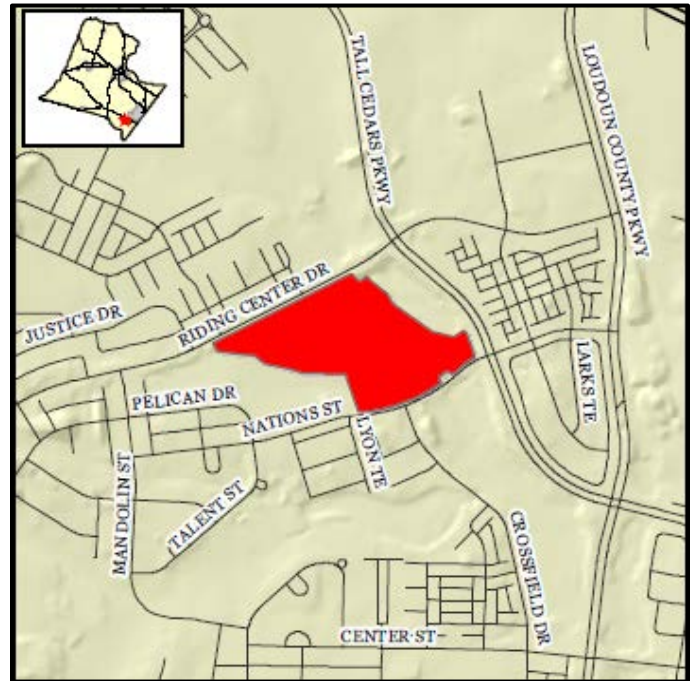
Project Description – C00247

This project provides funding to design and construct a 15,000 square foot addition to the Dulles Multipurpose Center for Phase III development of the project as the Dulles Senior Center.

Current senior activities are held at the Dulles Multipurpose Center. In order to free up space for community programming and activities in the Multipurpose Center, and to provide specific space for Senior programs, the development of the Dulles Senior Center component of the Dulles Multipurpose Center was accelerated into FY 2014 for design, and FY 2015 for construction by the Board of Supervisors during their FY 2014 budget deliberations.

Funding Plan

This project is funded using fund balance and general obligation bond financing. The general obligation bonds were approved on the November 2013 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	675	-	-	-	-	-	-	-	-	675
Construction	-	4,820	-	-	-	-	-	4,820	-	4,820
Furniture, Fixtures & Equip	-	1,100	-	-	-	-	-	1,100	-	1,100
Total Cost	675	5,920	-	-	-	-	-	5,920	-	6,595
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	5,920	-	-	-	-	-	5,920	-	5,920
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Fund Balance	675	-	-	-	-	-	-	-	-	675
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	675	5,920	-	-	-	-	-	5,920	-	6,595

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	10.50	-	-	-	10.50
Personnel	-	-	502	517	533	549	2,101
O&M	-	-	792	808	824	840	3,264
Debt Service	-	100	298	681	666	641	2,386
Total Impact	-	100	1,592	2,006	2,023	2,030	7,751



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Town of Purcellville – Fireman’s Field

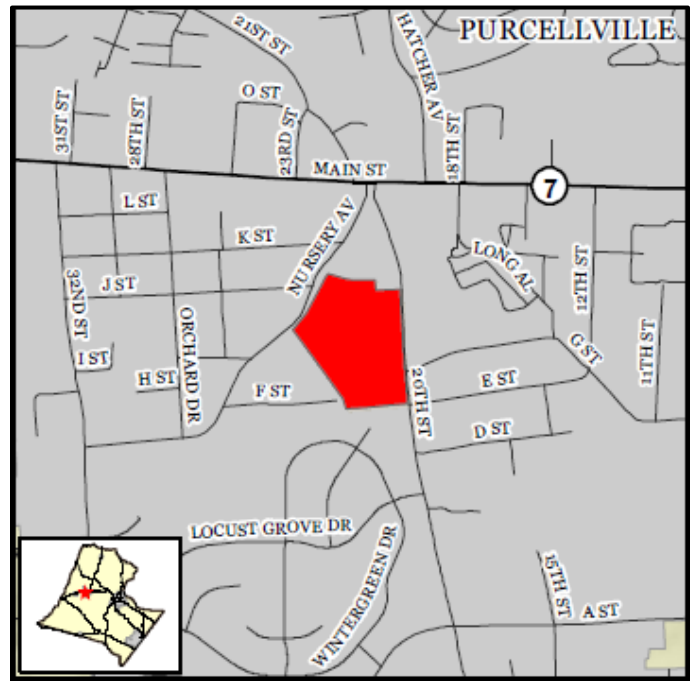
Project Description – C02035

The Town of Purcellville requested \$150,000 in FY 2015 to complete planned improvements to Fireman's Field. The FY 2015 funding request is required to complete improvements to the maintenance buildings and sheds at the facility used by the County's Department of Parks, Recreation and Community Services.

The County approved the use of \$450,000 in fund balance in the FY 2013 CIP for improvements to Fireman's Field and Haske Field, to include construction of an entrance plaza, storage and equipment facilities, football concessions stand and umpire changing room, ADA accessibility upgrades, and upgrades to backstop and safety netting. Additional funding totaling \$150,000 is required to complete all of the planned upgrades to Fireman's Field.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Town	450	150	-	-	-	-	-	150	-	600
Total Cost	450	150	-	-	-	-	-	150	-	600
Local Tax Funding	-	150	-	-	-	-	-	150	-	150
GO Bonds	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Fund Balance	450	-	-	-	-	-	-	-	-	450
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	450	150	-	-	-	-	-	150	-	600

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	26	27	27	28	28	136
Debt Service	-	-	-	-	-	-	-
Total Impact	-	26	27	27	28	28	136



Scott Jenkins Memorial Park (Phase II)

Project Description – C00085

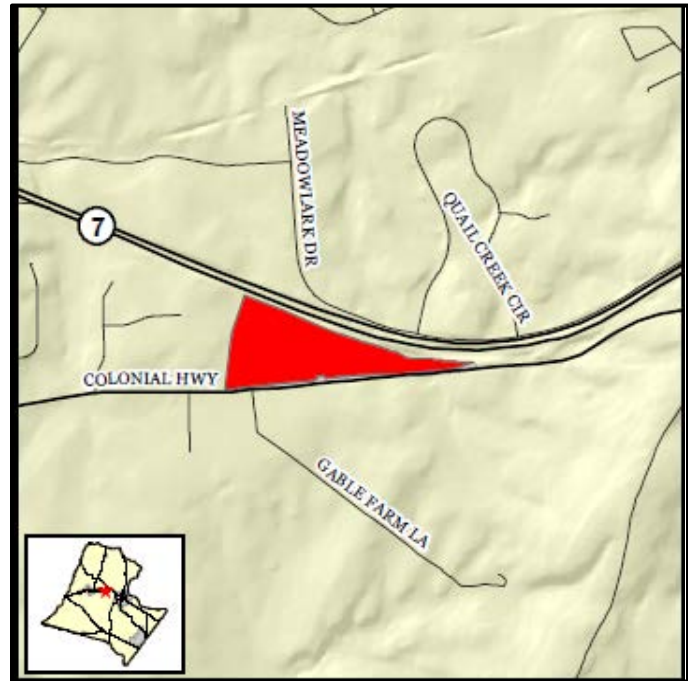
This project provides additional funding in FY 2015 to complete all of the athletic fields at the Scott Jenkins Park, located off of Old Colonial Highway near the Town of Hamilton. The site currently includes the Harmony Park and Ride Lot (250 spaces), and a large baseball field with associated parking. Phase II of the project includes the construction of three small baseball fields, one rectangle athletic field, associated parking, public restrooms and concessions.

The Board of Supervisors acquired 35.1 acres through a deed of gift of a 22.67 acre parcel and a purchase of an 11.43 acre parcel owned by the Virts family. The Virts family made the deed of gift of the park in honor of their nephew, Scott Jenkins.

The Board of Supervisors appropriated \$4.38 million in local tax funding and local gasoline tax funding in the FY 2010 and FY 2012 CIP for Phase I of the project to construct the park and ride lot, grade the entire site, and construct the large baseball field with associated parking. Phase I of the project is complete and open to the public.

Funding Plan

Phase II of this project is funded using local tax funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	437	-	-	-	-	-	-	-	-	437
Construction	3,944	1,200	-	-	-	-	-	1,200	-	5,144
Furniture, Fixtures, and Equip	0	-	-	-	-	-	-	-	-	-
Land Acquisition	907	-	-	-	-	-	-	-	-	907
Total Cost	5,288	1,200	-	-	-	-	-	1,200	-	6,488
Local Tax Funding	2,885	1,200	-	-	-	-	-	1,200	-	4,085
GO Bonds	0	-	-	-	-	-	-	-	-	-
Proffers (Cash)	0	-	-	-	-	-	-	-	-	-
Fund Balance	0	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	800	-	-	-	-	-	-	-	-	800
Local Gasoline Tax	1,000	-	-	-	-	-	-	-	-	1,000
Gifts/Donations	603	-	-	-	-	-	-	-	-	603
Total Financing	5,288	1,200	-	-	-	-	-	1,200	-	6,488

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	23	23	24	24	25	119
Debt Service	-	-	-	-	-	-	-
Total Impact	-	23	-	24	24	25	119



Franklin Park to Purcellville Trail

Project Description – C02036

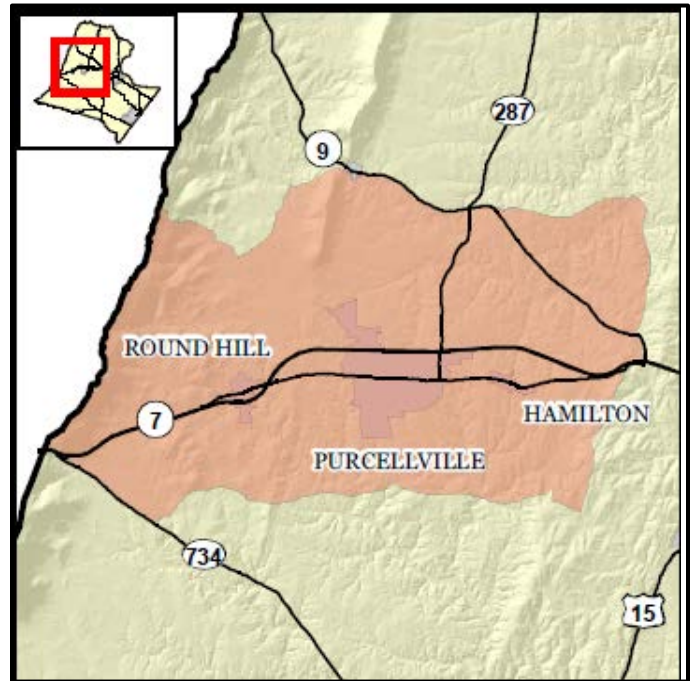
This project provides funding in FY 2015 to design a trail segment from Franklin Park to the Town of Purcellville. Further funding will be required to finalize construction of the trail from Franklin Park to the Town of Purcellville.

The Purcellville to Round Hill Trail project involves the design and construction of sidewalks and mixed use asphalt trails to provide pedestrian and bicycle connectivity between the Town of Round Hill, Franklin Park, and the Town of Purcellville.

Funding has been obtained from a Virginia Department of Transportation (VDOT) Transportation Enhancement grant (TEA-21), now known as MAP -21, to construct a portion of the trail from the intersection of Main and West Loudoun Streets in Round Hill to Franklin Park.

Funding Plan

This portion of the project is funded using local tax funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	520	-	-	-	-	-	520	-	520
Construction	-	-	-	-	-	-	-	-	-	-
Furniture, Fixtures & Equip	-	-	-	-	-	-	-	-	-	-
Total Cost	-	520	-	-	-	-	-	520	-	520
Local Tax Funding	-	520	-	-	-	-	-	520	-	520
GO Bonds	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	520	-	-	-	-	-	520	-	520



Moorefield Station Community Park

Project Description

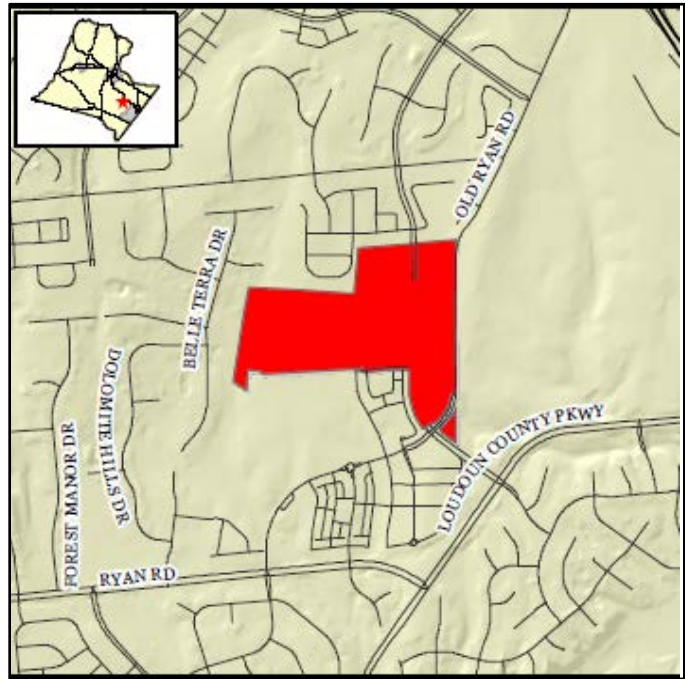
This project develops a Community Park co-located on the same site as the Moorefield Station Elementary School. The community park and school would be developed on an approximately 84 acre proffered site dedicated to the County by the developer of Moorefield Station (ZMAP-2001-0003).

The community park will contain two regulation size rectangular fields, one diamond field, an internal trail and sidewalk system, public restrooms, concessions, and associated parking.

Design of the Park is complete. Construction is scheduled to commence in FY 2016, after access from a public road to the park is provided off of Mooreview Parkway.

Funding Plan

This project is funded using cash proffers.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	8,990	-	-	-	-	8,990	-	8,990
Furniture, Fixtures & Equip	-	-	1,000	-	-	-	-	1,000	-	1,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	9,990	-	-	-	-	9,990	-	9,990
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	9,990	-	-	-	-	9,990	-	9,990
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	-	-	-	-	-

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	1.00	-	-	-	1.00
Personnel	-	-	34	35	36	37	142
O&M	-	-	23	23	24	24	94
Debt Service	-	-	-	-	-	-	-
Total Impact	-	-	57	58	60	61	236



Sterling Community Center Renovation

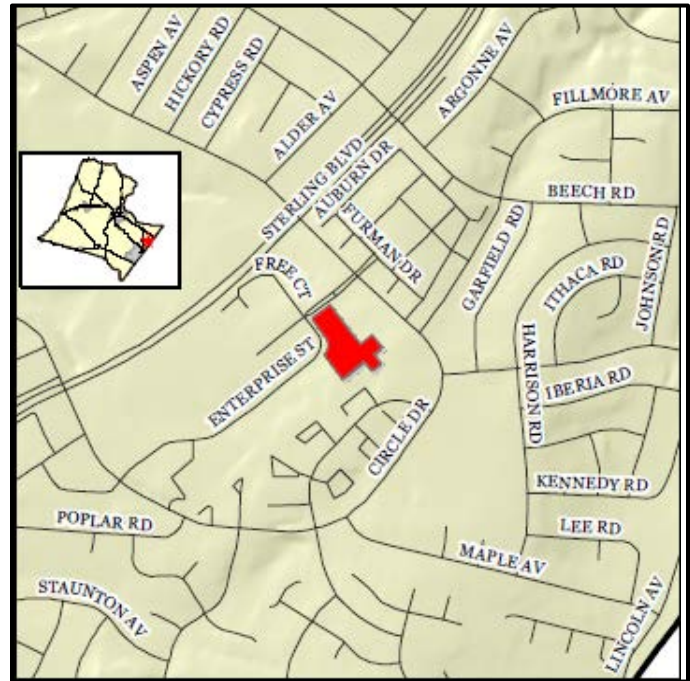
Project Description – C00094

This project provides funding to renovate the existing Sterling Community Center and is part of the Sterling Public Facilities Master Plan initiated by the Board of Supervisors. The Master Plan studied the expansion of the Sterling Volunteer Fire and Rescue Station, the relocation of the Sterling Library to leased, storefront space in the Sterling community, and the renovation of the Sterling Community Center in its current location and expansion into the vacated Sterling Library space.

The renovated Sterling Community Center will occupy 18,000 square feet of space at its current location, an expansion of 8,000 square feet vacated by the relocation of the Sterling Library. The additional space will allow for new opportunities for community programs and meeting space.

Funding Plan

This project is funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum. \$5,497,000 in prior year General Obligation Bonds for Community Center Renovations have been transferred to this project to lower the amount of new debt required to complete this project.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	2,000	-	-	-	-	2,000	-	2,000
Construction	5,497	-	7,505	-	-	-	-	7,505	-	13,002
Furniture, Fixtures & Equip	-	-	500	-	-	-	-	500	-	500
Total Cost	5,497	-	10,005	-	-	-	-	10,005	-	15,502
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	5,497	-	6,085	-	-	-	-	6,085	-	11,582
Proffers (Cash)	-	-	3,920	-	-	-	-	3,920	-	3,920
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	5,497	-	10,005	-	-	-	-	10,005	-	15,502

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	2.00	-	-	-	2.00
Personnel	-	-	64	66	68	70	268
O&M	-	-	129	132	135	137	533
Debt Service	-	100	435	779	754	729	2,797
Total Impact	-	100	628	977	957	936	3,598



Hal and Berni Hanson Regional Park

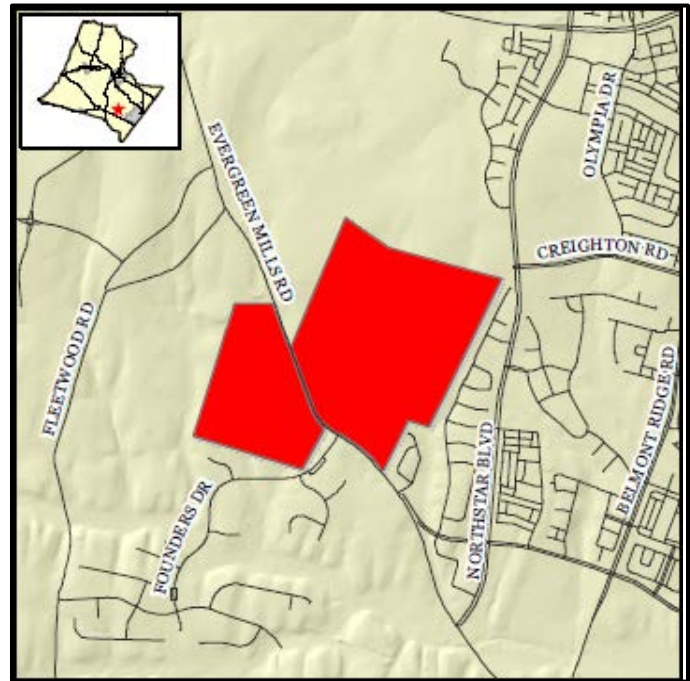
Project Description – C00089

This project funds the development of the Hal and Berni Hanson Regional Park located on Evergreen Mills Road in the Dulles Planning Subarea. The funding includes the construction of active and passive recreational amenities, to include up to seventeen athletic fields, recreational trails, park offices, a nature center, picnic pavilions, maintenance shops, and associated infrastructure such as parking and public restrooms.

The Loudoun County Board of Supervisors approved the acquisition of a 257.35 acre parcel from the Hanson Family Partnership for a Regional Park in the Fall of 2008. The acquisition was the culmination of negotiations with the Hanson family, Dominion Power and the National Park Service as a part of a United States Department of Interior program. The federal program permitted the County to sell a 5.03 acre park parcel to Dominion Power in exchange for a new park parcel of greater or equal value. The County used the funds from this sale of land to Dominion Power to purchase the Hanson Family parcel.

\$3,850,000 in cash proffers were allocated to the project in the FY 2010 and FY 2012 CIP to develop a master plan for the park, obtain Special Exception and Commission Permit approvals, and design the Regional Park.

The Loudoun County Board of Supervisors approved the Master Plan for the park on October 3, 2012. The County submitted a Special Exception application for the Park in April of 2013. Construction of the park is scheduled to begin in FY 2017.



Funding Plan

The construction phase of the project is funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	3,940	-	-	-	-	-	-	-	-	3,940
Construction	-	-	-	46,100	-	-	-	46,100	-	46,100
Furniture, Fixtures & Equip	-	-	-	1,640	-	-	-	1,640	-	1,640
Land Acquisition	5,000	-	-	-	-	-	-	-	-	5,000
Total Cost	8,940	-	-	47,740	-	-	-	47,740	-	56,680
Local Tax Funding	90	-	-	-	-	-	-	-	-	90
GO Bonds	-	-	-	30,640	-	-	-	30,640	-	30,640
Proffers (Cash)	3,850	-	-	17,100	-	-	-	17,100	-	20,950
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	5,000	-	-	-	-	-	-	-	-	5,000
Total Financing	8,940	-	-	47,740	-	-	-	47,740	-	56,680

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	12.50	-	12.50
Personnel	-	-	-	-	671	691	1,362
O&M	-	-	-	-	787	819	1,606
Debt Service	-	-	188	1,678	3,161	3,077	8,104
Total Impact	-	-	188	1,678	4,619	4,587	11,072



Fields Farm Park

Project Description – C00098

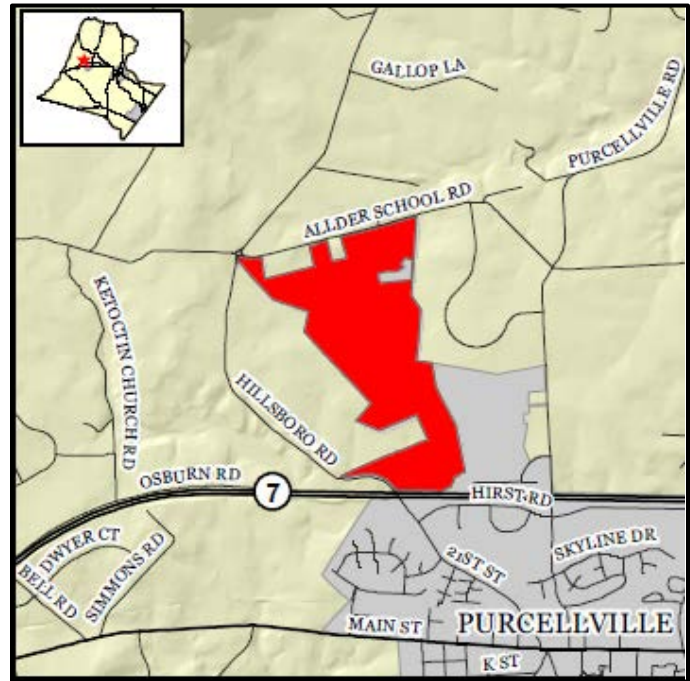
This project develops a park facility within a County owned tract of land, known as Fields Farm, in the Route 7 West Planning Subarea. The park is located on the southernmost portion of the parcel along Route 7 and Hillsboro Road.

The Park will include two softball fields and two rectangular fields. One of the rectangular fields will be a football field; the other will be a practice field. Supporting amenities will include athletic field lighting, fencing, utilities, parking, access from a public road, landscaping, public restrooms, concessions, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper and umpire areas, maintenance facilities, picnic pavilions, and bleachers.

The FY 2008 Budget included \$300,000 to light two softball fields on the southern portion of the property. The Board of Supervisors appropriated \$1.56 million in FY 2013 to develop a lighted football field on the park property.

Funding Plan

This project is funded using fund balance and general obligation bonds. The general obligation bonds are scheduled for placement on the November 2016 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	1,860	-	-	1,100	-	-	-	1,100	-	2,960
Construction	-	-	-	6,750	-	-	-	6,750	-	6,750
Furniture, Fixtures & Equip	-	-	-	745	-	-	-	745	-	745
Total Cost	1,860	-	-	8,595	-	-	-	8,595	-	10,455
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	8,595	-	-	-	8,595	-	8,595
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Fund Balance	1,860	-	-	-	-	-	-	-	-	1,860
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	1,860	-	-	8,595	-	-	-	8,595	-	10,455

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	1.06	-	-	1.06
Personnel	-	-	-	39	41	42	122
O&M	-	-	-	26	27	27	80
Debt Service	-	-	28	596	910	880	2,414
Total Impact	-	-	28	661	978	949	2,616



Ashburn Senior Center

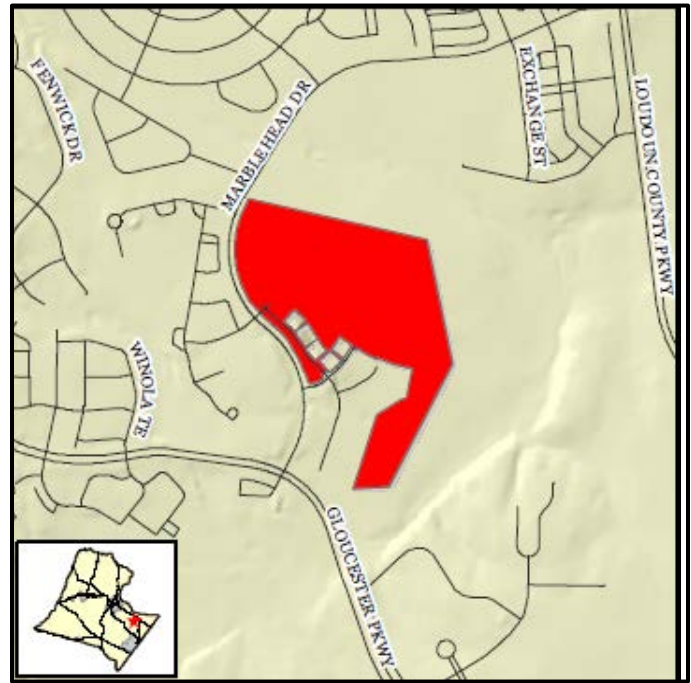
Project Description

This project constructs a Senior Center of up to 15,000 square feet on a 5-acre proffered site in the Ashburn Planning Subarea. The 5 acre site is proffered to be dedicated to the County by the developer of the Regency at Ashburn (ZMAP-2005-0023). The site has not been dedicated to the County yet. The 5-acre parcel will be subdivided from the parcel highlighted in red on the map to the right.

The Senior Center would provide administrative and program space for staff and volunteers at the Center, as well as a gymnasium, large multi-purpose room with an adjoining commercial kitchen, exercise/fitness room, classrooms, a game room, computer lab, arts and crafts areas, restrooms and storage areas.

Funding Plan

This project is funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	1,100	-	-	-	1,100	-	1,100
Construction	-	-	-	6,055	-	-	-	6,055	-	6,055
Furniture, Fixtures & Equip	-	-	-	710	-	-	-	710	-	710
Total Cost	-	-	-	7,865	-	-	-	7,865	-	7,865
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	6,515	-	-	-	6,515	-	6,515
Proffers (Cash)	-	-	-	1,350	-	-	-	1,350	-	1,350
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	7,865	-	-	-	7,865	-	7,865

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	10.50	-	10.50
Personnel	-	-	-	-	532	548	1,081
O&M	-	-	-	-	497	507	1,004
Debt Service	-	-	-	-	705	685	1,390
Total Impact	-	-	-	-	1,734	1,740	3,475



Ashburn Recreation and Community Center

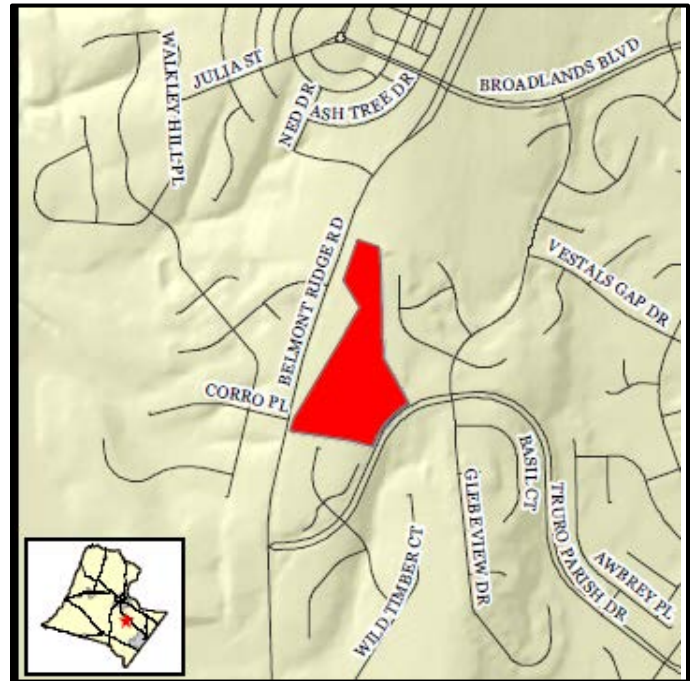
Project Description

This project develops a Recreation Center on an approximately 18 acre proffered site in the Ashburn Planning Subarea off of Belmont Ridge Road.

The Recreation Center combines recreation and community center program space in an approximately 100,000 square foot facility to include meeting rooms, administrative office space, a gymnasium, a kitchen, a fitness center, multi-purpose rooms, and a running track. The facility would also include an aquatics center with an Olympic sized lap pool, leisure pool, pool seating areas, 2 wet classrooms, and associated locker rooms.

Funding Plan

This project is funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	8,635	-	-	-	8,635	-	8,635
Construction	-	-	-	-	53,600	-	-	53,600	-	53,600
Furniture, Fixtures & Equip	-	-	-	-	5,125	-	-	5,125	-	5,125
Total Cost	-	-	-	8,635	58,725	-	-	67,360	-	67,360
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	8,635	44,590	-	-	53,225	-	53,225
Proffers (Cash)	-	-	-	-	14,135	-	-	14,135	-	14,135
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	8,635	58,725	-	-	67,360	-	67,360

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	58.04	58.04
Personnel	-	-	-	-	-	2,797	2,797
O&M	-	-	-	-	-	620	620
Debt Service	-	-	-	1,037	2,757	3,966	7,760
Total Impact	-	-	-	1,037	2,757	7,383	11,177



Brambleton Library

Project Description

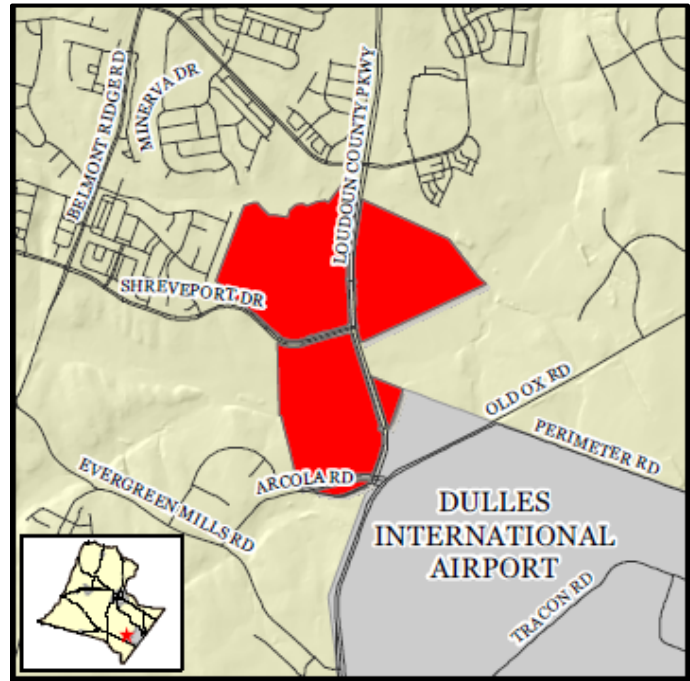
This project provides funding to design and construct a 40,000 square foot library in the Brambleton community. The Brambleton community is split between the Ashburn and Dulles Planning Subareas. Based on the County's population projections, a third library, in addition to the Ashburn Library and the Gum Spring Library, is needed in the Ashburn and Dulles Subareas during the FY 2015 – FY 2020 CIP planning period. The Brambleton community is the ideal location to serve both the southern Ashburn and northern Dulles communities in the County.

The proposed location of the library is a 3.75 acre proffered site to be dedicated to the County by the developers of Brambleton (ZMAP-2005-0020, Brambleton Active Adult). The site has not been dedicated to the County yet. The site will be subdivided from the parcel highlighted in red on the map to the right.

The Brambleton Library will have dedicated areas for adults, children and teens, with ample reading and studying space. Meeting rooms, group study rooms, and conference rooms will also be critical in connecting the library with the community through library educational programs for children, teens, and adults, and providing community meeting spaces.

Funding Plan

This project is funded using cash proffers and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2018 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	3,035	-	3,035	-	3,035
Construction	-	-	-	-	-	-	19,320	19,320	-	19,320
Furniture, Fixtures & Equip	-	-	-	-	-	-	4,630	4,630	-	4,630
Lease	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	-	3,035	23,950	26,985	-	26,985
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	3,035	23,865	26,900	-	26,900
Proffers (Cash)	-	-	-	-	-	-	85	85	-	85
Fund Balance	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	3,035	23,950	26,985	-	26,985

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
FTE	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	50	424	474
Total Impact	-	-	-	-	50	424	474



Capital Improvement Program

TRANSPORTATION CAPITAL PROJECTS SUMMARY
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TRANSPORTATION CAPITAL PROJECTS

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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area											
Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Transportation											
Projects											
Transit Buses		27,663	1,500	1,500	1,000	1,000	1,000	1,000	7,000	0	34,663
Dulles Corridor Rapid Transit		240,000	40,000	20,000	0	0	0	0	60,000	0	300,000
Regional Park- and- Ride Lots		0	4,260	705	3,615	0	3,455	0	12,035	0	12,035
Gloucester Parkway		31,300	8,700	0	0	0	0	0	8,700	0	40,000
Woodgrove HS/ Fields Farm Park Road		0	3,815	0	0	0	0	0	3,815	0	3,815
Riverside Parkway - Lexington to LC Parkway		1,120	12,000	0	0	0	0	0	12,000	0	13,120
Loudoun County Parkway		0	7,000	24,000	20,000	0	0	0	51,000	0	51,000
Belmont Ridge Road (Truro Parish to Croson)		1,080	20,500	0	0	14,565	0	0	35,065	0	36,145
Sterling Boulevard Extension		1,600	10,025	2,376	0	0	0	0	12,401	0	14,001
Sterling Sidewalks		0	260	0	0	0	0	0	260	0	260
Route 722 Transit Station Connector Bridge		896	2,000	5,500	8,500	0	0	0	16,000	0	16,896
Braddock/Pleasant Valley Road Improvements		3,555	515	0	0	0	0	0	515	0	4,070
George Washington Boulevard Overpass		0	1,367	0	4,098	0	2,000	9,578	17,043	0	17,043
Route 606 Widening		41,200	1,500	0	3,800	0	0	0	5,300	0	46,500
Route 7/Battlefield Parkway		0	1,000	1,000	5,000	0	25,000	25,000	57,000	0	57,000
Northstar Boulevard (Shreveport to Route 50)		0	3,300	15,800	15,200	0	0	0	34,300	0	34,300
Northstar Boulevard (Route 50 to Tall Cedars)		0	0	4,700	7,300	0	0	0	12,000	0	12,000
Belmont Ridge Road (Gloucester to Hay)		32,905	0	13,000	13,000	0	0	0	26,000	0	58,905
Metro Parking Garages		3,000	0	130,000	0	0	0	0	130,000	0	133,000
Farmwell Road (Smith Switch to Ashburn Road)		0	0	7,000	0	0	0	0	7,000	0	7,000
Route 9/Route 287 Roundabout		0	0	1,000	1,500	5,000	0	0	7,500	0	7,500
Waxpool Road/Loudoun County Parkway		0	0	858	1,154	15,000	0	0	17,012	0	17,012
Intersection Improvements											
Route 7/Route 690 Interchange		1,500	0	6,000	0	2,187	0	7,000	15,187	0	16,687
Crosstrail Boulevard		31,300	0	0	39,000	0	0	0	39,000	0	70,300
Arcola Boulevard		0	0	0	7,800	18,200	0	0	26,000	0	26,000
Northstar Boulevard (Tall Cedars to Braddock)		0	0	0	0	3,900	10,000	0	13,900	0	13,900
Prentice Road		0	0	0	0	12,895	26,482	23,753	63,130	0	63,130
Route 15 Bypass/Battlefield Parkway		0	0	0	0	2,000	0	0	2,000	0	2,000
Glascok Road (east of Arcola Boulevard)		0	0	0	0	0	12,100	2,600	14,700	0	14,700
Glascok Road (west of Arcola Boulevard)		0	0	0	0	0	0	16,650	16,650	0	16,650
Town of Leesburg NVTa Funding		0	1,925	1,998	2,050	2,104	2,188	2,275	12,540	0	12,540
Town of Purcellville NVTa Funding		0	405	420	431	443	460	479	2,638	0	2,638
Town of Middleburg - Regional Orgs		0	1,205	0	0	0	0	0	1,205	0	1,205
Town of Round Hill - Regional Orgs		0	25	0	0	0	0	0	25	0	25
Budgetary Cost		417,119	121,302	235,857	133,448	77,294	82,685	88,335	738,921	0	1,156,040
Funding Source											
Local Tax Funding		13,635	13,000	13,000	13,000	13,000	13,000	13,000	78,000	0	91,635
Fund Balance		23,800	0	0	0	0	0	0	0	0	23,800
General Obligation Bonds		3,180	0	0	0	0	0	0	0	0	3,180
Lease Revenue Financing		316,859	43,815	20,705	41,715	0	0	0	106,235	0	423,094
Revenue Bonds		0	0	130,000	0	0	0	0	130,000	0	130,000
State Grant		16,565	1,265	750	500	500	500	500	4,015	0	20,580
CMAQ		1,055	2,261	0	4,700	0	3,455	0	10,416	0	11,471
RSTP		500	4,867	5,500	12,598	0	2,000	9,578	34,543	0	35,043
State Revenue Sharing		1,800	10,000	10,000	10,000	10,000	10,000	10,000	60,000	0	61,800
NVTa 70% Regional		20,000	27,500	40,400	35,300	36,200	37,100	38,000	214,500	0	234,500
NVTa 30% Local		10,805	14,219	14,752	15,135	15,529	16,130	16,757	92,522	0	103,327
Cash Proffers		4,980	2,250	0	0	1,565	0	0	3,815	0	8,795
Local Gasoline Tax		3,940	1,230	0	0	0	0	0	1,230	0	5,170
Proceeds from Sale of Land		0	395	0	0	0	0	0	395	0	395
Fees		0	500	750	500	500	500	500	3,250	0	3,250
Total Funding Source		417,119	121,302	235,857	133,448	77,294	82,685	88,335	738,921	0	1,156,040



Transit Buses

Project Description

This project procures buses in support of the County's transit services. The first bus acquisition schedule was approved by the Board of Supervisors in FY 2004, when the first 22 buses were purchased. With the planned arrival of Phase I of the Silver Line to Wiehle Avenue, the County will transition and expand existing Metrorail connecting services to less expensive transit style buses according to the County's six year Transit Development Plan.

Beginning in FY 2014, the County will acquire transit buses to serve feeder routes to the Wiehle Avenue Metrorail Station. At least half of the funding for this project will come from State Capital Assistance. The County will procure three transit buses in FY 2015.

When Phase I of the Silver Line opens, transit buses will transport passengers to the most convenient Metrorail Stations, initially in Fairfax County. Bus service will further transition to feeder service to Metrorail Stations within Loudoun County when they open for service in 2019.

The program's operations and maintenance expenses are funded through a combination of fare revenues, State operating assistance, and gasoline tax revenues.

Funding Plan

The transit bus acquisition program is funded through a combination of State Capital Assistance grants, cash proffers and excess prior year transit bus fee revenues.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Bus Acquisition	27,663	1,500	1,500	1,000	1,000	1,000	1,000	7,000	-	34,663
Total Cost	27,663	1,500	1,500	1,000	1,000	1,000	1,000	7,000	-	34,663
Local Tax Funding - Roads	335	-	-	-	-	-	-	-	-	335
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	6,859	-	-	-	-	-	-	-	-	6,859
State Capital Assistance	16,565	750	750	500	500	500	500	3,500	-	20,065
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	2,660	750	-	-	-	-	-	750	-	3,410
Local Gasoline Tax	1,244	-	-	-	-	-	-	-	-	1,244
Transit Bus Fees	-	-	750	500	500	500	500	2,750	-	2,750
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	27,663	1,500	1,500	1,000	1,000	1,000	1,000	7,000	-	34,663



Dulles Corridor Rapid Transit

Project Description

State, regional and local authorities have jointly proposed an extension of Metrorail service along the Dulles Corridor from Fairfax County's West Falls Church Metrorail Station to Loudoun County. This project involves a 23-mile Metrorail extension via Tyson's Corner and the Dulles Airport that terminates at the Dulles Greenway and Ryan Road (Route 772). To be constructed in two phases, Phase I implements Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase II completes the Silver Line project, bringing Metrorail to Route 772 in Loudoun County. The entire project includes a rail yard on the Dulles Airport property and 11 stations, including three stations in Loudoun County.

Funding for the project is provided by the Federal Government, the Commonwealth of Virginia, the Counties of Fairfax and Loudoun, and the Metropolitan Washington Airports Authority (MWAA) through a series of intergovernmental and local funding agreements. The implementation of Phase I is estimated to cost approximately \$2.67 billion, with the Federal government providing its share of expenditures on an as needed basis. Phase II is estimated at \$2.8 billion, bringing the total projected cost to \$5.5 billion.

Project History

The Virginia Department of Rail and Public Transportation (DRPT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase I) in June 2006. In December 2006, Phase II Preliminary Engineering was completed to the 65% level. On March 30, 2007, DRPT announced the successful negotiation of a \$1.6 billion design build agreement with Dulles Transit Partners, LLC for final design and construction of Phase I. On June 19, 2007, the Loudoun County Board of Supervisors authorized the County Administrator to sign a memorandum of understanding entering the County into a three party funding agreement with Loudoun, Fairfax and MWAA for the purpose of constructing Metrorail to Loudoun County. On April 30, 2008, the Federal Transit Administration (FTA) sent the required 10 day notification to Congress asserting its intention to move the Dulles Corridor Metrorail Project into the Final Design stage of FTA's New Starts Process. Simultaneously, FTA committed \$158.7 million to the project toward completion of a financial plan, construction plans, detailed engineering specifications and cost estimates, and other technical requirements.

MWAA submitted a proposal on December 20, 2005, to transfer responsibility for the Dulles Toll Road (DTR) and the Metrorail extension from the Commonwealth of Virginia to MWAA. The proposal, which was approved by the Commonwealth on March 27, 2006, was described as a means to allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA. The actual transfer did not become effective until November 1, 2008. MWAA received final design approval for Phase I from FTA on May 12, 2008. Subsequently, right of way acquisitions were initiated and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008.

On January 8, 2009, the Federal Secretary of Transportation signed and submitted to Congress the Full Funding Grant Agreement (FFGA) for the authorization of \$900 million dollars for the construction of Phase I. Final approval and release of the federal funds by the FTA occurred on March 10, 2009. Phase II includes six stations; all will be located in the median of the Dulles Airport Access Highway/Dulles Toll Road Corridor and in the middle of the Dulles Greenway median, except for the Dulles Airport Station. The Stations in Fairfax County include Reston Town Center, Herndon, and Route 28. The Stations in Loudoun County include the Dulles Airport, Route 606 and Route 772.



Funding Plan

The Federal Transit Administration, the Commonwealth of Virginia, Fairfax County, the Metropolitan Washington Airport Authority (Dulles Toll Road) and Loudoun County are funding the costs of the project. Loudoun County's share of the total project cost is 4.8%. Loudoun County's contribution toward construction began in FY 2010. The County's share will be funded through lease revenue financing.

Funding Plan

Operations & Maintenance

The Environmental Impact Statement estimates that the County's share of operating costs is anticipated to total about \$8 million during the first year of operation. The 2% gas tax collected in Loudoun County will cover most of this cost. The current planned development of the Dulles Rapid Transit project would not require the County to provide operating subsidies until operations have been extended to Route 772. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Debt

In FY 2002, the Board of Supervisors established the Public Transportation Special Revenue Fund to provide the resources necessary to serve as the clearinghouse for debt service payments of County funded transit and transportation projects, such as the Dulles Corridor Rapid Transit project. Debt service is forecast to begin in FY 2015, and is estimated at \$67.67 million during the six-year CIP planning period.



Dulles Corridor Rapid Transit

Current Status

After construction delays, Phase I of the Dulles Metrorail Project is expected to begin revenue service during the summer of 2014. On May 14, 2013, the Metropolitan Washington Airports Authority awarded Capital Rail Constructors the major design-build portion of Phase 2 of the Dulles Corridor Metrorail Project. On July 9, 2013, the Metropolitan Washington Airports Authority issued a Notice of Proceed to Capital Rail Constructors (CTC), a joint venture of Clark Construction Group and Kiewit Infrastructure South, to begin construction of Phase II. Preliminary geotech work began in the last quarter of 2013. Stations and the track right-of-way are estimated for construction beginning in late 2014 through the Fall of 2016. Construction of the rail right-of-way, the 606 and 772 stations, and the station areas is scheduled to begin during the third quarter of 2015 and completion is scheduled during the fourth quarter of 2017. CTC is presently preparing Final Design plans. Sections of Phase 2 to be situated in Loudoun County are reviewed and commented upon by Loudoun County's Department of Transportation and Capital Infrastructure.



Phase II project completion is estimated in 2019. At this time, Loudoun County's share of the total project cost is projected to be \$300 million. Loudoun County, along with the other project funding partners, received TIFIA Loan financing approval from the US Department of Transportation. TIFIA loans provide long term debt (up to 35 years), deferred (5 year) loan repayment, and low interest loans for major infrastructure projects. The \$300M in TIFIA financing constitutes the largest TIFIA loan awarded in the history of the program. TIFIA funds will be shared by MWAA, Fairfax County, and Loudoun County. Loudoun County's share is estimated at \$190M.

Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Regional Orgs	240,000	40,000	20,000	-	-	-	-	60,000	-	300,000
Total Cost	240,000	40,000	20,000	-	-	-	-	60,000	-	300,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	240,000	40,000	20,000	-	-	-	-	60,000	-	300,000
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	240,000	40,000	20,000	-	-	-	-	60,000	-	300,000
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
Debt Service		500	3,813	8,730	14,047	19,917	20,666	67,673		
Total Impact		500	3,813	8,730	14,047	19,917	20,666	67,673		



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Regional Park-and-Ride Lots

Project Description

This project provides for the construction of four park and ride lots during the FY 2015 – FY 2020 CIP planning period.

Leesburg East Park and Ride Lot - FY 2015

Provides for the construction of a minimum 300 space surface park and ride lot on a site to be acquired near the Town of Leesburg, as recommended in the County's transit plans.

Temporary Stone Ridge Park and Ride Lot - FY 2015

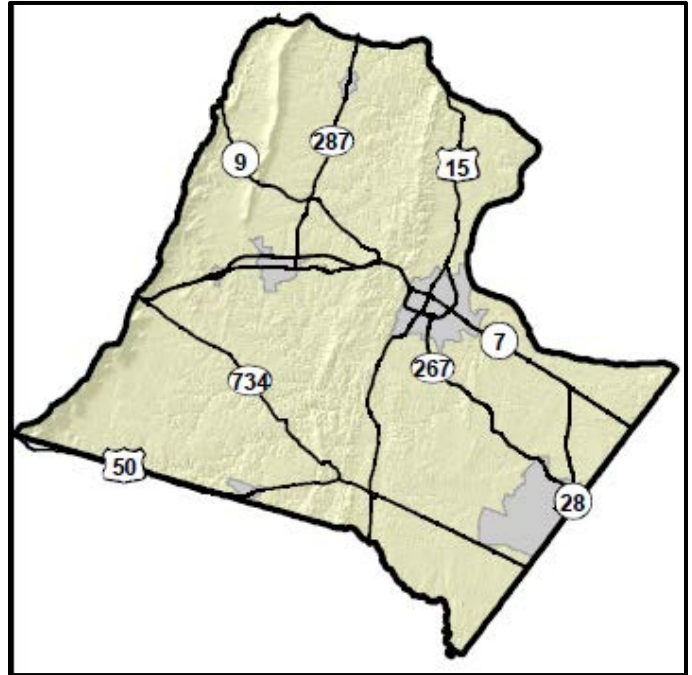
Provides for the construction of a temporary 300 space, gravel surface park and ride lot on a 5-acre site proffered to the County in the Stone Ridge development to help alleviate over-crowding issues at the current Stone Ridge Park and Ride Lot.

Western Loudoun Park and Ride Lot – FY 2017

Provides for the construction of a minimum 250 space surface park and ride lot on a site to be acquired in the western portion of the County.

One Loudoun Park and Ride Lot - FY 2019

Provides for the construction of a minimum 200 space surface park and ride lot on a site acquired by the County in the One Loudoun development, as recommended in the County's transit plans.



Funding Plan

This project is funded using CMAQ grant funding, cash proffers, transit bus fees, and lease revenue financing.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	250	100	705	900	-	-	-	1,705	-	1,955
Construction of Site Infrastructures	8,490	4,160	-	2,500	-	3,455	-	10,115	-	18,605
FFE	-	-	-	215	-	-	-	215	-	215
Total Cost	8,740	4,260	705	3,615	-	3,455	-	12,035	-	20,775
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	3,360	-	-	-	-	-	-	-	-	3,360
Lease Revenue Financing	-	-	705	2,715	-	-	-	3,420	-	3,420
State Capital Assistance	3,030	-	-	-	-	-	-	-	-	3,030
CMAQ	250	2,260	-	900	-	3,455	-	6,615	-	6,865
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	1,500	-	-	-	-	-	1,500	-	1,500
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	500	-	-	-	-	-	500	-	500
Proceeds from the Sale of Land	2,100	-	-	-	-	-	-	-	-	2,100
Total Financing	8,740	4,260	705	3,615	-	3,455	-	12,035	-	20,775
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
O&M		-	42	44	64	66	81	297		
Debt Service		-	-	70	249	352	342	1,013		
Total Impact		-	-	70	249	352	342	1,013		



Metro Parking Garages

Project Description

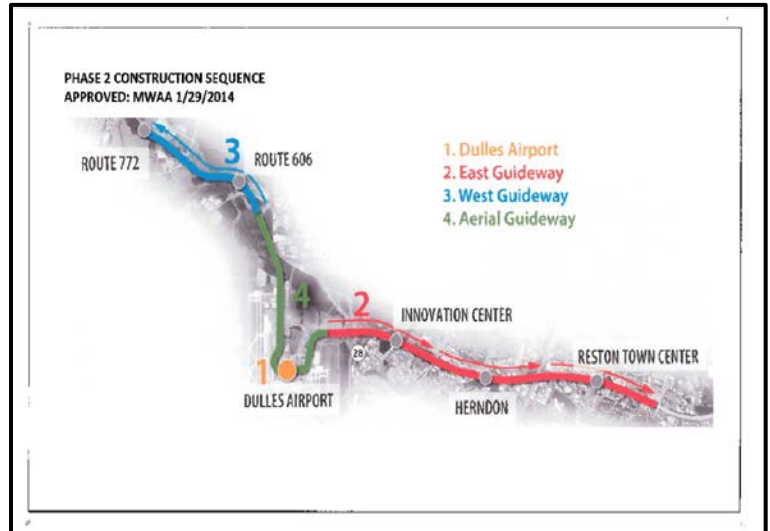
As part of the 2011 Memorandum of Agreement between Loudoun County, USDOT and the Phase 2 funding partners, it was agreed that removing the cost of the Metro parking garages from the Phase 2 Silver Line project budget would render Loudoun County eligible for TIFIA loan financing consideration by USDOT.

On September 5, 2012, the Board of Supervisors directed the County Administrator to proceed with a new Public Private Transportation Act (PPTA) solicitation to privately finance, design, build and operate the three Metrorail parking garages at the two Loudoun County-based Metrorail stations.

Each proposal received contains at least 3 different financing scenarios: (1) private financing of the parking garages using private equity and private debt; (2) public financing of the parking garages using private equity and County issued, taxable, public debt; and (3) alternative scenarios to 1 and 2.

Four submittals to privately finance, design, build, operate, and maintain the parking garages within the County have been received. Each has been reviewed by a Project Advisory Group (PAG) and the County's financial consultants, and interviews were held with each of the private consortia. On January 15, 2014 the Board of Supervisors approved an Action directing staff to continue consideration of the proposals received from the four consortia under the Public-Private Transportation Act of 1995.

By August 2014, the PAG will brief the Board on the detailed assessment, interviews, and risks linked to each offerors' proposal and potentially recommend the private consortia with whom Loudoun County should formally negotiate garage development and operation contracts with up to three teams.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	3,000	-	-	-	-	-	-	-	-	3,000
Construction	-	-	130,000	-	-	-	-	130,000	-	130,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	3,000	-	130,000	-	-	-	-	130,000	-	133,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
Revenue Bonds	-	-	130,000	-	-	-	-	130,000	-	130,000
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Fund Balance	3,000	-	-	-	-	-	-	-	-	3,000
Total Financing	3,000	-	130,000	-	-	-	-	130,000	-	133,000
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
O&M		-	-	-	3,411	3,479	3,549	10,439		
Debt Service		-	500	4,475	8,350	11,875	12,313	37,513		
Total Impact		-	500	4,475	11,761	15,354	15,862	47,952		



Gloucester Parkway

Project Description – C00211

This project designs and constructs a four lane missing link section of Gloucester Parkway between Loudoun County Parkway and Pacific Boulevard, approximately 3,400 linear feet of roadway with a bridge over the Broad Run.

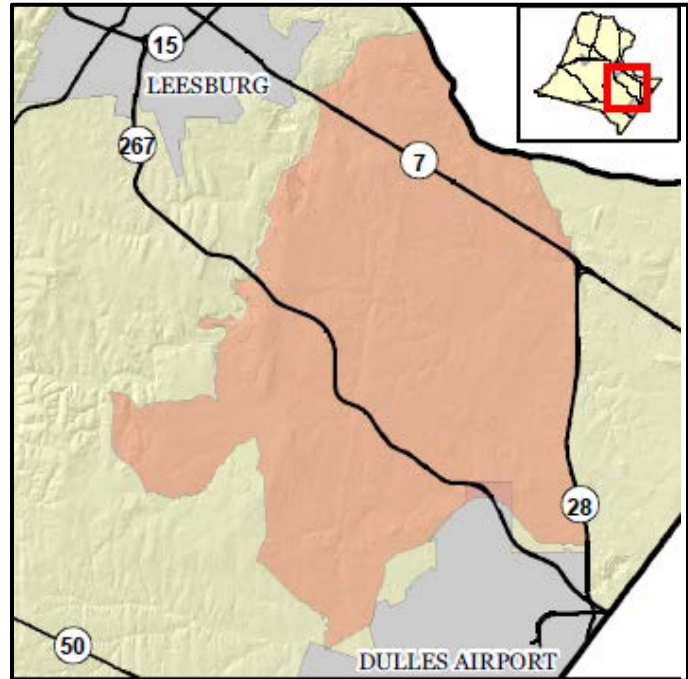
The project has been proffered by the developer of the Kincora Village Center. It has been determined that the County will construct the road and be reimbursed by the developer for the work performed.

VDOT is administering the project through design-build procurement under a project agreement with Loudoun County. Construction is scheduled to begin in 2014 and be completed in 2016.

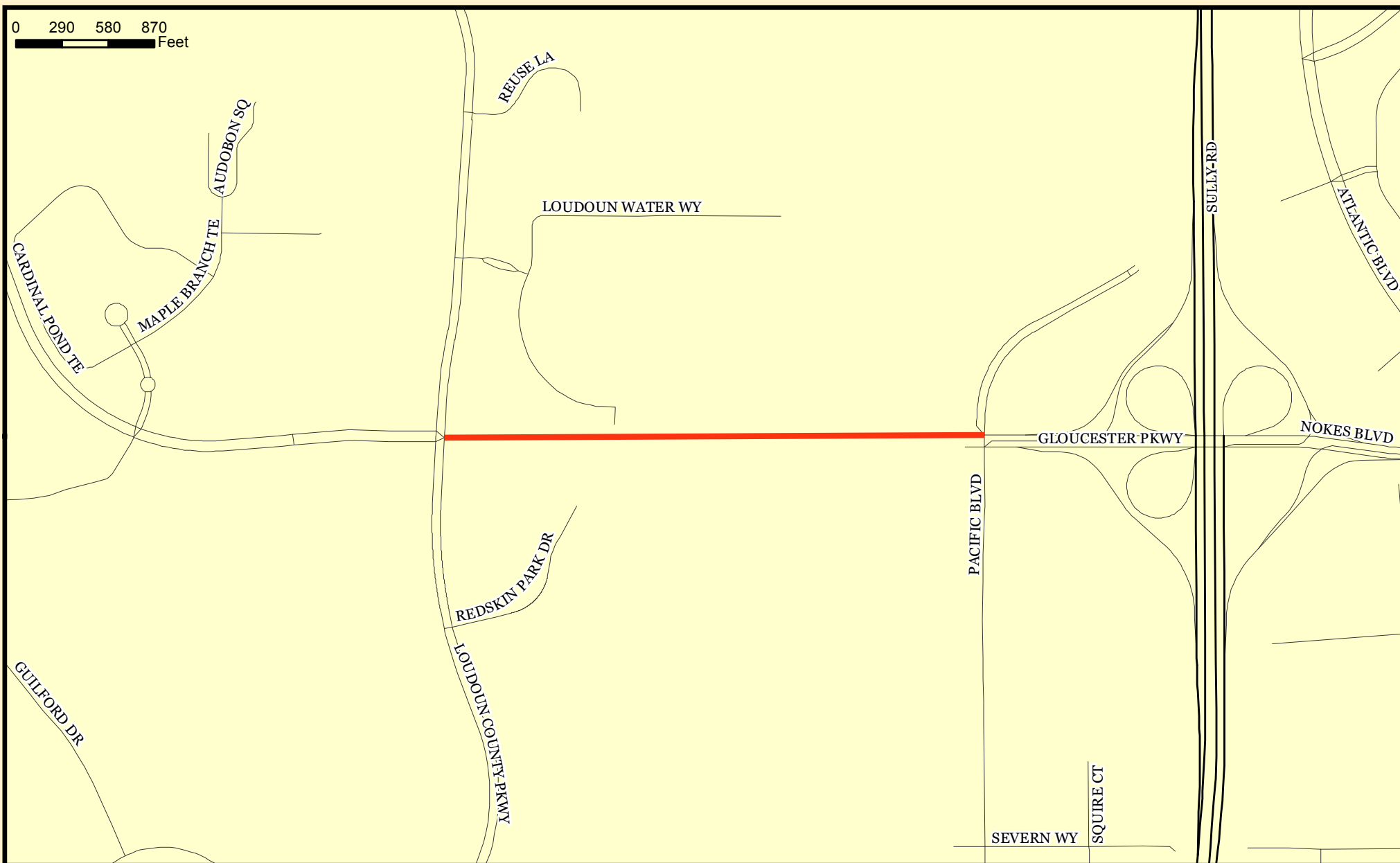
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Funding Plan

This project is funded using local tax funding.



Capital (\$ in 1000s)	Prior							6 Year	Future	Project
	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	4,000	-	-	-	-	-	-	-	-	4,000
Construction	27,300	8,700	-	-	-	-	-	8,700	-	36,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	31,300	8,700	-	-	-	-	-	8,700	-	40,000
Local Tax Funding - Roads	12,000	8,700	-	-	-	-	-	8,700	-	20,700
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	19,300	-	-	-	-	-	-	-	-	19,300
Total Financing	31,300	8,700	-	-	-	-	-	8,700	-	40,000



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

GLOUCESTER PKWY

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-047

Loudoun County Office of Mapping
and Geographic Information



Woodgrove High School / Field Farm Park Road

Project Description – C02037

This project provides funding to design and construct a two lane road connecting Woodgrove High School to Route 690 through the County owned Fields Farm property.

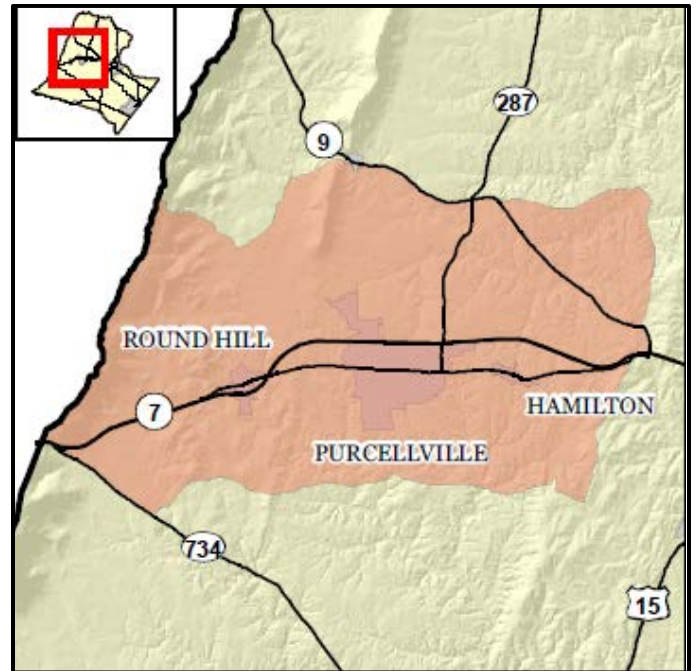
The road will provide a second access to Woodgrove High School to help alleviate traffic backups and safety concerns at the high school. One entrance/access point is provided to Allder School Road on the northern side of the Fields Farm property, and one entrance access point will be provided as part of this project to Route 690 on the southern portion of the property.

This project also provides an access point to the County's future Fields Farm Park from Route 690.

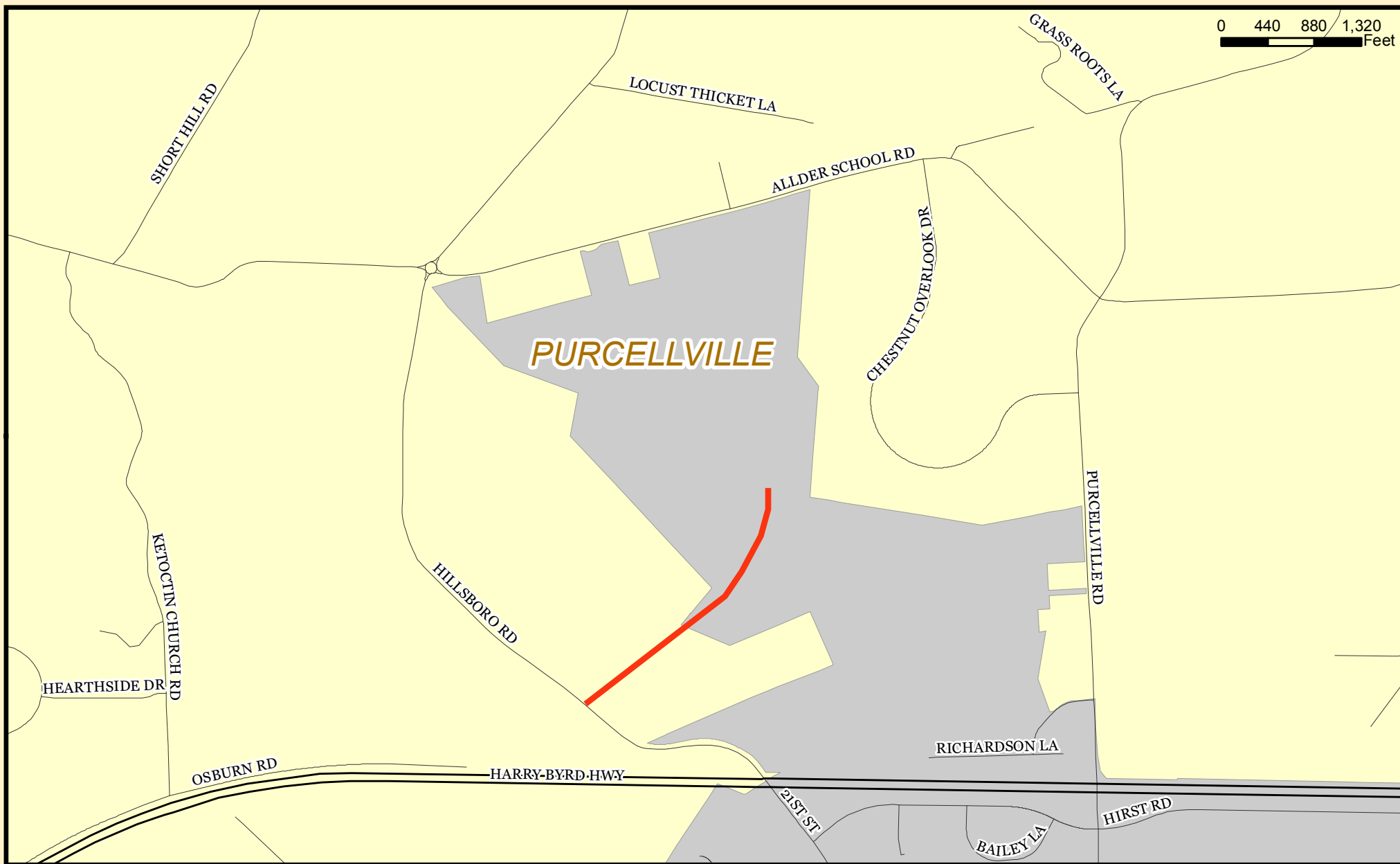
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Funding Plan

This project is funded using lease revenue financing.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	3,815	-	-	-	-	-	3,815	-	3,815
Furniture, Fixtures and Equipment	-	-	-	-	-	-	-	-	-	-
Total Cost	-	3,815	-	-	-	-	-	3,815	-	3,815
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	3,815	-	-	-	-	-	3,815	-	3,815
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the sale of land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	3,815	-	-	-	-	-	3,815	-	3,815
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
Debt Service		50	243	371	362	352	343	1,721		
Total Impact		50	243	371	362	352	343	1,721		



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

WOODGROVE HIGH SCHOOL/FIELDS FARM PARK RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-049
Loudoun County Office of Mapping
and Geographic Information



Riverside Parkway – Lexington Drive to Loudoun County Parkway

Project Description – C02004

This project provides for the design, right-of-way acquisition and construction of Riverside Parkway from Lexington Drive and Smith Circle to Loudoun County Parkway. The project will be designed as a four-lane urban major collector with a divided median, associated turn lanes and a shared use path.

This project is identified on the Revised 2010 Countywide Transportation Plan with a recommendation to complete an alignment study, design and construction. In June of 2013, the Board of Supervisors directed staff to develop a plan to complete this segment. Constructing this segment will allow the Lexington Blvd at Route 7 intersection to be closed or converted to a right-in/right-out intersection, thus improving traffic flow along Route 7 and further implement planned limited access on Route 7.

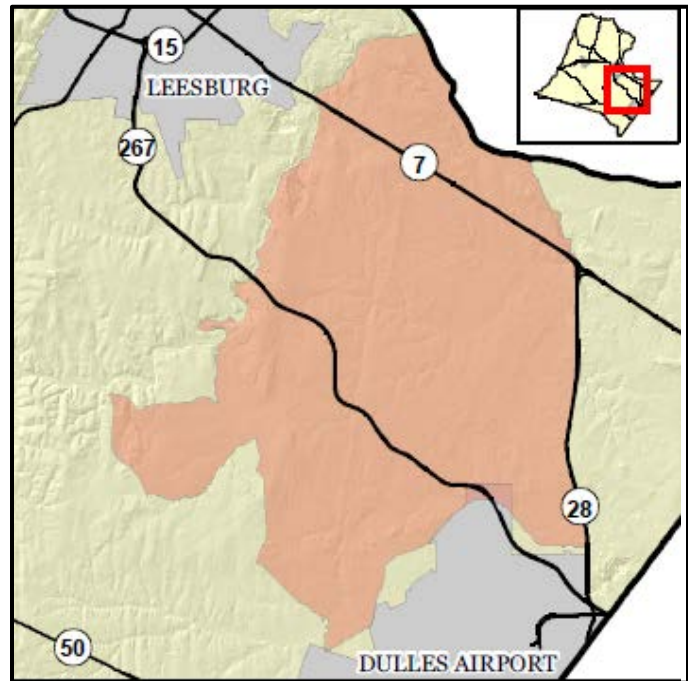
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

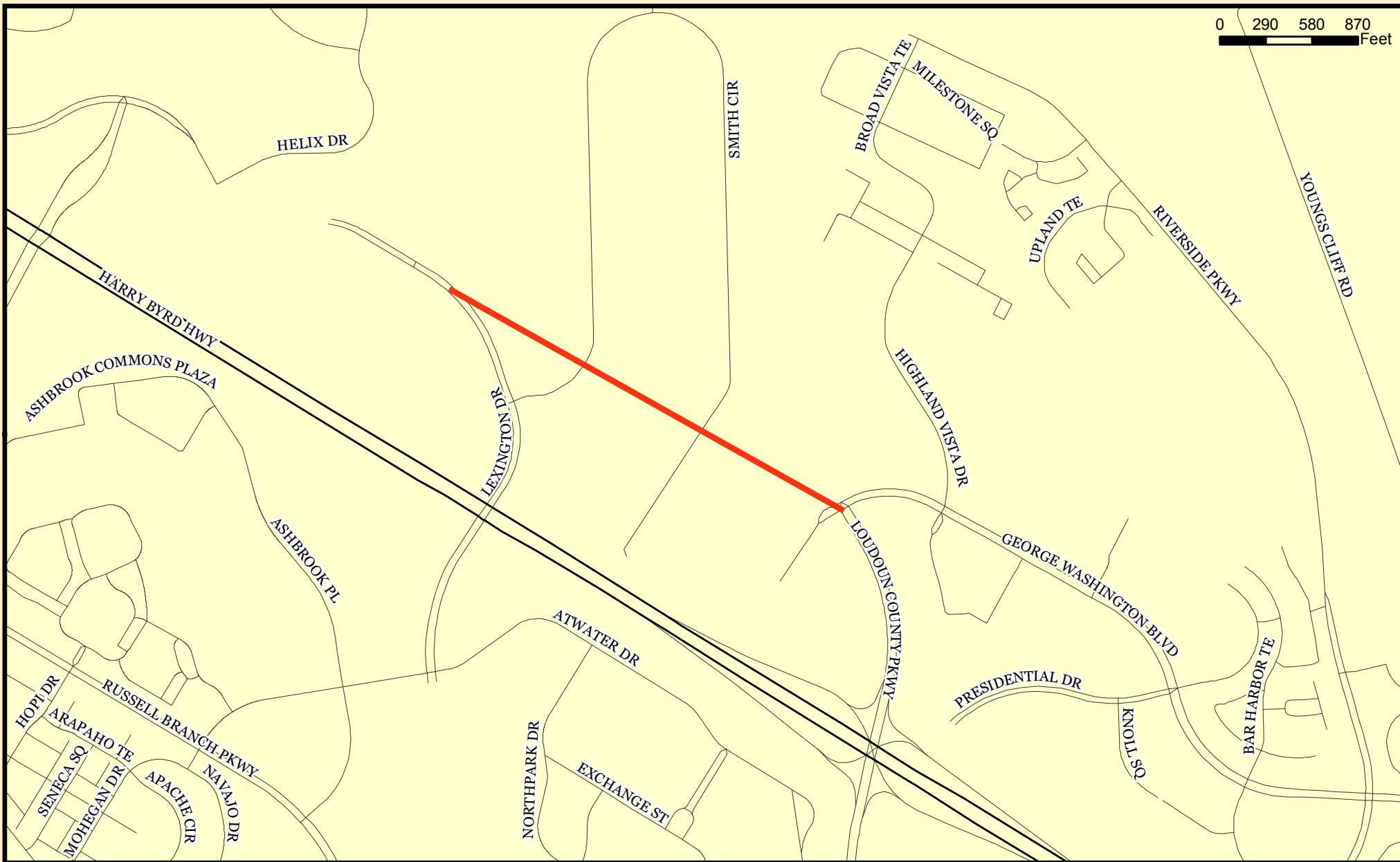
As directed by the Board, staff has awarded a two-phase design contract. Phase 1 consists of an alignment study which will evaluate environmental constraints, right-of-way impacts, construction cost and traffic functionality. Phase 2 consists of the final design and construction administration of the Board selected alignment for the road.

Funding Plan

This project is funded using State Revenue Sharing funds and NVTA 30% local funds. State Revenue Sharing funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing funding on County road projects are subject to award of the funding to the County by VDOT. All proposed uses of NVTA 30% local funding is subject to funding allocation to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	1,120	-	-	-	-	-	-	-	-	1,120
Construction	-	12,000	-	-	-	-	-	12,000	-	12,000
Furniture, Fixtures and Equipment	-	-	-	-	-	-	-	-	-	-
Total Cost	1,120	12,000	-	-	-	-	-	12,000	-	13,120
Local Tax Funding- Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	6,000	-	-	-	-	-	6,000	-	6,000
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	6,000	-	-	-	-	-	6,000	-	6,000
Proffers (Cash)	1,120	-	-	-	-	-	-	-	-	1,120
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	1,120	12,000	-	-	-	-	-	12,000	-	13,120



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

RIVERSIDE PKWY

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-050

Loudoun County Office of Mapping
and Geographic Information



Loudoun County Parkway

Project Description – C02039

This project provides for the design, right-of-way acquisition and construction of Loudoun County Parkway from Creighton Road to Old Ox Road (Route 606). This project will entail various negotiations with private entities to secure right-of-way, design plans and other concessions to facilitate the completion of the project, some yet to be determined or negotiated. The project is identified as a primary Tier 1 corridor necessary for countywide connectivity and is recommended as an essential road connection to provide connectivity to the planned metro rail stations in the County. The project will be designed as a four-lane, urban major collector with a divided median in a six-lane ultimate right-of-way, with associated turn lanes and a shared use path.

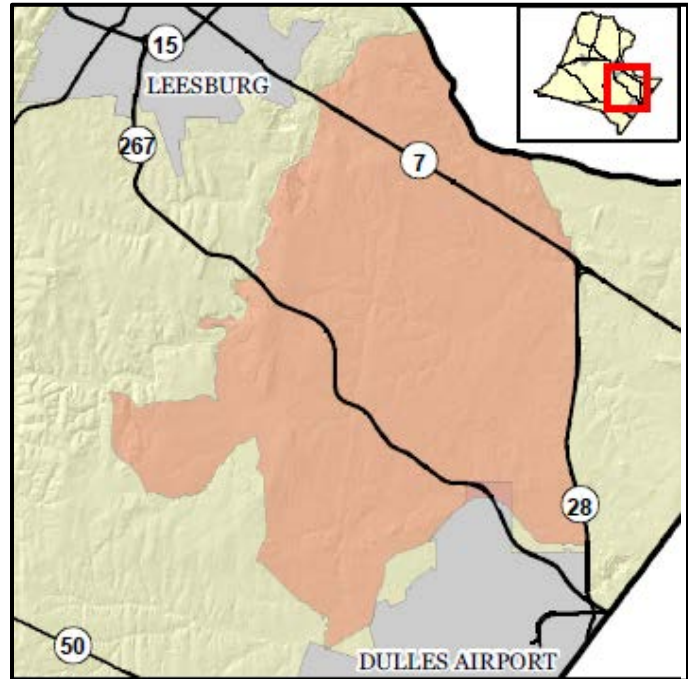
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

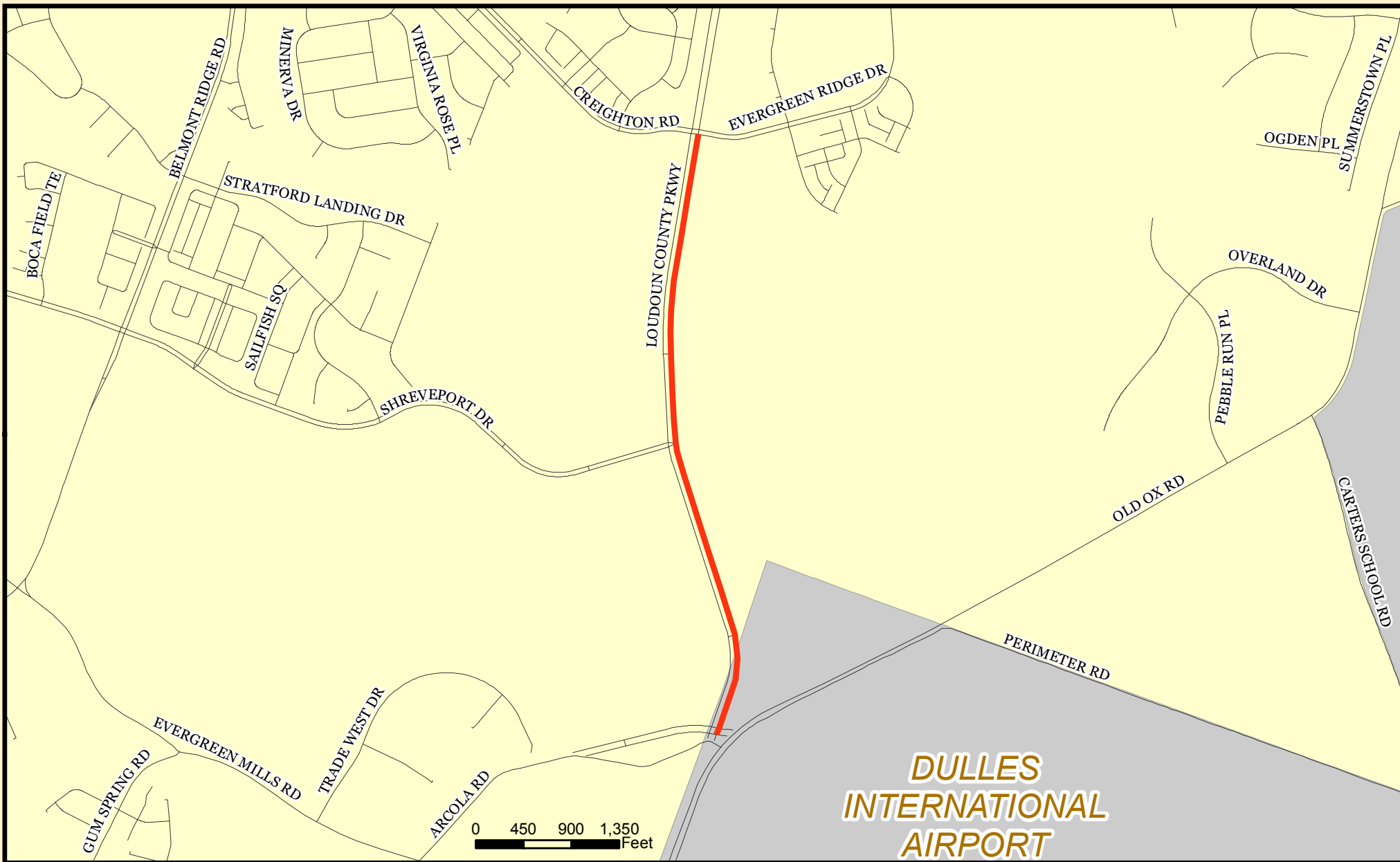
This road segment is currently proffered by the approved Brambleton Active Adult application and others. Private sector entities have completed the design and bonded the project. However, the proffer trigger has not been reached. The Board directed staff to evaluate alternatives to fund and accelerate the construction of this road segment. The road is recommended in the Revised 2010 Countywide Transportation Plan and was identified by the Board of Supervisors as a priority at the 2013 Transportation Summit.

Funding Plan

This project is funded using NVTA 70% Regional Funds. NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding on County road projects are subject to award of the funding to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	7,000	24,000	20,000	-	-	-	51,000	-	51,000
Furniture, Fixtures and Equipment	-	-	-	-	-	-	-	-	-	-
Total Cost	-	7,000	24,000	20,000	-	-	-	51,000	-	51,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	7,000	24,000	20,000	-	-	-	51,000	-	51,000
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	7,000	24,000	20,000	-	-	-	51,000	-	51,000



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

LOUDOUN COUNTY PKWY

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-051

Loudoun County Office of Mapping and Geographic Information



Belmont Ridge Road – Truro Parish to Croson

Project Description – C02043

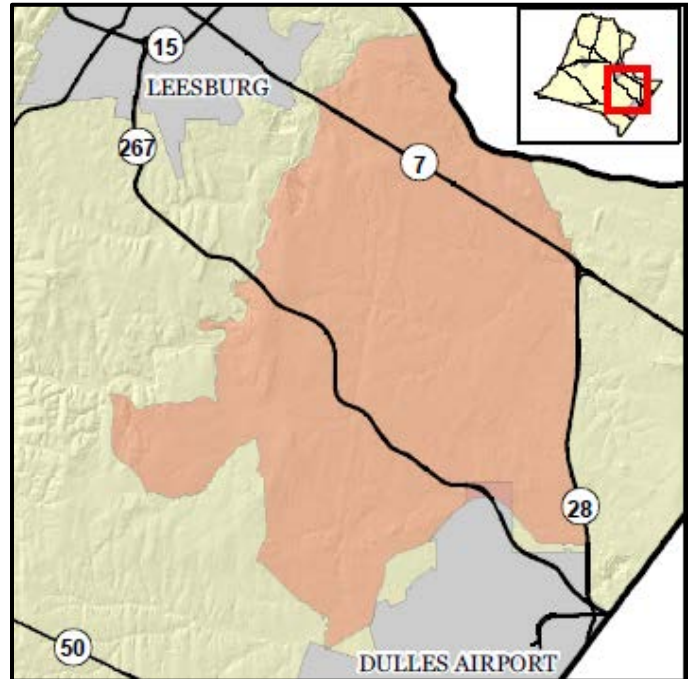
This project provides funding to design and construct two additional lanes to Belmont Ridge Road from Truro Parish Road to Croson Road, increasing the overall capacity of Belmont Ridge Road.

Funding for design occurred in FY 2014 using general obligation bonds approved on the November 2013 referendum. Funding for construction is appropriated over two years - in FY 2015 and FY 2018 to take advantage of multiple funding sources to fully fund the project while minimizing debt issuance. In FY 2015, the County will allocate NVTA 70% regional funds and local tax funding. In FY 2018, the project will be funded using Board of Supervisors' allocation of \$0.02 of the tax rate for transportation improvements and cash proffers.

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Funding Plan

This project is funded using local tax funding, NVTA 70% Regional Funds, and cash proffers. NVTA 70% Regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding on County road projects are subject to award of the funding to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	1,080	-	-	-	-	-	-	-	-	1,080
Construction	-	20,500	-	-	14,565	-	-	35,065	-	35,065
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	1,080	20,500	-	-	14,565	-	-	35,065	-	36,145
Local Tax Funding - Roads	-	1,000	-	-	13,000	-	-	14,000	-	14,000
GO Bond	1,080	-	-	-	-	-	-	-	-	1,080
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	19,500	-	-	-	-	-	19,500	-	19,500
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	1,565	-	-	1,565	-	1,565
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	1,080	20,500	-	-	14,565	-	-	35,065	-	36,145
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
Debt Service		-	-	-	-	371	362	733		
Total Impact		-	-	-	-	371	362	733		

0 610 1,220 1,830 Feet



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

BELMONT RIDGE RD - TRURO PARISH DR TO CROSON LA

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-052
Loudoun County Office of Mapping
and Geographic Information



Sterling Boulevard Extension

Project Description – C02046

This project provides for the design, right-of-way acquisition and construction of Sterling Boulevard from Pacific Boulevard to Moran Road (Route 634). The project was recommended as an essential road connection to provide connectivity to the planned metro rail station at Route 606. The project will be designed as a four-lane urban major collector with a divided median, associated turn lanes and a shared use path. This project is identified in the Revised 2010 Countywide Transportation Plan.

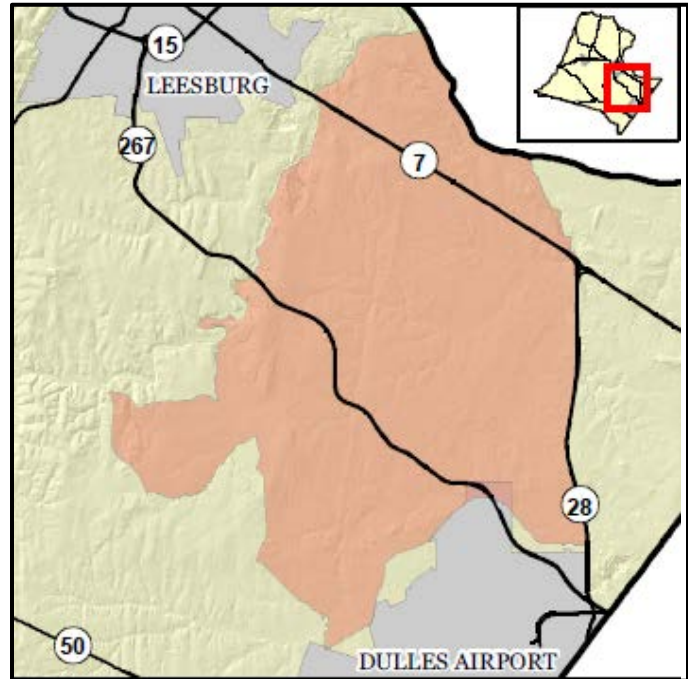
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

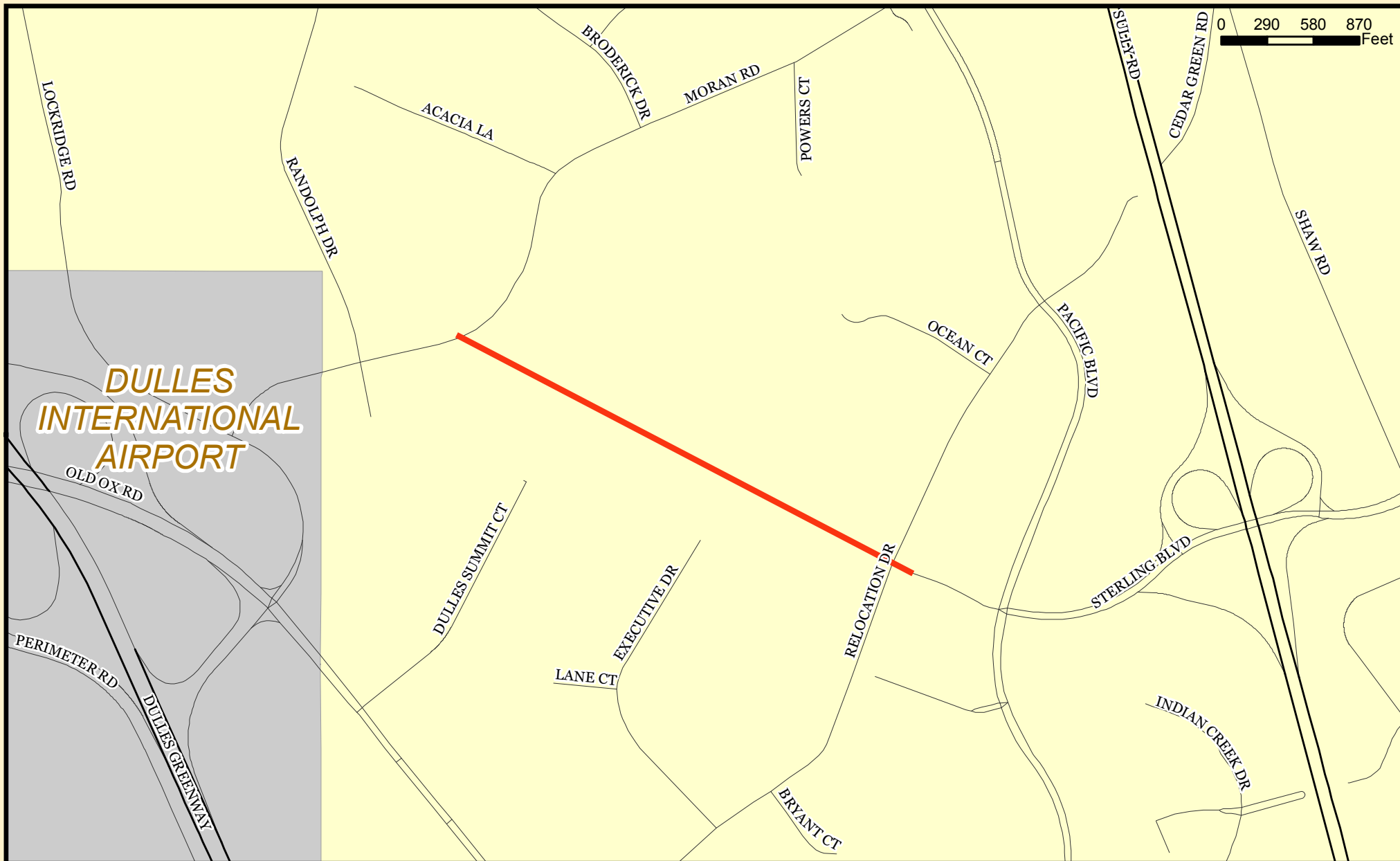
This road segment is in the planning phase awaiting additional funding for design and construction. The road is recommended in the Revised 2010 Countywide Transportation Plan and in a recent study presented to the Board of Supervisors at the 2013 Transportation Summit.

Funding Plan

This project is funded using State Revenue Sharing funds, NVTA 30% local funds, and proceeds from the sale of land. State Revenue Sharing funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing funding on County road projects are subject to award of the funding to the County by VDOT. All proposed uses of NVTA 30% local funding are subject to funding allocation to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	1,600	10,025	2,376	-	-	-	-	12,401	-	14,001
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	1,600	10,025	2,376	-	-	-	-	12,401	-	14,001
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	800	4,000	950	-	-	-	-	4,950	-	5,750
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	5,890	1,426	-	-	-	-	7,316	-	7,316
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	800	-	-	-	-	-	-	-	-	800
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	135	-	-	-	-	-	135	-	135
Total Financing	1,600	10,025	2,376	-	-	-	-	12,401	-	14,001



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

STERLING BLVD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-054

Loudoun County Office of Mapping and Geographic Information





Route 772 Transit Station Connector Bridge

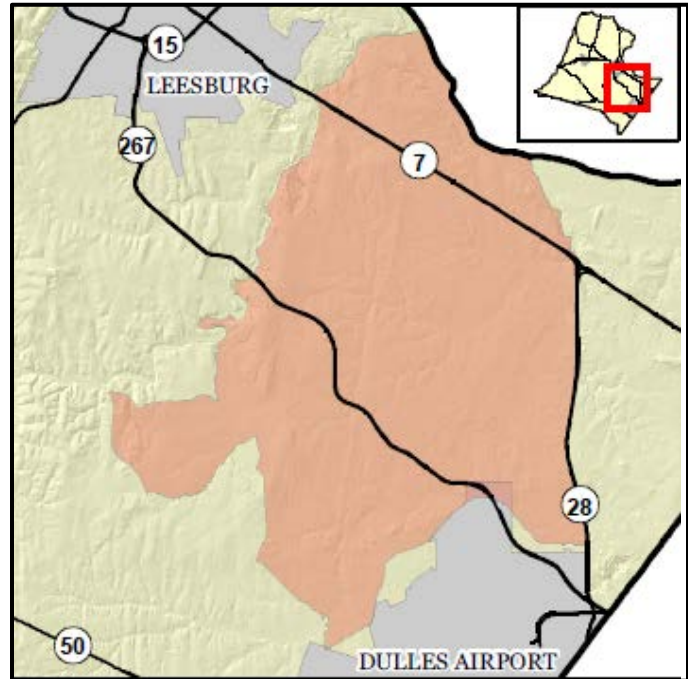
Project Description – C00210

The Route 772 Metrorail Station Connector Bridge is contained in the Revised 2010 Countywide Transportation Plan (CTP). This bridge is a key element of the CTP roadway extension linking Croson Lane on the western side of the Dulles Greenway to Shellhorn Road on the eastern side of the Greenway. Additionally, the bridge provides an integral connection linking both sides of the Route 772 Station, providing a direct, vehicular connection between the northern and southern parking garages at the Station. This eliminates the need for private vehicles, transit buses, and bicycles to revert to using local roads to access the parking garages on either side of the Greenway, and provides a transportation link that unifies the Transit Oriented Development (TOD) of the Moorefield Station and Loudoun Station developments.

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Funding Plan

This project is funded using RSTP grant funding. Prior year funding was from local gasoline tax funds.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	446	-	-	-	-	-	-	-	-	446
Construction	450	2,000	5,500	8,500	-	-	-	16,000	-	16,450
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	896	2,000	5,500	8,500	-	-	-	16,000	-	16,896
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	2,000	5,500	8,500	-	-	-	16,000	-	16,000
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	896	-	-	-	-	-	-	-	-	896
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	896	2,000	5,500	8,500	-	-	-	16,000	-	16,896



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

RT 772 TRANSIT STATION CONNECTOR BRIDGE

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-055

Loudoun County Office of Mapping
and Geographic Information



Braddock/Pleasant Valley Road Improvements

Project Description – C00179

This project designs and constructs intersection improvements at Braddock Road and Pleasant Valley Road located in Fairfax County, located just east of the Loudoun County border. The project will install a roundabout to relieve existing traffic congestion. The project is being administered by VDOT. The County funds will be a pass through to VDOT.

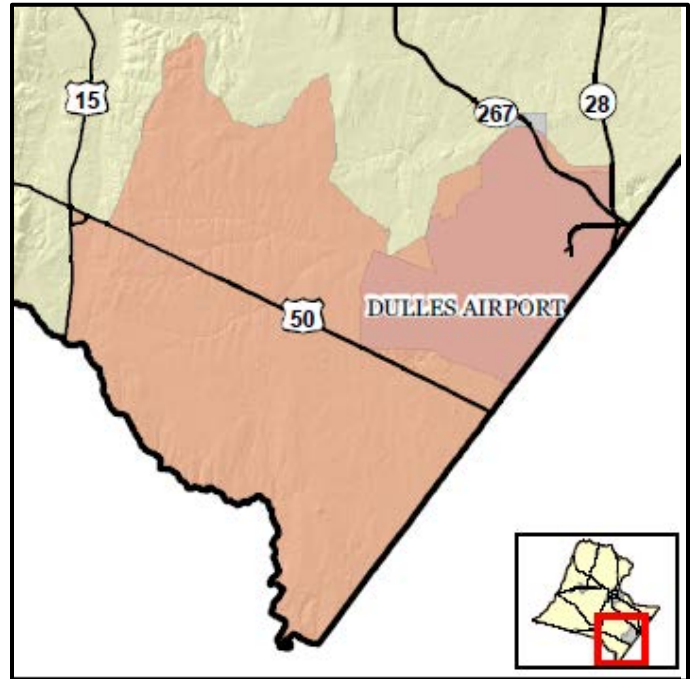
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

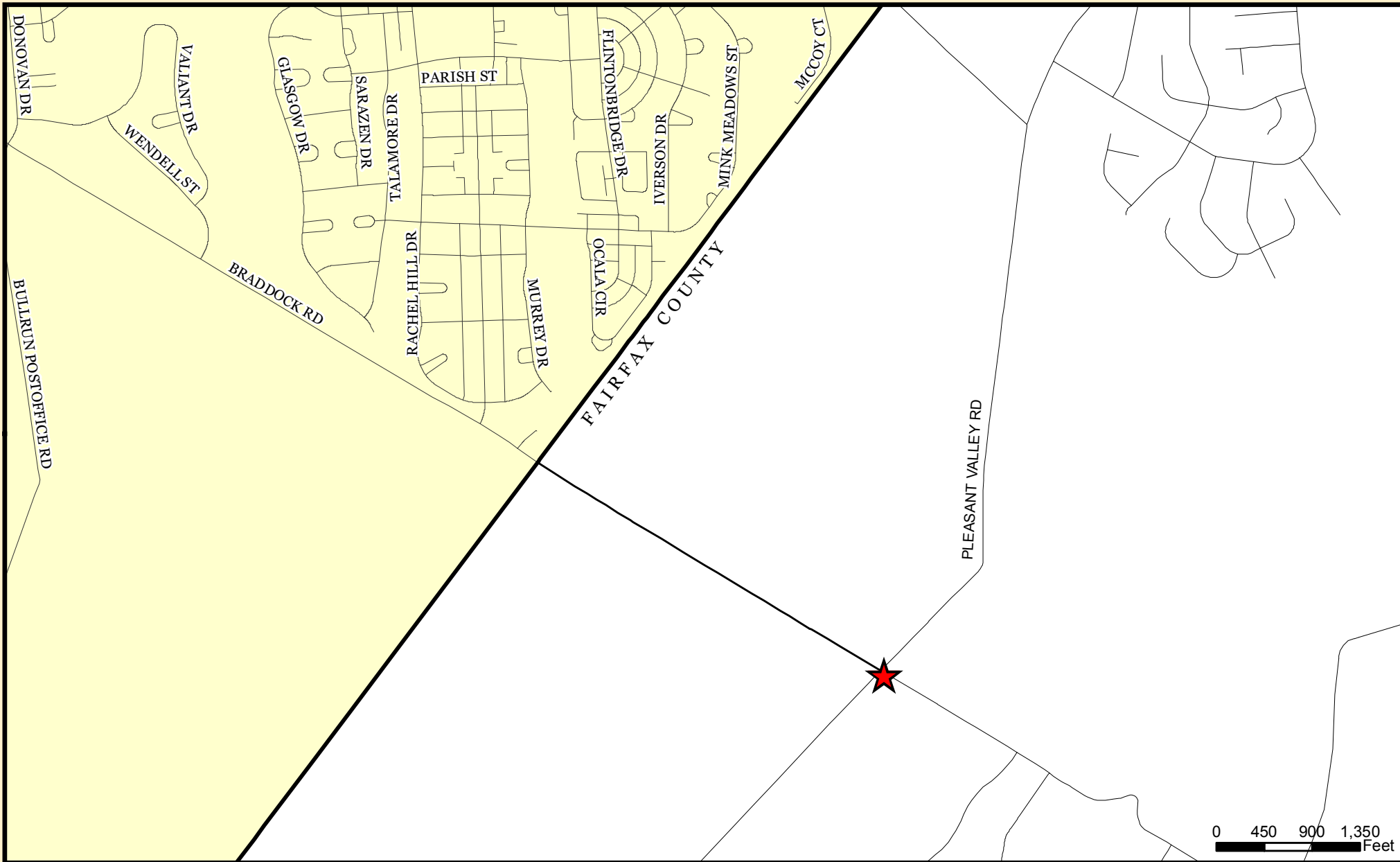
VDOT began the design of the intersection improvements.

Funding Plan

This project is funded using Federal and Statewide STP funds. Prior year appropriations include local gasoline tax funding, State Revenue Sharing funds, and Federal grant funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	650	-	-	-	-	-	-	-	-	650
Construction	2,905	515	-	-	-	-	-	515	-	3,420
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	3,555	515	-	-	-	-	-	515	-	4,070
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bond	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	515	-	-	-	-	-	515	-	515
CMAQ	1,055	-	-	-	-	-	-	-	-	1,055
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	1,000	-	-	-	-	-	-	-	-	1,000
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	1,000	-	-	-	-	-	-	-	-	1,000
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
MAP 21	500	-	-	-	-	-	-	-	-	500
Total Financing	3,555	515	-	-	-	-	-	515	-	4,070



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

BRADDOCK RD AND PLEASANT VALLEY RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-056
Loudoun County Office of Mapping
and Geographic Information



George Washington Boulevard Overpass

Project Description – C02053

This project provides for the design, right-of-way acquisition and construction of George Washington Boulevard over Harry Byrd Highway (Route 7) with connection to Russell Branch Parkway south of Route 7. The project will be designed as a four-lane urban major collector with associated turn lanes and a shared use path. VDOT will administer the design and construction of this project.

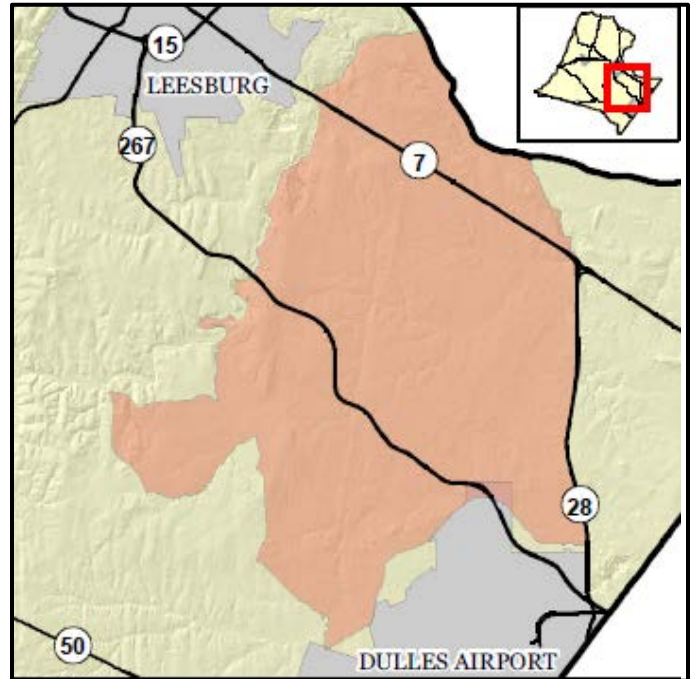
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

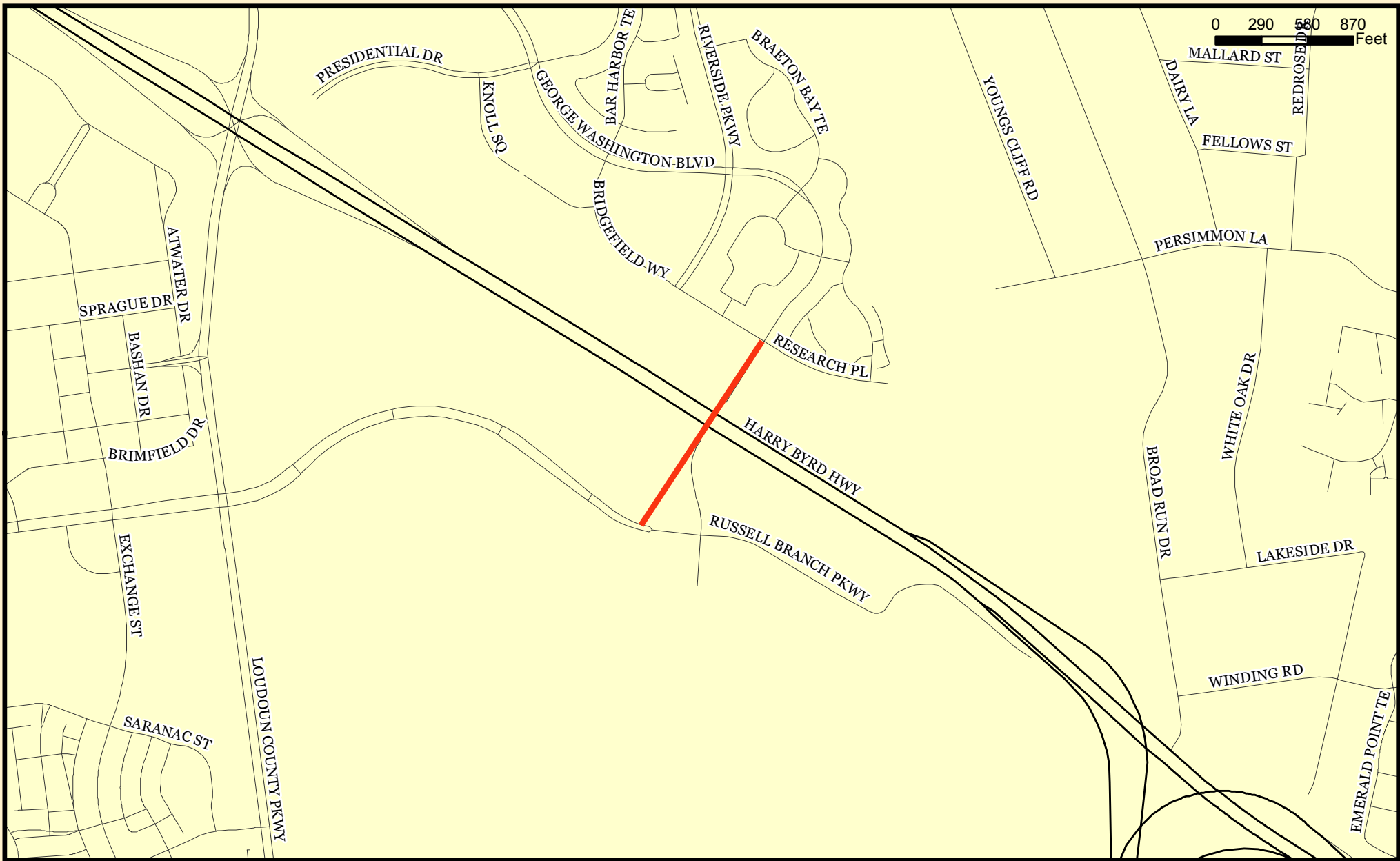
The project funding was originally planned for an overpass at Lexington Boulevard. However, after re-evaluating the connectivity and functionality of the Lexington Boulevard location, the Board of Supervisors directed staff to move the overpass funding to the George Washington Boulevard location following the construction of the Loudoun County Parkway at Route 7 interchange.

Funding Plan

This project is funded using RSTP grant funds.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	1,367	-	4,098	-	2,000	9,578	17,043	-	17,043
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	1,367	-	4,098	-	2,000	9,578	17,043	-	17,043
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	1,367	-	4,098	-	2,000	9,578	17,043	-	17,043
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,367	-	4,098	-	2,000	9,578	17,043	-	17,043



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

GEORGE WASHINGTON BLVD OVERPASS

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-057
Loudoun County Office of Mapping
and Geographic Information



Route 606 Widening

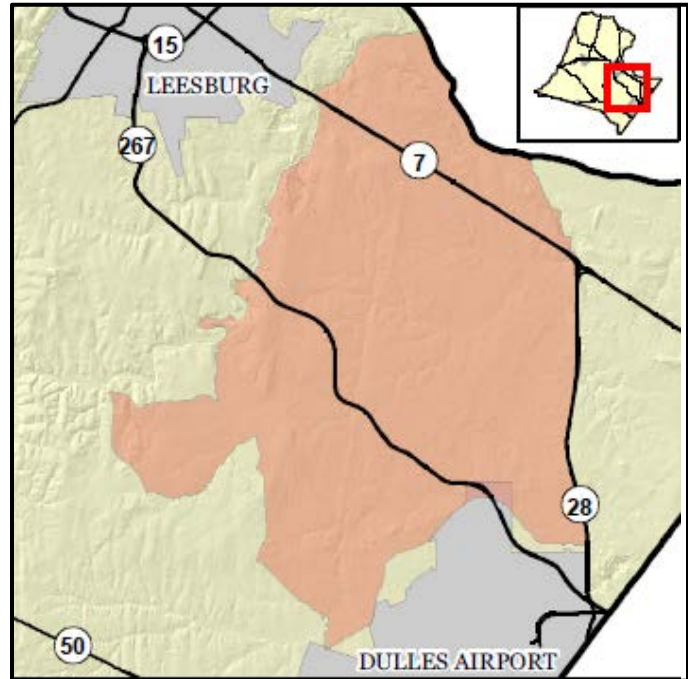
Project Description – C00221

This project provides funding for preliminary engineering, design and construction to widen Route 606 to four lanes from Evergreen Mills Road to the Dulles Greenway.

Route 606 serves as a critical link in transporting freight to Dulles Airport. Loudoun County is sharing the funding responsibility for this project with the Virginia Department of Transportation (VDOT) and the Metropolitan Washington Airports Authority (MWAA).

This project is being administered by VDOT using a design-build procurement. Construction should commence in 2014 and be completed in 2017.

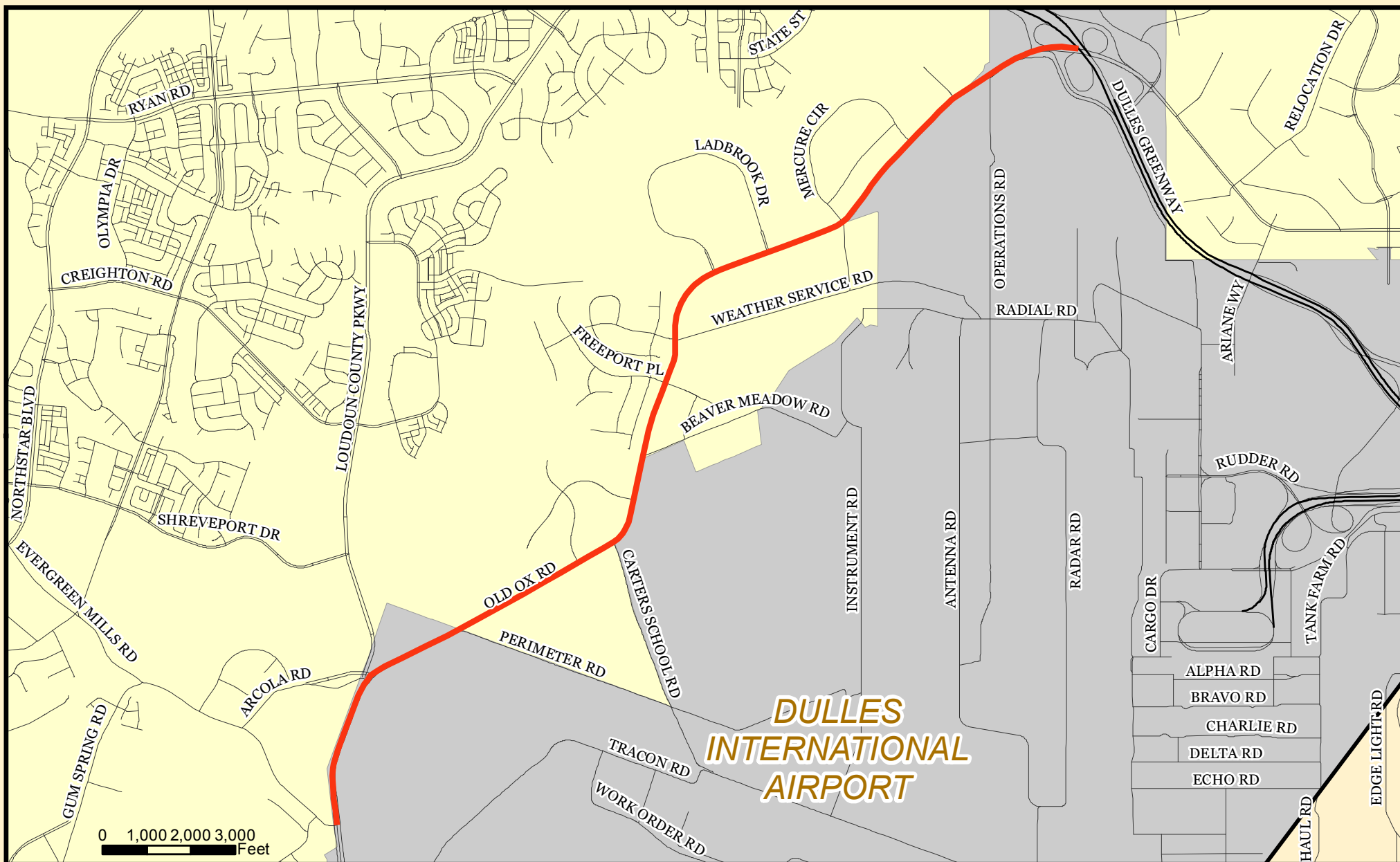
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.



Funding Plan

This project is funded using RSTP and CMAQ grant funding. Prior year appropriations are from cash proffers and lease revenue financing. Additional funding may be needed to provide a shared use path along Route 606. This determination will be made following receipt of bids.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	1,200	-	-	-	-	-	-	-	-	1,200
Construction	40,000	1,500	-	3,800	-	-	-	5,300	-	45,300
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	41,200	1,500	-	3,800	-	-	-	5,300	-	46,500
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	40,000	-	-	-	-	-	-	-	-	40,000
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	3,800	-	-	-	3,800	-	3,800
RSTP	-	1,500	-	-	-	-	-	1,500	-	1,500
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	1,200	-	-	-	-	-	-	-	-	1,200
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	41,200	1,500	-	3,800	-	-	-	5,300	-	46,500
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
Debt Service		144	1,259	2,087	2,767	2,859	2,794	11,910		
Total Impact		144	1,259	2,087	2,767	2,859	2,794	11,910		



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

ROUTE 606 WIDENING

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-058
Loudoun County Office of Mapping
and Geographic Information





Route 7/ Battlefield Parkway

Project Description – C02045

This project provides for the planning, design, right-of-way acquisition and construction of an interchange at the intersection of Route 7 and Battlefield Parkway within the Town of Leesburg. The project will remove the existing traffic signal and provide for improved traffic flow along Route 7. The project will further efforts to convert Route 7 between East Market Street and Algonkian Parkway to a limited access highway.

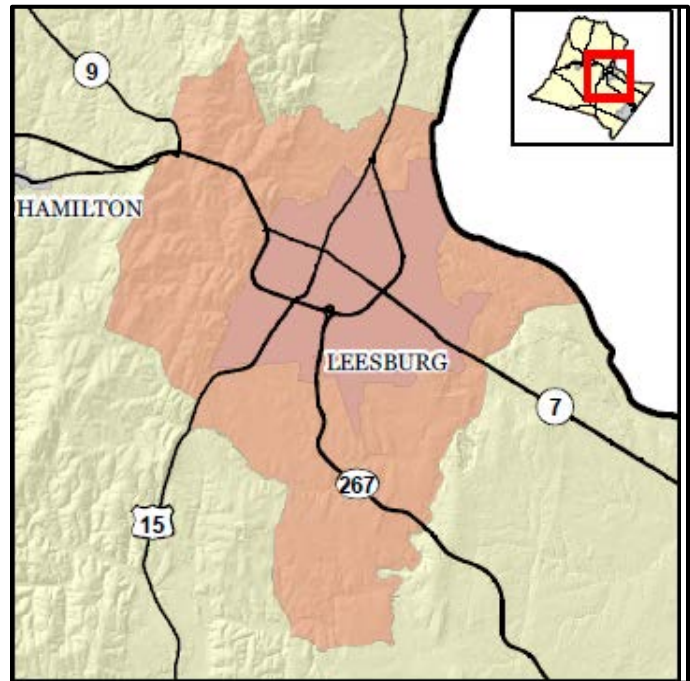
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

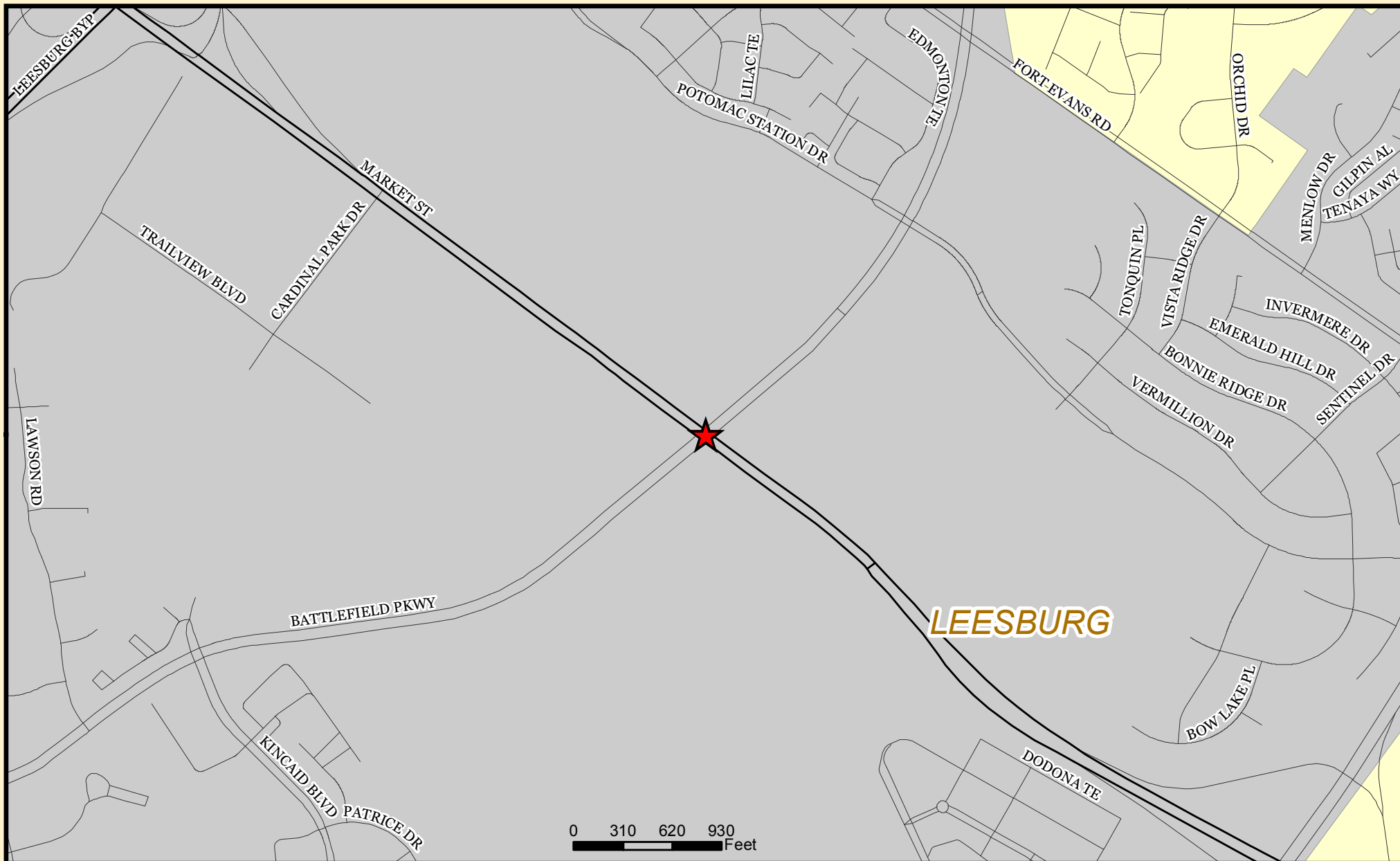
This is a planned roadway included in the Revised 2010 Countywide Transportation Plan. FY 2015 funding provides for an Interchange Justification Report and preliminary planning. FY 2016 funding completes preliminary engineering (30% design). FY 2017 funding provides final engineering design and right of way plat preparation. Construction funding is proposed for FY 2019 and 2020, pending award of NVTA 70% regional funding by NVTA.

Funding Plan

This project is funded using NVTA 70% regional funds. NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding on County road projects are subject to award of the funding to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	1,000	1,000	5,000	-	25,000	25,000	57,000	-	57,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	1,000	1,000	5,000	-	25,000	25,000	57,000	-	57,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	1,000	1,000	5,000	-	25,000	25,000	57,000	-	57,000
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds on the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,000	1,000	5,000	-	25,000	25,000	57,000	-	57,000



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

ROUTE 7 AND BATTLEFIELD PKWY INTERCHANGE

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-046
Loudoun County Office of Mapping
and Geographic Information



Northstar Boulevard – Shreveport Drive to Route 50

Project Description – C02044

This project provides for the planning, design, right-of-way acquisition and construction of a minor arterial roadway from Shreveport Drive to John Mosby Highway (Route 50). The project entails the construction of a controlled access four-lane divided roadway, within a 120 feet right of way, and intersection improvements at the future Glascock Boulevard.

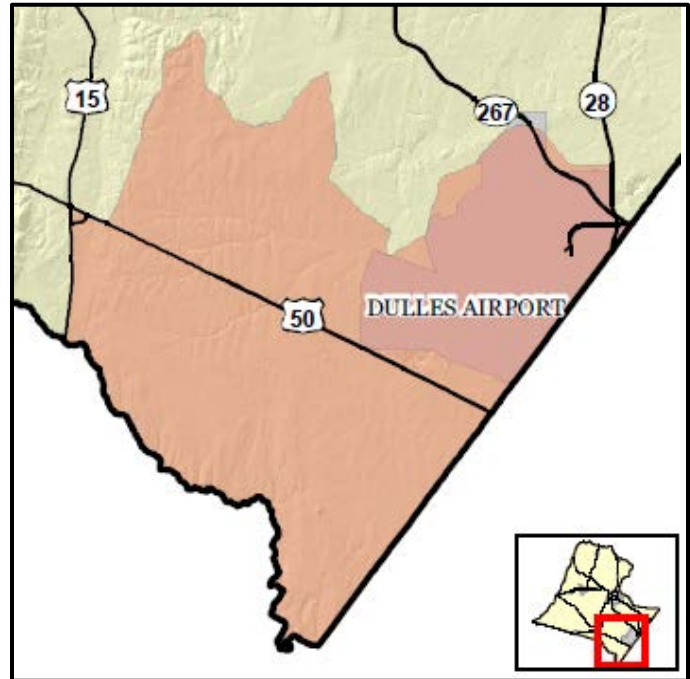
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

This is a planned roadway included in the Revised 2010 Countywide Transportation Plan. Brambleton proffers provide for the segment of right of way between Shreveport Drive and Evergreen Mills Road. There are no other dedications of right of way.

Funding Plan

This project is funded using local tax funding, State Revenue Sharing funds, NVTA 70% regional funds, and NVTA 30% local funds. State Revenue Sharing and NVTA 70% regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding and State Revenue Sharing funding on County road projects are subject to award of the funding to the County by NVTA and VDOT, respectively. All proposed uses of NVTA 30% local funding on County road projects are subject to allocation of the funds to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	3,300	15,800	15,200	-	-	-	34,300	-	34,300
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	3,300	15,800	15,200	-	-	-	34,300	-	34,300
Local Tax Funding - Roads	-	3,300	-	-	-	-	-	3,300	-	3,300
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	3,200	5,000	-	-	-	8,200	-	8,200
NVTA 70% (Regional)	-	-	9,400	5,200	-	-	-	14,600	-	14,600
NVTA 30% (Local)	-	-	3,200	5,000	-	-	-	8,200	-	8,200
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	3,300	15,800	15,200	-	-	-	34,300	-	34,300



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

NORTHSTAR BLVD - SHREVEPORT DR TO RT 50

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-062
Loudoun County Office of Mapping
and Geographic Information



Northstar Boulevard – Route 50 to Tall Cedars Parkway

Project Description

This project provides for the planning, design, right-of-way acquisition and construction of a minor arterial roadway from John Mosby Highway (Route 50) to Tall Cedars Parkway. The project entails the construction of a controlled access, four-lane divided roadway within a 120 feet right of way.

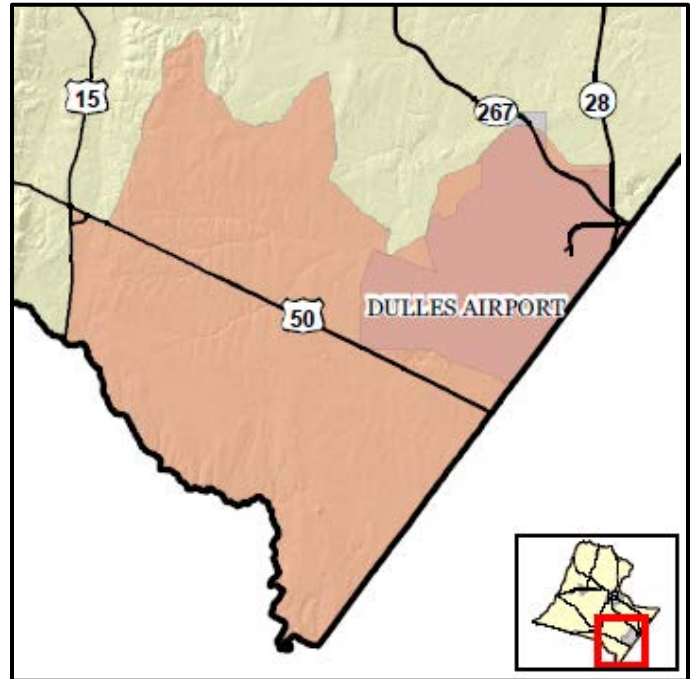
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

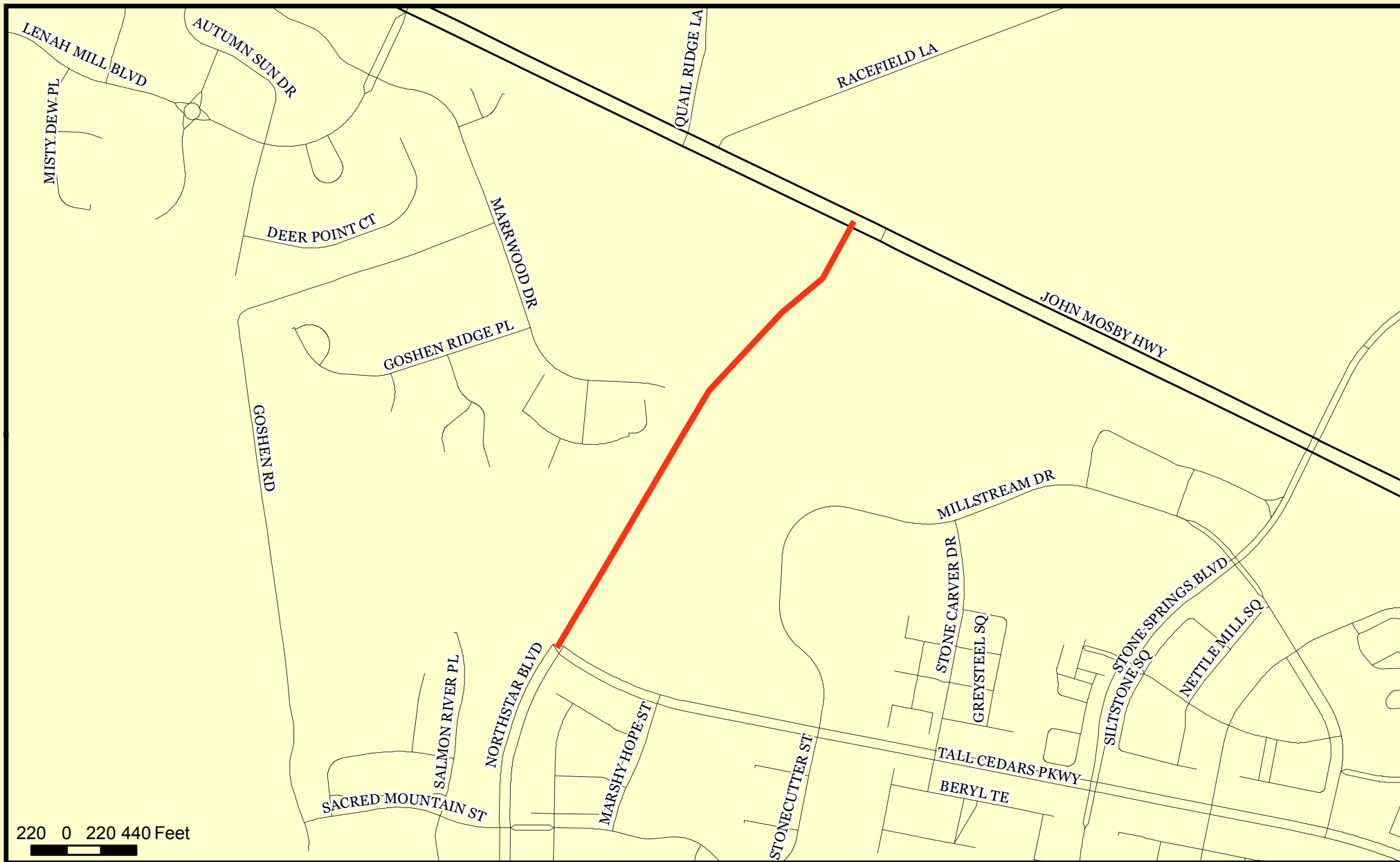
This is a planned roadway included in the Revised 2010 Countywide Transportation Plan. A portion of the right of way has been reserved, but not dedicated.

Funding Plan

This project is funded using State Revenue Sharing funding, NVTA 70% regional funding, and NVTA 30% Local funding. State Revenue Sharing and NVTA 70% regional funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing and NVTA 70% regional funding on County road projects are subject to award of the funding to the County by VDOT and NVTA, respectively. All proposed uses of NVTA 30% local funding is subject to allocation of the funds to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	4,700	7,300	-	-	-	12,000	-	12,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	4,700	7,300	-	-	-	12,000	-	12,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	2,350	1,100	-	-	-	3,450	-	3,450
NVTA 70% (Regional)	-	-	-	5,100	-	-	-	5,100	-	5,100
NVTA 30% (Local)	-	-	2,350	1,100	-	-	-	3,450	-	3,450
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	4,700	7,300	-	-	-	12,000	-	12,000



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

NORTHSTAR BLVD - RT 50 TO TALL CEDARS PKWY

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-063

Loudoun County Office of Mapping
and Geographic Information





Belmont Ridge Road – Gloucester Parkway to Hay Road

Project Description – C00217

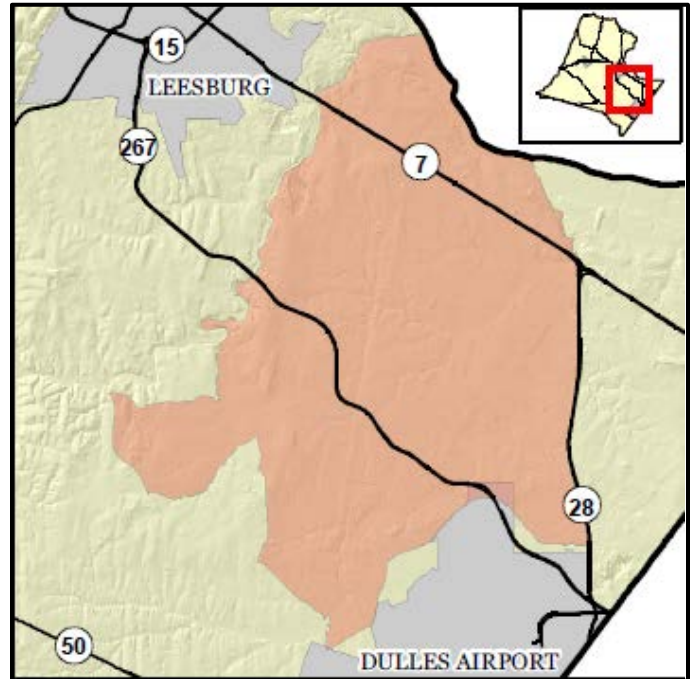
This project provides funding to design and construct a four-lane road widening of Belmont Ridge Road north of the Dulles Greenway, from Gloucester Parkway to Hay Road, increasing the overall capacity of Belmont Ridge Road to include a grade separation of the W&OD Trail. The Virginia Department of Transportation (VDOT) will administer the project as design-build under a Project Agreement with Loudoun County.

Funding for design occurred in FY 2014 using general obligation bonds approved on the November 2013 referendum. NVTA 70% regional funds and NVTA 30% local funds were appropriated to this project in FY 2014 for construction. Additional funding for construction is appropriated over a two year period in FY 2016 and FY 2017 to take advantage of the Board of Supervisors' allocation of \$0.02 of the tax rate for transportation improvement projects to reduce the County's debt burden.

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

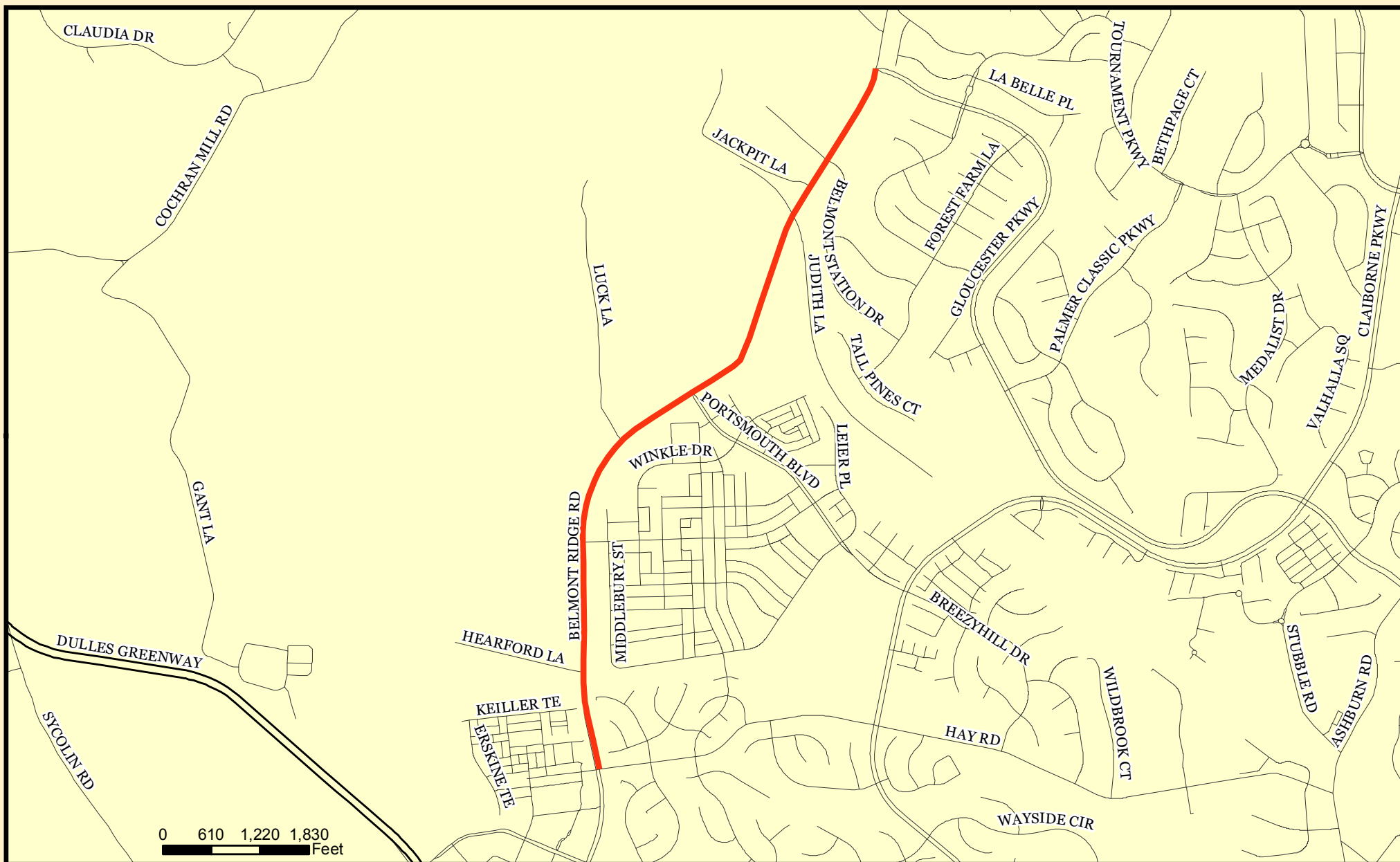
Funding Plan

This project is funded using local tax funding, NVTA 70% Regional funds, NVTA 30% Local funds, and general obligation bond financing. The general obligation bonds were approved on the November 2013 referendum for design of the road. NVTA 70% regional funds were awarded to the project in FY 2014. NVTA 30% local funds were also provided for the project in FY 2014.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	2,100	-	-	-	-	-	-	-	-	2,100
Construction	30,805	-	13,000	13,000	-	-	-	26,000	-	56,805
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	32,905	-	13,000	13,000	-	-	-	26,000	-	58,905
Local Tax Funding - Roads	-	-	13,000	13,000	-	-	-	26,000	-	26,000
GO Bonds	2,100	-	-	-	-	-	-	-	-	2,100
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	20,000	-	-	-	-	-	-	-	-	20,000
NVTA 30% (Local)	10,805	-	-	-	-	-	-	-	-	10,805
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	32,905	-	13,000	13,000	-	-	-	26,000	-	58,905

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Debt Service	-	18	100	187	183	178	666
Total Impact	-	18	100	187	183	178	666



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

BELMONT RIDGE RD - GLOUCESTER PKWY TO HAY RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-053
Loudoun County Office of Mapping
and Geographic Information



Farmwell Road Widening (Smith Switch to Ashburn Road)

Project Description

This project provides for the design, right-of-way acquisition and widening of Farmwell Road from Smith Switch to Ashburn Road. The project will widen the existing road to a six-lane urban major collector.

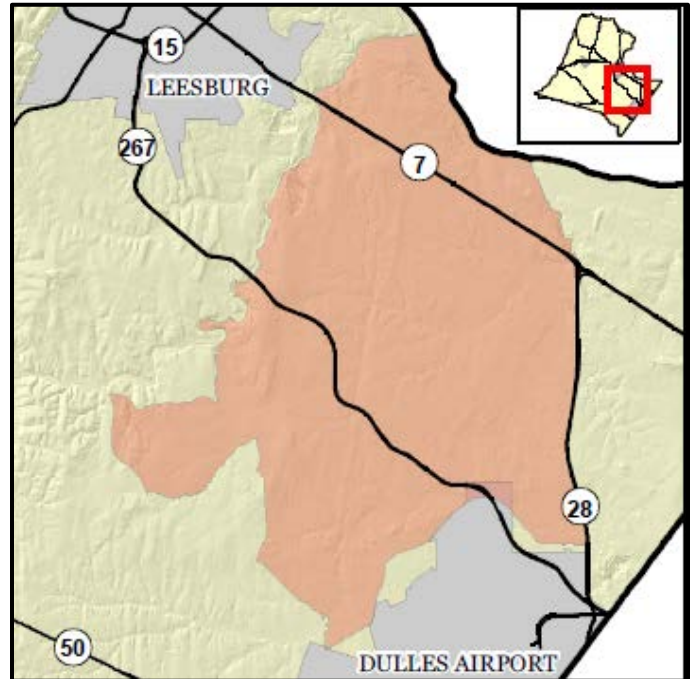
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

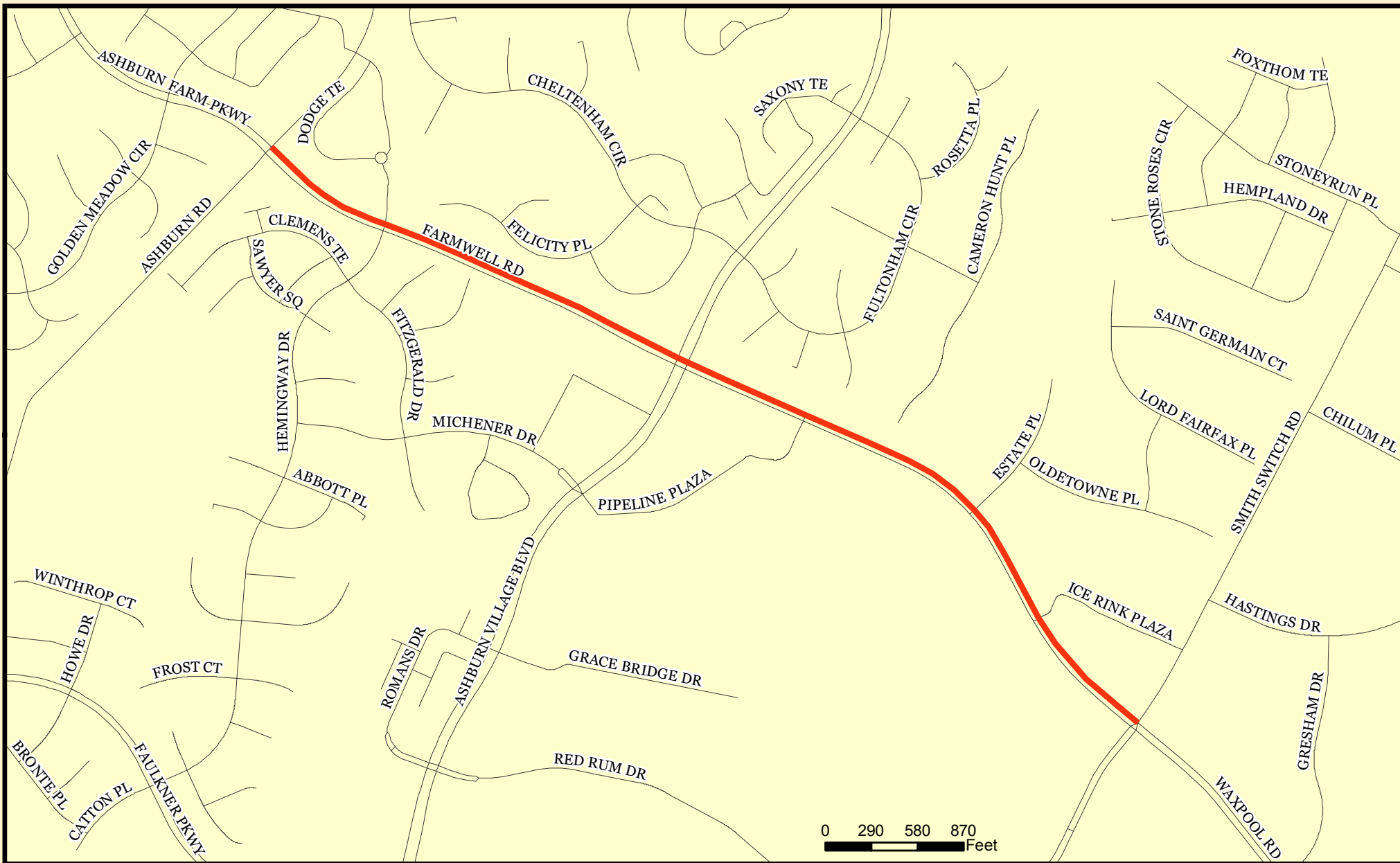
This road segment is in the planning phase awaiting additional funding for design and construction. This section of roadway is planned to be a six-lane urban major collector in the Revised 2010 Countywide Transportation Plan and was identified by the Board as a priority project at the Board of Supervisors' 2013 Transportation Summit.

Funding Plan

This project is funded using State Revenue Sharing funds and NVTA 30% local funds. State Revenue Sharing funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing funding on County road projects are subject to award of the funding to the County by VDOT. All proposed uses of NVTA 30% local funding are subject to funding allocation to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	7,000	-	-	-	-	7,000	-	7,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	7,000	-	-	-	-	7,000	-	7,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	3,500	-	-	-	-	3,500	-	3,500
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	3,500	-	-	-	-	3,500	-	3,500
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	7,000	-	-	-	-	7,000	-	7,000



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

FARMWELL RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-059

Loudoun County Office of Mapping and Geographic Information



Route 9/ Route 287 Roundabout

Project Description

This project provides for the design, right-of-way acquisition and construction of intersection improvements on Route 9 at Route 287. Traffic movements and accident history at the intersection will be evaluated and appropriate improvements recommended as part of this project. Based on current information available, it is envisioned that a roundabout intersection will be recommended for this location. County staff is coordinating with VDOT to plan for improvements to this intersection.

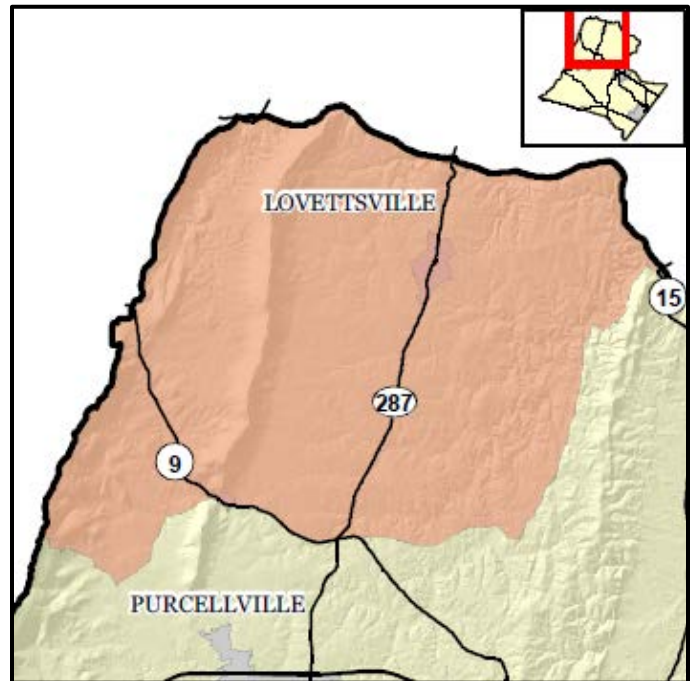
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

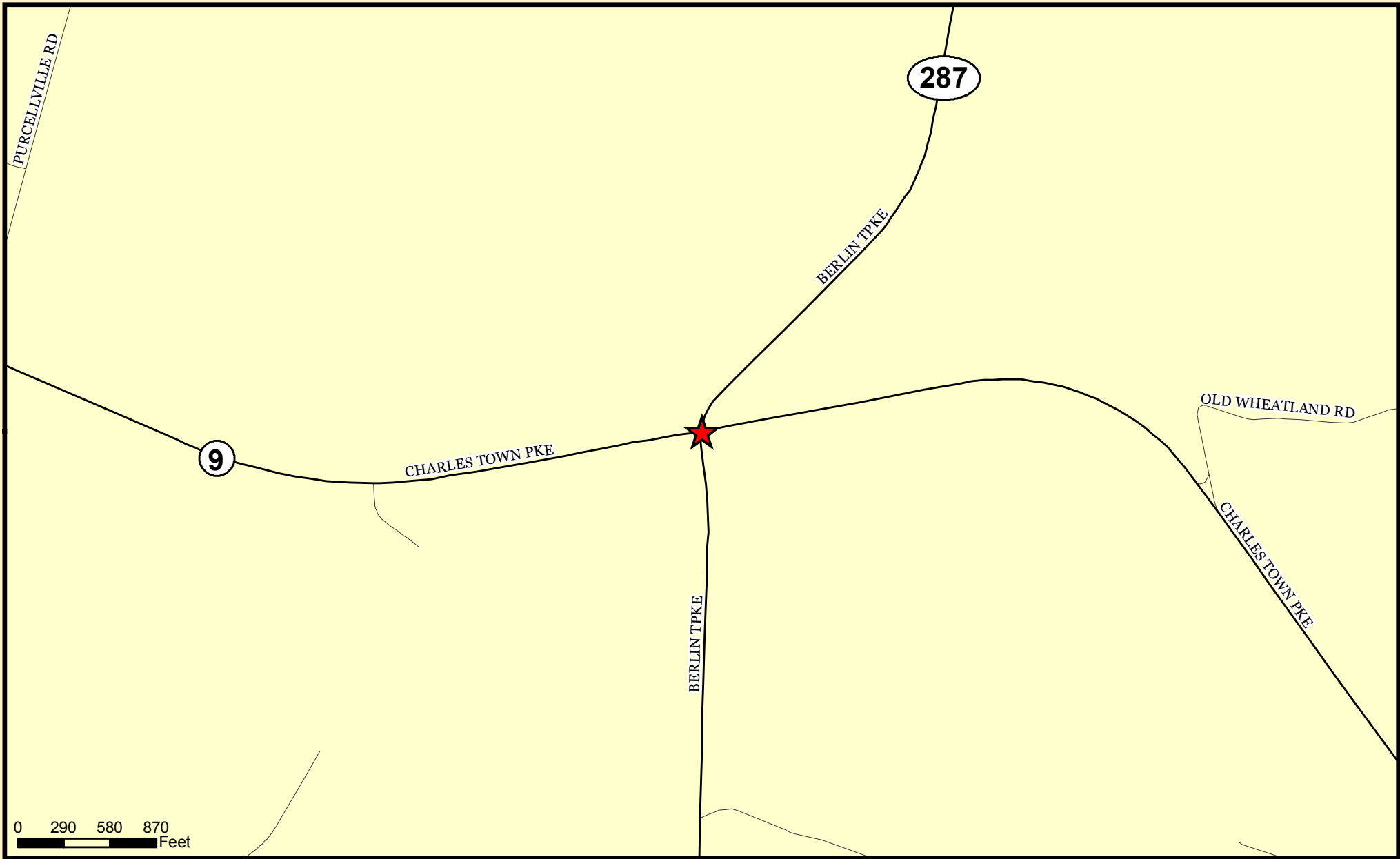
The intersection is currently signalized and experiences significant congestion. The right-of-way is narrow and significant environmentally sensitive areas are in the project vicinity.

Funding Plan

This project is funded using State Revenue Sharing funds and NVTA 30% local funds. State Revenue Sharing funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing funding on County road projects are subject to award of the funding to the County by VDOT. All proposed uses of NVTA 30% local funds are subject to funding allocation to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	1,000	1,500	-	-	-	2,500	-	2,500
Construction	-	-	-	-	5,000	-	-	5,000	-	5,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	1,000	1,500	5,000	-	-	7,500	-	7,500
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	2,500	-	-	2,500	-	2,500
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	1,000	1,500	2,500	-	-	5,000	-	5,000
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	1,000	1,500	5,000	-	-	7,500	-	7,500



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

ROUTE 9 AND ROUTE 287 ROUNDABOUT

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-060
Loudoun County Office of Mapping
and Geographic Information



Waxpool Road/ Loudoun County Parkway Intersection

Project Description

This project provides for the planning, design, right-of-way acquisition and construction of intersection improvements at Loudoun County Parkway at Waxpool Road. The project entails modifications to accommodate the heavy westbound Waxpool Road left turns onto southbound Loudoun County Parkway. Several alternatives have been evaluated including triple left turn lanes and a left turn fly-over ramp. Additional planning and traffic evaluation will be conducted to recommend the correct alternative to match conditions.

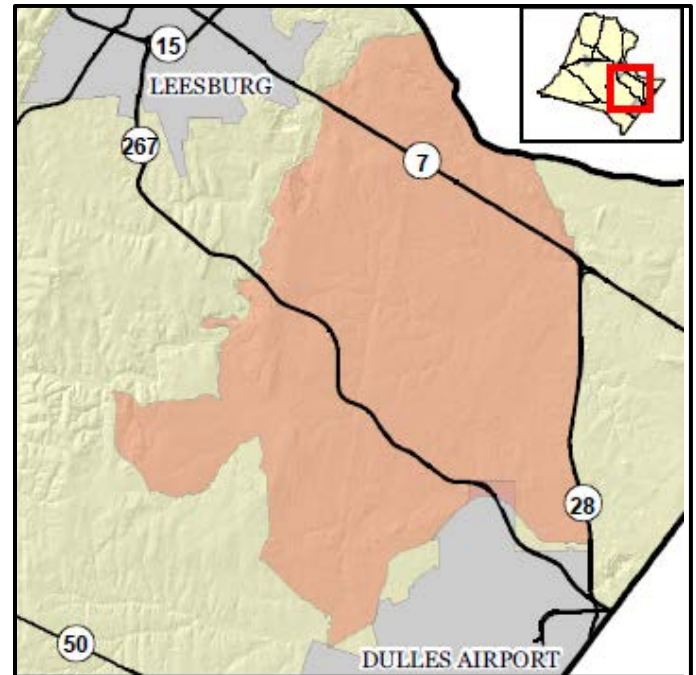
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

This is an existing signalized intersection with insufficient capacity. Preliminary planning studies have been completed by VDOT identifying potential improvements. Detailed evaluations of each alternative have not been completed, nor has the Board of Supervisors endorsed a particular alternative to date.

Funding Plan

This project is funded using State Revenue Sharing funds and NVTA 30% local funds. State Revenue Sharing funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing funding on County road projects are subject to award of the funding to the County by VDOT. All proposed uses of NVTA 30% local funding are subject to funding allocation to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	858	1,154	15,000	-	-	17,012	-	17,012
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	858	1,154	15,000	-	-	17,012	-	17,012
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	7,500	-	-	7,500	-	7,500
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	858	1,154	7,500	-	-	9,512	-	9,512
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	858	1,154	15,000	-	-	17,012	-	17,012

0 140 280 420 Feet



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

WAXPOOL RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-061
Loudoun County Office of Mapping
and Geographic Information



Route 7/ Route 690 Interchange

Project Description – C00196

This project provides preliminary design (30%), surveys, environmental and geotechnical due diligence, and an Interchange Justification Report for an interchange at Route 7 and Route 690 just west of the Town of Purcellville. The reports and design will be coordinated with VDOT, the Federal Highway Administration (FHWA), the Town of Purcellville and local residents.

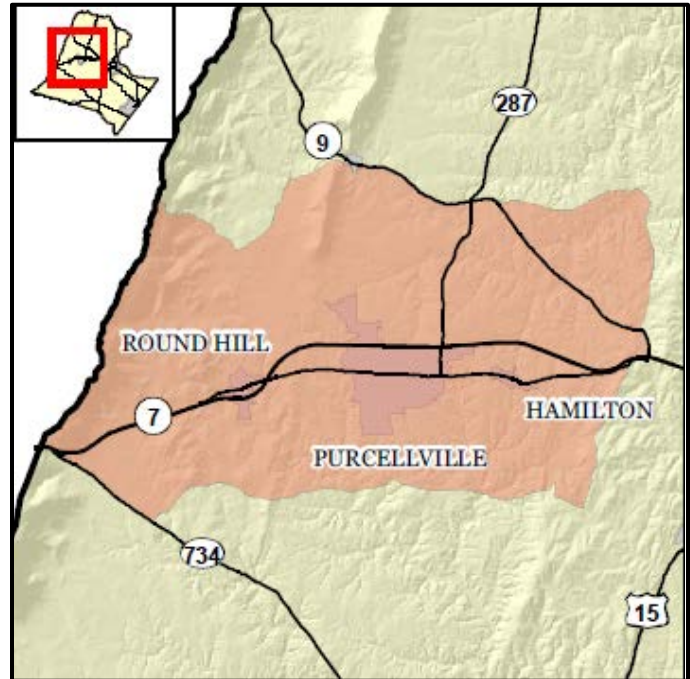
FHWA involvement is required since Route 7 in this vicinity is part of the National Highway System (NHS) and is a limited access road. This project will also take into consideration recommendations and outcomes from the Route 287 Corridor Study recently completed by VDOT.

Funding for construction has not been identified in the six-year CIP. The construction phase is estimated to cost \$55- \$60 million.

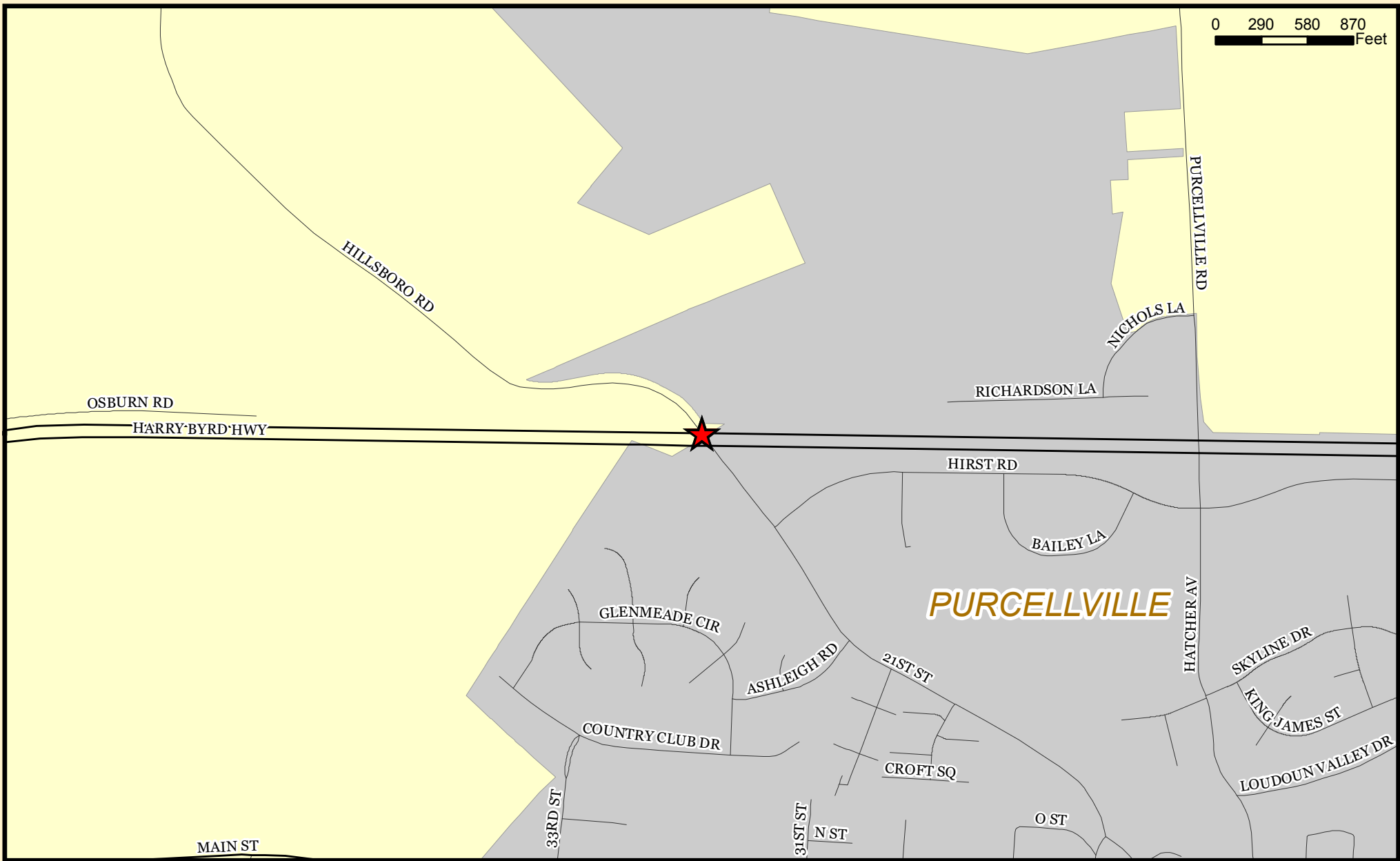
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Funding Plan

This project is funded using NVTA 70% regional funds and NVTA 30% local funds. NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding on County road projects are subject to award of the funding to the County by NVTA. All proposed uses of NVTA 30% local funding are subject to funding allocation to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	1,500	-	6,000	-	-	-	-	6,000	-	7,500
Construction	-	-	-	-	2,187	-	7,000	9,187	-	9,187
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	1,500	-	6,000	-	2,187	-	7,000	15,187	-	16,687
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	6,000	-	1,500	-	7,000	14,500	-	14,500
NVTA 30% (Local)	-	-	-	-	687	-	-	687	-	687
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	1,500	-	-	-	-	-	-	-	-	1,500
Total Financing	1,500	-	6,000	-	2,187	-	7,000	15,187	-	16,687



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

ROUTE 7 AND ROUTE 690 INTERCHANGE

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-066

Loudoun County Office of Mapping
and Geographic Information



Arcola Boulevard

Project Description

This project provides for the planning, design, right-of-way acquisition and construction of a major collector roadway from Evergreen Mill Road to John Mosby Highway (Route 50). The project entails the construction of a controlled access four-lane median divided roadway within a 120 feet right of way, and intersection improvements at the John Mosby Highway (Route 50).

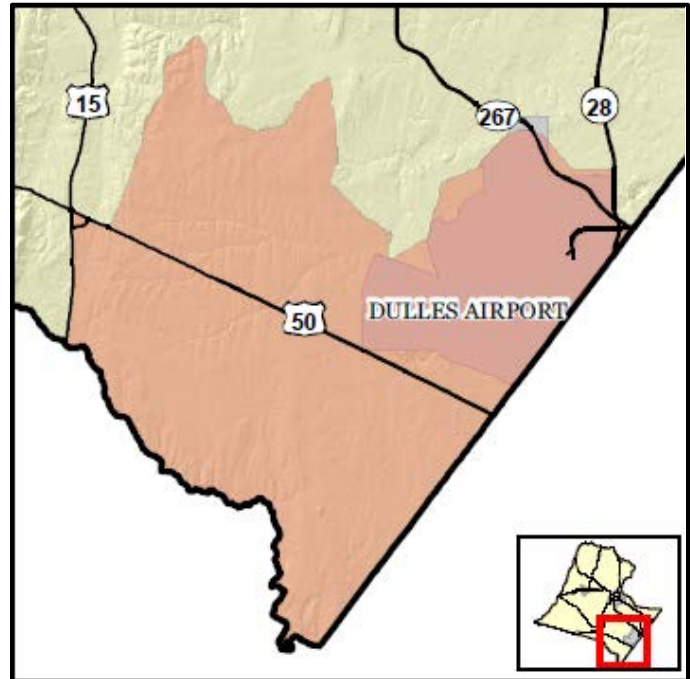
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

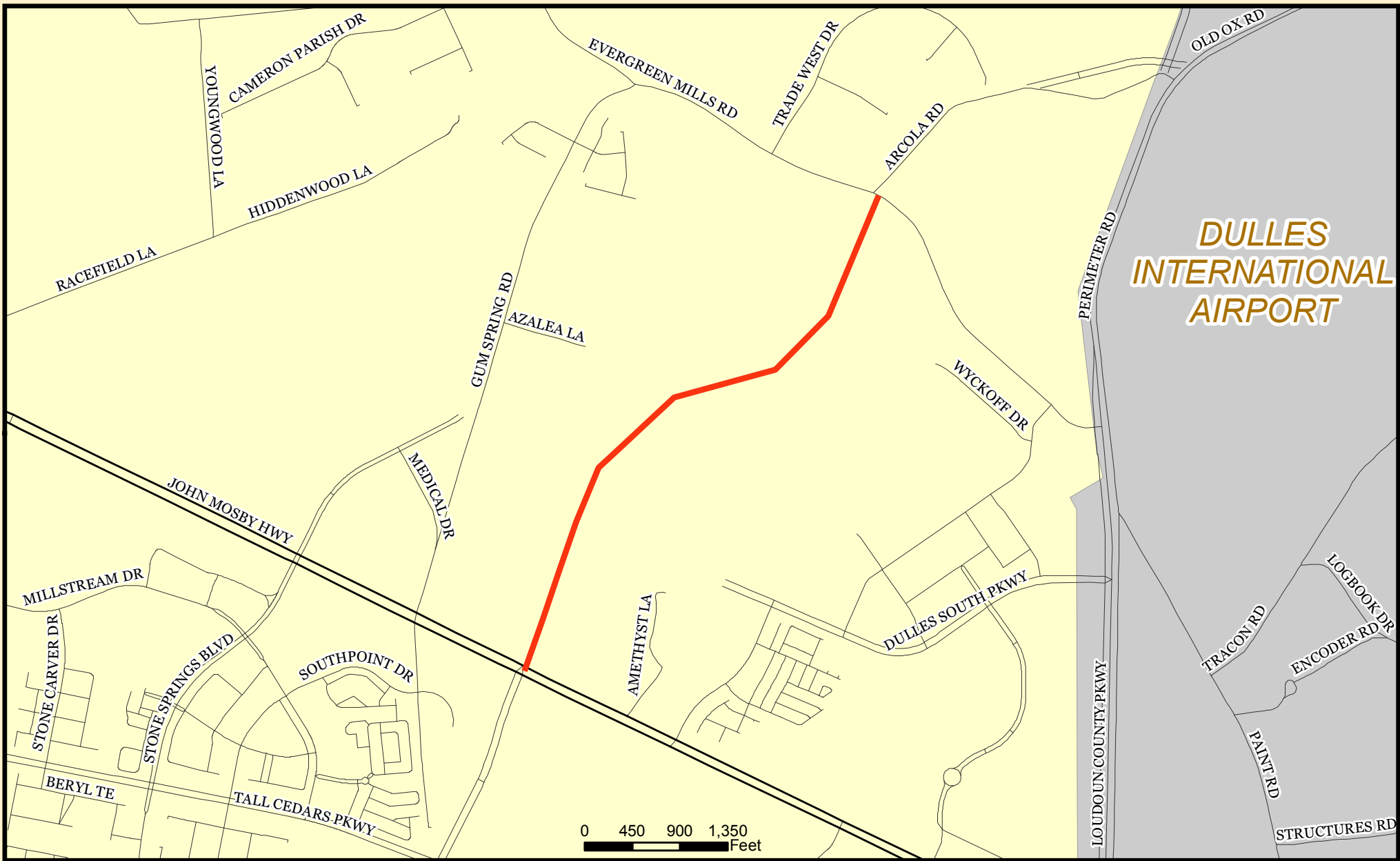
This is a planned roadway included in the Revised 2010 Countywide Transportation Plan.

Funding Plan

This project is funded using State Revenue Sharing funds, NVTA 70% Regional funds, and NVTA 30% Local funds. State Revenue Sharing and NVTA 70% regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding and State Revenue Sharing funding on County road projects are subject to award of the funding to the County by NVTA and VDOT, respectively. All proposed uses of NVTA 30% local funding on County road projects are subject to allocation of the funds to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	7,800	18,200	-	-	26,000	-	26,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	7,800	18,200	-	-	26,000	-	26,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	3,900	-	-	-	3,900	-	3,900
NVTA 70% (Regional)	-	-	-	-	18,200	-	-	18,200	-	18,200
NVTA 30% (Local)	-	-	-	3,900	-	-	-	3,900	-	3,900
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	7,800	18,200	-	-	26,000	-	26,000



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

ARCOLA BLVD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-069

Loudoun County Office of Mapping and Geographic Information



Crosstrail Boulevard

Project Description – C00046

This project constructs segments of Crosstrail Boulevard in the vicinity of Philip A. Bolen Memorial Park and the Leesburg Airport in the Leesburg Planning Subarea of the County. This project provides funding to construct four lanes of Crosstrail Boulevard from Kincaid Boulevard to Russell Branch Parkway near Route 7 in the vicinity of the Villages at Leesburg. Additional funds are included to design and construct a four-lane section of Crosstrail Boulevard from Sycolin Road west to the Dulles Greenway.

The design of Crosstrail Boulevard from Sycolin Road to Kincaid Boulevard is complete, with construction scheduled to begin in FY 2014. Design of the section of Crosstrail Boulevard from the boundary of the County-owned property to Russell Branch Parkway is 30% complete, with funding provided in FY 2014 to complete 100% design of this segment.

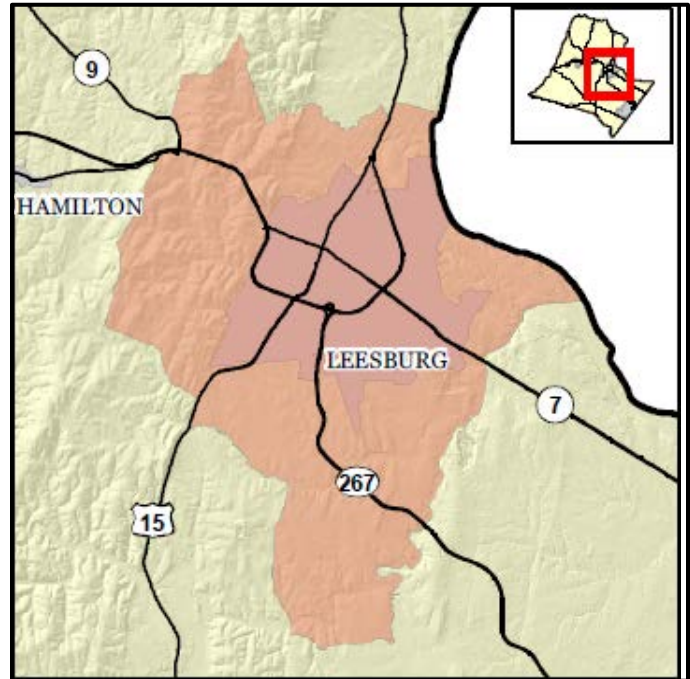
This infrastructure project completes roads required to develop land bays for public facilities at the County owned Government Support Center site in Leesburg and implements the Revised 2010 Countywide Transportation Plan for road infrastructure to serve this area of the County

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

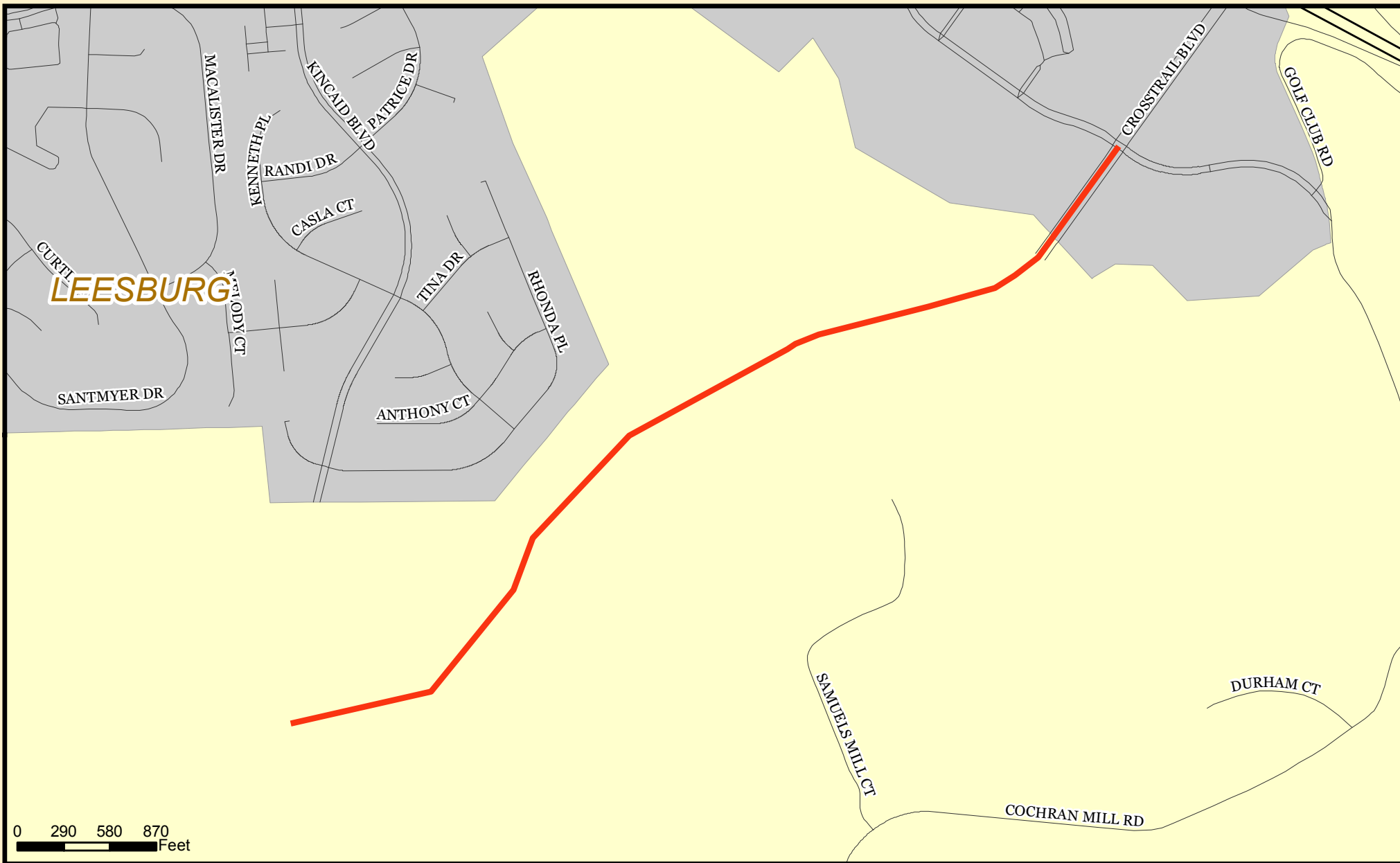
Funding Plan

This project is funded using lease revenue financing.

Kincaid to Russell Branch	\$32 million
Sycolin to the Dulles Greenway	7 million
Total	\$39 million



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	6,300	-	-	-	-	-	-	-	-	6,300
Construction	25,000	-	-	39,000	-	-	-	39,000	-	64,000
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	31,300	-	-	39,000	-	-	-	39,000	-	70,300
Local Tax Funding - Roads	1,300	-	-	-	-	-	-	-	-	1,300
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	30,000	-	-	39,000	-	-	-	39,000	-	69,000
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	31,300	-	-	39,000	-	-	-	39,000	-	70,300
Operating Impact (\$ in 1000s)		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total		
Debt Service		-	800	1,543	3,371	5,005	5,359	16,078		
Total Impact		-	800	1,543	3,371	5,005	5,359	16,078		



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

CROSSTRAIL BLVD - KINCAID BLVD TO RUSSELL BRANCH PKWY

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-065
Loudoun County Office of Mapping
and Geographic Information



Northstar Boulevard – Tall Cedars Parkway to Braddock Road

Project Description

This project provides for the planning, design, and construction of two-lanes of a minor arterial roadway from Tall Cedars Parkway to Braddock Road. Two lanes of this proposed four-lane road have been previously constructed.

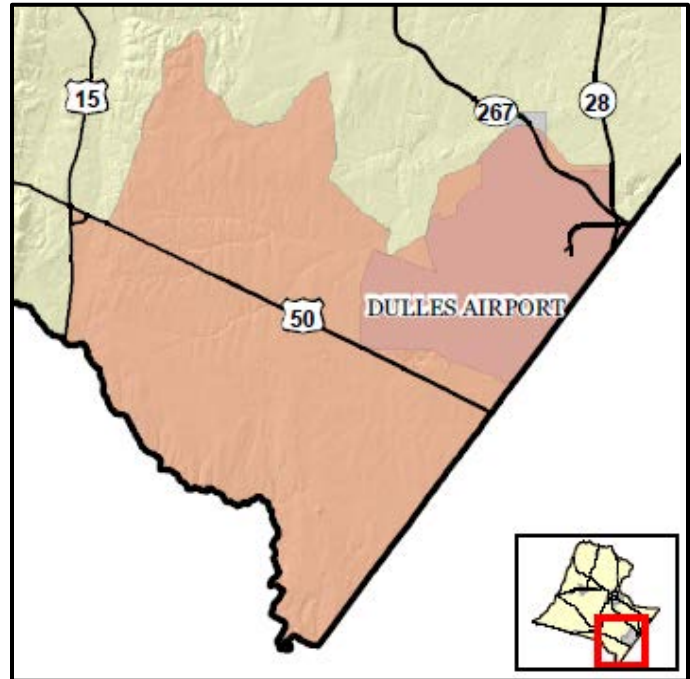
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

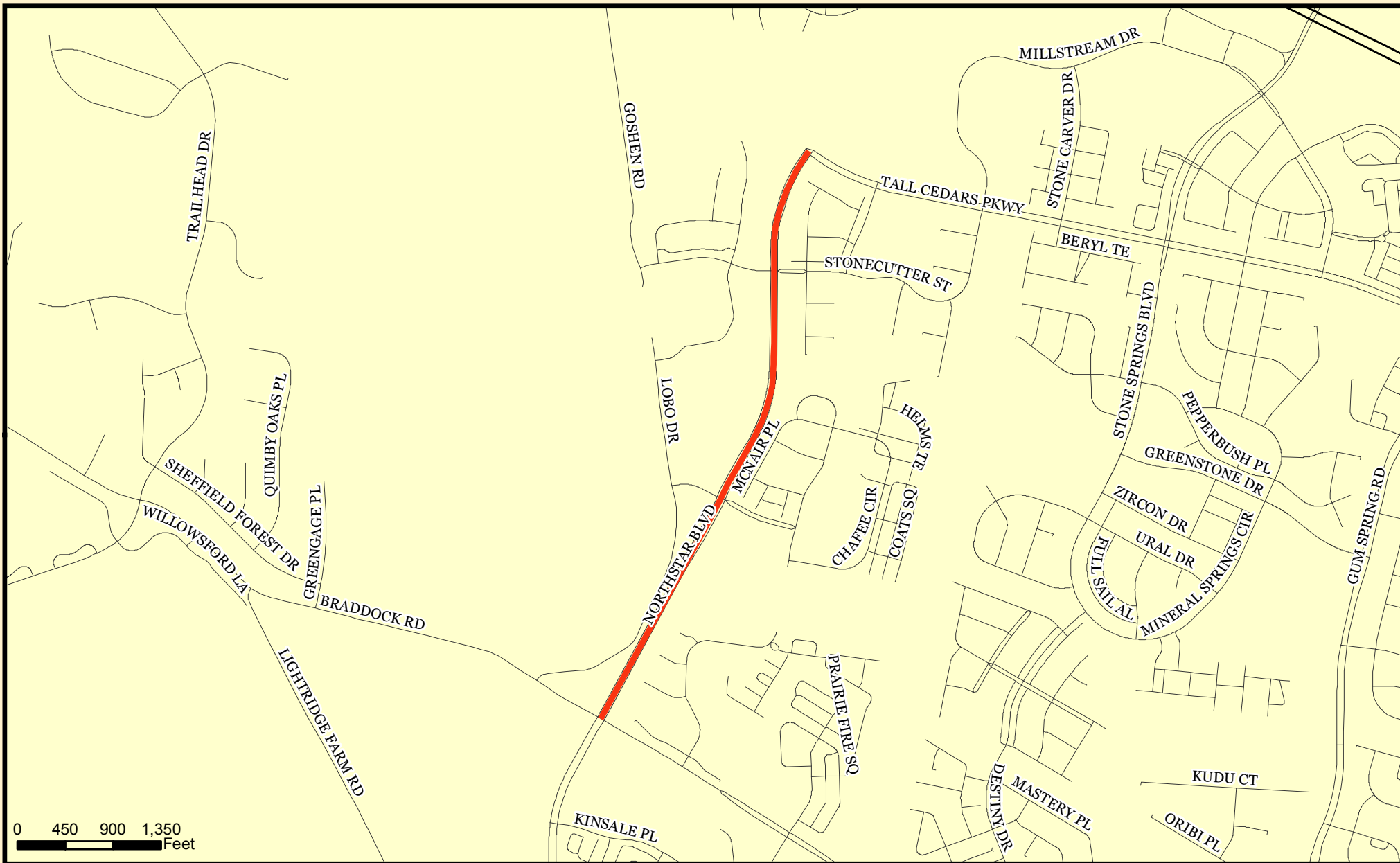
This is a planned roadway included in the Revised 2010 Countywide Transportation Plan. The primary right of way, 120 feet in width, has been dedicated for this road segment.

Funding Plan

This project is funded using State Revenue Sharing funds, NVTA 70% regional funds and NVTA 30% local funds. State Revenue Sharing and NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing and NVTA 70% regional funding on County road projects are subject to award of the funding to the County by VDOT and NVTA, respectively. All proposed uses of NVTA 30% local funds on County road projects are subject to funding allocation to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	3,900	10,000	-	13,900	-	13,900
Furniture, Fixtures and Equipment	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	3,900	10,000	-	13,900	-	13,900
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	5,000	-	5,000	-	5,000
NVTA 70% (Regional)	-	-	-	-	3,900	-	-	3,900	-	3,900
NVTA 30% (Local)	-	-	-	-	-	5,000	-	5,000	-	5,000
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	3,900	10,000	-	13,900	-	13,900



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

NORTHSTAR BLVD - TALL CEDARS PKWY TO BRADDOCK RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-064

Loudoun County Office of Mapping and Geographic Information



Prentice Road

Project Description

This project provides for the design, right-of-way acquisition and construction of Prentice Drive from Lockridge Road (Route 789) to Shellhorn Road at its intersection with Metro Center Drive. The project was recommended as an essential road connection to provide connectivity to the planned metro rail station at Route 772. The project will be designed as a four-lane urban major collector with a divided median, associated turn lanes and a shared use path.

Portions of this roadway are identified in the Revised 2010 Countywide Transportation Plan (CTP) and follow the planned alignment of Lockridge Road (Route 789). This project, as recommended by an independent consultant study, also includes a direct connection to Shellhorn Road in the vicinity of the planned Route 772 Metro Station; a CTP amendment will be needed for that portion of the roadway.

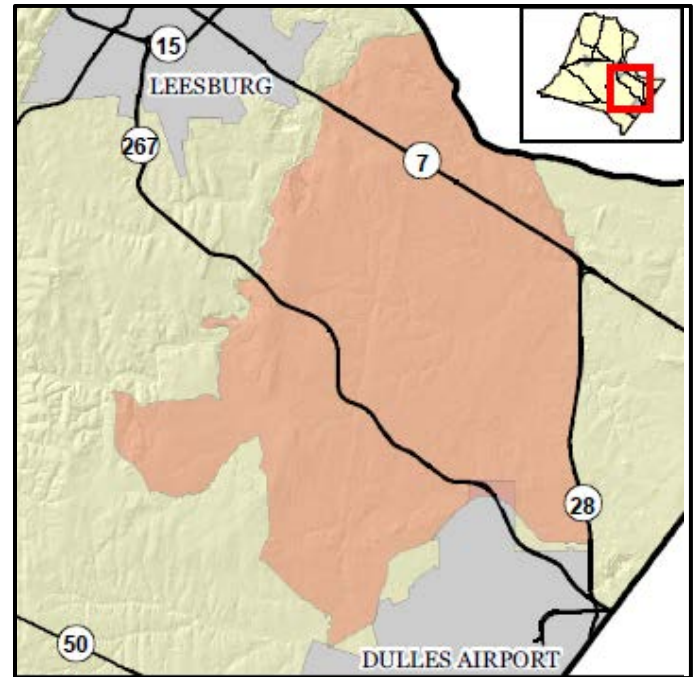
This road is being designed and constructed to VDOT standards and will become part of the VDOT system for maintenance.

Current Status

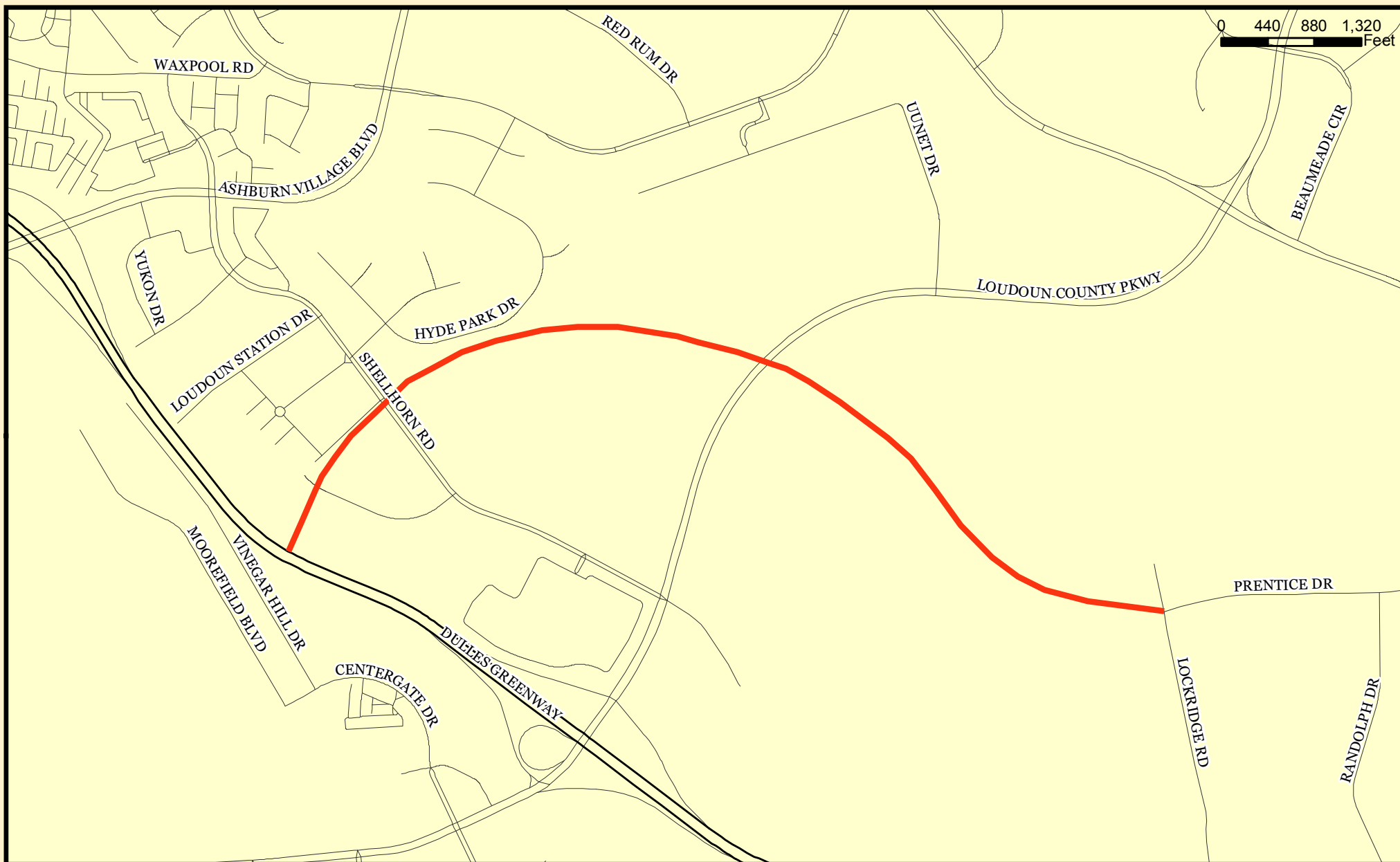
This road segment is in the planning phase awaiting additional funding for design and construction. A recent study, prepared by Kimley-Horn and Associates, presented to the Board of Supervisor's at the 2013 Transportation Summit recommended this roadway.

Funding Plan

This project is funded using local tax funding, State Revenue Sharing funds, NVTA 30% local funds, and NVTA 70% regional Funds. State Revenue Sharing and NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing and NVTA regional funding on County road projects are subject to award of the funding to the County by VDOT and NVTA, respectively. All proposed uses of NVTA 30% local funds are subject to allocation of the funding to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	12,895	26,482	23,753	63,130	-	63,130
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	12,895	26,482	23,753	63,130	-	63,130
Local Tax Funding - Roads	-	-	-	-	-	13,000	13,000	26,000	-	26,000
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	5,000	5,000	10,000	-	10,000
NVTA 70% (Regional)	-	-	-	-	10,600	-	-	10,600	-	10,600
NVTA 30% (Local)	-	-	-	-	2,295	8,482	5,753	16,530	-	16,530
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	12,895	26,482	23,753	63,130	-	63,130



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

PRENTICE RD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-048
Loudoun County Office of Mapping
and Geographic Information



Glascok Road (East of Arcola Boulevard)

Project Description

This project provides for the planning, design, right-of-way acquisition and construction of a major collector roadway from Loudoun County Parkway to Arcola Boulevard. The project entails the construction of a controlled access four-lane median divided roadway within a 120 feet right of way, and intersection improvements at Arcola Boulevard.

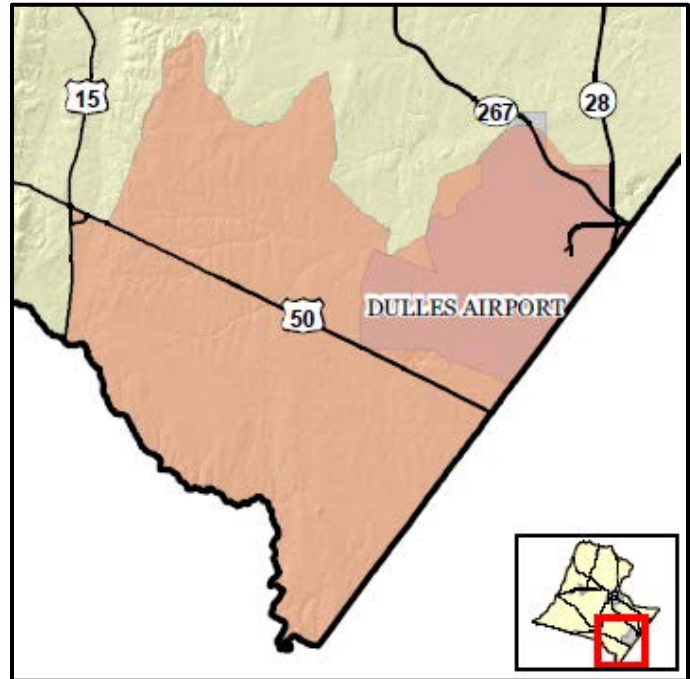
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

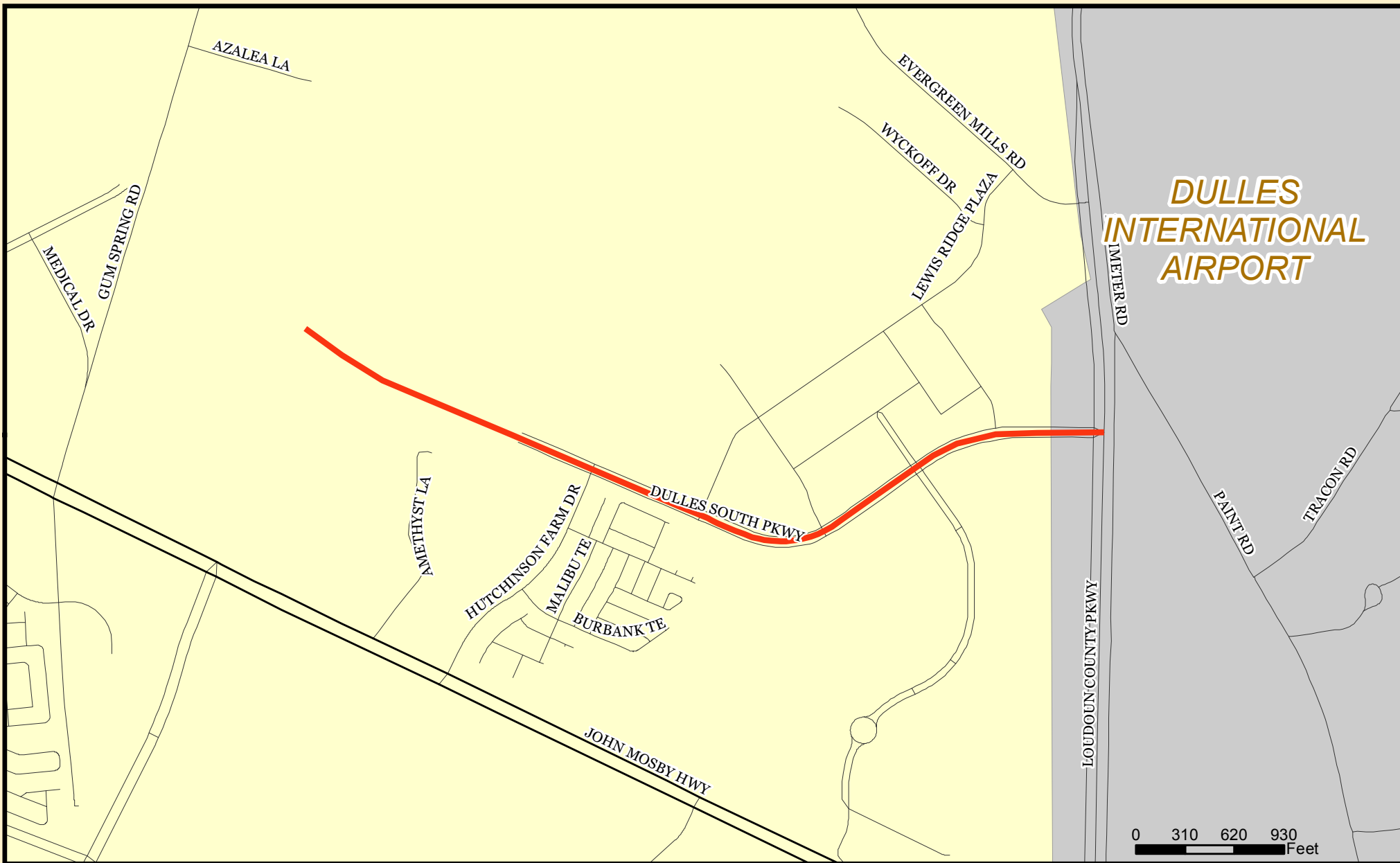
This is a planned roadway included in the Revised 2010 Countywide Transportation Plan.

Funding Plan

This project is funded using NVTA 70% Regional funds. NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding on County road projects are subject to award of the funding to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	12,100	2,600	14,700	-	14,700
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	-	12,100	2,600	14,700	-	14,700
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	12,100	2,600	14,700	-	14,700
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	12,100	2,600	14,700	-	14,700



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

GLASCOCK RD - LOUDOUN COUNTY PKWY TO ARCOLA BLVD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-067

Loudoun County Office of Mapping and Geographic Information



Glascok Road (West of Arcola Boulevard)

Project Description

This project provides for the planning, design, right-of-way acquisition and construction of a major collector roadway from Northstar Boulevard to Arcola Boulevard. The project entails the construction of a controlled access four-lane median divided roadway within a 120 feet right of way.

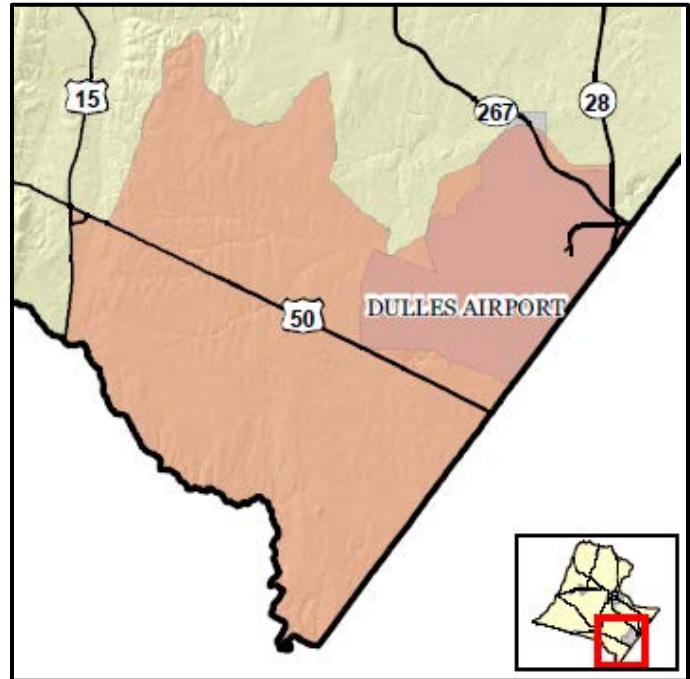
This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Current Status

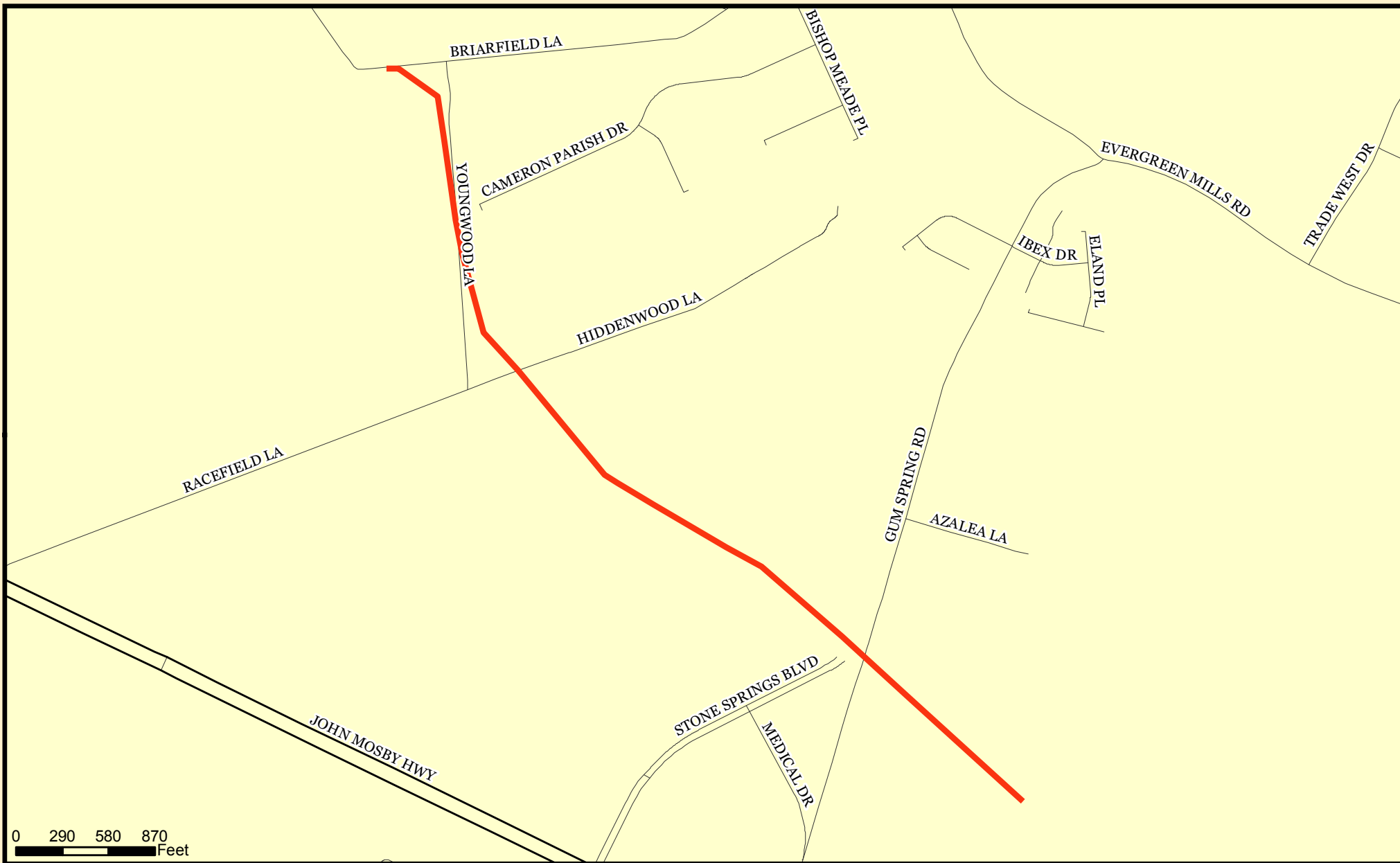
This is a planned roadway included in the Revised 2010 Countywide Transportation Plan. There are no dedications of right of way.

Funding Plan

This project is funded using State Revenue Sharing funds, NVTA 30% Local funds and NVTA 70% Regional funds. State Revenue Sharing and NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of State Revenue Sharing and NVTA regional funding on County road projects are subject to award of the funding to the County by VDOT and NVTA respectively. All proposed uses of NVTA 30% local funding is subject to allocation of the funding to the County by NVTA.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	16,650	16,650	-	16,650
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	-	-	16,650	16,650	-	16,650
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	5,000	5,000	-	5,000
NVTA 70% (Regional)	-	-	-	-	-	-	3,400	3,400	-	3,400
NVTA 30% (Local)	-	-	-	-	-	-	8,250	8,250	-	8,250
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	-	16,650	16,650	-	16,650



LOUDOUN COUNTY GOVERNMENT

ADOPTED FY 2015 – FY 2020 CAPITAL IMPROVEMENT PROGRAM PROJECTS

GLASCOCK RD - ARCOLA BLVD TO NORTHSTAR BLVD

The road alignment depicted on this map is conceptual in nature and may be revised due to design and engineering considerations.



Map Number 2014-068
Loudoun County Office of Mapping
and Geographic Information



Route 15 Bypass/Battlefield Parkway

Project Description

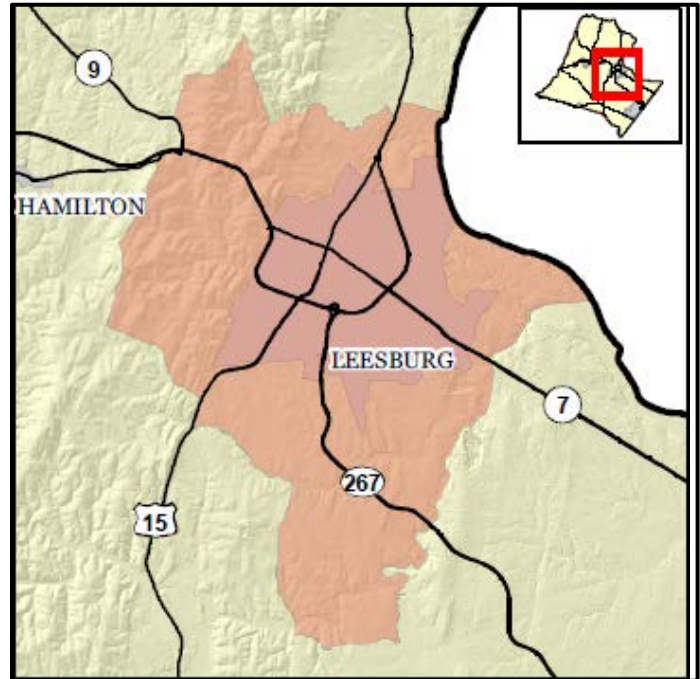
This project provides funding for traffic engineering and an Interchange Justification Report (IJR) for an interchange at the Route 15 Bypass and Battlefield Parkway in the Town of Leesburg. The Town identified its interchange priorities to include this project, Route 15 at Edwards Ferry Road, and Route 7 at Battlefield Parkway. Neither the Town nor the County has programmed construction funds for this project as part of the Adopted FY 2015 – FY 2020 CIP.

The intersection of the Route 15 By-Pass at Battlefield Parkway is frequently congested in the afternoon peak traffic period. The Town of Leesburg hired a traffic engineering firm to investigate the current traffic conditions and determine the cause of the congestion, and recommend improvements to solve this major congestion problem.

This project is being designed and constructed to VDOT standards and will be included in the VDOT system for road maintenance.

Funding Plan

This project is funded using NVTA 70% regional funds. NVTA regional funds are applied for and awarded on a competitive basis. All proposed uses of NVTA regional funding on County road projects are subject to award of the funding to the County by NVTA.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	2,000	-	-	2,000	-	2,000
Construction	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	-	-	-	2,000	-	-	2,000	-	2,000
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	2,000	-	-	2,000	-	2,000
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	2,000	-	-	2,000	-	2,000



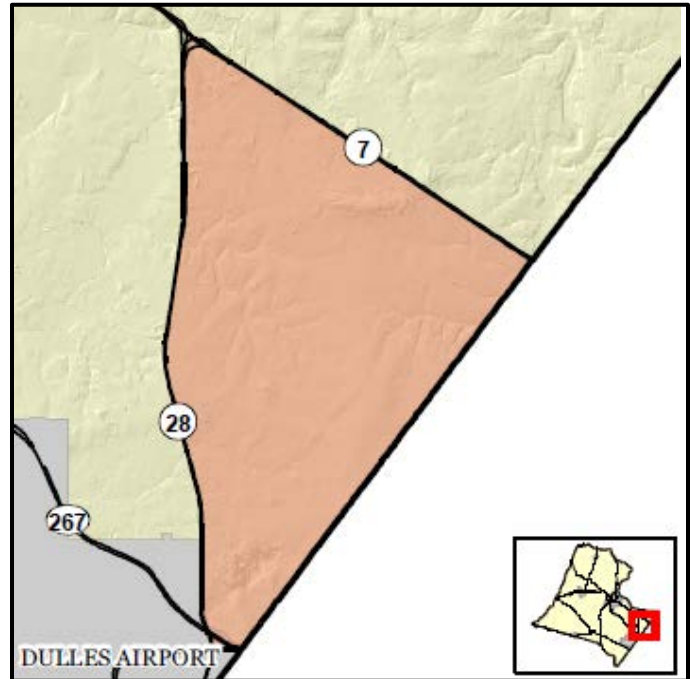
Sterling Sidewalks

Project Description – C02051

The Board of Supervisors appropriated \$260,100 in FY 2015 for sidewalk improvements in the Sterling area. These funds are intended to improve pedestrian connectivity between residential areas and activity centers, to include shopping areas and public spaces in Sterling. Examples of projects include the ongoing pedestrian enhancements being done by the Sterling Foundation, and new sidewalk locations along streets such as Greenthorne Avenue.

Funding Plan

This project is funded using a portion of the proceeds from the sale of the Sterling Annex facility.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	260	-	-	-	-	-	260	-	260
Other	-	-	-	-	-	-	-	-	-	-
Total Cost	-	260	-	-	-	-	-	260	-	260
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of land	-	260	-	-	-	-	-	260	-	260
Total Financing	-	260	-	-	-	-	-	260	-	260



NVTA Local Funding (30%) - Town of Leesburg

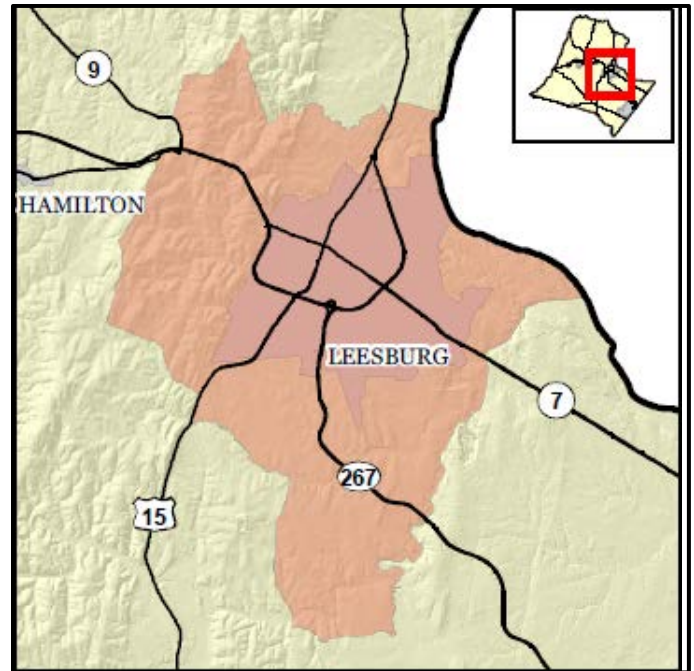
Project Description – C02016

This project reports funding transfers made to the Town of Leesburg from the County's share of the NVTA 30% Local funds. The Town of Leesburg is entitled to a portion of the County's 30% NVTA Local funds based upon the percentage of revenues generated within the Town from the sales, grantors and hotel tax levies enacted by HB 2313 to fund NVTA Regional Road initiatives.

The Town must use its portion of the NVTA 30% Local funds on eligible road and transportation projects; otherwise the County may withhold the Town's share of the local funds. The Town is using its portion of the 30% Local funds on the following projects:

Local Bus Transit Routes (\$2,500,000)
Evergreen Mills Road Widening (\$6,750,000)
Sycolin Road Phase IV (\$750,000)

The proposed projects are the responsibility of the Town of Leesburg. Local bus transit routes are operated in coordination with Loudoun County.



Funding Plan

This project is funded using NVTA 30% Local funds. The figures depicted represent the estimated portion of the County's 30% Local NVTA revenues due to the Town of Leesburg for use on Town related transportation projects.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Town	-	1,925	1,998	2,050	2,104	2,188	2,275	12,540	-	12,540
Total Cost	-	1,925	1,998	2,050	2,104	2,188	2,275	12,540	-	12,540
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	1,925	1,998	2,050	2,104	2,188	2,275	12,540	-	12,540
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,925	1,998	2,050	2,104	2,188	2,275	12,540	-	12,540



NVTA Local Funding (30%) - Town of Purcellville

Project Description – C02017

This project reports funding transfers made to the Town of Purcellville from the County's share of the NVTA 30% Local funds. The Town of Purcellville is entitled to a portion of the County's funds based upon the percentage of revenues generated within the Town from the sales, grants and hotel tax levies enacted by HB 2313 to fund NVTA Regional Road initiatives.

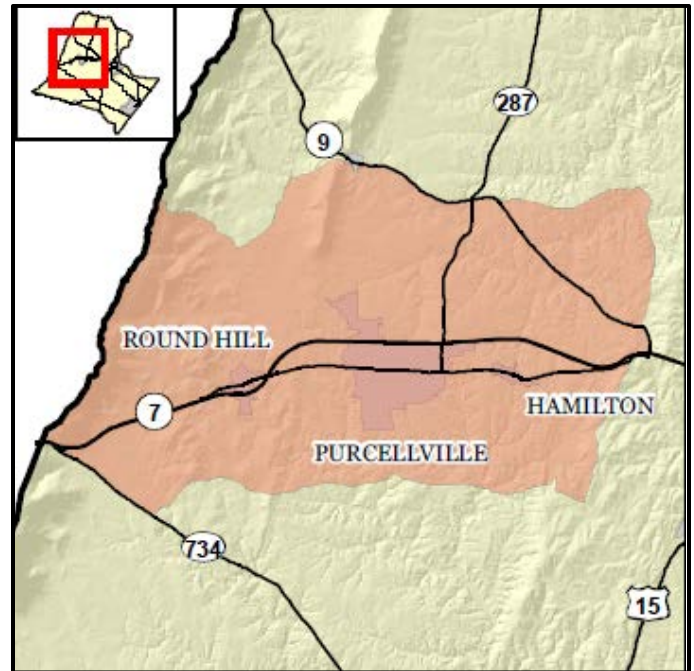
The Town must use its portion of the NVTA 30% local funds on eligible road and transportation projects; otherwise the County may withhold the Town's share of the local funds. The Town is using its portion of the 30% local funds on the following projects:

Nursery Avenue Sidewalk Project	FY 2015, FY 2016
O Street Extension	FY 2017, FY 2018
Traffic Signal at West Main Street/ South 32 nd Street	FY 2019, FY 2020

The projects are the responsibility of the Town of Purcellville or the Virginia Department of Transportation (VDOT).

Funding Plan

This project is funded using NVTA 30% Local funds. The figures depicted represent the estimated portion of the County's 30% Local NVTA revenues due to the Town of Purcellville for use on Town related transportation projects.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Town	-	405	420	431	443	460	479	2,638	-	2,638
Total Cost	-	405	420	431	443	460	479	2,638	-	2,638
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	405	420	431	443	460	479	2,638	-	2,638
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	-	-	-	-	-	-	-	-	-
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	405	420	431	443	460	479	2,638	-	2,638



Town of Middleburg Crosswalk Project

Project Description – C02052

As part of the County's Regional Organization Program, the County solicits capital project funding requests from Towns within the County for facilities: 1. owned by, or located within, the Town but operated by the County; or 2. for local pedestrian/transportation related improvements that benefit the County. As a capital expense, the funding for the projects is shown in the County's CIP. This project provides local gasoline tax funding in FY 2015 for the following project in the Town of Middleburg:

Crosswalk Project

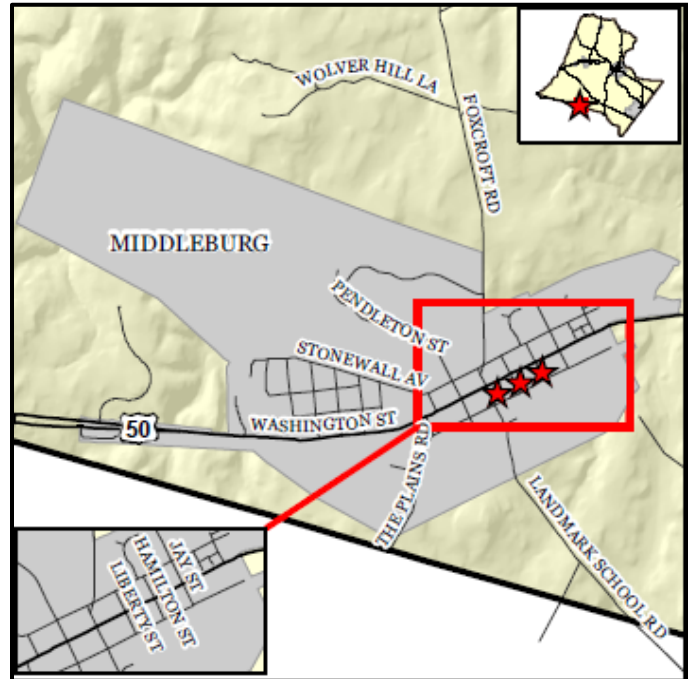
The project provides crosswalk improvements to three intersections along Route 50 in the Town in order to improve pedestrian safety for shoppers and visitors in the Town's business corridor.

Intersection of Washington and Liberty (\$375,000)
Intersection of Washington and Hamilton (\$492,000)
Intersection of Washington and Jay (\$338,000)

Ongoing operations and maintenance expenses are the responsibility of VDOT or the Town of Middleburg.

Funding Plan

This project is funded using local gasoline tax funding.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Town	-	1,205	-	-	-	-	-	1,205	-	1,205
Total Cost	-	1,205	-	-	-	-	-	1,205	-	1,205
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	1,205	-	-	-	-	-	1,205	-	1,205
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	1,205	-	-	-	-	-	1,205	-	1,205



Town of Round Hill Parking Lot Resurfacing

Project Description – C02047

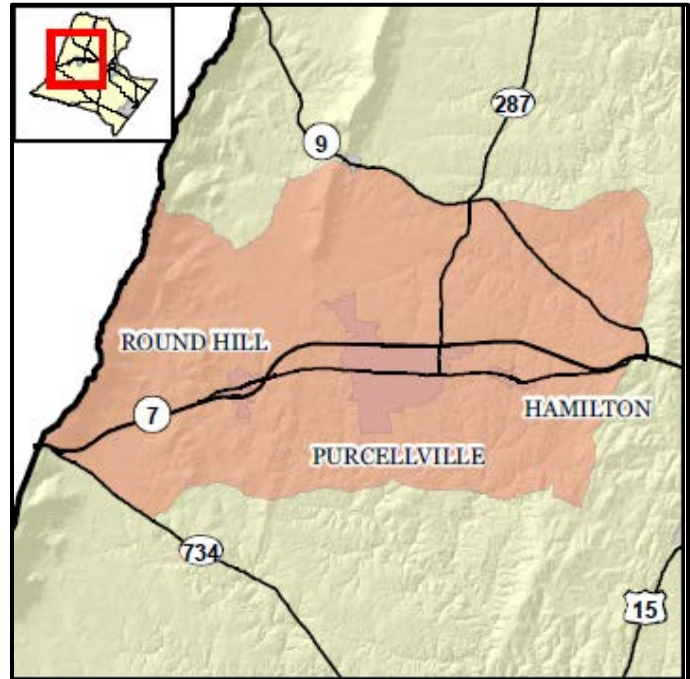
As part of the County's Regional Organization Program, the County solicits capital project funding requests from Towns within the County for facilities: 1. owned by, or located within, the Town but operated by the County; or 2. for local pedestrian/transportation related improvements that benefit the County. As a capital expense, the funding for the projects is shown in the County's CIP. This project provides local gasoline tax funding in FY 2015 for the following project in the Town of Round Hill:

Parking Lot Resurfacing

The parking lot is owned by the Town of Round Hill but is used by the County Sheriff to park Sheriff's cruisers and equipment. The request is to completely re-surface the parking lot with 2" of asphalt.

Funding Plan

This project is funded using local gasoline tax funding.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-
Payment to Town	-	25	-	-	-	-	-	25	-	25
Total Cost	-	25	-	-	-	-	-	25	-	25
Local Tax Funding - Roads	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	-	-	-	-
Lease Revenue Financing	-	-	-	-	-	-	-	-	-	-
State Capital Assistance	-	-	-	-	-	-	-	-	-	-
CMAQ	-	-	-	-	-	-	-	-	-	-
RSTP	-	-	-	-	-	-	-	-	-	-
Revenue Sharing	-	-	-	-	-	-	-	-	-	-
NVTA 70% (Regional)	-	-	-	-	-	-	-	-	-	-
NVTA 30% (Local)	-	-	-	-	-	-	-	-	-	-
Proffers (Cash)	-	-	-	-	-	-	-	-	-	-
Local Gasoline Tax	-	25	-	-	-	-	-	25	-	25
Transit Bus Fees	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	25	-	-	-	-	-	25	-	25





Capital Improvement Program

SCHOOL CAPITAL PROJECTS SUMMARY

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School Capital Projects Page 12 – 3

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SCHOOL CAPITAL PROJECTS

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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
School Capital Projects Fund											
<u>Projects</u>											
Elementary Schools		0	35,040	0	0	0	41,790	0	76,830	0	76,830
Middle Schools		0	53,540	0	0	0	63,850	0	117,390	0	117,390
High Schools		14,295	18,265	108,580	2,180	165,560	0	133,080	427,665	0	441,960
Budgetary Cost		14,295	106,845	108,580	2,180	165,560	105,640	133,080	621,885	0	636,180
<u>Funding Source</u>											
Local Tax Funding		0	9,460	10,860	220	16,560	10,565	13,310	60,975	0	60,975
Fund Balance		14,295	0	0	0	0	0	0	0	0	14,295
General Obligation Bonds		0	85,180	77,720	1,960	149,000	95,075	119,770	528,705	0	528,705
VPSA Bond Financing		0	12,205	0	0	0	0	0	0	0	0
Proceeds from Land Sale		0	0	20,000	0	0	0	0	20,000	0	20,000
Total Funding Source		14,295	106,845	108,580	2,180	165,560	105,640	133,080	621,885	0	636,180



SCHOOL CAPITAL PROJECTS

ELEMENTARY SCHOOLS



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Elementary Schools											
Projects											
(ES- 27) Dulles North Area Elementary School		0	35,040	0	0	0	0	0	35,040	0	35,040
(ES- 28) Dulles South Area Elementary School		0	0	0	0	0	41,790	0	41,790	0	41,790
Budgetary Cost		0	35,040	0	0	0	41,790	0	76,830	0	76,830
Funding Source											
Local Tax Funding		0	3,500	0	0	0	4,180	0	7,680	0	7,680
General Obligation Bonds		0	31,540	0	0	0	37,610	0	69,150	0	69,150
Proceeds from Land Sale		0	0	0	0	0	0	0	0	0	0
Total Funding Source		0	35,040	0	0	0	41,790	0	76,830	0	76,830



(ES-27) Dulles North Area Elementary School

Project Description

This project provides funding to design and construct an approximately 91,100 square foot elementary school on a site of up to 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

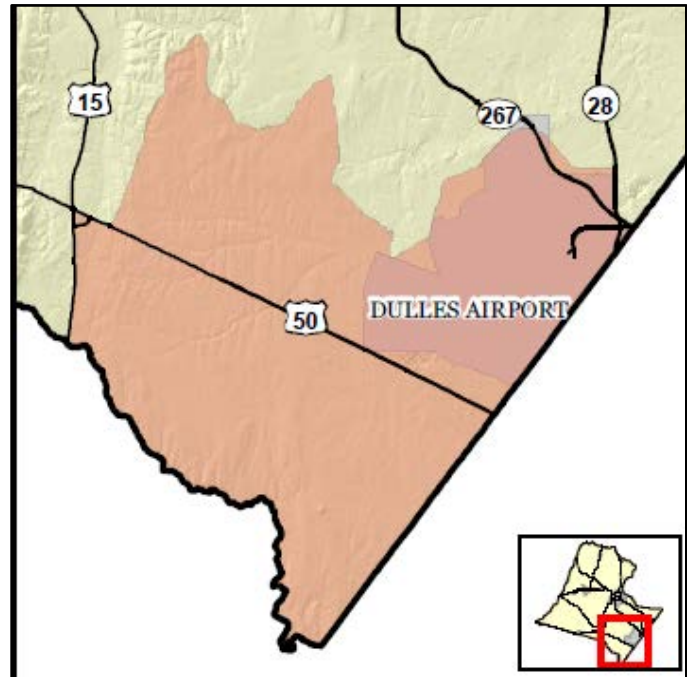
The Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The school is scheduled to open in the Fall of 2016.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.

Funding Plan

This project is funded using local tax funding and general obligation bond financing. The general obligation bond financing is scheduled to be placed on the November 2014 Referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	4,415	-	-	-	-	-	4,415	-	4,415
Construction	-	27,195	-	-	-	-	-	27,195	-	27,195
Furniture, Fixtures & Equip	-	3,430	-	-	-	-	-	3,430	-	3,430
Total Cost	-	35,040	-	-	-	-	-	35,040	-	35,040
Local Tax Funding	-	3,500	-	-	-	-	-	3,500	-	3,500
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	31,540	-	-	-	-	-	31,540	-	31,540
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	35,040	-	-	-	-	-	35,040	-	35,040

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	11,488	11,833	12,188	12,553	48,062
Debt Service	110	1,085	2,857	3,351	3,256	3,161	13,820
Total Impact	110	1,085	14,345	15,184	15,444	15,714	61,882



(ES-28) Dulles South Area Elementary School

Project Description

This project provides funding to design and construct an approximately 91,100 square foot elementary school on a site of up to 20 usable acres. The elementary school is planned to be co-located on the site of John Champe High School. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

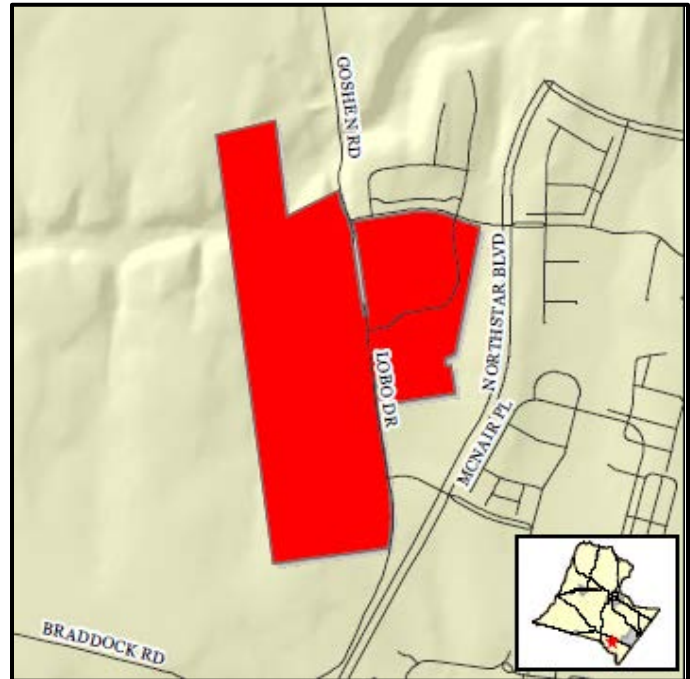
The Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The school is scheduled to open in the Fall of 2020.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.

Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2018 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	5,265	-	5,265	-	5,265
Construction	-	-	-	-	-	32,430	-	32,430	-	32,430
Furniture, Fixtures & Equip	-	-	-	-	-	4,095	-	4,095	-	4,095
Total Cost	-	-	-	-	-	41,790	-	41,790	-	41,790
Local Tax Funding	-	-	-	-	-	4,180	-	4,180	-	4,180
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	37,610	-	37,610	-	37,610
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	41,790	-	41,790	-	41,790

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	190	2,001	2,191
Total Impact	-	-	-	-	190	2,001	2,191



SCHOOL CAPITAL PROJECTS

MIDDLE SCHOOLS



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
Middle Schools											
Projects											
(MS- 9) Dulles North Area Middle School		0	53,540	0	0	0	0	0	53,540	0	53,540
(MS- 7) Dulles South Area Middle School		0	0	0	0	0	63,850	0	63,850	0	63,850
Budgetary Cost		<u>0</u>	<u>53,540</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>63,850</u>	<u>0</u>	<u>117,390</u>	<u>0</u>	<u>117,390</u>
Funding Source											
Local Tax Funding		0	5,355	0	0	0	6,385	0	11,740	0	11,740
General Obligation Bonds		0	48,185	0	0	0	57,465	0	105,650	0	105,650
Proceeds from Land Sale		0	0	0	0	0	0	0	0	0	0
Total Funding Source		<u>0</u>	<u>53,540</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>63,850</u>	<u>0</u>	<u>117,390</u>	<u>0</u>	<u>117,390</u>



(MS-9) Dulles North Area Middle School

Project Description

This project provides funding to design and construct an approximately 168,780 square foot middle school on a site of up to 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades six through eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields; two soccer and one softball.

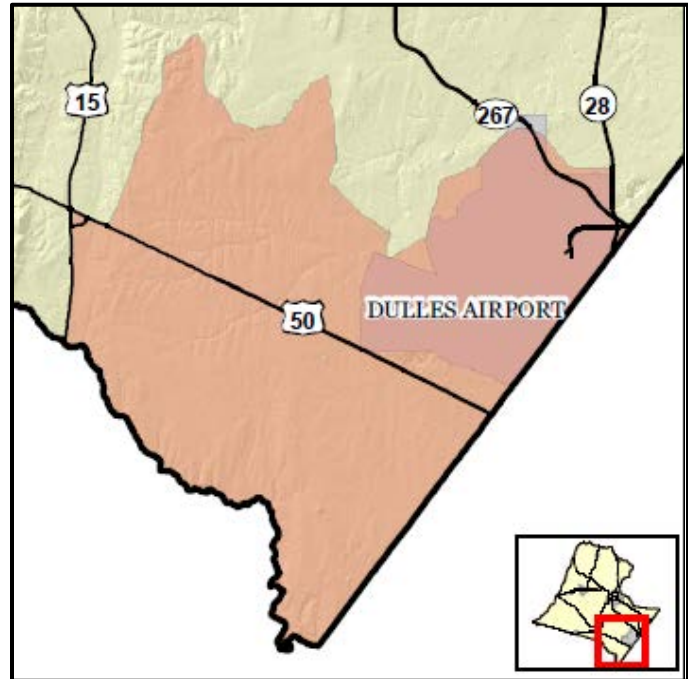
Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The school is scheduled to open in the Fall of 2017.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.

Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds are scheduled to be placed on the November 2014 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	6,745	-	-	-	-	-	6,745	-	6,745
Construction	-	41,550	-	-	-	-	-	41,550	-	41,550
Furniture, Fixtures & Equip	-	5,245	-	-	-	-	-	5,245	-	5,245
Total Cost	-	53,540	-	-	-	-	-	53,540	-	53,540
Local Tax Funding	-	5,355	-	-	-	-	-	5,355	-	5,355
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	48,185	-	-	-	-	-	48,185	-	48,185
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	53,540	-	-	-	-	-	53,540	-	53,540

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	18,255	18,802	19,366	56,423
Debt Service	169	1,114	2,985	4,582	5,028	4,889	18,767
Total Impact	169	1,114	2,985	22,837	23,830	24,255	75,190



(MS-7) Dulles South Area Middle School

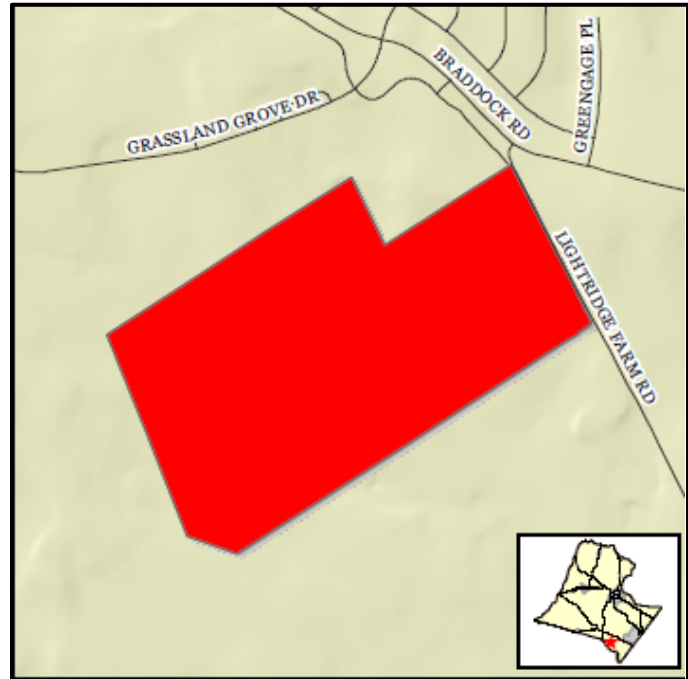
Project Description

This project provides funding for an estimated 168,780 square foot middle school located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades six through eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball). The school is planned on a site purchased by the Loudoun County School Board in the Dulles Planning Subarea of the County.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The school is scheduled to open in the Fall of 2021.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.



Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2018 referendum. General obligation bonds for land acquisition were approved on the November 2006 referendum and utilized to purchase the school site.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	8,045	-	8,045	-	8,045
Construction	-	-	-	-	-	49,545	-	49,545	-	49,545
Furniture, Fixtures & Equip	-	-	-	-	-	6,260	-	6,260	-	6,260
Total Cost	-	-	-	-	-	63,850	-	63,850	-	63,850
Local Tax Funding	-	-	-	-	-	6,385	-	6,385	-	6,385
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	57,465	-	57,465	-	57,465
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	63,850	-	63,850	-	63,850

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	201	2,667	2,868
Total Impact	-	-	-	-	201	2,667	2,868



SCHOOL CAPITAL PROJECTS

HIGH SCHOOLS



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Improvement Program by Functional Area Schedule of Appropriations											
Capital	(\$ in 1,000s)	Prior Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	CIP Total
High Schools											
Projects											
(HS- 11) Dulles North Area High School		0	0	0	0	121,870	0	0	121,870	0	121,870
Advanced Technology Academy		0	6,060	108,580	0	0	0	0	114,640	0	114,640
CS Monroe Conversion		0	0	0	0	43,690	0	0	43,690	0	43,690
(HS- 9) Dulles South Area High School		0	0	0	0	0	0	133,080	133,080	0	133,080
Naval JROTC Facility at Loudoun County High School		0	0	0	2,180	0	0	0	2,180	0	2,180
Broad Run High School Renovation		14,295	12,205	0	0	0	0	0	12,205	0	26,500
Budgetary Cost		14,295	18,265	108,580	2,180	165,560	0	133,080	427,665	0	441,960
Funding Source											
Local Tax Funding		0	605	10,860	220	16,560	0	13,310	41,555	0	41,555
Fund Balance		14,295	0	0	0	0	0	0	0	0	14,295
General Obligation Bonds		0	5,455	77,720	1,960	149,000	0	119,770	353,905	0	353,905
VPSA Financing		0	12,205	0	0	0	0	0	12,205	0	12,205
Proceeds from Sale of Land		0	0	20,000	0	0	0	0	20,000	0	20,000
Total Funding Source		14,295	18,265	108,580	2,180	165,560	0	133,080	427,665	0	441,960



Broad Run High School Renovation

Project Description

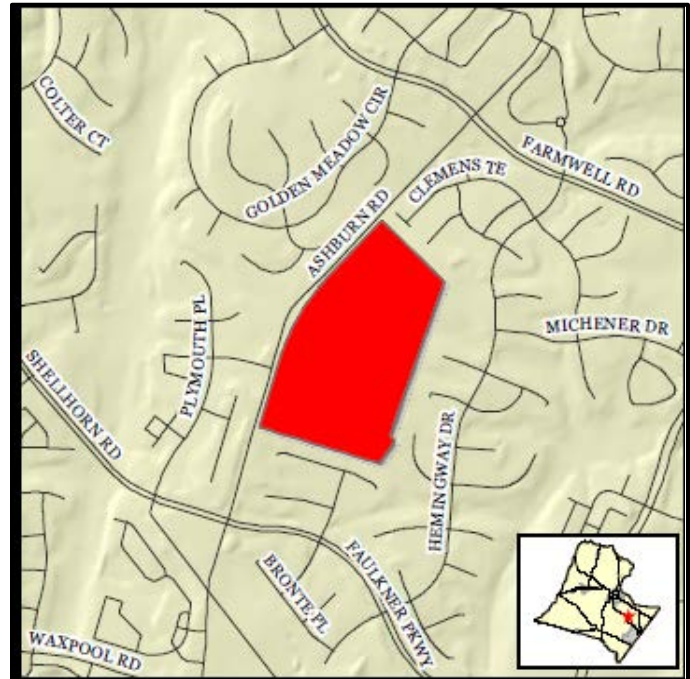
This project provides funding to design and construct a ten classroom addition to Broad Run High School, as well as expand the cafeteria, two resource spaces, a health room, and make improvements to student circulation. Additional improvements would include a new senior parking lot and bus loop extension to meet ADA requirements. Athletic program improvements include path construction to athletic fields, drainage improvements, ticket booth upgrades, new or renovated press boxes and concession stands for the baseball and softball fields, stadium upgrades involving fencing, press box, ADA compliant paths, stadium synthetic turf and track replacement, a synthetic turf practice field, a new shot put area, and a parking lot expansion and resurfacing.

The project includes funding to remove and remediate the fueling station area currently located at the high school. The addition will increase the buildings student capacity from 1,468 students to 1,600 students.

Operations and maintenance costs for the facility are already accounted for in the Loudoun County Public School's operating budget.

Funding Plan

This project is funded using fund balance and Virginia Public School Authority (VPSA) bonds.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	-	-	-	-
Construction	14,295	10,880	-	-	-	-	-	10,880	-	25,175
Furniture, Fixtures & Equip	-	1,325	-	-	-	-	-	1,325	-	1,325
Total Cost	14,295	12,205	-	-	-	-	-	12,205	-	26,500
Local Tax Funding	-	-	-	-	-	-	-	-	-	-
VPSA Financing	-	12,205	-	-	-	-	-	12,205	-	12,205
GO Bonds	-	-	-	-	-	-	-	-	-	-
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	14,295	-	-	-	-	-	-	-	-	14,295
Total Financing	14,295	12,205	-	-	-	-	-	12,205	-	26,500

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	270	1,514	1,468	1,423	4,675
Total Impact	-	-	270	1,514	1,468	1,423	4,675



Advanced Technology Academy

Project Description

This project provides funding to replace the Charles S. Monroe Technology Center. The building exterior and interior will be consistent with a professional business environment and will provide space for an anticipated program capacity of 1,000 students, typically in the eleventh and twelfth grades. This facility will include instructional and lab spaces that support the instructional program, a media center, and an open pavilion area for serving lunch and/or hosting meetings with advisory groups and business partners.

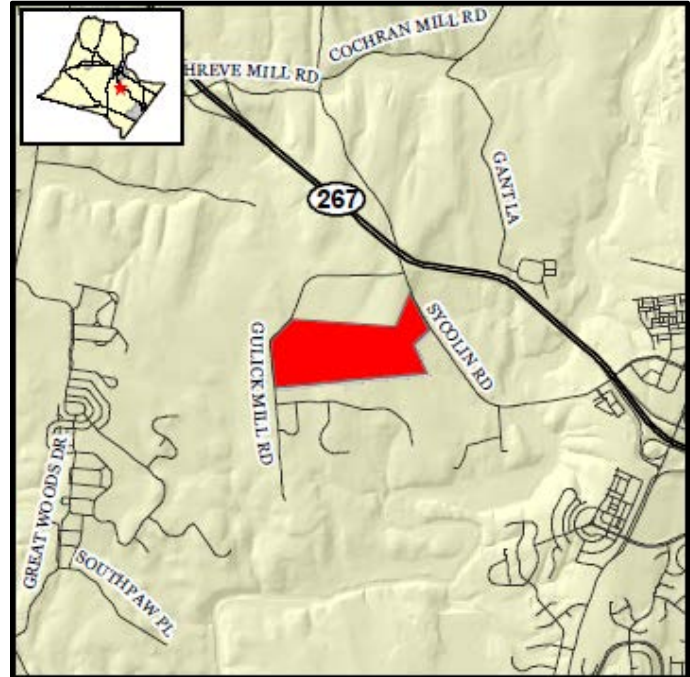
Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The Loudoun Advanced Technology Academy is projected to open in the Fall of 2018.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.

Funding Plan

This project is funded using local tax funding, proceeds from the sale of land, and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	6,060	-	-	-	-	-	6,060	-	6,060
Construction	-	-	97,115	-	-	-	-	97,115	-	97,115
Furniture, Fixtures & Equip	-	-	11,465	-	-	-	-	11,465	-	11,465
Total Cost	-	6,060	108,580	-	-	-	-	114,640	-	114,640
Local Tax Funding	-	605	10,860	-	-	-	-	11,465	-	11,465
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	5,455	77,720	-	-	-	-	83,175	-	83,175
Proceeds from the Sale of Land	-	-	20,000	-	-	-	-	20,000	-	20,000
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	6,060	108,580	-	-	-	-	114,640	-	114,640

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	13,929	14,347	28,276
Debt Service	-	873	2,307	4,206	7,131	8,983	23,500
Total Impact	-	873	2,307	4,206	21,060	23,330	51,776



Loudoun County High School Naval JROTC Facility

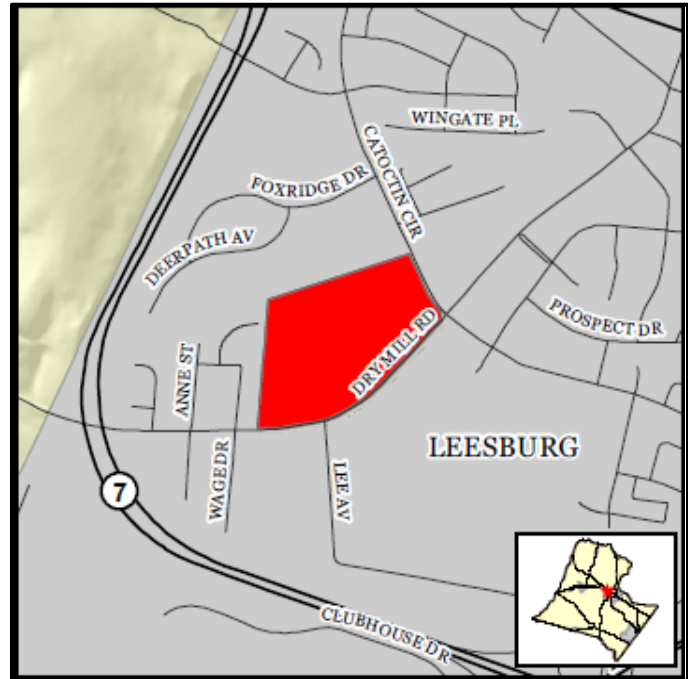
Project Description

This project provides funding to upgrade the Loudoun County High School Naval JROTC facility, with completion estimated by the start of the 2018-19 academic year. The project will provide upgrades to the facility to include HVAC (Heating, Ventilation and Air Conditioning) system replacement; data/voice, electric and lighting improvements; installation of new windows; a new front façade will be constructed involving the removal of the garage doors; and upgrades to the low voltage systems including PA (Public Address), CCTV (Closed Circuit TV), fire alarm and security systems.

Operations and maintenance costs for the facility are already accounted for in the Loudoun County Public School's operating budget.

Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum.



Capital (\$ in 1000s)	Prior Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	6 Year Total	Future FY's	Project Total
Professional Services	-	-	-	275	-	-	-	275	-	275
Construction	-	-	-	1,695	-	-	-	1,695	-	1,695
Furniture, Fixtures & Equip	-	-	-	210	-	-	-	210	-	210
Total Cost	-	-	-	2,180	-	-	-	2,180	-	2,180
Local Tax Funding	-	-	-	220	-	-	-	220	-	220
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	1,960	-	-	-	1,960	-	1,960
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	2,180	-	-	-	2,180	-	2,180

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	183	208	207	598
Total Impact	-	-	-	183	208	207	598



(HS-11) Dulles North Area High School

Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school on a site of up to 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades nine through twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

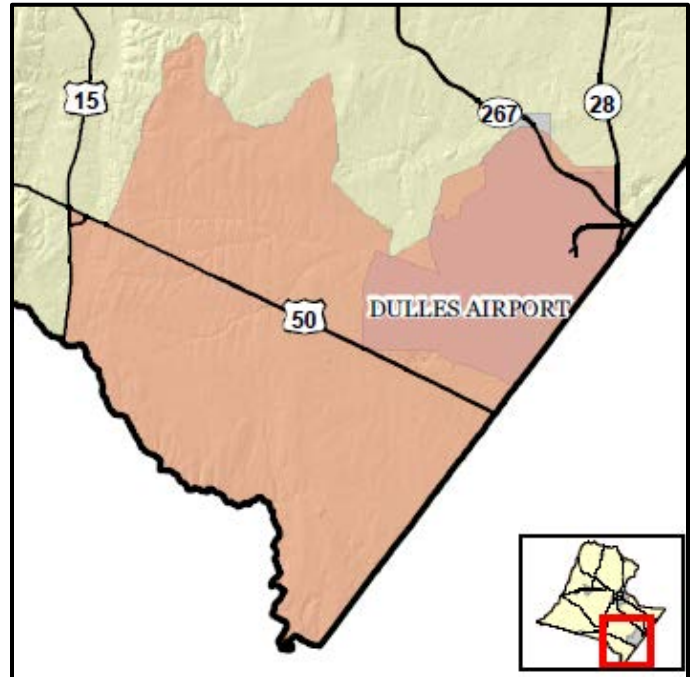
Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The high school is projected to open in the Fall of 2020.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.

Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2017 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	15,355	-	-	15,355	-	15,355
Construction	-	-	-	-	94,575	-	-	94,575	-	94,575
Furniture, Fixtures & Equip	-	-	-	-	11,940	-	-	11,940	-	11,940
Total Cost	-	-	-	-	121,870	-	-	121,870	-	121,870
Local Tax Funding	-	-	-	-	12,190	-	-	12,190	-	12,190
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	109,680	-	-	109,680	-	109,680
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	121,870	-	-	121,870	-	121,870

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	175	2,029	5,966	8,170
Total Impact	-	-	-	175	2,029	5,966	8,170



CS Monroe Conversion to Alternative School

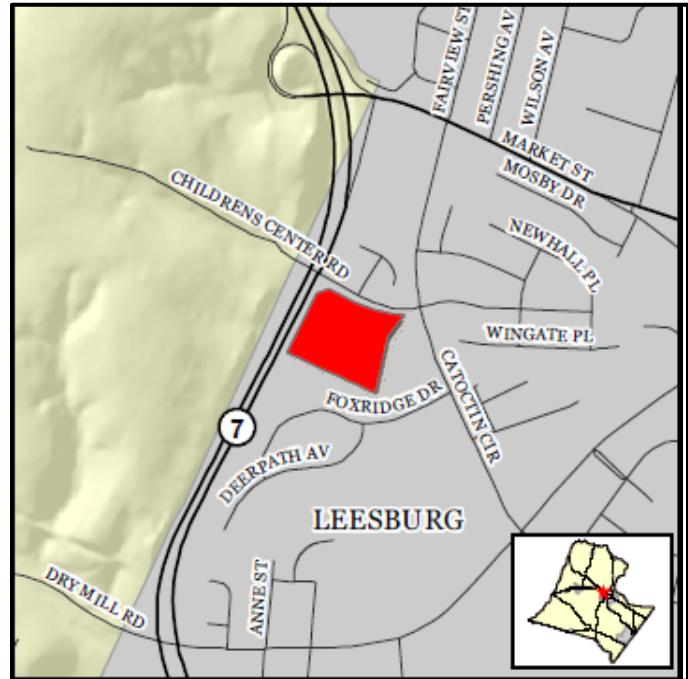
Project Description

The Charles S. Monroe Technology Center currently serves as an extension to all of Loudoun County's public high schools by providing career and technical programs for secondary school students - typically in grades 11 and 12. The Technology Center offers high school students advanced training in specialized fields to prepare students for both career entry and continuing education through advanced professional training, apprenticeships, associate degree programs and/or bachelor degree studies.

In the Summer of 2008, the Virginia Board of Education voted to establish a Governor's Career and Technical Academy program at the Charles S. Monroe Technology Center. The Loudoun Governor's Career and Technical Academy is a center for science, technology, engineering and mathematics (STEM). Students graduating from the academy will acquire STEM literacy, skills and credentials preparing them for high-demand, high-wage and high-skill careers. New courses offered through the academy include radiology technology, pharmacy technology, and medical laboratory technology. The FY 2015 – 2020 Capital Improvement Program includes a project to construct a new Advanced Technology Academy. This project converts the CS Monroe facility into an Alternative School.

The new Alternative School is proposed to open in the Fall of 2020.

Estimated operations and maintenance costs are based on a proposed FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.



Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2017 referendum.

	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	5,505	-	-	5,505	-	5,505
Construction	-	-	-	-	33,905	-	-	33,905	-	33,905
Furniture, Fixtures & Equip	-	-	-	-	4,280	-	-	4,280	-	4,280
Total Cost	-	-	-	-	43,690	-	-	43,690	-	43,690
Local Tax Funding	-	-	-	-	4,370	-	-	4,370	-	4,370
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	39,320	-	-	39,320	-	39,320
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	43,690	-	-	43,690	-	43,690

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	138	1,793	3,551	5,482
Total Impact	-	-	-	138	1,793	3,551	5,482



(HS-9) Dulles South Area High School

Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school on a site of up to 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

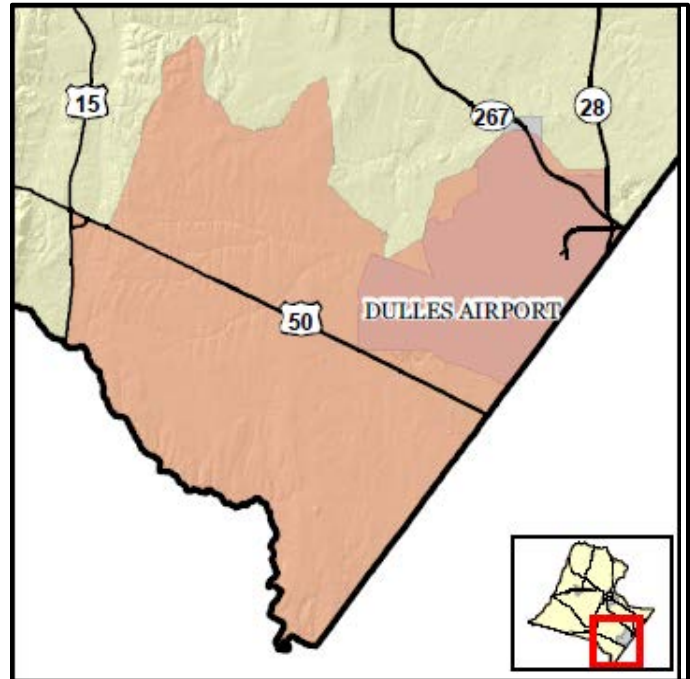
Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

The High School is projected to open in the Fall of 2022.

Estimated operations and maintenance costs are based on an FY 2015 per pupil cost of \$12,195 and escalated 3% per annum for inflation.

Funding Plan

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2019 referendum.



	Prior							6 Year	Future	Project
Capital (\$ in 1000s)	Alloc.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	FY's	Total
Professional Services	-	-	-	-	-	-	16,770	16,770	-	16,770
Construction	-	-	-	-	-	-	103,270	103,270	-	103,270
Furniture, Fixtures & Equip	-	-	-	-	-	-	13,040	13,040	-	13,040
Total Cost	-	-	-	-	-	-	133,080	133,080	-	133,080
Local Tax Funding	-	-	-	-	-	-	13,310	13,310	-	13,310
VPSA Financing	-	-	-	-	-	-	-	-	-	-
GO Bonds	-	-	-	-	-	-	119,770	119,770	-	119,770
Proceeds from the Sale of Land	-	-	-	-	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-	-	-	-	-
Total Financing	-	-	-	-	-	-	133,080	133,080	-	133,080

Operating Impact (\$ in 1000s)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
O&M	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	200	200
Total Impact	-	-	-	-	-	200	200



Debt Service Fund

DEBT SERVICE FUND SUMMARY

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Debt Service Fund..... Page 13– 2

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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Debt Service Fund

Local tax funding and other resources used for the payment of principal and interest costs (i.e. debt service) of all financed capital improvement projects reside in the Debt Service Fund. Financing for capital improvement projects can take the form of general obligation bonds, revenue bonds, lease-purchase agreements and lease-revenue bonds. Of these, general obligation bonds are the only type of debt secured by a pledge of the County's full faith and credit. A County's authorization to issue this type of debt is governed by the Constitution of the Commonwealth of Virginia and the Public Finance Act. Taxpayers must approve the issuance of general obligation bonds by public referendum except in limited circumstances, such as bonds issued by the Virginia Public Schools Authority. The governing body of the County is authorized and required to meet debt service payments on its general obligation bonds by levying sufficient *ad valorem* taxes on all taxable property within the County. Funding for debt service payments on all other types of debt such as revenue bonds, lease purchase agreements, etc. is subject to annual appropriation by the County's governing body.

The FY 2015 Adopted Debt Service expenditures are shown in *Table 1, Debt Service Expenditures & Funding Sources* below. Expenditures are comprised of the actual amount of principal and interest payments due on debt issued in prior years, and the projected amount of principal and interest payments due in FY 2015 on debt scheduled to be issued in FY 2015, and certain costs of issuance incurred on that debt. (The County issues debt for both School and General Government capital projects with the exception of lease-purchase financing for equipment entered into by the Schools.)

Expenditures in the Debt Service Fund budget are offset by fund balance, earned interest, and interest rebates from the federal government for Build America Bonds issued in FY 2011. Periodically, the Fund receives resources in the form of transfers from other funds such as the Public Facilities (Proffer) Trust Fund or proceeds/premiums from the sale of bonds. These resources are not predictable and are therefore not budgeted. If these resources become available, they become part of the Debt Service Fund balance and are used to make future debt service payments in accordance with rules and regulations governing municipal borrowing.

Table 1, Debt Service Expenditures & Funding Sources

	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>	<u>FY 2016 Projected</u>
Debt Service Fund Revenues					
Use of Fund Balance	\$641,896	\$0	\$14,000,000	\$32,564,426	\$6,000,000
Interest Earnings	446,575	365,310	440,000	440,000	440,000
Interest Rebate - Build America Bonds ¹	852,202	924,665	966,717	754,216	754,216
Transfers from Other Funds/Programs ²	656,883	4,517,181	639,993	631,548	618,978
Bond Issuance Premium, Extra and Refunding Proceeds	0	156,615,629 ³	0	0	0
Total Fund Revenue	\$2,597,556	\$162,422,785	\$16,046,710	\$34,390,190	\$7,813,194
Debt Service Fund Expenditures					
Debt Service on County Projects	46,431,757	35,753,051	44,505,939	47,661,080	60,205,106
Debt Service on School Projects	124,347,932	115,201,779	117,371,322	122,728,775	127,333,273
Transfers to Other Funds ²	0	15,251,302	0	0	0
Costs of Issuance (Trustee Fees, etc)	96,050	143,080,416	90,000	90,000	90,000
Total Fund Expenditures	170,875,748	309,286,548	161,967,261	170,479,856	187,628,379
Total Local Tax Funding	\$168,278,192	\$146,863,764	\$145,920,551	\$136,089,666	\$179,815,185

¹ Due to sequestration, federally subsidized bond payments (Build America Bonds) are reduced by 7.2% (approximately \$53,500) in FY 2014.

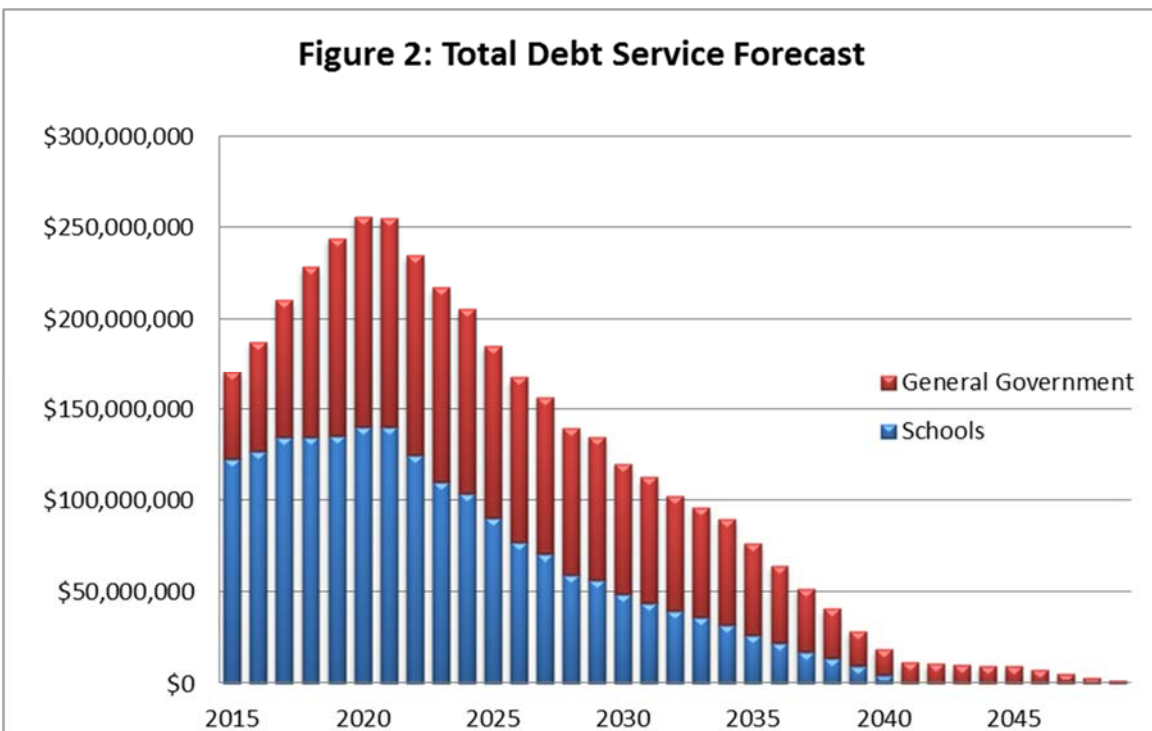
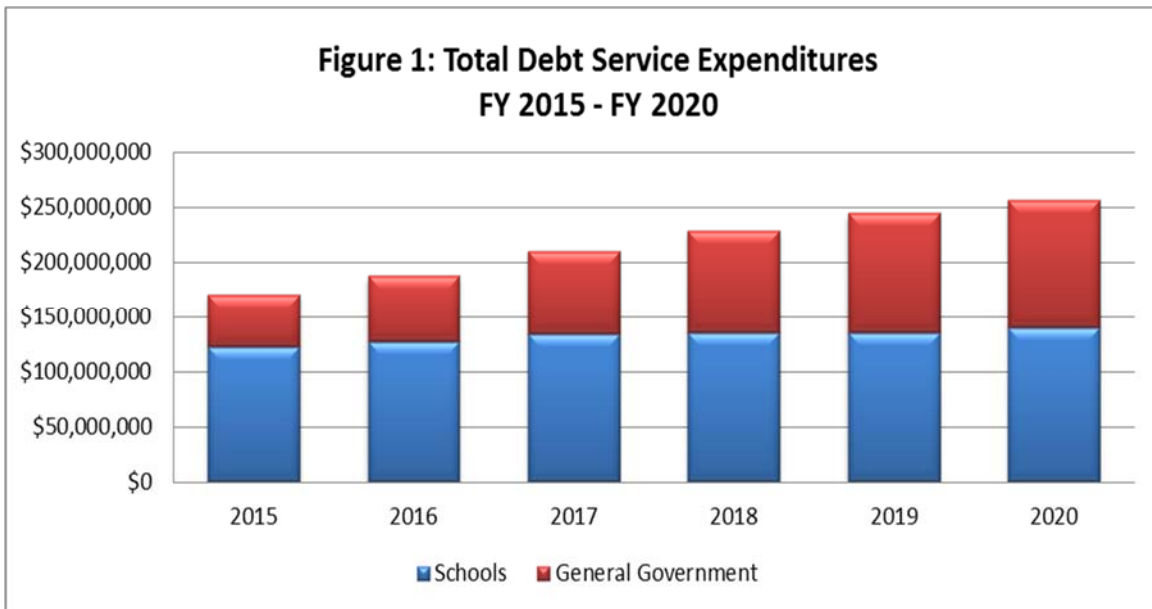
² Transfers into the Debt Service Fund are primarily from the Public Facilities (Proffer) Trust Fund, Local Gasoline Tax Fund, and the Capital Projects Fund while Transfers out of the Debt Service Fund are primarily to the Capital Projects Fund, or to the General Fund to provide resources for certain Costs of Issuance paid out of the General Fund in accordance with the rules and regulations governing municipal borrowing.

³ Includes refunding of \$103 million of pre-existing debt; \$12 million of premium on refunding bonds and \$17 million of premium on GO bond sales.



Debt Service Fund

The distribution of debt service expenditures resulting from Schools and General Government capital project financings are shown below in *Figure 1* and *Figure 2*. *Figure 1* shows the relative portion of debt service attributable to schools projects and the portion attributable to general government projects for FY 2015 – FY 2020. *Figure 2* presents this same information through 2049, when the last payment will be made on debt issued through FY 2020.





**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Debt Service Fund

While the Commonwealth of Virginia imposes no statutory limitation on the amount of debt a County may incur, Loudoun County establishes an overall limit of no more than 3.0% of its assessed value of taxable real and personal property as well as several other debt ratio guidelines through its Fiscal Policy. (The *Fiscal Policy* is provided in the Executive Summary of Volume I of this document).

These debt ratios are displayed on the following pages and are among the information analyzed by the bond rating agencies each time the County seeks to sell bonds. The County is one of less than 30 states and localities to hold the highest rating (AAA) from all three bond rating agencies – ensuring access to the market at the most favorable rates. The County's debt capacity shall be maintained within the following primary goals:

Loudoun County Debt Ratios

(Last revised on June 21, 2011)

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

Table 2: Impact on Future Debt Ratios on the next page begins with the current amount of tax supported debt, and then shows the impact of adding the debt-financed capital improvement projects contained in the Adopted FY 2015 – FY 2020 Capital Improvements Program to the existing required debt service payments for those projects appropriated and financed in prior years. In addition, the table depicts vital demographic and economic indicators for Loudoun County that are necessary in outlining and assessing the community's ability to retire and issue new debt.

The Board's Fiscal Policy establishes an affordability index as a method for determining the County's ability to pay its current and future debt burdens. The affordability index consists of a weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%).

The "outstanding debt permitted" under the affordability index for each year is determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain ratio ceilings established by the Board. *Figure 6* illustrates the affordability index and Board-established ceiling. In addition to the affordability index ceiling, the Board has established a debt issuance benchmark for the six-year capital planning period of \$200 million per year.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Debt Service Fund

**Table 2: IMPACT ON FUTURE DEBT RATIOS
FY 2015 - FY 2020 Adopted Fiscal Plan**

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Net Tax Supported Debt	\$ 1,189,047,115	\$1,310,754,938	\$1,478,138,637	\$1,622,715,732	\$1,777,874,223	\$1,845,917,078
New Debt Issued	237,338,277	293,720,483	284,465,000	304,799,700	225,752,855	159,650,000
Retired Debt (Old)	115,630,454	111,831,784	107,892,906	99,561,209	90,885,000	87,880,000
Retired Debt (New)	0	14,505,000	31,995,000	50,080,000	66,825,000	78,945,000
Ending Net Tax Supported Debt	\$1,310,754,938	\$1,478,138,637	\$1,622,715,732	\$1,777,874,223	\$1,845,917,078	\$1,838,742,078
Population	367,096	379,957	391,079	400,909	409,813	417,957
Public School Enrollment	73,233	74,649	75,690	76,129	76,595	76,759
Estimated Property Value (in Millions)	\$73,657	\$77,630	\$81,497	\$85,283	\$88,966	\$92,677
Per Capita Income	\$65,456	\$68,619	\$71,029	\$73,044	\$74,899	\$76,819
Expenditures (in Thousands)	\$1,891,167,622	\$1,985,726,003	\$2,134,655,453	\$2,294,754,612	\$2,466,861,208	\$2,651,875,799
Debt Service (1)	\$170,389,856	\$187,538,379	\$210,368,218	\$228,650,056	\$244,525,131	\$256,451,453
Ratios:						
Debt to Estimated Property Value <i>(Fiscal Policy Target = <3%)</i>	1.78%	1.90%	1.99%	2.08%	2.07%	1.98%
Debt to Per Capita Income <i>(Fiscal Policy Target = <8%)</i>	5.45%	5.67%	5.84%	6.07%	6.01%	5.73%
Debt Service to Expenditures <i>(Fiscal Policy Target =<10%)</i>	9.01%	9.44%	9.85%	9.96%	9.91%	9.67%
Ten-Year Debt Payout Ratio <i>(Fiscal Policy Target=>60%)</i>	72.83%	70.11%	68.71%	66.49%	66.57%	67.29%
Annual Debt Issuance Guideline:						
Debt Issuance Guideline	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Debt Issuance Projected	\$193,338,277	\$190,720,483	\$181,965,000	\$181,799,700	\$189,552,855	\$143,670,000
Affordability Index: (2)						
Outstanding Debt Guideline	\$1,850,719,302	\$1,968,007,043	\$2,073,531,608	\$2,171,726,916	\$2,265,395,849	\$2,359,115,086
Outstanding Debt Projected	\$1,310,754,938	\$1,478,138,637	\$1,622,715,732	\$1,777,874,223	\$1,845,917,078	\$1,838,742,078
Overlapping Debt: (3)						
Overlapping Debt Guideline	\$736,570,000	\$776,300,000	\$814,970,000	\$852,830,000	\$889,660,000	\$926,770,000
Overlapping Debt Projected	\$171,507,842	\$174,409,360	\$166,135,281	\$156,972,518	\$147,352,223	\$137,234,770

(1) Debt Includes general obligation bonds 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 the Fiscal Policy is 1% of estimated property value.

Note: The \$200 million annual debt issuance guideline does not include the projected construction costs of the Dulles Corridor Metrorail Project or the three Loudoun County-based Metrorail garages.

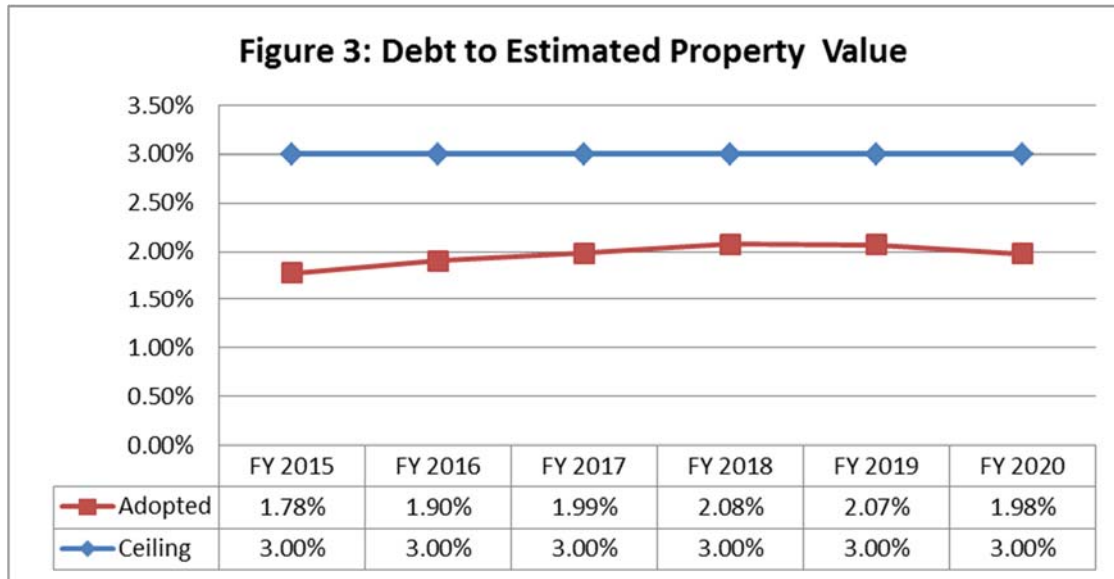


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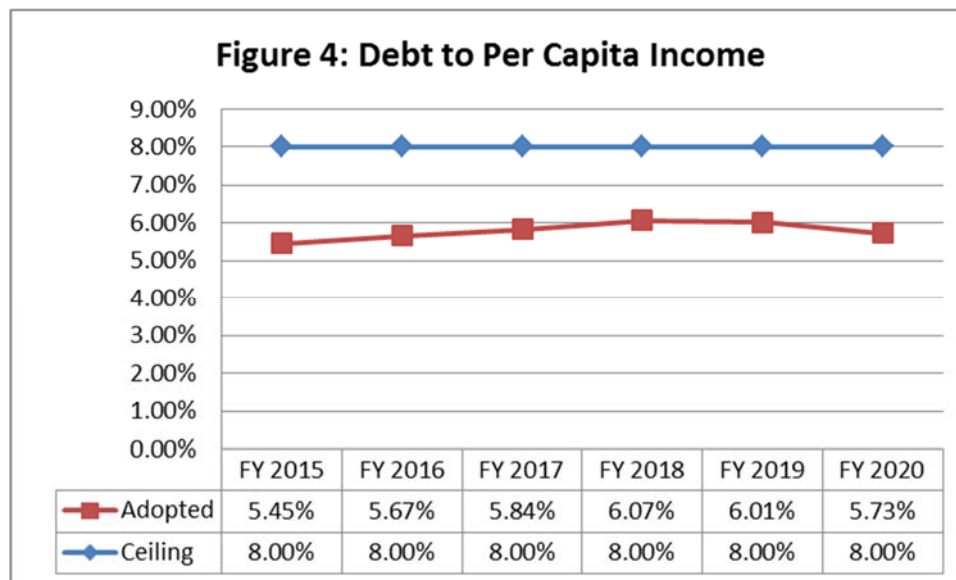
Debt Service Fund

The following charts display the debt ratios for the Adopted FY 2015 - FY 2020 Capital Improvement Program planning period in comparison to the Board-adopted debt ceilings.

Debt to estimated property value. The debt to estimated property value ratio remains beneath the Board's guideline of 3% for the entire FY 2015 – FY 2020 period.



Debt to per capita income. The County projects increasing per capita income for the entire FY 2015 – FY 2020 period and a debt to per capita income ratio below the 8% ceiling throughout the planning period.

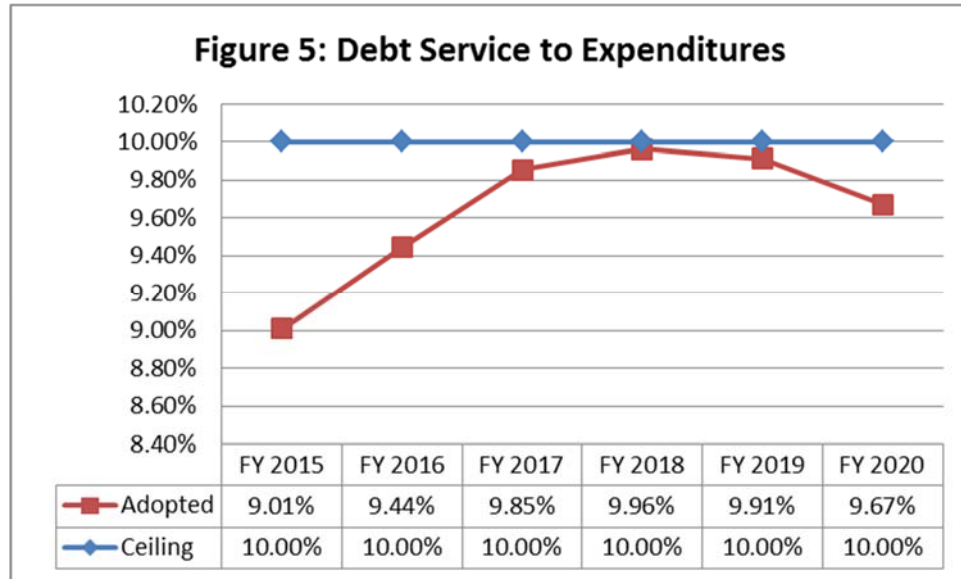




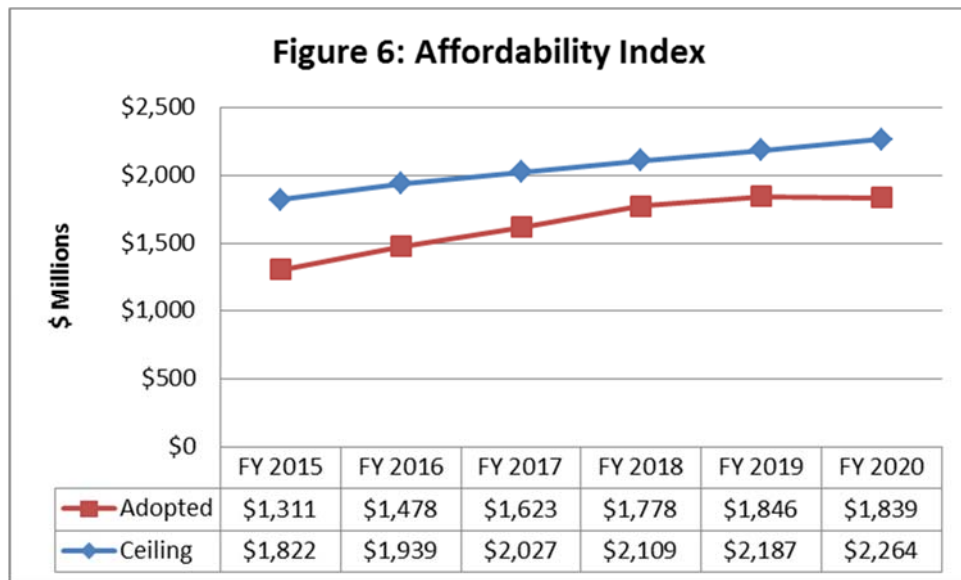
Loudoun County Government
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Debt Service Fund

Debt service as a percentage of expenditures. The Board's debt service to expenditure ratio guideline is met throughout the FY 2015 – FY 2020 planning period.



Affordability Index. The Board's affordability index guideline is met throughout the FY 2015 – FY 2020 planning period.

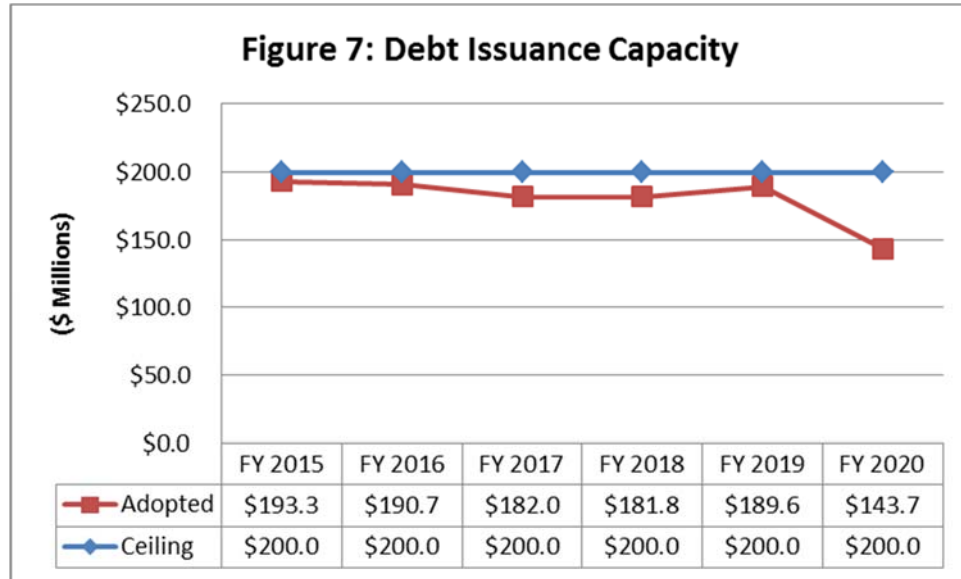




Loudoun County Government
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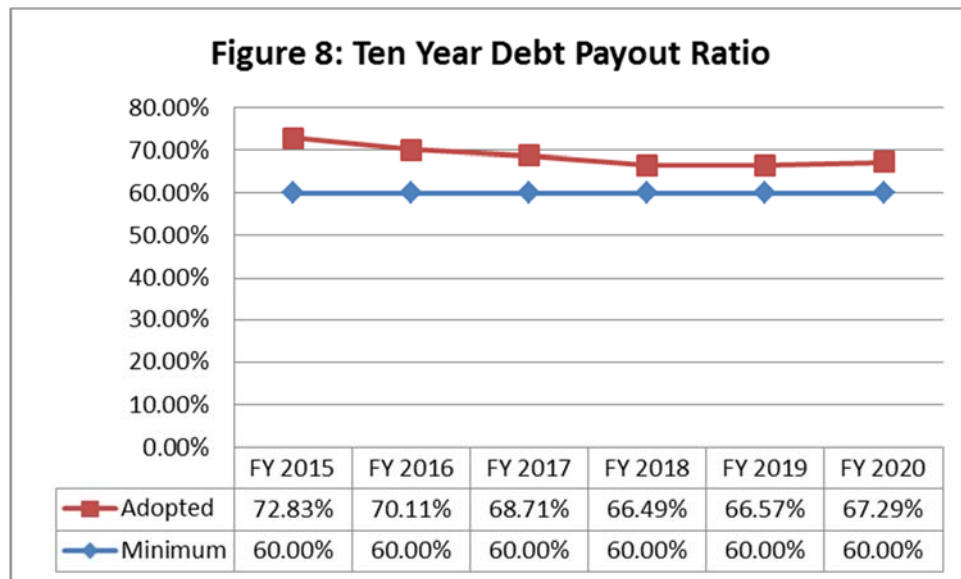
Debt Service Fund

Debt Capacity. The Board's debt issuance capacity guideline is met for the entire period of the debt issuance schedule, with debt issuance reaching \$193 million in FY 2015.



(Note: Figure 7 is rounded to the nearest million)

Ten Year Debt Payout Ratio. The Board continues to exceed its ten-year debt payout ratio target for the entire period of the debt issuance schedule.





Loudoun County Government
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Debt Service Fund

Figure 9: Debt Issuance Limits

Adopted Debt Financing For FY 2015 - FY 2020 Capital Improvement Program					
Fiscal Year	General Government FY 15 - FY 20	Transportation FY 15 - FY 20	Schools FY 15 - FY 20	Total County Adopted FY 15 - FY 20	Board Ceiling
2015	\$ 78,566,277	\$ 35,117,000	\$ 79,655,000	\$ 193,338,277	\$ 200,000,000
2016	69,425,000	15,895,000	105,400,483	190,720,483	200,000,000
2017	74,020,000	29,500,000	78,445,000	181,965,000	200,000,000
2018	79,924,700	20,715,000	81,160,000	181,799,700	200,000,000
2019	59,987,855	6,500,000	123,065,000	189,552,855	200,000,000
2020	37,620,000	-	106,050,000	143,670,000	200,000,000
Total	\$ 399,543,832	\$ 107,727,000	\$ 573,775,483	\$ 1,081,046,315	\$ 1,200,000,000



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Fund

Schedule of Major Financings											
FY 2015 - FY 2020 Adopted Capital Improvement Program											
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 2015-FY 2020	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Obligation Bonds or Appropriation Based:											
Administration Projects:											
Land Acquisition - DS Group Residence	480,000	480,000	N/A	N/A	Not Required (2)	0	0	0	0	480,000	0
Land Acquisition - Schools	150,566,200	7,475,000	A	N/A	Nov. 2007 (1)	7,475,000	0	0	0	0	0
Land Acquisition - Sterling Fire Station	2,050,000	2,050,000	N/A	2,050,000	Nov. 2014 (1)	2,050,000	0	0	0	0	0
Land Acquisition Contingency	5,397,855	5,397,855	A	N/A	Nov. 2008 (1)	0	0	0	0	5,397,855	0
Library Management System (Major Computer Systems)	57,600,000	2,500,000	A	N/A	Not Required (2)	2,500,000	0	0	0	0	0
Subtotal, Administration Projects	216,094,055	17,902,855				12,025,000	0	0	0	5,877,855	0
General Government Projects:											
Consolidated Shops & Warehouse	37,550,000	19,200,000	B	2019	N/A	Not Required (2)	0	0	0	4,200,000	15,000,000
Landfill Reclamation Project	21,480,000	15,480,000	A	2014	N/A	Not Required (2)	4,000,000	3,000,000	2,500,000	3,000,000	980,000
Landfill Sequence IV Closure	3,630,000	3,630,000	A	2012	N/A	Not Required (2)	3,630,000	0	0	0	0
Landfill Sequence V Closure	5,930,000	5,930,000		2017	N/A	Not Required (2)	0	0	1,250,000	3,000,000	1,680,000
Subtotal, General Government Projects	59,030,000	44,240,000				7,630,000	3,000,000	3,750,000	6,000,000	7,880,000	15,980,000
Health & Welfare Projects:											
Adolescent Independent Living Residence	10,600,000	10,600,000		2018	N/A	Not Required (2)	0	0	0	1,255,000	7,000,000
DS Group Residence - Eastern Loudoun	2,065,000	2,065,000		2019	N/A	Not Required (2)	0	0	0	0	255,000
DS Group Residence - Purcellville	1,945,000	1,945,000		2017	N/A	Not Required (2)	0	0	800,000	1,145,000	0
DS Group Residence - Round Hill	1,620,000	1,500,000		2015	N/A	Not Required (2)	500,000	1,000,000	0	0	0
Youth Shelter Renovation	2,000,000	2,000,000	A	2015	N/A	Not Required (2)	1,000,000	1,000,000	0	0	0
Subtotal, Health & Welfare Projects	81,190,000	18,110,000				1,500,000	2,000,000	800,000	2,400,000	7,255,000	4,155,000
Parks & Recreation and Library Services Projects:											
Ashburn Recreation & Community Center	67,360,000	44,590,000	A	2017	53,225,000	Nov. 2016 (1)	0	0	8,635,000	17,000,000	13,830,000
Ashburn Senior Center	7,865,000	6,515,000		2017	6,515,000	Nov. 2016 (1)	0	0	1,100,000	5,415,000	0
Brambleton Library	26,985,000	13,035,000	B	2019	26,900,000	Nov. 2018 (1)	0	0	0	0	3,035,000
Dulles South Multi-Purpose Center Phase II	17,235,000	11,235,000	A	2014	11,235,000	Nov. 2013 (1)	4,000,000	7,235,000	0	0	0
Dulles South Multi-Purpose Center Phase III	6,595,000	5,920,000	A	2015	5,920,000	Nov. 2013 (1)	1,000,000	2,000,000	2,920,000	0	0
Fields Farm Park	10,455,000	8,595,000		2017	8,595,000	Nov. 2016 (1)	0	0	5,100,000	3,495,000	0
Hal & Beni Hanson Regional Park	56,680,000	30,640,000		2017	30,640,000	Nov. 2016 (1)	0	0	15,000,000	15,640,000	0
Lovettsville Community Center Replacement	5,380,000	1,380,000		2014	N/A	Not Required (2)	1,380,000	0	0	0	0
Lovettsville District Park	9,000,000	5,000,000		2014	9,000,000	Nov. 2013 (1)	5,000,000	0	0	0	0
Philomont Community Center Renovation	906,000	906,000		2008	906,000	Nov. 2007 (1)	906,000	0	0	0	0
Sterling Community Center Replacement/ Renovation	15,500,000	6,085,000		2016	6,085,000	Nov. 2014 (1)	0	4,000,000	2,085,000	0	0
Sterling Library	4,850,000	4,850,000		2015	4,850,000	Nov. 2014 (1)	2,000,000	2,850,000	0	0	0
Subtotal, Parks, Recreation & Culture Projects	228,811,000	138,751,000				14,286,000	16,085,000	34,840,000	41,550,000	16,865,000	15,125,000
Notes on Amount to be Financed between FY 2015 - FY 2020											
A - Includes previously authorized, but unissued debt financing											
B - Remaining amount to be financed after FY 2020											
Notes on Potential Referendum Dates and Projects:											
(1) General obligation bond financing requires referendum approval											
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources											



Loudoun County Government FY 2015 Adopted Fiscal Plan

Debt Service Fund

Schedule of Major Financings											
FY 2015 - FY 2020 Adopted Capital Improvement Program											
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 2015-FY 2020	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Obligation Bonds or Appropriation Based:											
Public Safety Projects:											
Animal Shelter	15,495,000	15,370,000	2015	15,370,000	Nov. 2014 (1)	2,170,000	8,920,000	4,280,000	0	0	0
Ashburn Sheriff Station	432,145	432,145 A	2012	432,145	Not Required (2)	432,145	0	0	0	0	0
Courts Complex Phase III	76,310,000	74,300,000	2013	N/A	Not Required (2)	9,000,000	31,300,000	10,000,000	15,000,000	9,000,000	0
DIT - Public Safety CAD System	4,558,132	4,558,132 A	2013	N/A	Not Required (2)	4,558,132	0	0	0	0	0
DIT-E911 System Upgrade	3,000,000	3,000,000 A	2013	N/A	Not Required (2)	3,000,000	0	0	0	0	0
ECC & E-911 Communications Center	12,065,000	7,165,000 A	2013	N/A	Not Required (2)	7,165,000	0	0	0	0	0
Fire Apparatus	42,133,000	16,340,000 A	2015	3,000,000	Nov. 2014 (1)	1,420,000	2,920,000	3,000,000	3,000,000	3,000,000	3,000,000
Fire & Rescue Vehicle Annex	3,610,000	3,610,000	2019	3,610,000	Nov. 2018 (1)	0	0	0	0	415,000	3,195,000
Fire & Rescue Performance Improvement Center	3,340,000	3,340,000	2019	3,340,000	Nov. 2018 (1)	0	0	0	0	365,000	2,975,000
Fire & Rescue Training Center Expansion	7,745,000	6,045,000 B	2019	7,525,000	Nov. 2018 (1)	0	0	0	0	965,000	5,080,000
Juvenile Detention Center Phase I	11,049,000	11,049,700 A	2017	N/A	Not Required (2)	0	0	5,000,000	6,049,700	0	0
Juvenile Detention Center Phase II	4,690,000	4,690,000	2019	N/A	Not Required (2)	0	0	0	0	600,000	4,090,000
Kirkpatrick Fire & Rescue Station	13,175,000	8,000,000	2017	11,435,000	Nov. 2016 (1)	0	0	5,000,000	3,000,000	0	0
Leesburg South Fire & Rescue Station	13,430,000	11,890,000	2018	11,890,000	Nov. 2017 (1)	0	0	0	4,050,000	7,840,000	0
Lovettsville Fire Station Renovation	3,380,000	3,380,000	2017	3,380,000	Nov. 2016 (1)	0	0	3,380,000	0	0	0
Lucketts Fire Station Replacement	11,490,000	10,120,000	2013	10,120,000	Nov. 2013 (1)	7,920,000	2,200,000	0	0	0	0
Public Safety & General Government Office Space	35,000,000	5,000,000 A	2011	N/A	Not Required (2)	5,000,000	0	0	0	0	0
Public Safety Firing Range	9,000,000	4,500,000 A	2013	N/A	Not Required (2)	4,500,000	0	0	0	0	0
Round Hill Fire Station Replacement	14,855,000	8,000,000 B	2018	8,000,000	Nov. 2017 (1)	0	0	0	1,875,000	6,125,000	0
Sterling Fire Station Replacement	14,430,000	14,430,000	2015	14,430,000	Nov. 2014 (1)	1,960,000	6,000,000	6,470,000	0	0	0
Subtotal, Public Safety Projects	299,187,277	215,219,977				47,125,277	51,340,000	37,130,000	32,974,700	28,310,000	18,340,000
Transit Projects:											
Dulles Corridor Metrorail Project	300,000,000	260,000,000 A	2016	N/A	Not Required (2)	40,000,000	60,000,000	60,000,000	80,000,000	20,000,000	0
Metrorail Parking Garages	130,000,000	130,000,000	2016	N/A	Not Required (2)	0	40,000,000	40,000,000	40,000,000	10,000,000	0
Western Loudoun Park & Ride Lot	3,570,000	3,420,000	2016	N/A	Not Required (2)	0	705,000	1,500,000	1,215,000	0	0
Subtotal, Transit Projects	433,570,000	393,420,000				40,000,000	100,705,000	101,500,000	121,215,000	30,000,000	0
Road Projects											
Alder School Road	5,617,000	5,617,000 A	2014	N/A	Not Required (2)	5,617,000	0	0	0	0	0
Belfort Area Road Improvements	8,000,000	8,000,000 A	2014	N/A	Not Required (2)	8,000,000	0	0	0	0	0
Crosstrail Blvd - Phases I and II	17,500,000	17,500,000 A	2014	N/A	Not Required (2)	8,000,000	4,500,000	5,000,000	0	0	0
Crosstrail Blvd - Phases III and IV	52,800,000	39,000,000	2017	N/A	Not Required (2)	0	0	15,000,000	17,500,000	6,500,000	0
Route 606 Widening	46,500,000	30,375,000 A	2014	N/A	Not Required (2)	11,500,000	8,875,000	8,000,000	2,000,000	0	0
Woodgrove HS/Fields Farm Park Road	3,815,000	3,815,000	2015	N/A	Not Required (2)	2,000,000	1,815,000	0	0	0	0
Subtotal, Transportation Projects	134,232,000	104,307,000				35,117,000	15,190,000	28,000,000	19,500,000	6,500,000	0
SUBTOTAL - General Government	1,452,114,332	931,950,832				157,683,277	188,320,000	206,020,000	223,639,700	102,687,855	53,600,000
Notes on Amount to be Financed between FY 2015 - FY 2020											
A - Includes previously authorized, but unissued debt financing											
B - Remaining amount to be financed after FY 2020											
Notes on Potential Referendum Dates and Projects:											
(1) General obligation bond financing requires referendum approval											
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources											



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Debt Service Fund

Schedule of Major Financings												
FY 2015 - FY 2020 Adopted Capital Improvement Program												
Capital Projects and Leases To Be Financed						Anticipated Sale or Closing Dates and Amounts						
Financing Type/Project	Total Project	Amount to be Financed FY 2015-FY 2020	Construction Start Year	Amount of Referendum	Potential Referendum Date or Status		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Obligation Bonds or Appropriation Based:												
School Administration Projects:												
School Vehicle Lease	42,000,000	60,000,000	2015	N/A	Not Required (2)		10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Subtotal, Administration Projects	42,000,000	60,000,000					10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Elementary School Projects:												
ES-16, Moorefield Station ES	26,330,000	2,318,000	A	2012	22,830,000	Nov. 2011 (1)	2,318,000	0	0	0	0	0
ES-21, Cardinal Ridge ES	33,680,415	5,820,000	A	2013	31,300,000	Nov. 2007 (1)	5,820,000	0	0	0	0	0
ES-22, Discovery ES	25,705,000	3,578,000	A	2012	22,830,000	Nov. 2011 (1)	3,578,000	0	0	0	0	0
ES-27, Dulles North Area	35,040,000	31,540,000		2015	31,540,000	Nov. 2014 (1)	8,415,000	19,695,000	3,430,000	0	0	0
ES-28 Dulles South Area	41,790,000	37,610,000	B	2019	37,610,000	Nov. 2018 (1)	0	0	0	0	17,610,000	20,000,000
Subtotal, Elementary School Projects	162,545,415	80,866,000					20,131,000	19,695,000	3,430,000	0	17,610,000	20,000,000
Middle School Projects:												
MS-6, Trailside MS	43,760,000	5,000,000	A	2012	39,380,000	Nov. 2011 (1)	5,000,000	0	0	0	0	0
MS-7, Dulles South Area	63,850,000	48,045,000	B	2019	57,465,000	Nov. 2018 (1)	0	0	0	0	23,045,000	25,000,000
MS-9, Dulles North Area	53,540,000	48,000,000		2015	48,185,000	Nov. 2014 (1)	8,745,000	20,000,000	11,440,000	7,815,000	0	0
Subtotal, Middle School Projects	161,150,000	101,045,000					13,745,000	20,000,000	11,440,000	7,815,000	23,045,000	25,000,000
High School Projects:												
HS-6, Rock Ridge HS	90,240,000	44,815,000	A	2013	81,215,000	Nov. 2012 (1)	10,000,000	20,000,000	14,815,000	0	0	0
HS-7, John Champe HS	100,654,000	5,935,000	A	2008	82,235,000	Nov. 2008 (1)	5,935,000	0	0	0	0	0
HS-8, Riverside HS	90,010,000	37,940,000	A	2012	81,010,000	Nov. 2011 (1)	10,000,000	20,000,000	7,940,000	0	0	0
HS-9, Dulles South Area	133,080,000	16,770,000	B	2020	119,770,000	Nov. 2019 (1)	0	0	0	0	0	16,770,000
HS-11, Dulles North Area	121,870,000	85,355,000	B	2019	109,680,000	Nov. 2017 (1)	0	0	0	15,355,000	40,000,000	30,000,000
Advance Technology Academy	114,640,000	83,175,000		2015	83,175,000	Nov. 2014 (1)	5,455,000	13,000,000	19,570,000	32,275,000	12,875,000	0
Broad Run High School Renovation	26,500,000	12,205,483	B	2015	26,500,000	Nov. 2014 (1)	0	2,705,483	9,500,000	0	0	0
CS Monroe Conversion	43,690,000	39,320,000	A	2018	39,320,000	Nov. 2017 (1)	0	0	0	15,505,000	19,535,000	4,280,000
Freedom HS Addition	5,010,000	509,000	B	2014	4,510,000	Nov. 2013 (1)	509,000	0	0	0	0	0
Loudoun County HS Naval JROTC Facility	2,180,000	1,960,000		2017	1,960,000	Nov. 2016 (1)	0	0	1,750,000	210,000	0	0
Loudoun Valley HS Renovation	29,000,000	3,880,000		2013	26,100,000	Nov. 2012 (1)	3,880,000	0	0	0	0	0
Subtotal, High School Projects	756,874,000	331,864,483					35,779,000	55,705,483	53,575,000	63,345,000	72,410,000	51,050,000
SUBTOTAL - Schools	1,122,569,415	573,775,483					79,655,000	105,400,483	78,445,000	81,160,000	123,065,000	106,050,000
GRAND TOTAL	2,574,683,747	1,505,726,315					237,338,277	293,720,483	284,465,000	304,799,700	225,752,855	159,650,000
Notes on Amount to be Financed between FY 2015 - FY 2020												
A - Includes previously authorized, but unissued debt financing												
B - Remaining amount to be financed after FY 2020												
Notes on Potential Referendum Dates and Projects:												
(1) General obligation bond financing requires referendum approval												
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources												



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	Prior Debt		Administration					General Government			
	General Govt.	School	Land Acquisition - DS Group Residence	Land Acquisition - Schools	Land Acquisition - Sterling Fire Station	Land Acquisition Contingency	Library Management System (Major Computer Systems)	Consolidated Shops & Warehouse	Landfill Reclamation Project	Landfill Sequence IV Closure	Landfill Sequence V Closure
	(Payments Due on Previously Issued Debt)										
	\$ 341,228,940	\$ 847,818,175	\$ 480,000	\$ 7,475,000	\$ 2,050,000	\$ 5,397,855	\$ 2,500,000	\$ 19,200,000	\$ 15,480,000	\$ 3,630,000	\$ 5,930,000
2015	45,210,273	121,602,225	-	-	-	-	62,500	-	100,000	90,750	-
2016	42,850,379	115,063,548	-	748,750	207,500	-	246,875	-	470,000	357,000	-
2017	39,898,509	109,470,545	-	730,000	197,250	-	240,625	-	731,250	348,000	25,000
2018	37,979,255	98,880,387	-	711,250	197,250	-	234,375	-	911,250	339,000	163,750
2019	34,397,088	89,657,822	12,000	692,500	187,000	134,946	228,125	-	1,237,500	330,000	441,125
2020	33,530,006	83,600,156	48,375	673,750	187,000	533,142	221,875	420,000	1,378,250	321,000	578,375
2021	28,530,571	76,182,475	47,125	655,000	176,750	519,642	215,625	1,909,500	1,415,250	312,000	558,375
2022	25,944,207	64,965,561	45,875	636,250	176,750	506,142	209,375	1,861,500	1,376,500	303,000	548,625
2023	25,861,960	56,622,492	44,625	617,500	166,500	492,642	203,125	1,813,500	1,337,750	294,000	528,625
2024	23,880,177	55,834,236	43,375	598,750	166,500	479,142	196,875	1,765,500	1,299,000	289,875	518,875
2025	20,795,390	49,673,429	42,125	580,000	156,250	465,642	190,625	1,717,500	1,260,250	275,750	498,875
2026	19,027,691	37,949,891	40,875	561,250	156,250	452,142	184,375	1,669,500	1,221,500	271,625	489,125
2027	18,097,976	34,157,613	39,625	537,500	146,000	438,642	178,125	1,621,500	1,182,750	257,500	469,125
2028	16,214,732	25,144,229	38,375	524,000	146,000	425,142	171,875	1,573,500	1,144,000	253,375	459,375
2029	15,728,818	23,950,531	37,125	500,250	135,750	411,642	165,625	1,525,500	1,105,250	239,250	439,375
2030	11,232,411	16,896,208	35,875	486,750	135,750	398,142	159,375	1,477,500	1,066,500	235,125	429,625
2031	10,221,630	13,621,750	34,625	463,000	125,500	384,642	153,125	1,429,500	1,027,750	221,000	409,625
2032	6,279,401	10,521,499	33,375	449,500	125,500	371,142	146,875	1,381,500	989,000	216,875	399,875
2033	5,879,483	7,554,517	27,250	425,750	115,250	357,642	140,625	1,333,500	950,250	202,750	374,875
2034	5,276,250	5,084,550	31,125	412,250	115,250	344,142	134,375	1,285,500	906,625	198,625	370,375
2035	-	-	25,000	388,500	105,000	330,642	128,125	1,237,500	873,000	184,500	345,375
2036	-	-	28,875	-	-	317,142	-	1,189,500	634,375	-	340,875
2037	-	-	22,750	-	-	303,642	-	1,141,500	464,500	-	315,875
2038	-	-	26,625	-	-	290,142	-	1,093,500	315,875	-	247,625
2039	-	-	20,500	-	-	274,551	-	1,045,500	156,000	-	82,750
2040	-	-	-	-	-	-	-	787,500	46,125	-	-
2041	-	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 466,836,211	\$ 1,096,433,664	\$ 725,500	\$ 11,392,500	\$ 3,125,000	\$ 8,230,695	\$ 3,812,500	\$ 29,280,000	\$ 23,600,500	\$ 5,541,000	\$ 9,035,500



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	Health & Welfare					Parks & Recreation and Library Services						
	Adolescent Independent Living Residence	DS Group Residence - Eastern Loudoun	DS Group Residence - Purcellville	DS Group Residence - Round Hill	Youth Shelter Renovation	Ashburn Recreation & Community Center	Ashburn Senior Center	Brambleton Library	Dulles South Multi-Purpose Center Phase II	Dulles South Multi-Purpose Center Phase III	Fields Farm Park	Hal & Beni Hanson Regional Park
	\$ 10,600,000	\$ 2,065,000	\$ 1,945,000	\$ 1,500,000	\$ 2,000,000	\$ 44,590,000	\$ 6,515,000	\$ 13,035,000	\$ 11,235,000	\$ 5,920,000	\$ 8,595,000	\$ 30,640,000
2015	-	-	-	12,500	25,000	-	-	-	100,000	-	-	-
2016	-	-	-	74,375	123,750	-	-	-	567,500	100,000	-	-
2017	-	-	-	171,250	229,125	-	-	-	1,361,375	297,500	27,500	187,500
2018	17,500	-	101,000	161,375	222,375	1,036,750	245,375	-	1,319,875	681,000	596,000	1,678,125
2019	201,875	-	219,250	161,500	215,625	2,756,500	704,625	50,000	1,278,375	666,250	909,500	3,160,750
2020	878,500	42,750	213,000	151,625	208,875	3,965,875	685,125	424,250	1,236,875	641,250	879,625	3,076,500
2021	1,106,500	236,750	206,750	151,750	202,125	4,707,250	665,625	1,285,500	1,195,375	626,500	859,750	2,992,250
2022	1,071,000	230,000	200,500	146,750	195,375	4,577,125	651,000	1,253,000	1,153,875	601,500	834,750	2,908,000
2023	1,045,750	213,250	194,125	141,750	183,750	4,437,000	626,375	1,220,500	1,112,500	586,750	809,750	2,823,750
2024	1,010,250	217,000	188,000	97,750	128,500	4,311,875	611,750	1,188,000	666,250	561,750	784,750	2,739,500
2025	985,000	200,250	181,625	99,625	124,500	4,166,500	587,125	1,155,500	650,500	537,000	759,750	2,650,250
2026	954,375	204,000	130,500	91,500	120,500	4,041,375	470,125	1,128,000	624,500	375,000	627,500	2,336,250
2027	924,000	187,250	131,375	93,375	116,500	3,896,000	455,625	1,090,250	608,750	363,000	612,875	2,263,750
2028	771,500	146,000	122,250	85,250	112,500	3,059,250	441,125	1,062,750	582,750	351,000	588,250	2,191,250
2029	752,250	136,500	123,125	87,125	113,375	2,950,250	426,625	1,025,000	567,000	339,000	573,625	2,118,750
2030	722,750	137,250	114,000	79,000	104,250	2,861,750	412,125	997,500	541,000	332,000	549,000	2,046,250
2031	703,500	127,750	114,875	80,875	105,125	2,752,750	397,625	959,750	525,250	314,750	534,375	1,973,750
2032	674,000	128,500	105,750	72,750	96,000	2,664,250	383,125	932,250	499,250	307,750	509,750	1,901,250
2033	654,750	119,000	106,625	74,625	96,875	2,555,250	368,625	894,500	483,500	290,500	495,125	1,828,750
2034	625,250	119,750	97,500	66,500	87,750	2,466,750	354,125	867,000	457,500	283,500	470,500	1,756,250
2035	606,000	110,250	98,375	68,375	88,625	2,357,750	339,625	829,250	441,750	266,250	455,875	1,683,750
2036	576,500	111,000	89,250	35,875	30,750	2,269,250	325,125	801,750	220,750	209,250	431,250	1,611,250
2037	557,250	106,500	90,125	-	-	2,160,250	315,500	764,000	-	94,500	416,625	1,538,750
2038	527,750	102,000	41,000	-	-	1,636,750	240,875	736,500	-	-	138,375	725,625
2039	444,375	97,500	-	-	-	713,250	-	698,750	-	-	-	-
2040	76,875	78,000	-	-	-	-	-	518,750	-	-	-	-
2041	-	-	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 15,887,500	\$ 3,051,250	\$ 2,869,000	\$ 2,205,500	\$ 2,931,250	\$ 66,343,750	\$ 9,707,250	\$ 19,882,750	\$ 16,194,500	\$ 8,676,000	\$ 12,864,500	\$ 46,192,250



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	Parks & Recreation and Library Services					Public Safety					
	Lovettsville Community Center Replacement	Lovettsville District Park	Philomont Community Center Renovation	Sterling Community Center Replacement/ Renovation	Sterling Library	Animal Shelter	Ashburn Sheriff Station	Courts Complex Phase III	DIT - Public Safety CAD System	DIT-E911 System Upgrade	ECC & E-911 Communications Center
	\$ 1,380,000	\$ 5,000,000	\$ 906,000	\$ 6,085,000	\$ 4,850,000	\$ 15,370,000	\$ 432,145	\$ 74,300,000	\$ 4,558,132	\$ 3,000,000	\$ 7,165,000
2015	34,500	125,000	-	-	25,000	-	10,804	75,000	113,953	75,000	179,125
2016	137,250	493,750	90,300	100,000	223,750	341,500	41,108	1,178,750	452,156	296,250	709,250
2017	133,750	481,250	88,050	434,625	565,000	1,204,875	40,108	4,239,625	440,656	288,750	691,250
2018	130,250	468,750	85,800	778,625	548,500	1,610,750	39,108	5,126,375	429,156	281,250	673,250
2019	126,750	456,250	83,550	753,875	532,000	1,566,250	38,108	6,413,125	417,656	273,750	655,250
2020	123,250	443,750	81,300	729,125	515,500	1,516,875	37,108	7,011,125	401,281	266,250	637,250
2021	119,750	431,250	79,050	714,250	499,000	1,477,500	36,108	6,823,125	394,906	258,750	619,250
2022	116,250	418,750	76,800	679,125	487,500	1,428,125	35,108	6,635,125	378,531	251,250	601,250
2023	112,750	406,250	74,550	664,250	465,750	1,388,750	34,108	6,452,125	372,156	243,750	578,375
2024	109,250	393,750	72,300	629,125	314,250	1,339,375	37,983	6,258,875	355,781	236,250	565,500
2025	105,750	381,250	70,050	315,000	304,500	1,114,625	31,858	6,075,875	349,406	228,750	542,625
2026	102,250	368,750	67,800	305,000	294,750	1,084,625	35,733	5,882,625	333,031	221,250	529,750
2027	98,750	356,250	65,550	295,000	285,000	1,044,375	29,608	5,624,625	326,656	213,750	506,875
2028	95,250	343,750	63,300	285,000	275,250	1,014,375	33,483	5,440,125	310,281	206,250	494,000
2029	86,875	331,250	61,050	275,000	265,500	979,000	27,358	5,255,625	303,906	198,750	471,125
2030	88,500	318,750	58,800	265,000	255,750	943,875	31,233	5,071,125	287,531	191,250	458,250
2031	80,125	306,250	56,550	255,000	246,000	908,500	25,108	4,886,625	281,156	183,750	435,375
2032	81,750	293,750	54,300	245,000	236,250	873,375	28,983	4,702,125	264,781	176,250	422,500
2033	73,375	281,250	52,050	235,000	226,500	838,000	22,858	4,517,625	258,406	168,750	399,625
2034	75,000	268,750	54,800	225,000	216,750	802,875	26,733	4,333,125	242,031	161,250	386,750
2035	66,625	256,250	48,300	215,000	207,000	767,500	22,699	4,148,625	233,835	153,750	363,875
2036	-	-	-	205,000	98,500	622,375	-	3,517,875	-	-	-
2037	-	-	-	-	-	153,750	-	1,805,000	-	-	-
2038	-	-	-	-	-	-	-	1,233,750	-	-	-
2039	-	-	-	-	-	-	-	437,500	-	-	-
2040	-	-	-	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 2,098,000	\$ 7,625,000	\$ 1,384,250	\$ 8,603,000	\$ 7,088,000	\$ 23,021,250	\$ 665,305	\$ 113,145,500	\$ 6,947,252	\$ 4,575,000	\$ 10,920,500



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	Public Safety												
	Fire Apparatus	Fire & Rescue Vehicle Annex	Fire & Rescue Performance Improvement Center	Fire & Rescue Training Center Expansion	Juvenile Detention Center Phase I	Juvenile Detention Center Phase II	Kirkpatrick Fire & Rescue Station	Leesburg South Fire & Rescue Station	Lovettsville Fire Station Renovation	Lucketts Fire Station Replacement	Public Safety & General Government Office Space	Public Safety Firing Range	Round Hill Fire Station Replacement
	\$ 16,340,000	\$ 3,610,000	\$ 3,340,000	\$ 6,045,000	\$ 11,049,700	\$ 4,690,000	\$ 8,000,000	\$ 11,890,000	\$ 3,380,000	\$ 10,120,000	\$ 5,000,000	\$ 4,500,000	\$ 8,000,000
2015	-	-	-	-	-	-	-	-	-	125,000	125,000	112,500	-
2016	311,500	-	-	-	-	-	-	-	-	839,750	493,750	444,375	-
2017	864,125	-	-	-	-	-	125,000	-	84,500	1,182,125	481,250	433,125	-
2018	1,402,500	-	-	-	625,000	-	509,125	101,250	334,750	1,146,625	468,750	421,875	-
2019	1,924,750	10,375	9,125	24,125	1,083,735	15,000	1,000,500	511,375	326,250	1,111,125	456,250	410,625	188,750
2020	2,425,250	90,250	87,750	172,000	1,061,235	109,250	969,500	1,398,750	317,750	1,075,625	443,750	399,375	795,250
2021	2,867,000	406,500	383,000	679,750	1,028,485	514,750	938,500	1,362,375	309,250	1,040,125	431,250	388,125	775,250
2022	2,749,875	400,000	372,000	660,500	1,005,985	500,500	907,500	1,316,000	300,750	1,004,625	418,750	376,875	755,250
2023	2,423,000	383,250	361,000	641,250	973,235	486,250	876,500	1,279,625	292,250	964,250	406,250	365,625	735,250
2024	1,901,625	376,750	350,000	622,000	950,735	472,000	850,500	1,233,250	283,750	626,750	393,750	354,375	715,250
2025	1,391,500	360,000	339,000	602,750	917,985	457,750	814,250	1,192,000	275,250	607,000	381,250	343,125	695,250
2026	902,875	353,500	328,000	583,500	895,485	448,500	443,250	1,145,750	266,750	587,250	368,750	331,875	675,250
2027	435,750	336,750	307,125	554,375	862,735	429,000	429,250	754,750	258,250	567,500	356,250	320,625	655,250
2028	-	245,250	226,500	420,500	840,235	334,750	415,250	731,250	249,750	552,750	343,750	309,375	635,250
2029	-	237,750	214,625	402,625	807,485	324,500	401,250	707,750	241,250	527,750	331,250	298,125	615,250
2030	-	230,250	212,750	394,750	784,985	314,250	387,250	684,250	232,750	513,000	318,750	286,875	595,250
2031	-	222,750	200,875	376,875	752,235	309,000	373,250	660,750	219,375	488,000	306,250	275,625	575,250
2032	-	215,250	199,000	369,000	729,735	293,500	359,250	637,250	216,000	473,250	293,750	264,375	555,250
2033	-	212,750	192,125	351,125	696,985	288,250	350,125	613,750	202,625	448,250	281,250	253,125	535,250
2034	-	204,875	185,000	343,250	674,485	272,750	331,000	590,250	199,250	433,500	268,750	241,875	515,250
2035	-	197,250	178,125	325,375	641,735	267,500	321,875	566,750	185,875	408,500	256,250	230,625	495,250
2036	-	189,375	171,000	317,500	619,235	252,000	302,750	543,250	182,500	-	-	-	475,250
2037	-	181,750	164,125	304,625	586,485	246,750	293,625	519,750	169,125	-	-	-	455,250
2038	-	173,875	157,000	291,500	561,685	231,250	30,750	496,250	-	-	-	-	435,250
2039	-	166,250	150,125	278,625	-	226,000	-	272,875	-	-	-	-	320,250
2040	-	134,000	123,500	216,750	-	181,250	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 19,599,750	\$ 5,328,750	\$ 4,911,750	\$ 8,932,750	\$ 16,851,900	\$ 6,974,750	\$ 11,430,250	\$ 17,319,250	\$ 5,148,000	\$ 14,722,750	\$ 7,625,000	\$ 6,862,500	\$ 12,198,750



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	Public Safety	Transportation								
	Sterling Fire Station Replacement	Dulles Corridor Metrorail Project	Metrorail Parking Garages	Western Loudoun Park & Ride Lot	Allder School Road	Belfort Area Road Improvements	Crosstrail Blvd - Phases I and II	Crosstrail Blvd - Phases III and IV	Route 606 Widening	Woodgrove HS/Fields Farm Park Road
	\$ 14,430,000	\$ 260,000,000	\$ 130,000,000	\$ 3,420,000	\$ 5,617,000	\$ 8,000,000	\$ 17,500,000	\$ 39,000,000	\$ 30,375,000	\$ 3,815,000
2015	25,000	500,000	-	-	140,425	200,000	-	-	143,750	50,000
2016	346,750	3,813,375	500,000	-	553,850	790,000	800,000	-	1,258,688	242,875
2017	913,375	8,730,250	4,475,000	70,250	539,850	770,000	1,355,000	187,500	2,087,126	371,000
2018	1,526,250	14,047,125	8,350,000	248,875	525,850	750,000	1,692,500	1,678,125	2,766,501	361,500
2019	1,484,000	19,917,250	11,875,000	351,750	511,850	730,000	1,648,750	3,356,250	2,859,376	352,000
2020	1,441,750	20,665,625	12,312,500	342,250	497,850	710,000	1,605,000	3,754,375	2,793,751	342,500
2021	1,399,500	20,232,375	11,987,500	332,750	483,850	690,000	1,561,250	3,656,875	2,707,876	333,000
2022	1,357,250	19,799,125	11,662,500	323,250	469,850	670,000	1,517,500	3,559,375	2,652,126	323,500
2023	1,315,000	19,365,875	11,337,500	313,750	455,850	650,000	1,473,750	3,461,875	2,555,876	314,000
2024	1,272,750	18,932,625	11,012,500	309,125	441,850	630,000	1,430,000	3,364,375	2,500,126	304,500
2025	1,035,625	18,499,375	10,687,500	294,500	427,850	610,000	1,386,250	3,266,875	2,403,876	295,000
2026	1,013,000	18,076,000	10,362,500	255,750	413,850	590,000	1,342,500	3,169,375	2,348,126	285,500
2027	970,125	17,637,250	10,037,500	247,750	399,850	570,000	1,298,750	3,071,875	2,251,876	276,000
2028	947,500	17,168,625	9,712,500	239,750	385,850	550,000	1,255,000	2,974,375	2,196,126	266,500
2029	904,625	16,772,000	9,387,500	231,750	371,850	530,000	1,211,250	2,876,875	2,099,876	257,000
2030	882,000	16,338,375	9,062,500	223,750	362,725	510,000	1,167,500	2,779,375	2,044,126	247,500
2031	839,125	15,905,000	8,737,500	215,750	343,600	490,000	1,123,750	2,681,875	1,947,876	242,875
2032	816,500	15,471,375	8,412,500	207,750	334,475	470,000	1,080,000	2,584,375	1,892,126	228,250
2033	773,625	15,038,000	8,087,500	199,750	315,350	450,000	1,036,250	2,486,875	1,795,876	223,625
2034	751,000	14,604,375	7,762,500	191,750	306,225	430,000	992,500	2,389,375	1,740,126	209,000
2035	708,125	14,171,000	7,437,500	188,750	289,050	410,000	948,750	2,291,875	1,643,876	204,375
2036	586,750	13,737,375	7,112,500	175,500	-	-	505,000	2,194,375	1,010,438	92,250
2037	261,375	13,304,000	4,812,500	132,500	-	-	256,250	2,096,875	523,750	-
2038	-	13,160,375	2,612,500	51,250	-	-	-	1,258,750	103,750	-
2039	-	12,382,500	512,500	-	-	-	-	333,125	-	-
2040	-	11,989,125	-	-	-	-	-	-	-	-
2041	-	11,569,125	-	-	-	-	-	-	-	-
2042	-	11,125,875	-	-	-	-	-	-	-	-
2043	-	10,362,625	-	-	-	-	-	-	-	-
2044	-	9,995,874	-	-	-	-	-	-	-	-
2045	-	9,548,999	-	-	-	-	-	-	-	-
2046	-	7,845,749	-	-	-	-	-	-	-	-
2047	-	5,519,749	-	-	-	-	-	-	-	-
2048	-	3,230,750	-	-	-	-	-	-	-	-
2049	-	1,756,375	-	-	-	-	-	-	-	-
2050	-	1,019,875	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 21,571,000	\$ 462,233,371	\$ 198,250,000	\$ 5,148,250	\$ 8,571,750	\$ 12,200,000	\$ 26,687,500	\$ 59,475,000	\$ 46,327,020	\$ 5,822,750



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

	School Administration	Elementary School Projects					Middle School Projects		
	School Vehicle Lease	ES-16, Moorefield Station ES	ES-21, Cardinal Ridge ES	ES-22, Discovery ES	ES-27, Dulles North Area	ES-28 Dulles South Area	MS-6, Trailside MS	MS-7, Dulles South Area	MS-9, Dulles North Area
Total Principal	\$ 60,000,000	\$ 2,318,000	\$ 5,820,000	\$ 3,578,000	\$ 31,540,000	\$ 37,610,000	\$ 5,000,000	\$ 48,045,000	\$ 48,000,000
2015	-	-	-	89,450	110,375	-	-	-	168,625
2016	3,000,000	115,000	846,000	676,150	1,085,250	-	965,000	-	1,113,875
2017	5,875,000	115,000	818,250	650,650	2,857,250	-	929,250	-	2,984,500
2018	8,625,000	115,000	790,500	625,150	3,350,500	-	893,500	-	4,582,375
2019	11,250,000	115,000	762,750	599,650	3,255,750	190,250	857,750	201,125	5,028,125
2020	11,500,000	115,000	730,000	579,025	3,161,000	2,001,000	822,000	2,667,250	4,888,750
2021	11,250,000	115,000	707,500	548,400	3,066,250	4,074,500	786,250	4,716,000	4,739,375
2022	8,250,000	115,000	674,750	525,825	2,971,500	3,961,500	745,500	4,600,875	4,600,000
2023	5,375,000	115,000	247,250	-	2,876,750	3,848,500	-	4,475,750	4,450,625
2024	2,625,000	115,000	239,750	-	2,782,000	3,735,500	-	4,360,625	4,306,250
2025	-	115,000	232,250	-	2,209,500	3,622,500	-	4,235,500	3,412,125
2026	-	115,000	224,750	-	2,139,250	3,509,500	-	4,120,375	3,310,250
2027	-	115,000	217,250	-	2,069,000	3,396,500	-	3,995,250	3,198,375
2028	-	115,000	209,750	-	1,998,750	2,698,500	-	3,880,125	3,096,500
2029	-	120,000	202,250	-	1,928,500	2,614,750	-	3,755,000	2,984,625
2030	-	115,000	194,750	-	1,863,125	2,531,000	-	3,639,875	2,882,750
2031	-	120,000	187,250	-	1,787,750	2,447,250	-	3,514,750	2,770,875
2032	-	115,000	179,750	-	1,722,375	2,363,500	-	3,399,625	2,669,000
2033	-	120,000	172,250	-	1,647,000	2,279,750	-	3,274,500	2,562,000
2034	-	115,000	164,750	-	1,581,625	2,196,000	-	3,159,375	2,455,000
2035	-	118,000	152,250	-	1,506,250	2,112,250	-	3,034,250	2,348,000
2036	-	-	-	-	1,016,500	2,033,375	-	2,919,125	1,809,500
2037	-	-	-	-	-	1,944,500	-	2,794,000	737,000
2038	-	-	-	-	-	1,865,625	-	2,678,875	399,750
2039	-	-	-	-	-	1,781,750	-	2,553,750	-
2040	-	-	-	-	-	822,250	-	1,293,750	-
2041	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 67,750,000	\$ 2,318,000	\$ 7,954,000	\$ 4,294,300	\$ 46,986,250	\$ 56,030,250	\$ 5,999,250	\$ 73,269,750	\$ 71,498,250



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	High School Projects										
	HS-6, Rock Ridge HS	HS-7, John Champe HS	HS-8, Riverside HS	HS-9, Dulles South Area	HS-11, Dulles North Area	Advance Technology Academy	Broad Run High School Renovation	CS Monroe Conversion	Freedom HS Addition	Loudoun County HS Naval JROTC Facility	Loudoun Valley HS Renovation
	\$ 44,815,000	\$ 5,935,000	\$ 37,940,000	\$ 16,770,000	\$ 85,355,000	\$ 83,175,000	\$ 12,205,483	\$ 39,320,000	\$ 509,000	\$ 1,960,000	\$ 3,880,000
2015	250,000	148,375	250,000	-	-	-	-	-	12,725	-	97,000
2016	1,237,500	584,375	1,237,500	-	-	872,750	-	-	79,075	-	457,250
2017	3,200,000	569,625	4,078,500	-	-	2,307,000	270,274	-	76,325	-	443,750
2018	5,250,000	554,875	4,540,625	-	175,000	4,205,500	1,513,524	137,625	73,575	182,750	430,250
2019	5,091,500	540,125	4,399,375	-	2,029,000	7,130,875	1,468,024	1,793,375	70,825	207,750	416,750
2020	4,933,000	525,375	4,258,125	200,000	5,965,500	8,983,375	1,422,524	3,550,875	68,075	207,000	403,250
2021	4,774,500	510,625	4,111,875	1,668,500	8,302,000	8,715,125	1,377,024	4,165,125	65,325	196,000	389,750
2022	4,611,125	500,750	3,980,750	1,626,500	8,083,500	8,457,125	1,336,524	4,047,125	57,700	195,250	371,375
2023	4,457,750	480,875	3,829,375	1,584,500	7,875,250	8,193,750	1,290,774	3,929,125	16,200	184,250	250,875
2024	4,294,375	471,000	2,268,250	1,542,500	7,656,750	7,930,625	1,245,024	3,816,000	15,700	183,500	243,125
2025	2,746,750	451,125	2,193,375	1,500,500	7,448,500	7,667,250	729,274	3,692,875	15,200	172,500	235,375
2026	2,659,750	441,250	2,128,500	1,458,500	7,230,000	7,404,125	712,024	3,584,750	14,700	142,500	227,625
2027	2,572,750	421,375	2,053,625	1,416,500	7,021,750	5,478,375	684,524	3,456,375	14,200	133,000	219,875
2028	2,485,750	411,500	1,988,750	1,374,500	6,803,250	5,310,250	667,274	2,748,625	13,700	133,750	212,125
2029	2,398,750	391,625	1,913,875	1,332,500	6,595,000	5,121,875	639,774	2,655,875	13,200	124,250	199,500
2030	2,311,750	381,750	1,849,000	1,285,500	6,376,500	4,948,750	622,524	2,573,375	12,700	125,000	196,875
2031	2,224,750	361,875	1,774,125	1,248,750	6,168,250	4,765,625	595,024	2,480,625	12,200	115,500	184,250
2032	2,142,750	352,000	1,709,250	1,201,750	5,949,750	4,592,500	577,774	2,398,125	11,700	116,250	181,625
2033	2,050,500	332,125	1,634,375	1,165,000	5,741,500	4,409,375	550,274	2,305,375	11,200	106,750	169,000
2034	1,968,500	322,250	1,569,500	1,118,000	5,523,000	4,236,250	533,024	2,222,875	10,700	107,500	166,375
2035	1,876,250	302,375	1,494,625	1,081,250	5,314,750	4,053,125	510,524	2,130,125	9,225	98,000	153,750
2036	1,306,750	-	942,250	1,034,250	5,096,250	3,605,000	488,507	2,047,625	-	98,750	-
2037	252,000	-	404,875	997,500	4,888,000	2,806,875	325,500	1,959,750	-	89,250	-
2038	-	-	-	950,500	4,669,500	1,719,250	-	1,872,125	-	-	-
2039	-	-	-	913,750	3,700,000	51,250	-	1,011,250	-	-	-
2040	-	-	-	866,750	1,550,000	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-	-	-	-
2047	-	-	-	-	-	-	-	-	-	-	-
2048	-	-	-	-	-	-	-	-	-	-	-
2049	-	-	-	-	-	-	-	-	-	-	-
2050	-	-	-	-	-	-	-	-	-	-	-
2051	-	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 65,096,750	\$ 9,055,250	\$ 54,610,500	\$ 25,567,500	\$130,163,000	\$ 122,966,000	\$ 17,559,713	\$ 58,579,000	\$ 674,250	\$ 2,919,500	\$ 5,649,750



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Debt Service Projections: FY 2015 – FY 2020 Adopted Capital Improvement Program

Total Principal	Summary - Total County Projects						Summary - Total School Projects					Total County & School Projects
	Total General Government & Administration Projects	Total Health & Welfare Services Projects	Total PRCS Projects	Total Public Safety Projects	Total Transportation Services Projects	Subtotal, County Government	Total School Administration Projects	Total Elementary School Projects	Total Middle School Projects	Total High School Projects	Subtotal, School Projects	
	\$ 62,142,855	\$ 18,110,000	\$ 138,751,000	\$ 215,219,977	\$ 497,727,000	\$ 931,950,832	\$ 60,000,000	\$ 80,866,000	\$ 101,045,000	\$ 331,864,483	\$ 573,775,483	\$ 1,505,726,315
2015	253,250	37,500	284,500	841,382	1,034,175	2,450,807	-	199,825	168,625	758,100	1,126,550	3,577,357
2016	2,030,125	198,125	1,712,550	5,455,139	7,958,788	17,354,727	3,000,000	2,722,400	2,078,875	4,468,450	12,269,725	29,624,452
2017	2,272,125	400,375	3,576,550	10,988,764	18,585,976	35,823,790	5,875,000	4,441,150	3,913,750	10,945,574	25,175,374	60,999,164
2018	2,556,875	502,250	7,569,050	14,696,014	30,420,476	55,744,665	8,625,000	4,881,150	5,475,875	17,063,724	36,045,749	91,790,414
2019	3,263,196	798,250	11,478,425	17,920,124	41,602,226	75,062,221	11,250,000	4,923,400	6,087,000	23,147,599	45,407,999	120,470,220
2020	4,361,767	1,494,750	12,802,425	20,657,374	43,023,851	82,340,167	11,500,000	6,586,025	8,378,000	30,517,099	56,981,124	139,321,291
2021	5,809,267	1,903,875	14,175,550	22,133,499	41,985,476	86,007,667	11,250,000	8,511,650	10,241,625	34,275,849	64,279,124	150,286,791
2022	5,664,017	1,843,625	13,757,675	21,455,249	40,977,226	83,697,792	8,250,000	8,248,575	9,946,375	33,267,724	59,712,674	143,410,466
2023	5,498,267	1,778,625	13,340,175	20,571,999	39,928,476	81,117,542	5,375,000	7,087,500	8,926,375	32,092,724	53,481,599	134,599,141
2024	5,357,892	1,641,500	12,382,550	19,197,249	38,925,101	77,504,292	2,625,000	6,872,250	8,666,875	29,666,849	47,830,974	125,335,266
2025	5,187,017	1,591,000	11,533,175	17,755,874	37,871,226	73,938,292	-	6,179,250	7,647,625	26,852,724	40,679,599	114,617,891
2026	5,046,642	1,500,875	10,741,300	16,430,749	36,843,601	70,563,167	-	5,988,500	7,430,625	26,003,724	39,422,849	109,986,016
2027	4,870,767	1,452,500	10,390,800	14,983,624	35,790,851	67,488,542	-	5,797,750	7,193,625	23,472,349	36,463,724	103,952,266
2028	4,735,642	1,237,500	9,338,925	13,750,624	34,748,726	63,811,417	-	5,022,000	6,976,625	22,149,474	34,148,099	97,959,516
2029	4,559,767	1,212,375	9,019,925	13,249,999	33,738,101	61,780,167	-	4,865,500	6,739,625	21,386,224	32,991,349	94,771,516
2030	4,424,642	1,157,250	8,726,425	12,820,374	32,735,851	59,864,542	-	4,703,875	6,522,625	20,683,724	31,910,224	91,774,766
2031	4,248,767	1,132,125	8,402,175	12,319,874	31,688,226	57,791,167	-	4,542,250	6,285,625	19,930,974	30,758,849	88,550,016
2032	4,113,642	1,077,000	8,108,675	11,890,124	30,680,851	55,870,292	-	4,380,625	6,068,625	19,233,474	29,682,724	85,553,016
2033	3,927,892	1,051,875	7,784,425	11,404,499	29,633,226	53,801,917	-	4,219,000	5,836,500	18,475,474	28,530,974	82,332,891
2034	3,798,267	996,750	7,495,925	10,963,999	28,625,851	51,880,792	-	4,057,375	5,614,375	17,777,974	27,449,724	79,330,516
2035	3,617,642	971,625	7,167,425	10,473,519	27,585,176	49,815,387	-	3,888,750	5,382,250	17,023,999	26,294,999	76,110,386
2036	2,510,767	843,375	6,172,125	7,779,860	24,827,438	42,133,565	-	3,049,875	4,728,625	14,619,382	22,397,882	64,531,447
2037	2,248,267	753,875	5,289,625	5,141,610	21,125,875	34,559,252	-	1,944,500	3,531,000	11,723,750	17,199,250	51,758,502
2038	1,973,767	670,750	3,478,125	3,363,310	17,186,625	26,672,577	-	1,865,625	3,078,625	9,211,375	14,155,625	40,828,202
2039	1,579,301	541,875	1,412,000	1,851,625	13,228,125	18,612,926	-	1,781,750	2,553,750	5,676,250	10,011,750	28,624,676
2040	833,625	154,875	518,750	655,500	11,989,125	14,151,875	-	822,250	1,293,750	2,416,750	4,532,750	18,684,625
2041	-	-	-	-	11,569,125	11,569,125	-	-	-	-	-	11,569,125
2042	-	-	-	-	11,125,875	11,125,875	-	-	-	-	-	11,125,875
2043	-	-	-	-	10,362,625	10,362,625	-	-	-	-	-	10,362,625
2044	-	-	-	-	9,995,874	9,995,874	-	-	-	-	-	9,995,874
2045	-	-	-	-	9,548,999	9,548,999	-	-	-	-	-	9,548,999
2046	-	-	-	-	7,845,749	7,845,749	-	-	-	-	-	7,845,749
2047	-	-	-	-	5,519,749	5,519,749	-	-	-	-	-	5,519,749
2048	-	-	-	-	3,230,750	3,230,750	-	-	-	-	-	3,230,750
2049	-	-	-	-	1,756,375	1,756,375	-	-	-	-	-	1,756,375
2050	-	-	-	-	1,019,875	1,019,875	-	-	-	-	-	1,019,875
2051	-	-	-	-	-	-	-	-	-	-	-	-
2052	-	-	-	-	-	-	-	-	-	-	-	-
2053	-	-	-	-	-	-	-	-	-	-	-	-
2054	-	-	-	-	-	-	-	-	-	-	-	-
2055	-	-	-	-	-	-	-	-	-	-	-	-
Total Principal & Interest	\$ 94,743,195	\$ 26,944,500	\$ 206,659,250	\$ 318,751,957	\$ 824,715,641	1,471,814,543	67,750,000	117,582,800	150,767,250	492,841,213	\$ 828,941,263	\$ 2,300,755,806



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**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Capital Asset Preservation Fund

The Board of Supervisors established the Capital Asset Preservation Fund (CAPP) in 1990 as a consistent means of planning and financing for major Loudoun County Public Schools and County General Government maintenance efforts. The CAPP affords the County the ability to extend the useful life of mature and aging facilities by repairing major facility components and systems, including repair by replacement.

The County uses nationally promulgated standards as guidelines for the maintenance of, and financial investment in, aging facilities. For example, the Association of Higher Education Facilities Officers recommends annual capital asset preservation funding ranges that are 1.5% to 3.0% of the total replacement value of an institution's physical plant. Similarly, the Federal Internal Revenue Service has established a depreciation standard of 2.5% per year on fixed assets. The number of new facilities for the Schools and County also influences the Capital Asset Preservation Fund budget, as new facilities are added to the County's fixed asset inventory at a faster pace than the County's ability to increase funding to maintain the CAPP at optimal levels.

The Capital Asset Preservation Fund is financed through local tax funding. The CAPP also receives additional revenue from surcharges collected by the Clerk of the Circuit Court on recordation. This recordation surcharge is legally earmarked for the ongoing maintenance of Court-related facilities. Budget projections for FY 2015 – FY 2020 reflect the funding required to support capital asset preservation.

Table 1. Adopted FY 2015 - FY 2020 Capital Asset Preservation Fund							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
Revenues							
<i>Local Tax Funding</i>							
General Government	\$ 4,320,000	\$ 4,536,000	\$ 4,763,000	\$ 5,000,000	\$ 5,250,000	\$ 5,513,000	\$ 29,382,000
Schools*	7,951,000	7,681,000	5,436,000	7,097,000	6,780,000	7,655,000	42,600,000
<i>Subtotal</i>	<u>12,271,000</u>	<u>12,217,000</u>	<u>10,199,000</u>	<u>12,097,000</u>	<u>12,030,000</u>	<u>13,168,000</u>	<u>71,982,000</u>
<i>Other Revenue Sources</i>							
Proffers (Cash)	0	0	0	0	0	0	0
Court Recordation Fees	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<i>Subtotal</i>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 600,000</u>
Total Sources of Funds	\$ 12,371,000	\$ 12,317,000	\$ 10,299,000	\$ 12,197,000	\$ 12,130,000	\$ 13,268,000	\$ 72,582,000
Expenditures							
<i>General Government</i>							
CAPP	4,320,000	4,536,000	4,763,000	5,000,000	5,250,000	5,513,000	29,382,000
Courts Maintenance	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<i>Subtotal</i>	<u>4,420,000</u>	<u>4,636,000</u>	<u>4,863,000</u>	<u>5,100,000</u>	<u>5,350,000</u>	<u>5,613,000</u>	<u>29,982,000</u>
<i>Schools*</i>	<u>\$ 7,951,000</u>	<u>\$ 7,681,000</u>	<u>\$ 5,436,000</u>	<u>\$ 7,097,000</u>	<u>\$ 6,780,000</u>	<u>\$ 7,655,000</u>	<u>\$ 42,600,000</u>
Total Expenditures	\$ 12,371,000	\$ 12,317,000	\$ 10,299,000	\$ 12,197,000	\$ 12,130,000	\$ 13,268,000	\$ 72,582,000

Table 2. Adopted FY 2015 - FY 2020 Capital Asset Preservation Fund Compared to Fixed Asset Value						
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Fixed Asset Value (FAV)						
General Government	\$ 1,139,563,313	\$ 1,253,519,644	\$ 1,378,871,608	\$ 1,516,758,769	\$ 1,668,434,646	\$ 1,835,278,111
Schools*	1,502,573,624	1,652,830,987	1,818,114,085	1,999,925,494	2,199,918,043	2,419,909,848
Total Fixed Asset Value	\$ 2,642,136,937	\$ 2,906,350,631	\$ 3,196,985,694	\$ 3,516,684,263	\$ 3,868,352,689	\$ 4,255,187,958
CAPP Projects as a % of FAV						
General Government	0.39%	0.37%	0.35%	0.34%	0.32%	0.31%
Schools*	0.53%	0.46%	0.30%	0.35%	0.31%	0.32%
Total Projects as a % of FAV	0.47%	0.42%	0.32%	0.35%	0.31%	0.31%



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Table 3. Adopted Capital Asset Preservation Fund by Functional Area and Repair Category

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
Maintenance and Repair Category							
<i>General Government</i>							
Building	\$ 1,200,000	\$ 1,260,000	\$ 1,310,000	\$ 1,400,000	\$ 1,500,000	\$ 1,573,000	\$ 8,243,000
Mechanical/Electrical Plumbing	1,300,000	1,365,000	1,400,000	1,470,000	1,500,000	1,600,000	8,635,000
Parks/Recreation Facilities	870,000	907,000	953,000	1,000,000	1,050,000	1,100,000	5,880,000
Pavement/Site	520,000	540,000	580,000	600,000	640,000	670,000	3,550,000
Roofing	430,000	464,000	520,000	530,000	560,000	570,000	3,074,000
<i>Subtotal General Government</i>	<i>\$ 4,320,000</i>	<i>\$ 4,536,000</i>	<i>\$ 4,763,000</i>	<i>\$ 5,000,000</i>	<i>\$ 5,250,000</i>	<i>\$ 5,513,000</i>	<i>\$ 29,382,000</i>
<i>Courts</i>							
Court Facilities Maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<i>Subtotal Courts</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 600,000</i>
<i>Schools*</i>							
Electrical	\$ 820,000	\$ 835,000	\$ 1,215,000	\$ 980,000	\$ 1,345,000	\$ 880,000	\$ 6,075,000
HVAC	540,000	410,000	446,000	479,000	410,000	480,000	2,765,000
Plumbing	270,000	163,000	184,000	148,000	405,000	370,000	1,540,000
Resurfacing	1,690,000	1,750,000	1,118,000	1,145,000	900,000	1,510,000	8,113,000
Roofing	3,400,000	3,452,000	1,550,000	3,150,000	2,550,000	3,940,000	18,042,000
Structure Repair	1,131,000	621,000	623,000	295,000	270,000	225,000	3,165,000
Windows	100,000	450,000	300,000	900,000	900,000	250,000	2,900,000
<i>Subtotal Schools</i>	<i>\$ 7,951,000</i>	<i>\$ 7,681,000</i>	<i>\$ 5,436,000</i>	<i>\$ 7,097,000</i>	<i>\$ 6,780,000</i>	<i>\$ 7,655,000</i>	<i>\$ 42,600,000</i>
Total Capital Asset Preservation Fund	\$ 12,371,000	\$ 12,317,000	\$ 10,299,000	\$ 12,197,000	\$ 12,130,000	\$ 13,268,000	\$ 72,582,000



Central Services Fund

The Governmental Accounting Standard Board (GASB), which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services funds "to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit...on a cost reimbursement basis (GASB 1300.104)." The Central Services Fund provides a mechanism to centralize operations that are more efficiently managed by a single agency, such as motor pools, courier services and telecommunications, while allowing for a complete reporting of each department's share of system costs. In the case of the County government, this objective is accomplished by charging agencies for:

- their share of maintaining and operating the County telephone system, based on the number of extensions;
- photocopies made at centrally-located machines and agencies' share of Countywide imaging project;
- their share of the County interdepartmental mail system, based on the number of pickup locations, and;
- costs borne by the shared County/Schools vehicle maintenance facility, based on the number and type of vehicles assigned to each department and employees' use of the motor pool.

Agencies are also charged for scheduled depreciation on vehicles to ensure that sufficient funding is available for replacement when vehicles are no longer usable. Beginning in FY 2002, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed \$100,000.

The Central Services Fund is managed on a cost-reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process. Payments are included in each agency's adopted budget and vary depending on the department's size, number of locations and estimated usage. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 2012 - 2016.

Central Function	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Duplicating	\$1,059,748	\$1,053,579	\$1,197,952	\$1,173,559	\$1,188,381
Telephone	1,523,040	1,613,847	1,569,388	1,666,263	1,691,216
Mail	690,376	690,805	843,479	843,893	855,465
Vehicle Maintenance	4,646,807	4,487,017	2,473,113	2,222,661	2,303,709
Vehicle Fuel ¹	0	0	3,249,733	2,915,925	2,964,476
Heavy Equip. Maintenance	2,828,467	2,861,104	583,269	846,363	854,827
Heavy Equip. Fuel ^{1,2}	0	0	2,749,499	2,235,487	2,257,842
Vehicle Depreciation	3,507,152	3,354,122	3,500,911	3,657,351	3,927,761
Heavy Equip. Depreciation ³	3,407,554	3,860,152	4,162,195	4,740,367	4,787,771
Central Support ⁴	825,598	894,750	1,128,252	1,206,378	1,232,873
Total Funding:	\$18,488,742	\$18,815,376	\$21,457,791	\$21,508,247	\$22,064,321
FTE Summary:	11.27	12.27	12.27	13.27	13.27

¹ As a result of the Fleet Study, beginning with FY 2014, vehicle fuel and heavy equipment fuel costs are shown separately. The prior year's fuel cost is combined with vehicle maintenance. It should be noted that

² FY 2015 Heavy Equipment Fuel appropriation includes Commuter Buses, which were combined with vehicle maintenance in previous years.

³ In FY 2012, \$880,000 in excess Commuter Bus depreciation funding was transferred from the Commuter Bus Central Services Depreciation account to the Transit Bus Maintenance and Storage facility Capital Improvement Plan project account. In the FY 2011 – 2016 CIP, \$880,000 of this excess depreciation was budgeted for the Transit Bus Maintenance and Storage facility to fully fund the project without having to issue any debt.

⁴ In FY 2014, the Board added an enhancement 1.00 FTE for a Senior Systems Analyst for the Laserfiche Imaging System.



Comprehensive Services Act Fund

The Comprehensive Services Act for At-Risk Youth and Families (CSA) program utilizes a state-local match formula to purchase mandated services for the highest risk populations of youth with emotional, mental health and behavior problems such as self-harm, severe depression and extreme actions often relating to trauma. The CSA provides services and placements for these youth including private educational placements, foster care services for court involved youth, services to prevent foster care placements and services to maintain students in the least restrictive educational placement. The administrative office of the CSA program is housed within the Loudoun County Department of Family Services. CSA is governed by 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/Substance Abuse/Developmental Services, the Juvenile Court Services Unit, 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. Loudoun County's CPMT oversees a Multi-Disciplinary Team (MDT) process which reviews all requests for CSA funded services as required to access State pool funds under the Comprehensive Services Act. The purpose of a case-specific MDT meeting is to assess the strengths and needs of a troubled youth and his/her family and to identify supports and services required to meet those needs. MDT referrals can be initiated by any of the agencies represented on the CPMT.

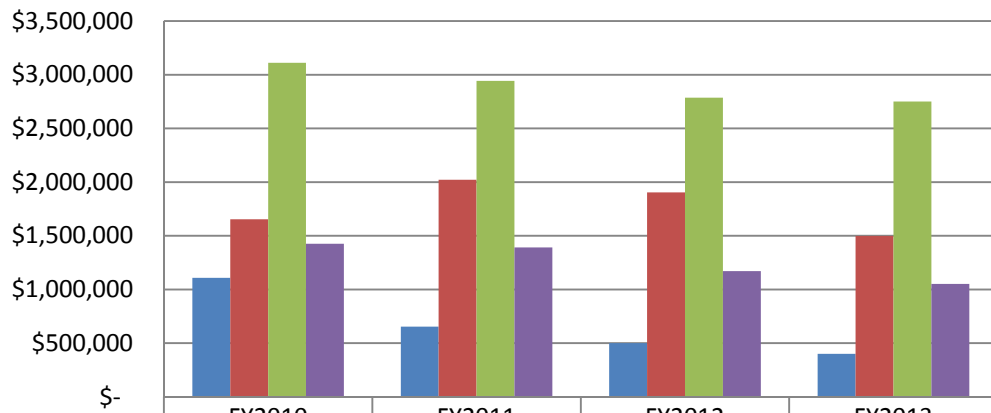
The CSA program is funded through a State pool of monies allocated to each locality, which is subject to a local match. Prior to FY 2009, Loudoun County's match rate was 47%; however, the General Assembly passed new match rates during FY 2008. The new match rates vary by type of service provided. Local match rates are as low as 23.82% for community based services and as high as 59.54% for residential treatment services.

Total CSA Funding	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures					
Expenditures	\$6,417,108	\$5,751,525	\$8,810,949	\$8,811,056	\$8,811,056
Transfer to General Fund	3,462,705	183,000	183,000	183,000	183,000
Total Expenditures	\$9,879,813	\$5,934,525	\$8,993,949	\$8,994,056	\$8,994,056
Revenues					
State Revenue	\$2,794,482	\$2,405,176	\$3,682,407	\$3,682,514	\$3,682,514
Other Revenue	558,174	403,133	1,140,000	1,140,000	1,140,000
Total Revenues	\$3,352,656	\$2,808,309	\$4,822,407	\$4,822,514	\$4,822,514
Local Tax Funding	\$4,771,542	\$4,371,542	\$4,171,542	\$4,171,542	\$4,171,542



Comprehensive Services Act Fund

Total Expense by Service Type



	FY2010	FY2011	FY2012	FY2013
Community Based Services	\$1,108,940	\$653,684	\$500,850	\$400,056
Residential Services	\$1,654,232	\$2,021,941	\$1,904,395	\$1,498,376
Private Day Placements (IEP Driven)	\$3,111,035	\$2,942,661	\$2,786,518	\$2,751,260
Family Foster Care Services	\$1,425,448	\$1,391,764	\$1,170,522	\$1,052,359

Program Performance Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected
• Children receiving community based services	99	102	112	112	112
• Average cost for community based services	\$5,059	\$3,922	\$4,040	\$4,161	\$4,286
• Children receiving residential services	54	51	45	45	45
• Average cost for residential services	\$20,976	\$16,148	\$16,632	\$17,131	\$17,645
• Children receiving private day placements	72	81	90	90	90
• Average cost of private day placements	\$38,702	\$33,966	\$34,985	\$36,035	\$37,116
• Children receiving treatment foster care services	26	24	20	20	20
• Average cost for treatment foster care services	\$29,788	\$27,023	\$27,834	\$28,669	\$29,529



Computer System Replacement Fund

The Computer System Replacement Fund, a component part of the Capital Asset Preservation Program (CAPP) and a sub-fund within the Capital Projects Fund, was established during the FY 2003 budget process to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology (DIT) annually reviews current hardware and software systems, and inventories systems that have future replacement costs associated with their life cycle usefulness. This fund was established to address the replacement costs of the County's computer systems.

Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund provides funding for system replacements that cost up to \$500,000. Table 1 provides a categorical list of the annual replacement costs for FY 2015 through FY 2020.

Table 1. FY 2016 – FY 2020 Computer Replacement Fund Contribution Requirements for Minor System Replacements	
System Replacement Category	Estimated Replacement Costs
Network Equipment	\$480,000
Windows & Enterprise Servers	500,000
Enterprise Printers	60,000
Enterprise Storage	320,000
Application Software	25,000
Video Conferencing	125,000
Network Security	260,000
<i>FY 2016 – FY 2020 Required Annual Contribution</i>	<i>\$1,770,000</i>

Table 2. Adopted FY 2015 - FY 2020 Minor Computer System Replacement Fund							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
Revenues							
Local Tax Funding	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850
Total Sources of Funds	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850
Expenditures							
Minor Computer System Replacement	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850
Total Expenditures	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850



Dulles Industrial Park Water & Sewer District Fund

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 were constructed and operated by Loudoun Water.

The special assessment was negotiated on a per property basis, and was estimated to generate \$1,650,000 in revenue over 10 years. On September 7, 2011, the Board of Supervisors adopted the "Ordinance Amending the Special Assessment to Fund Water and Sewer Improvements at Dulles Industrial Park Based on Final Project Costs" which lowered the assessment to \$1,372,557.67. Payments in FY 2015 and FY 2016 are anticipated to total \$143,752.

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT PROJECTED BUDGET SCHEDULE

	FY 2015 <u>Adopted</u>	FY 2016 <u>Projected</u>
Revenue	\$143,752	\$143,752
Expenditures	<u>\$143,752</u>	<u>\$143,752</u>
Surplus (+)/Deficit (-)	\$0	\$0



EMS Transport Reimbursement Program Fund

The Emergency Medical Services (EMS) Transport Reimbursement Program Fund was established as part of the FY 2015 budget development process. Adopted in FY 2014, the program became operational on July 1, 2014. The EMS Transport Reimbursement Program is a process for which any individual that is transported to a medical facility as a result of an emergency call response will be responsible for reimbursement to the County agency or Loudoun County Volunteer Company for the incurred costs of the transport. The reimbursement rate schedule is adopted on an annual basis as part of the budget development process. Further, the revenue yielded through this program is distributed among the Volunteer Companies and the County based on the fiduciary responsibility of the respective agencies. The identified revenue sharing formula is as follows:

Fiduciary Responsibility Type	Percentage Share (%)
Apparatus (transport vehicle) ownership	20%
Station ownership	20%
EMS provider (highest level of treatment)	25%
County provided infrastructure	25%
First responder (units assigned to first response)	10%

The EMS Transport Reimbursement Program Fund is a special revenue fund through which all of the revenue yielded from the EMS Transport Reimbursement Program will be appropriated, and the distribution of the revenue to the respective Volunteer Companies and the Department of Fire, Rescue and Emergency Management and programmatic costs will derive. In addition, 25 percent of the net revenue is retained as fund balance to maintain the County provided infrastructure of the Combined Fire-Rescue System including technology infrastructure, facilities maintenance, renovations and additions, apparatus equipment, replacement, debt service and other operational elements required to promote and sustain an effective Combined Fire-Rescue System. The program staff costs are within the Department of Fire, Rescue and Emergency Management (DFREM) and will be covered through a transfer from this Fund to the General Fund. As a result, no local tax funding is required to support the EMS Transport Reimbursement Program.

EMS Transport Reimbursement Program FY 2015- 2016 Fund Summary

	FY 2015 Adopted	FY 2016 Projected
Estimated Beginning Balance:	\$ 180,000	\$ 1,394,948
Revenue:		
Charges for Service	\$ 4,500,000	\$ 5,380,000
Total Revenues	\$ 4,500,000	\$ 5,380,000
Expenditures:		
Operating & Maintenance	\$ 417,400	\$ 480,024
Distribution to Agencies	2,549,843	3,423,920
Transfer to General Fund- DFREM ¹	317,809	334,750
Total Expenditures	\$ 3,285,052	\$ 4,238,694
Projected Year End Fund Balance²:	\$ 1,394,948	\$ 2,536,254

¹ Transfer to the General Fund- DFREM is to cover the personnel costs associated with County program staff of 3.00 FTE.

² Projected Fund Balance reflects the 25 percent of the net revenue retained for County provided infrastructure. No infrastructure costs are included in this Fund Summary.



Greenlea Tax District

Background: In its 2008 Special Session, the Virginia General Assembly passed legislation amending §15.2-2404 of the Virginia State Code authorizing the creation of a special district and an assessment to fund the improvement of a damaged bridge on Crooked Bridge Road in the Blue Ridge District. The enacted legislation required a petition to create the district of not less than 50% of the property owners of Greenlea abutting Crooked Bridge Lane, who also own not less than 50% of the property within the subdivision. The Greenlea subdivision residents easily met this standard with a signed petition to the County requesting that the Board of Supervisors authorize and direct the establishment of an assessment under Title 15.2, Chapter 24, Article 2 of the Code of Virginia. The assessment is levied against the properties in the Greenlea subdivision to pay for the construction of the new bridge.

On June 16, 2009, the Board of Supervisors adopted an ordinance imposing the special assessment for local improvements to fund the replacement of the damaged bridge. The bridge was completed by a construction company selected by the property owners through their homeowners association, the Greenlea Homeowners Association II in November 2009. The cost for the bridge replacement required no local tax funds. The bridge was completely financed by the Greenlea Homeowners Association II in conjunction with a private lender. The County pays the proceeds for the special assessment directly to the lender(s) as directed by the Greenlea Homeowners Association II and payments are to be made solely from the collection of the special assessment imposed. The Board of Supervisors and the County are only responsible for imposing the special assessment, collecting the semi-annual installments, and forwarding collected monies to the lender(s) solely from the special assessment revenues. The total amount of the assessments on the properties identified by the ordinance may not exceed \$660,575.18, which is the estimated project cost financed over 15 years at six percent (6%) interest per year. The 19 properties in the community will be taxed equally and will pay the assessment in semi-annual payments.

There is no local tax funding in this district/fund.

GREENLEA TAX DISTRICT PROJECTED BUDGET SCHEDULE

	FY 2015	FY 2016
	<u>Adopted</u>	<u>Projected</u>
Revenue	\$44,038	\$44,038
Expenditures	<u>\$44,038</u>	<u>\$44,038</u>
Surplus (+)/Deficit (-)	\$0	\$0

Note: The first collection for this tax district occurred in December 2009.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district as established includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. On July 15, 1998, the Board of Supervisors also approved a \$218,000 grant to finance possible easement condemnation costs, availability fee loan programs, easement research and recordation costs, as well as reimbursements to the Loudoun County Sanitation Authority for engineering and other services. The Board of Supervisors approved the Hamilton Area Sewer Project service agreement on December 16, 1998.

Property owners pay an additional \$0.30 per \$100 of assessed valuation, to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 2015, the Hamilton Area Sewer Service District is projected to generate \$132,000 in revenue from its taxable base and receive an annual County General Fund contribution of \$88,000, for a total of \$220,000. Projected expenditures total \$220,000.

HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 2015 Adopted</u>	<u>FY 2016 Projected</u>
Revenue:		
Taxable base	\$132,000	\$141,000
County Contribution	<u>88,000</u>	<u>88,000</u>
Total Revenue	\$220,000	\$229,000
 Total Expenditures	 <u>\$220,000</u>	 <u>\$229,000</u>
Surplus/Deficit	\$0	\$0

HAMILTON SEWER SERVICE DISTRICT FY 2015 Forecasted Real Property Taxable Base (Forecasted as of January 2014)

2014 Estimated fair market value of real taxable property	\$44,240,590
PLUS: Reassessment due to equalization	1,769,600
PLUS: Actual full value of new construction	<u>1,327,200</u>
2015 Forecasted fair market value of real taxable property	\$47,337,390
 FY 2015 Real property tax base subtotal	 \$45,789,000
LESS: Potential administrative and/or Board of Equalization adjustments ^{1, 2}	(687,000)
LESS: Land use deferrals	<u>(469,000)</u>
FY 2015 Forecasted real property tax base total	\$44,633,000

HAMILTON SEWER SERVICE DISTRICT FY 2015 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue per Penny³</u>	<u>Revenue (\$0.30/\$100 Tax Base)⁴</u>
Real Property	\$44,633,000	\$4,400	\$132,000

Notes:

1. Resulting from hearings and appeals.
2. Estimated at 1.5% of fair market value.
3. Excludes estimate of 0.05% uncollectible revenue and 1.22% deferred revenue and 0.30% for refunds projected to be unavailable for funding expenditures in FY 2015.
4. Revenue total is rounded to nearest \$1,000 for FY 2015 forecast.

Source: Department of Management and Financial Services



Legal Resource Center Fund (Law Library)

The mission of the Law Library is to provide 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 full-time law librarian selects, purchases, shelves and updates materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

The library is open 8:30 AM to 4:30 PM, Monday through Friday. During these hours, the librarian is available to provide reference service, bibliographic instruction, copier service and online access. Attorneys and court personnel can also access the collection at other times during the workweek. The librarian responds to patrons' requests received in person, by phone or e-mail, and prisoner requests submitted by the Office of the Sheriff.

<u>Departmental Financial Summary</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>	<u>FY 2016 Projected</u>
Expenditures	\$100,733	\$100,705	\$84,351	\$87,091	\$89,521
Departmental Revenue	\$100,733	\$100,705	\$84,351	\$87,091	\$89,521
Local Tax Funding:	\$0	\$0	\$0	\$0	\$0
 FTE Summary:	 1.00	 1.00	 1.00	 1.00	 1.00



County OPEB Trust Fund

The Governmental Accounting Standards Board issued Statement #45, *Accounting and Financial Reporting by Employers for Post-employment Benefits Other Than Pensions*, to address how governmental entities should account for and report their costs and obligations related to "other post-employment benefits" or "OPEB." OPEB refers to fringe benefits provided to retired and former employees other than pension benefits. In past accounting standards, entities recognize the cost of these benefits as they are paid. The new standard requires recognition of the cost of the benefits over the service period of the employee. This concept is similar to accounting requirements for pension obligations under existing standards.

Currently, Loudoun County and Loudoun County Public Schools (LCPS) offer post-retirement health plan benefits which include a Medicare Advantage Plan with prescription drugs, dental and vision coverage. The bond rating agencies have stated that they have begun to consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for those governments with large and/or mounting liabilities that do not have a mechanism in place to manage these obligations. Following these new guidelines, the County's actuarial firm has been conducting biannual analyses in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund was created in FY 2009 with a budget of \$10,000,000; \$7,000,000 for the LCPS and \$3,000,000 for Loudoun County. This fiduciary fund allows the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions. In FY 2012, an annual contribution of \$23,500,000; \$17,500,000 for the LCPS and \$6,000,000 for Loudoun County was made. In FY 2013, an annual contribution of \$21,500,000; \$14,000,000 for the LCPS and \$7,500,000 for Loudoun County was made. The FY 2014 budget included a \$17,500,000 contribution; \$12,000,000 for LCPS and \$5,500,000 for Loudoun County.

In September 2009, LCPS and Loudoun County joined the VML/VACo Pooled OPEB Trust for the investment of County assets related to OPEB. The initial funding transfer occurred on September 8, 2009, with the County OPEB Committee continuing its role of monitoring the performance of the VML/VACo Pooled OPEB Trust. In order to mitigate future liabilities, the LCPS and Loudoun County have implemented several cost saving measures which include the transition of the Retiree Health Plan to a fully-insured Medicare Advantage Plan in September 2009. Effective January 2013, additional cost saving measures have been implemented by Loudoun County to further mitigate future liabilities. In order to continue the County's commitment to this important program, the FY 2015 Adopted Fiscal Plan includes an annual contribution of \$17,500,000 to the OPEB Trust; \$12,000,000 for the LCPS and \$5,500,000 for Loudoun County. The FY 2016 Projected budget includes the same level of funding as FY 2015; however, the County will continue to explore innovative solutions that will assist in future program cost management.

Post-Retirement Employee Benefits

OPEB Contributions	FY 2012 <u>Actual</u>	FY 2013 <u>Actual</u>	FY 2014 <u>Adopted</u>	FY 2015 <u>Adopted</u>	FY 2016 <u>Projected</u>
County	\$ 6,000,000	\$ 7,500,000	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000
School	<u>17,500,000</u>	<u>14,000,000</u>	<u>12,000,000</u>	<u>12,000,000</u>	<u>12,000,000</u>
Total OPEB Contributions:	\$ 23,500,000	\$ 21,500,000	\$ 17,500,000	\$ 17,500,000	\$ 17,500,000



Public Facilities Fund

Developer contributions, also known as proffers, provide resources that assist in developing capital facilities in the Capital Improvements Program (CIP). Proffers are cash contributions, dedicated land, and/or in-kind services that are voluntarily granted to the County to partially offset future capital facility costs associated with specific land developments. Proffer contributions are typically obtained through rezonings, or changes in the planned use of land and/or higher residential densities on a property, which may generate significant capital facility costs. When a developer is granted a rezoning that changes the use of land parcels from commercial to residential uses, or to higher density residential uses, those new housing units generate a need for County services and capital facilities such as schools, parks, libraries, etc. at a higher rate than the pre-existing base zoning of the parcel. The development community offers proffer contributions to help offset these future capital costs.

The County maintains an inventory of all types of proffers, which include cash, land and in-kind proffers. Cash proffers accrue to the Public Facilities Fund. As allowed in §15.2-2299 of the *Code of Virginia*, the Loudoun County Zoning Administrator is vested with all necessary authority to administer and enforce proffers and, per statute, holds the final authority to adjudicate the eligibility of proffers for public facility uses.

In 2001, the General Accounting Standards Board (GASB) issued GASB 34, the account reporting standard for local governments. Prior to GASB 34, proffers had been reported as transfers from the Public Facilities Fund to particular capital projects. Since FY 2002, the County is required to budget proffer funds and report them in its annual financial report. The County began budgeting appropriated proffers in the Public Facilities Fund in FY 2003.

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. In 2005, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a revision to the proffered land policy. CPAM 2006-0001, "Proffered Land Sites Credit Methodology," was approved by the Board of Supervisors on June 14, 2006. Per this policy, land proffers dedicated to the County are valued at the market rate for the planned land use of the parcel. In-kind proffers are budgeted at an estimated value based on current construction market trends. The values of in-kind assets are verified at the time the work is completed. Cash proffers are budgeted in the Public Facilities Fund and shown as transfers into the Capital Fund, Transportation District Fund, General Fund or Debt Service Fund as applicable.

FY 2015 – FY 2020 Public Facilities Fund

The Adopted FY 2015 – FY 2020 Public Facilities Fund utilizes \$50,615,000 in cash proffers to fund capital improvement projects in the CIP. The expenditures focus on capital investments for County-owned facilities with the goal to develop County-owned land assets, expand the use of existing facilities for public use, emphasize the construction of transportation infrastructure, and lower the County's debt burden to develop capital facilities and roads.

In FY 2015, cash proffers of \$750,000 are utilized to fund the procurement of three transit buses, and \$1,500,000 is utilized to develop the Leesburg Area Park and Ride Lot.

Table 1. Adopted FY 2015- FY 2020 Public Facilities Fund							
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Revenues							
<i>Public Facilities Fund</i>							
Cash Proffers	\$2,250,000	\$13,910,000	\$18,450,000	\$15,700,000	\$0	\$305,000	\$ 50,615,000
In-Kind Proffers	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures	\$2,250,000	\$13,910,000	\$ 18,450,000	\$ 15,700,000	\$0	\$305,000	\$ 50,615,000

The FY 2015 cash proffer appropriations obtained proffer determinations from the Loudoun County Zoning Administrator verifying that the proposed uses are appropriate to the intent of the original proffer statements provided by the proffer contributors. Actual transfer amounts will include Public Facilities Fund principal and interest balances available at the time of appropriation.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

FY 2015 Public Facilities Fund

FY 2015 Cash Proffers

Transit Buses	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-2003-0002	GREENFIELD CROSSING	99066269	\$21.59
	ZMAP-2000-0005	BODMER PROPERTY	99063410	\$37,300.14
	ZMAP-2003-0018	PULTE HOMES ON CROSON LANE (WINDERMERE)	99066027	\$5,631.81
	ZCPA-2003-0001	BELMONT GREENE	99068162	\$194,019.64
	ZMAP-2002-0004	RESERVE AT BELLE TERRA, THE	99064797	\$0.21
	ZMAP-2002-0005	LOUDOUN STATION	99064848	\$39,020.40
	ZMAP-2004-0017	STATION VIEW	99066955	\$16,126.02
	ZMAP-2004-0018	RESERVE AT WAXPOOL	99067442	\$10.15
	ZMAP-2006-0003	MORLEY CORNER	99069013	\$32,721.65
	ZMAP-2008-0007	FAIRFIELD AT RYANS CORNER	99070324	\$8.49
	ZMAP-2001-0004	PINEBROOK VILLAGE	99064556	\$19,234.49
	ZMAP-2001-0010	SOUTH RIDING STATION	99066363	\$8.03
	ZMAP-2003-0014	BELMONT TRACE	99066148	\$1.57
	ZMAP-2004-0004	ESTATES AT ELK RUN	99067195	\$39.75
	ZMAP-2005-0001	SEVEN HILLS	99066991	\$93,381.92
	ZMAP-2005-0014	RESERVE AT SOUTH RIDING II	99067718	\$9.06
	ZMAP-2005-0016	KIMMITT PROPERTY	99066984	\$57,196.38
	ZCPA-2005-0003	SAMS CLUB FUELING STATION	99068189	\$15,462.72
	ZMAP-2005-0039	VICTORIA STATION	99068232	\$65,045.75
	ZMAP-1989-0038	DULLES PARKWAY CENTER	97040386	\$9.94
	ZMAP-2003-0007	GRAHAM FLYNN BIGGERS	99065969	\$58,980.46
	ZMAP-2004-0022	DAWSONS CORNER	99066973	\$55,238.28
	ZMAP-2003-0006	LANSDOWNE VILLAGE GREENS	99066407	\$7,830.68
	ZMAP-2004-0020	EAST GATE ONE	99066962	\$52,700.87
				\$750,000



FY 2015 Public Facilities Fund

Leesburg Park and Ride Lot	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-2002-0002	EVERGREEN RURAL VILLAGE	99066330	\$1,438,705.37
	ZMAP-1989-0045	SPRING LAKES	97040513	\$61,294.12
				\$1,500,000

**Total FY 2015 Public Facilities
Fund**

\$2,250,000



FY 2016 Public Facilities Fund

FY 2016 Cash Proffers

Moorefield Station Community Park	ZMAP	Development	SEQ#	AMOUNT
	RZPA-1999-0001	BELMONT GLEN	99064090	\$1,435
	ZMAP-2001-0003	MOOREFIELD STATION	99064951	\$59,055
	ZMAP-2001-0003	MOOREFIELD STATION	99064955	\$35,396
	ZMAP-2004-0013	ALEXANDERS CHASE	99066799	\$3,225,600
	ZMAP-2004-0017	STATION VIEW	99066953	\$1,237,533
	ZMAP-2005-0041	DULLES PARKWAY CENTER II	99071346	\$2,564,829
	ZMAP-2006-0003	MORLEY CORNER	99069003	\$2,101,889
	ZMAP-2002-0005	LOUDOUN STATION	99064906	\$124,215
	ZMAP-2008-0007	FAIRFIELD AT RYANS CORNER	99070355	\$51,070
	ZMAP-2003-0018	PULTE HOMES ON CROSON LANE (WINDERMERE)	99066029	\$588,978
				\$9,990,000

Sterling Community Center Renovation	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-2005-0039	VICTORIA STATION	99068235	\$1,714,338
	ZMAP-2005-0038	TOWNES AT AUTUMN OAKS	99068694	\$2,205,662
				\$3,920,000

**Total FY 2016 Public Facilities
Fund**

\$13,910,000



Loudoun County Government
FY 2015 Adopted Fiscal Plan

FY 2017 Public Facilities Fund

FY 2017 Cash Proffers

Hanson Regional Park	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-2005-0001	SEVEN HILLS	99066993	\$114,780
	ZMAP-2001-0004	PINEBROOK VILLAGE	99064554	\$983,621
	ZMAP-2002-0020	BRADDOCK CORNER	99065503	\$84,221
	ZMAP-1995-0014	KIRKPATRICK FARMS	99064415	\$21
	ZMAP-2001-0010	SOUTH RIDING STATION	99066349	\$394,715
	ZMAP-2002-0022	TOWNES AT EAST GATE	99066557	\$3,529,270
	ZMAP-2002-0023	PROVIDENCE GLEN	99066058	\$1,167,286
	ZMAP-2003-0002	GREENFIELD CROSSING	99066271	\$313,726
	ZMAP-2003-0004	MASIRA	99066116	\$411
	ZMAP-2003-0012	BRADDOCK CROSSING	99066770	\$2,955,540
	ZMAP-2003-0014	BELMONT TRACE	99066151	\$615,160
	ZMAP-2004-0019	TREBURG	99067641	\$212
	ZMAP-2006-0015	ARCOLA CENTER	99072078	\$501,703
	ZMAP-1994-0017	STONE RIDGE	96073609	\$59,912
	ZMAP-2004-0004	ESTATES AT ELK RUN	99067198	\$1,088
	ZMAP-2005-0001	SEVEN HILLS	99066992	\$3,397,050
	ZMAP-2005-0014	RESERVE AT SOUTH RIDING II	99067719	\$20
	ZMAP-2005-0016	KIMMITT PROPERTY	99066982	\$223,061
	ZMAP-2005-0044	WOODBURN	99068359	\$550,787
	ZMAP-2004-0022	DAWSONS CORNER	99066972	\$1,851,859
	ZCPA-2010-0002	KIRKPATRICK FARMS - LUNETTE HOUSE	99070577	\$200,865
	ZMAP-1995-0014	KIRKPATRICK FARMS	99064418	\$57,486
	ZMAP-1994-0017	STONE RIDGE	96075440	\$97,206
				\$17,100,000



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

FY 2017 Public Facilities Fund

FY 2017 Cash Proffers

Ashburn Senior Center	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-1994-0012	ASHBROOK	96094650	\$7,243
	ZMAP-1999-0023	HUNT AT BELMONT COUNTRY C- BLES / WELLER	99064224	\$175
	ZMAP-1999-0024	TRASK	99063237	\$375
	ZMAP-1999-0005	CEDAR RIDGE	99063646	\$75
	ZMAP-1999-0015	ASHBURN SQUARE	99062887	\$0.59
	ZMAP-1990-0008	TOLL ROAD PLAZA	95120227	\$528,126
	ZMAP-1994-0016	RYANS RIDGE	96061154	\$36
	ZMAP-2000-0003	POTTER PROPERTY	99063216	\$119
	ZCPA-1992-0001	PRIMROSE VILLAGE (WARNER) PROFFERS	97020051	\$0.56
	ZCPA-1993-0003	BELMONT RIDGE PH 5-8	96012737	\$0.73
	ZCPA-1993-0006	BELMONT FOREST	95070019	\$0.07
	ZMAP-1986-0032	ASHLEIGH	96031115	\$49
	ZMAP-1986-0047	BELMONT FOREST	96111451	\$0.79
	ZMAP-1989-0039	COURTS OF ASHBURN	96023105	\$30
	ZMAP-1990-0015	LOUDOUN PARKWAY CENTER	97040470	\$146,641
	ZMAP-1993-0002	RIDGES AT ASHBURN	95060028	\$35
	ZMAP-1994-0012	ASHBROOK	97020070	\$15
	ZMAP-1994-0013	ASHBURN RUN (1)	99062711	\$0.52
	ZMAP-1995-0002	SUNVALLEY MEWS	96061817	\$16
	ZCPA-1991-0007	BELMONT FARMS GRAVES LANE	96014720	\$0.22
	ZMAP-1994-0001	LANSDOWNE	96035021	\$1,376
	ZMAP-2002-0016	ONE LOUDOUN CENTER	99065895	\$77,833
	ZMAP-2005-0026	ERICKSON RETIREMENT COMMUNITIES	99067825	\$587,853
				\$1,350,000

**Total FY 2017 Public Facilities
Fund**

\$18,450,000



FY 2018 Public Facilities Fund

FY 2018 Cash Proffers

Ashburn Recreation and Community Center	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-2002-0012	CORRO PROPERTY	99064927	\$18,209
	ZMAP-2002-0004	RESERVE AT BELLE TERRA, THE	99064798	\$767,413
	ZMAP-2002-0012	CORRO PROPERTY	99064926	\$326,330
	ZMAP-2002-0019	AMBERLEIGH	99065148	\$1,325,575
	ZMAP-1999-0021	FAIRFIELD RESIDENTIAL AT SILO CREEK	99063314	\$716,873
	ZMAP-2000-0005	BODMER PROPERTY	99063397	\$321,612
	ZMAP-1994-0003	WORTMAN PROPERTY	95060003	\$626
	ZMAP-1996-0001	BELMONT BLUFF	99041858	\$42,578
	ZMAP-2003-0006	LANSDOWNE VILLAGE GREENS	99066408	\$2,194,982
	ZMAP-2003-0008	GOOSE CREEK VILLAGE NORTH	99067537	\$5,092,719
	ZMAP-2003-0009	GOOSE CREEK VILLAGE SOUTH	99066235	\$121
	ZMAP-2004-0018	RESERVE AT WAXPOOL	99067444	\$1,176,823
	ZMAP-2005-0004	STONEGATE	99067390	\$2,151,139
				\$14,135,000

Belmont Ridge Road	ZMAP	Development	SEQ#	AMOUNT
	ZCPA-1994-0005	BROADLANDS SOUTH	96061409	\$56,169.71
	ZCPA-1992-0001	PRIMROSE VILLAGE	97020047	\$76,219.44
	ZMAP-2003-0008	GOOSE CREEK VILLAGE NORTH	99067561	\$203,031.96
	ZMAP-2004-0013	ALEXANDERS CHASE	99066810	\$132,996.92
	ZMAP-2004-0013	ALEXANDERS CHASE	99066808	\$750,392.04
	SBRD-2003-0094	VILLAGES OF WAXPOOL – SECTION 1	99065570	\$346,189.93
				\$1,565,000

**Total FY 2018 Public Facilities
Fund**

\$15,700,000



FY 2020 Public Facilities Fund

FY 2020 Cash Proffers

Brambleton Library	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-1993-0005	BRAMBLETON (1)	99064107	\$85,000
				\$85,000

Fire and Rescue Training Center Expansion	ZMAP	Development	SEQ#	AMOUNT
	ZMAP-1997-0001	WOODLAND	99065256	\$32,893
	ZMAP-2002-0002	EVERGREEN RURAL VILLAGE	99066330	\$187,107
				\$220,000

**Total FY 2020 Public Facilities
Fund**

\$305,000



Rental Assistance Program Fund

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 of the Housing Choice (Section 8) Voucher Rental Assistance Program. This Federal Rental Assistance Program is funded by the U.S Department of Housing and Urban Development (HUD) and prior to FY 2002 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 2002). The program's purpose is to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides Housing Choice Voucher subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are eligible (i.e. single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

The Program Description and Program Financial Summary for the Housing Choice Voucher Program are included in the Department of Family Services section of the FY 2015 Adopted Fiscal Plan.

Rental Assistance Program Funding	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted	FY 2016 Projected
Expenditures	\$8,904,322	\$8,863,434	\$9,201,420	\$9,263,469	\$9,263,469
Departmental Revenue	\$8,888,472	\$8,817,652	\$9,121,014	\$9,183,063	\$9,183,063
Local Tax Funding	\$15,850	\$45,782	\$80,406	\$80,406	\$80,406
FTE Summary:	11.25	11.25	11.25	11.25	11.25



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 business persons and vacationers pay this tax, which is 7% 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 directed to local and regional transportation projects, and 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, which was revised in January 2011. The Funding Policy guides the Board of Supervisors in its efforts to strategically and proactively impact tourism in Loudoun County. Funding priorities for TOT revenues will be for: 1) Core Tourism Services to sustain Loudoun's tourism base; and 2) 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 Destination Marketing Association International, will be provided by Visit Loudoun (formerly LCVA) which functions as the primary programmatic element of the County's travel and tourism promotion program. Visit Loudoun will be allocated 75% of the forecasted Restricted TOT revenues to implement these core services.

The Loudoun County Tourism Destination Strategy guides the marketing, promotion and product development of Loudoun's tourism sector. The strategy is reviewed annually by the Board of Supervisors in conjunction with the Economic Development Commission, Visit Loudoun and industry partners. The remaining 25% of the forecasted Restricted TOT revenues will be available to fund those uses as determined by the Board of Supervisors to best meet the goals of the Tourism Destination Strategy.

Projections for FY 2015 Restricted TOT revenue anticipate a decrease of 9.9% from FY 2014 adopted revenues. The Restricted Use TOT fiscal reserve is generally set at 10% of projected revenues. Because revenue projections are decreased for FY 2015 the current fiscal reserve balance of \$296,458 is sufficient for the fund.

Following is a fund summary and explanations of adopted expenditures from Restricted Use TOT.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Restricted Use Transient Occupancy Tax Fund

Restricted Use TOT Fund Summary	FY 2013 Actual	FY 2014 Estimated	FY 2015 Adopted	FY 2016 Projected
Resources:				
Projected Beginning FB	\$2,204,226	\$1,819,396	\$281,847	\$0
Est. Restricted TOT Revenue	2,968,452	2,954,000	2,955,000	2,955,000
Transfers In ¹	1,139,807	0	0	0
Total Projected Restricted TOT Resources	\$6,312,485	\$4,773,396	\$3,236,847	\$2,955,000
Board Approved Uses or Reserves:				
Visit Loudoun	\$2,255,500	\$2,459,000	\$2,095,250	\$2,216,250
Transfer to the General Fund ²	788,289	699,049	391,597	391,597
Redskins Marketing Agreement ³	500,000	1,000,000	500,000	0
Wayfinding	278,414	0	0	0
Carryover/Previous Year Encumbrances	74,428	0	0	0
Funding Requests:				
Epicurience VA (Visit Loudoun) ⁴	200,000	200,000	200,000	0
Babe Ruth World Series	50,000	0	0	0
Visit Loudoun- Sports Tournament Grants	50,000	50,000	50,000	50,000
Visit Loudoun- Wayfinding Technology	0	43,500	0	0
Journey Through Hallowed Ground	0	40,000	0	0
Total Projected Restricted TOT Uses	\$4,196,631	\$4,491,549	\$3,236,847	\$2,657,847
Available Year-End Restricted TOT Balance	\$1,819,396	\$281,847	\$0	\$297,153
Total Reserve Balance	\$296,458	\$296,458	\$296,458	\$296,458

¹ In November 2012, the Board ended the County's Wayfinding Project and remaining funds were transferred to the Restricted TOT fund from the Capital Projects Fund.

² Transfers to the General Fund are for expenditures in the Department of Economic Development, the Department of Fire, Rescue and Emergency Management and the Department of Parks, Recreation and Community Services. These expenditures are detailed on the following page.

³ Payments for both the 2013 and 2014 seasons were be made during FY 2014.

⁴ In FY 2015, the Board approved the reallocation of \$50,000 of funding approved for Epicurience to be used for Visit Loudoun general operations if needed.



Restricted Use Transient Occupancy Tax Fund

Transfers to the General Fund from the Restricted TOT Fund

Department of Economic Development

FY 2014 Adopted	\$446,207
FY 2015 Adopted	\$195,207
FY 2016 Projected	\$195,207

In FY 2014, two distinct functions of the Department of Economic Development were funded or partially funded using Restricted TOT funding: activities related to business recruitment and retention (\$251,000) and International Cluster activities (\$195,207). Beginning in FY 2015, only funds needed to offset International Cluster activities within Economic Development will be funded through a transfer from the Restricted TOT fund. As part of the department's international strategy, funds are utilized for contractor services, collateral development and staff travel associated with the international business program. In addition, these funds are used to offset the cost of a position in the department to support industry research analyses and cluster support service. The growth of business throughout the clusters contributes to increased hotel occupancy due to associated business travel.

Department of Fire, Rescue and Emergency Management

FY 2014 Adopted	\$78,610
FY 2015 Adopted	\$78,610
FY 2016 Projected	\$78,610

Restricted TOT funding is used to offset the costs of the Department's Special Events Coordinator. This position serves as the conduit for collaborative work with event organizers to ensure compliance with permitting requirements; assist in the development of emergency contingency plans; aide in identifying ways to minimize the impact on the surrounding community; and, in many instances, provide onsite support during an event. Through the efforts the Special Events Coordinator, FREM is able to work with event organizers to create safe and successful events benefiting the residents of and visitors to Loudoun County. Each year hundreds of special events ranging in size, scope and complexity, occur at venues throughout Loudoun County drawing thousands of participants. These events include community celebrations, parades, fairs and festivals, sporting events such as tournaments, runs and walks, concerts and many charity events benefiting members of the community or organizations supporting the community. This economic activity promotes the core tourism principles that are part of the Restricted TOT Funding Policy.

Department of Parks, Recreation and Community Services

FY 2014 Adopted	\$124,232
FY 2015 Adopted	\$117,780
FY 2016 Projected	\$117,780

A portion of the Department's athletic field maintenance expenditures are offset by Restricted TOT funding due to the relationship between the county's ability to facilitate sports tournaments and overnight hotel stays in the County. Quality maintenance of fields makes them more attractive venues for tournaments which bring economic activity. Field maintenance was completely funded through the General Fund until FY 2013 when a portion of Restricted TOT funding was identified to offset some field maintenance expenditures. PRCS field maintenance services are under heavy pressure due to high usage of the county's athletic fields. For FY 2015, the transfer to PRCS is reduced by (\$6,452) due to decline in available Restricted TOT funding.



Restricted Use Transient Occupancy Tax Fund

Transfers to the General Fund from the Restricted TOT Fund (continued)

Washington Airports Task Force (WATF)

FY 2014 Adopted	\$50,000
FY 2015 Adopted	\$0
FY 2016 Projected	\$0

The mission of the WATF is to promote the growth of passenger, cargo and other aviation services at Washington Dulles International Airport and the convenience of service at National Airport in order to stimulate job creation and economic expansion in Virginia and the National Capital region and to position Dulles as the location of choice on the U.S. East Coast for domestic and international air service expansion. This funding is used to maximize Dulles Airport's ability to stimulate jobs and economic prosperity. At the request of the Board due to decline in available Restricted TOT funding, and in conjunction with the Board's new process for appropriation of funding to non-profit groups, this expenditure is reflected in the General Fund beginning in FY 2015.

FY 2015 Proposed Contributions to Outside Organizations from the Restricted TOT Fund

Visit Loudoun

FY 2014 Adopted	\$2,459,000
FY 2015 Adopted	\$2,095,250
FY 2016 Projected	\$2,216,250

According to the County's Memorandum of Understanding with Visit Loudoun, dated January 19, 2011, Visit Loudoun receives 75% of projected Restricted TOT revenue appropriated by the County each year. For FY 2015, there is a projected decline in revenue due to a slow-down in the hotel industry associated with the federal sequestration. In addition, due a shortfall of \$161,000 in Restricted TOT revenue collected in FY 2013, the FY 2015 allocation for Visit Loudoun has been further reduced by \$121,000 to account for 75% of the FY 2013 revenue shortfall. For FY 2015 the Board voted to give Visit Loudoun the flexibility to reallocated \$50,000 from Epicurience to general operations if needed. Revenue projections for FY 2016 are held flat as no growth in hotel revenues is projected.

Visit Loudoun Sports Tournament Grant Program

FY 2014 Adopted	\$50,000
FY 2015 Adopted	\$50,000
FY 2016 Projected	\$50,000

Sports tourism, which refers to travel to view or participate in a sporting event, has become the fastest growing sector in the global travel industry. Loudoun is perfectly suited to take advantage of this segment, with top-notch facilities, professional sports and parks and recreation organizations, and a community that supports tourism. The Sports Tournaments Grant Program was established as one of the Strategic Growth Initiatives of the Tourism Destination Strategy adopted by the Loudoun Board of Supervisors in March 2006. The program is designed to support bids on sports tournaments, including human and animal events that will generate the greatest return on investment in terms of visitor spending in Loudoun. A competitive application process encourages cooperation, ensures that the tournaments can be accommodated, and increases their success. In FY 2014, Visit Loudoun awarded grants to the following groups: Loudoun County Parks, Recreation and Community Services; G Force Gymnastics Booster Club; American Legion Post 0034; Washington Area Girls Soccer; Northern Virginia Volleyball Association; Mid-Atlantic Peak Supporters; and, Loudoun Rugby.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Restricted Use Transient Occupancy Tax Fund

Visit Loudoun Epicurience Virginia Event

FY 2014 Adopted	\$200,000
FY 2015 Adopted	\$200,000
FY 2016 Projected	\$0

Epicurience Virginia is an annual event held during Labor Day weekend which features Loudoun wineries, restaurants and businesses in an effort to increase tourism and travel within the county. Visit Loudoun has requested \$200,000 per year for three years to assist with the establishment of this event. FY 2013 was the County's first contribution to this event and the FY 2015 contribution will be the third and final contribution in order to fulfill the request from Visit Loudoun. Over Labor Day weekend 2013, Visit Loudoun hosted the inaugural Epicurience Virginia, "a wine and food festival 200 years in the making." Responding to a need for a signature food and wine event for Loudoun County and Virginia, Visit Loudoun researched noteworthy food and wine events as models for creating a signature event in Loudoun. Looking at the Charleston Food & Wine Festival, Flavor Napa Valley, and the Aspen Food and Wine Festival, Visit Loudoun created Epicurience Virginia to be a three day event. The main event was a one-day grand tasting event on the lawn of Morven Park, a historic property in Leesburg, Virginia, supported by ten culinary experiences at Loudoun's attractions over the course of the weekend. Visit Loudoun partnered with Saveur Magazine to better market Epicurience Virginia and leverage the publication's reputation and audience. Twelve hundred people attended the grand tasting at Morven Park on Saturday, August 31st.

Washington Redskins

FY 2014 Adopted	\$500,000
FY 2015 Adopted	\$500,000
FY 2016 Projected	\$0

In FY 2013, the County entered into an eight year cooperative marketing agreement with the Washington Redskins as part of a package to retain and expand the organization's headquarters and training facility in Loudoun. The county committed to four payments of \$500,000 to the team over a four year period. The payment for FY 2015 will be the final payment. Under the agreement, the County receives on-air mentions and on-screen identification; press backdrop logo rotation; use of the Redskins team trademarks; video production for the county; corporate events, VIP tours and recreational field events at Redskins Park; a presenting game entitlement, including use of the FedEx Field premium suite; Redskins summer training camp hospitality packages; club level tickets; pre-game field passes; and special event ticket pre-sale opportunities for Loudoun businesses.



Restricted Use Transient Occupancy Tax Fund

Restricted Transient Occupancy Tax (TOT) Funding Policy Adopted by the Loudoun County Board of Supervisors July 19, 2005 Revised Through January 19, 2011

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:

"(Any) excess over two percent shall be designated and spent solely for tourism and travel, marketing of tourism or initiatives that, as determined after consultation with the local tourism industry organizations, including representatives of lodging properties located in the county, attract travelers to the locality, increase occupancy at lodging properties, and generate tourism revenues 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, Inc. (d/b/a "Visit Loudoun"), 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, Loudoun PLACES), elected officials, and others.
- d. The Tourism Destination Strategy will be reviewed annually by the Board of Supervisors, with the Economic Development Commission, Visit Loudoun, 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.



Restricted Use Transient Occupancy Tax Fund

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 (MOU) with Visit Loudoun to provide those defined Core Tourism Services.
- c. Seventy-five (75) percent of the projected Restricted Transient Occupancy Tax funds will be allocated annually to Visit Loudoun to perform Core Tourism Services.
- d. Visit Loudoun will report semi-annually to the Board of Supervisors, or one of its Committees, 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 November 1, the Budget Office will provide Visit Loudoun with a preliminary projection of Restricted TOT revenues for the upcoming fiscal year.
 2. Each year by December 1, Visit Loudoun will provide to the Budget Office, a complete description of the Core Tourism Services that will be performed in the upcoming fiscal year by Visit Loudoun based on the receipt of 75 percent of the forecasted Restricted TOT revenues, and based on any excess revenues from the prior fiscal year.
 3. Each year, along with the year-end fund balance report, the Board of Supervisors will consider the draft budget for Visit Loudoun for the upcoming fiscal year, to include any necessary increase or decrease based on the prior fiscal year's actual revenues.
 4. The Budget Office will incorporate the draft budget for Visit Loudoun, with any changes recommended by the Board of Supervisors, 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 Visit Loudoun.
- c. Unallocated funds may be carried over to the following year to use as a reserve or for multi-year projects.
- d. The Board will maintain a reserve of 10% of actual Restricted TOT Revenues, to be adjusted at the end of each fiscal year, for years in which revenues received are less than projected.
- e. It is the Board's policy that non-profit entities receiving public funds for a certain project through other means (such as through Visit Loudoun, CDBG, Regional Organizations, or other such programs), will not be eligible for Restricted TOT grants.



Restricted Use Transient Occupancy Tax Fund

f. The funding process for Strategic Tourism Growth initiatives shall be as follows:

1. Funding for Strategic Tourism Growth initiatives will be considered as part of the Countywide budget review.
2. Upon closing of the financial books for the previous fiscal year, staff will bring a year-end report of the Restricted TOT Fund to the Board of Supervisors, or one of its Committees, for review. Staff will also update the Board on the status of the Restricted TOT Reserve Fund and projected revenues for the upcoming fiscal year. The County Administrator (or designee) will recommend potential uses of the Restricted TOT Fund for the upcoming fiscal year. (November/December)
3. The annual review of the Tourism Destination Strategy will identify and prioritize the Strategic Tourism Growth Initiatives. The Board will make a recommendation for use of the Restricted TOT Fund for consideration in the upcoming budget process. (December/January)
4. Should the Board recommend funding Strategic Tourism Growth Initiatives outside of County programs, applications will be due to Visit Loudoun by April 1. Applicants will be expected to complete the TOT Funding Application provided by the County and any additional materials requested by Visit Loudoun.
5. Proposals and applications will be reviewed by Visit Loudoun and recommendations provided to a Committee of the Board at a May meeting.
6. TOT funds for strategic tourism growth projects will be allocated by the Board of Supervisors prior to July 1st of such year. Any entity receiving funding through Strategic Tourism Growth Initiative funds will be required to enter into an MOU with the County guiding the use of those funds.



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, Public Schools, and Volunteer Fire/Rescue Companies. During the Capital Improvement Program deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects no longer receive any financing from the Revolving Loan Fund. The Fund remains a source of capital related to wastewater treatment projects or Volunteer/Fire Rescue requests. The FY 2014 estimated year-end balance for the Revolving Loan Fund is \$1,358,316.

Revolving Loan Fund Requests

There were no requests submitted for FY 2015. An estimated \$1,617,000 is projected be available by FY 2016 for loans meeting the Board of Supervisors' criteria as part of the FY 2016 budget development process.

	FY 2015	FY 2016
ESTIMATED BEGINNING BALANCE	\$1,358,316	\$1,617,000
REVENUE		
<u>Payments:</u>		
Ashburn Volunteer Fire and Rescue Company	\$167,799	\$167,799
Leesburg Volunteer Fire Company	<u>84,885</u>	<u>81,490</u>
SUBTOTAL PAYMENTS RECEIVED:	\$252,684	\$249,289
Interest Income	<u>\$6,000</u>	<u>\$6,000</u>
TOTAL REVENUE:	\$258,684	\$255,289
AVAILABLE BALANCE:	\$1,617,000	\$1,872,289



Route 28 Transportation Improvement District

Background: Loudoun County, in partnership with Fairfax County, formed the Route 28 Highway Transportation Improvement District on December 21, 1987. Under Virginia law, such a district may be formed only upon the joint petition of owners of at least 51 percent of the land area in each County located within the boundaries of the district, and which has been zoned or is used for commercial or industrial purposes. The District was formed to provide improvements to State Route 28, which connects State Route 7 in eastern Loudoun County to U.S. Route 50 and Interstate Highway 66 in western Fairfax County, running approximately parallel to the County's eastern border. State Route 28 provides access to Dulles International Airport, along with the Dulles Access Road, which connects the Capital Beltway to Dulles Airport, and the Dulles Greenway, which provides highway access into central Loudoun County. This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay-as-you-go financing from the Northern Virginia region's share of the State primary road fund allocation.

The district, administered by a Commission appointed by the Boards of Supervisors of both Counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of 20 cents per \$100 of assessed value. These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the State. The initial debt issue for this project consisted of \$138.5 million in revenue bonds issued by the State in September 1988. In 2002, the County entered into an agreement with the State and Fairfax County to refund the existing debt and issue new bonds to construct six additional interchanges. The total cost of this additional project is estimated at \$190 million and will be completed under the auspices of the State Public Private Transportation Act.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the district, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the district as of January 1 of that year; and (3) the district in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per \$100 of assessed value. Initially, tax collections at the maximum amount were not sufficient to pay the debt obligation in full. Consequently, the difference was made up from the Northern Virginia State Highway allocation. The inter-jurisdictional agreement was subsequently amended to incorporate the revised financing plan for the new work program. Under the revised agreement, Fairfax and Loudoun counties agreed to transfer funds necessary to pay debt service on the existing debt. The remaining amount will be held in a revenue stabilization fund to protect the counties against any fluctuations in revenue. Expected expenditures can be met in FY 2015 with a rate of 18 cents per \$100 of assessed value.

For FY 2015, the Route 28 Transportation Improvement District is projected to generate \$9,592,000 in current and delinquent tax revenue to offset its estimated \$9,592,000 in expenditures. There is no local tax funding in this district/fund.



Loudoun County Government
FY 2015 Adopted Fiscal Plan

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 2015 Adopted</u>	<u>FY 2016 Projected</u>
Revenues	\$9,592,000	\$9,689,000
Expenditures	<u>\$9,592,000</u>	<u>\$9,689,000</u>
Surplus/Deficit	\$0	\$0

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 2015 Forecasted Real Property Taxable Base (Forecasted in January 2014)

2014 Estimated fair market value of real taxable property ¹	\$5,203,309,000
PLUS: Reassessment due to equalization	52,033,000
PLUS: Actual full value of new construction	<u>48,711,000</u>
2015 Forecasted fair market value of real taxable property	\$5,304,053,000
 FY 2015 Real property tax base subtotal	 \$5,253,681,000
LESS: Potential administrative and/or Board of Equalization adjustments ^{2,3}	(78,805,000)
LESS: Land use deferrals	0
PLUS: Partial value of new construction	<u>9,742,200</u>
FY 2015 Forecasted real property taxable base total	\$5,184,618,200

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 2015 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue Per Penny⁴</u>	<u>Revenue (\$0.18/\$100 Tax Base)</u>
Real property	\$5,184,618,200	\$510,320	\$9,186,000
Public Service Corp. & delinquent, and penalty revenue			<u>\$406,000</u>
Total Revenue			\$9,592,000

Notes:

1. Excludes residential properties.
2. Resulting from hearings and appeals.
3. Estimated at 1.5% of fair market value.
4. Excludes estimate of 0.05% of uncollectible revenue and 1.22% of deferred revenue and 0.30% for refunds projected to be unavailable for funding expenditures in FY 2015.

Source: Department of Management and Financial Services



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

State/ Federal Grant Fund

The State/ Federal Grant Fund was established during FY 2011 to record State, Federal or other revenues that restrict expenditures for specified purposes. These funds had previously been recorded in the departmental revenues and expenditures and the FY 2012 Adopted Fiscal Plan included the funds received by Fire, Rescue & Emergency Management and the Department of Mental Health, Substance Abuse and Developmental Services in those departments. Due to the establishment of this fund, those amounts are now reflected in the State/Federal Grant Fund as well as in the respective departments. The FY 2015 Adopted Fiscal Plan includes State or Federal revenues totaling \$2,157,633.

The Clerk of the Circuit Court receives State funding from the Clerk's Technology Fund for 1.00 FTE for the imaging of land records.

The Department of Family Services receives Federal funding for the Community Development Block Grant (CDBG) program which is used for program operating costs and personnel support of 1.53 FTE. 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.

The Department of Fire, Rescue & Emergency Management receives Four-for-Life funds dedicated to enhance the provision of emergency medical services to Loudoun County. These funds are provided annually to the Loudoun County EMS Advisory Council, Incorporated, for use by the emergency medical services providers in the County.

The Department of Mental Health, Substance Abuse and Development Services receives State funding for the Early Intervention Programs and 6.00 FTE dedicated personnel. The Early Intervention Program is mandated to provide early intervention services to disabled infants and toddlers and their families. The FY 2014 budget for this fund included 5.40 FTE for the Wounded Warrior Program, but those positions were eliminated in mid-year FY 2014 and are not budgeted for FY 2015 and FY 2016.

<u>Departmental Financial Summary¹</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>	<u>FY 2016 Projected</u>
Departmental Expenditures:			
Personnel Services	\$ 804,945	\$ 803,232	\$ 827,329
Operations & Maintenance	1,110,449	1,368,035	1,381,715
Total Expenditures	\$ 1,915,394	\$ 2,171,267	\$ 2,209,044
Departmental Revenue:			
Intergovernment- Commonwealth	\$ 907,447	\$ 506,504	\$ 515,316
Intergovernment- Federal	1,007,947	1,664,763	1,693,728
Total Revenue	\$ 1,915,394	\$ 2,171,267	\$ 2,209,044
Local Tax Funding:	\$ 0	\$ 0	\$ 0
FTE¹	3.00	8.53	8.53

¹ The Financial Summary Table is for illustrative purposes only as all the associated funding within this Fund is reflected in the department pages of the FY 2014 Adopted Fiscal Plan and FY 2015 Adopted Fiscal Plan. Furthermore, the FY 2015 increase in FTE is a result of aligning all personnel costs with associated FTE with the State and Federal grant funding included in this established fund as part of the conversion of the chart of accounts into the newly implemented County financial system. The FTE are also reflected on the department pages.



Transportation District Fund

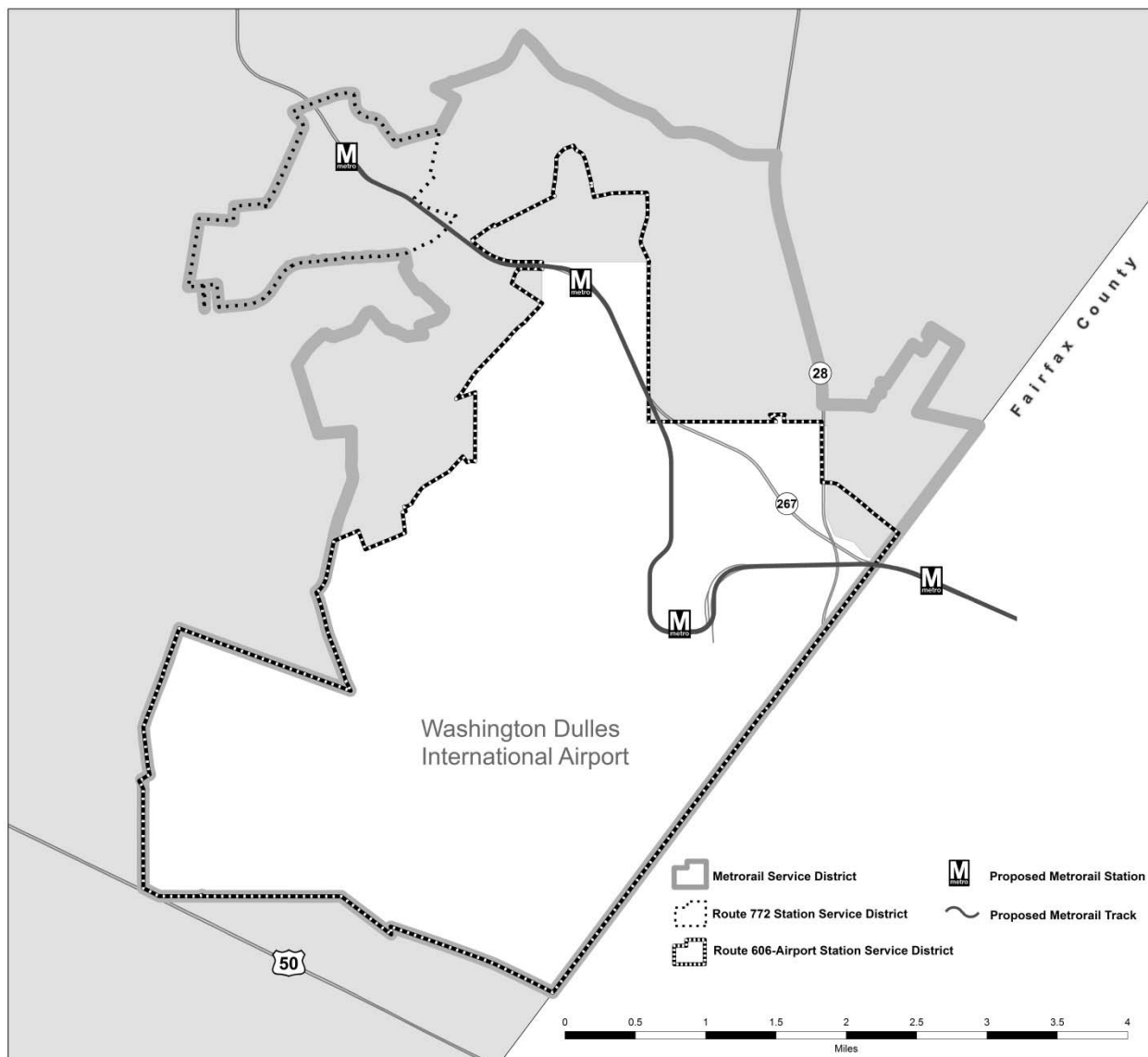
The Transportation District Fund was created in FY 2013 for the purpose of segregating transportation and transit-related revenues and expenditures. This fund includes real property tax revenue collected from the newly established Special Tax Districts created to support the Dulles Corridor Metrorail Project, local gasoline tax revenue, and revenue resulting from the enactment of HB2313 by the Virginia General Assembly in 2013.

Metrorail Service Special Tax Districts

In December 2012, the Board established three special tax districts in concert with the Phase II of the Dulles Corridor Metrorail project (illustrated in the following map). Supplemental real property taxes are assessed on parcels within the boundaries of the three special tax districts at an effective rate not to exceed \$0.20 per \$100 of assessed value exclusive of all other applicable taxes and are collected by the Treasurer in the same manner the county-wide real property tax is administered.

Metrorail Service District

Route 772 and Route 606-Airport Station Service Districts



Loudoun County Office of Mapping and Geographic Information

Map Number 2014-027
A Revision of Map Number 2013-045



Loudoun County Government FY 2015 Adopted Fiscal Plan

The **Metrorail Service Tax District** was established for the purpose of providing public transportation systems serving each Station Service District. Revenue is utilized specifically for the construction of any related facilities and structures including parking facilities; a rail yard; vehicular and pedestrian access; electrical facilities and equipment; studies, assessments and analysis of environmental and other impacts; local, state and federal government approvals; environmental preservation and mitigation; acquisition of real property or easements; rail lines; relocation of roadways; and engineering and legal costs related to the Metrorail project.

The **Route 606-Airport Stations Service Tax District** was created to provide public transportation systems serving the District at the new stations to be located at the Dulles International Airport proximate to the airport passenger terminal and proximate to State Route 606 respectively. This District is to provide revenue continuing beyond the term of the Metrorail Service District for the purpose of funding the ongoing payments to the Washington Metropolitan Area Transit Authority (WMATA) to provide Metrorail transit service to the stations.

The **Route 772 Station Service Tax District** was created to provide public transportation systems serving the District at the station to be located proximate to State Route 772. This District is to provide revenue continuing beyond the term of the Metrorail Service District for the purpose of funding the ongoing payments to the Washington Metropolitan Area Transit Authority (WMATA) to provide Metrorail transit service to the stations.

Local Gasoline Tax

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 (the Board) dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a separate Loudoun account at NVTC and transferred to the County as revenue. It is anticipated that beginning in FY 2018, upon Phase II of the Dulles Corridor Metrorail becoming operational, local gasoline tax revenues will be dedicated to the Washington Metropolitan Area Transit Authority (WMATA) for the operation and maintenance of the Metrorail system.

In 1993, the Board modified the original policy by establishing a funding formula for the Local Gasoline Tax Fund's annual budget. As part of this funding formula, the Board designates a percentage of the County's gasoline tax revenues to both the Towns of Leesburg and Purcellville proportionate to the Towns' population of the County's population. The Board agreed to provide these two towns with a proportional share of local gasoline tax revenue because these towns have responsibility for maintenance of their streets. (The other five incorporated towns have not met the State Code population threshold of 3,500.)

HB2313 Statutory Requirements and Local and Regional Revenues

During the 2013 Virginia General Assembly legislative session, HB2313 was enacted that establishes three revenue sources dedicated to transportation and transit for Northern Virginia and the establishment of the Northern Virginia Transportation Authority (NVTA) as the organization responsible for managing these revenue sources. HB2313 included an incremental increase of 0.7% for the State Sales Tax; \$0.15 congestion relief fee to the Grantor's Tax; and 2% to the Transient Occupancy Tax. NVTA distributes "Local" 30 percent of the proportional revenue collected to each of the jurisdictions on a periodic basis. The revenue can only be spent on urban or secondary road construction, capital improvements that reduce congestion, other projects that have been approved in the regional transportation plan, or for public transportation. The remaining "Regional" 70 percent of the proportional revenue collected in each jurisdiction is retained by NVTA for regional transportation projects that are included within the TransAction 2040 regional transportation plan or mass transit capital projects that increase capacity. The regional transportation projects are prioritized and adopted by the NVTA Board on an annual basis with the intent that over time each jurisdiction will receive its proportional equivalent share of the revenue. In addition, the towns that have road maintenance responsibility or a population over 3,500 within each of the respective Counties are to be provided the proportional share of the revenue collected within the town limits. The Towns of Leesburg and Purcellville are eligible for these funds. Per HB2313, these revenue sources must be deposited into a separate, special revenue fund for which the Transportation District is to serve as Loudoun County's designated fund. For FY 2015, the revenue is dedicated to projects included in the FY 2015- 2020 Capital Improvement Program (CIP). Further details on the transportation projects utilizing HB2313 revenues can be found within the Transportation Capital Projects section of the CIP in Volume 2 of this document.

Furthermore, HB2313 requires that the County maintain the level of funding dedicated for transportation and transit equivalent to the average of expenditures for transportation and transit as established for the period of FY 2011 to FY 2013 (three fiscal years) of approximately \$14.53 million; and that the dedicated revenue is separate from the anticipated HB2313 revenues. In addition to the requirement of maintaining funding levels, the County is also required to enact a Commercial & Industrial (C&I) Property Tax at \$0.125 per \$100 valuation or dedicate an equivalent level of funding for transportation and transit purposes in order to receive the 30-percent share of HB2313 revenue. It is estimated that a C&I tax levied in Loudoun County would yield approximately \$15,670,000 in FY 2015. The Board of Supervisors has taken no action to levy such a tax, but the FY 2015 Proposed Fiscal Plan includes appropriation for transportation and transit purposes totaling \$23,532,000 which includes the equivalent of \$0.02 of the real estate property tax or \$12.0 million as a transfer in from the General Fund, cash proffer funding of \$2,250,000, and \$11,532,000 of local gasoline tax revenue. Per the statute, this funding is placed in a separate account within the County's Transportation District Fund.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

**Transportation District Fund
FY 2014- 2016 Fund Summary**

	<u>FY 2014 Revised</u>	<u>FY 2015 Adopted</u>	<u>FY 2016 Provisional</u>
Estimated Beginning Fund Balance	\$8,944,840	\$15,735,167	\$21,208,213
Revenues			
Metrorail Services Special Tax District	\$6,700,000	\$5,932,000	\$6,219,000
Local Gasoline Tax	11,111,424	11,532,000	12,004,000
Use of Previous Year Fund Balance- Local Gasoline Tax	6,274,000	500,000	0
Transit- State Operating Assistance Grant	573,022	0	0
Transit- Transfer in from General Fund	495,903	0	0
Transportation Capital Project- Transfer in from General Fund	34,658,000	13,000,000	12,000,000
Transportation Capital Project- Transfer in from Public Facilities Fund	9,946,000	2,250,000	0
HB2313 Local (30%)	13,003,868	14,380,781	14,752,480
HB2313 Regional (70%)	29,280,000	27,500,000	34,400,000
Interest	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>
Total Revenue	\$112,065,217	\$75,117,781	\$79,398,480
Expenditures			
Local Gasoline Tax - Capital Projects ^{1, 2}	\$11,440,713	\$4,262,718	\$4,697,610
Local Gasoline Tax - Transportation/ Transit	5,449,131	6,732,650	6,857,539
Local Gasoline Tax - Administrative	428,253	518,586	462,360
Transit- Other Revenue Sources (non-gasoline tax) ³	1,068,925	0	0
HB2313 Local (30%) – NVT A Administrative Fees	84,006	161,185	166,020
HB2313 Local (30%) – Transfer to Capital Fund ⁴	12,919,862	14,219,596	14,586,460
HB2313 Regional (70%) – Transfer to Capital Fund	29,280,000	27,500,000	34,400,000
Transportation Capital Project- Transfer to Capital Fund	<u>44,604,000</u>	<u>15,250,000</u>	<u>12,000,000</u>
Total Expenditures	\$105,274,890	\$68,644,735	\$73,169,989
Estimated Excess Revenue over Expenditures (Fund Balance)	\$6,790,327	\$6,473,046	\$6,228,491
Projected Year End Fund Balance	<u>\$15,735,167</u>	<u>\$21,208,213</u>	<u>\$27,436,704</u>
Metrorail Special Tax- Reserved Fund Balance ⁵	9,167,585	15,107,585	21,334,585
Local Gasoline Tax - Contingency Reserve Fund Balance	4,345,006	3,845,007	3,845,007
Local Gasoline Tax - Unallocated/ Unreserved Fund Balance	2,222,576	2,255,621	2,257,112

¹ The FY 2014 appropriation for Capital Projects included \$6,274,000 of gasoline tax revenue previous year fund balance including \$2,484,000 for transportation projects included in the Capital Improvement Program and \$3,790,000 for State Revenue Sharing local match.

² No additional appropriation is included in the FY 2015 Adopted Fiscal Plan or the FY 2016 Provisional Budget for the contingency accounts in this Fund for Traffic Calming projects, Traffic Studies, Bike and Pedestrian projects, Traffic Signals and others. Funding is included in the Capital Fund per the direction of the Board in FY 2014 for these purposes.

³ FY 2014 transit funding in addition to gasoline tax revenue in the Transportation District Fund included a transfer from the General Fund of \$495,903 and State Operating Assistance Grant funding of \$573,022 associated with the Urban Fixed Route Transit Services.

⁴ Subject to Board appropriation, the use of the County's portion or \$10,805,386 of FY 2014 NVT A Local (30%) revenue has been initially approved by the Board to be utilized on the widening of Belmont Ridge Road from Gloucester Parkway to Hay Road construction project.

⁵ Projected year-end reserve fund balance includes \$8,000 in annual interest earned on the estimated Metrorail tax revenue for each fiscal year.



Transportation District Fund

Local Gasoline Tax Appropriation

Table 2: Adopted Local Gasoline Tax Appropriations

<u>Applicant/Sponsoring Organization</u>	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>	<u>FY 2016 Provisional</u>
CAPITAL PROJECTS:			
Town of Leesburg	\$ 1,444,485	\$ 1,414,353	\$ 1,440,189
Town of Purcellville	222,228	253,365	257,421
Capital Improvement Program ⁶	2,484,000	2,595,000	3,000,000
DTCI – State Revenue Sharing ^{7, 8}	7,290,000	0	0
DTCI - Revenue Sharing Supplement	0	0	0
DTCI - Bikeway & Pedestrian Facilities Contingency	0	0	0
DTCI - Spot Road Improvement Projects	0	0	0
DTCI - Traffic Signal Contingency	0	0	0
DTCI - Traffic Studies	0	0	0
Park & Ride Lot land Acquisition	0	0	0
SUBTOTAL, CAPITAL PROJECTS:	\$ 11,440,713	\$ 4,262,718	\$ 4,697,610
Percent of Total Expenditures	66.01%	37.0%	39.1%
TRANSPORTATION/TRANSIT:			
DGS - Park and Ride Lot Maintenance ⁹	\$ 154,217	\$ 162,334	\$ 162,334
DTCI - Commuter Bus	2,949,772	2,504,376	2,554,464
DTCI – Urban Fixed Route Transit Service ¹⁰	0	3,306,529	3,372,660
DTCI - Rideshare Grant Match	81,008	87,144	89,758
PRCS - Adaptive Recreation Transportation ¹¹	160,000	160,000	160,000
American Red Cross (LCARC)	38,916	38,916	38,916
Every Citizen Has an Opportunity (ECHO)	33,300	34,700	35,700
Leesburg Safety Shuttle (Safe-T-Ride)	20,000	20,000	20,000
Loudoun Volunteer Caregivers	155,208	165,297	165,297
Virginia Regional Transit (VRT)- Rural Fixed Route Service ⁴	1,822,210	253,344	258,410
Virginia Regional Transit (VRT) - Udvary Hazy Service Route	34,500	0	0
SUBTOTAL, TRANSPORTATION/TRANSIT PROJECTS:	\$ 5,449,131	\$ 6,732,650	\$ 6,857,539
Percent of Total Expenditures	31.46%	58.5%	57.1%
ADMINISTRATIVE CONTRIBUTIONS:			
DTCI - Commuter Bus Promotion & Advertising	\$ 10,000	\$ 10,000	\$ 10,000
DTCI – Administrative Services	388,994	478,934	422,302
Dulles Area Transportation Association (DATA)	12,000	12,000	12,000
Northern Virginia Transportation Commission (NVTC)	17,259	17,652	18,058
SUBTOTAL, ADMINISTRATIVE CONTRIBUTIONS:	\$ 428,253	\$ 518,586	\$ 449,057
Percent of Total Expenditures	2.53%	4.5%	3.8%
TOTAL EXPENDITURES	\$ 17,318,097	\$ 11,513,954	\$ 12,017,509

⁶ FY 2014 Capital Improvement Program appropriation included use of \$2,484,000 of previous year fund balance.

⁷ DTCI- Department of Transportation and Capital Infrastructure.

⁸ FY 2014 State Revenue Sharing appropriation included use of \$3,790,000 of previous year fund balance. In FY 2015 and FY 2016 HB2313 Local revenues is being utilized as the local match for State Revenue Sharing Program.

⁹ DGS- Department of General Services

¹⁰ Beginning in FY 2015, the Urban Fixed Route Service is operated by DTCI; however, the Rural Fixed Route Transit Service continues to be operated by VRT in FY 2015 and FY 2016. As such, the FY 2015 appropriation for VRT only reflects the rural transit services and the urban transit services funding is appropriated to DTCI.

¹¹ PRCS- Department of Parks, Recreation and Community Services



Transportation District Fund Local Gasoline Tax Appropriation Capital Projects

Project/Program Name: Town of Leesburg
FY 2014 Adopted: \$1,444,485
FY 2015 Adopted: \$1,414,353
FY 2016 Provisional: \$1,440,189

Project Description: As part of the funding formula adopted in 1993, the Board designates a percentage of the County's gasoline tax revenues to the Town of Leesburg proportionate to the Town's population of the County's population. The Board agreed to provide the Town with a proportional share of local gasoline tax funds as the Town has responsibility for maintenance of its streets. (The other five incorporated towns have not met the State Code population threshold of 3,500 to maintain their streets. The County's total projected population in FY 2015 is 366,693. Leesburg's forecasted population is 44,915 or 12.25%, which would result in an allocation of \$1,414,353 of projected gasoline tax revenues to the Town to use for transportation projects. The Town, who requested \$1,500,000, has indicated that it intends to use the FY 2015 funding for Phase IV widening of Sycolin Road project.

Project/Program Name: Town of Purcellville
FY 2014 Adopted: \$222,228
FY 2015 Adopted: \$253,365
FY 2016 Provisional: \$257,421

Project Description: The Town of Purcellville submitted a request of \$590,000 for FY 2015 for repairing segments of S. Nursery Avenue including drainage improvements proximate to Fireman's Field, the Purcellville Community Center and Emerick Elementary School and to construct a turn lane on eastbound Main Street at Pickwick Drive. As part of the funding formula adopted in 1993, the Board designates a percentage of the County's gasoline tax revenues to the Town of Purcellville proportionate to the Town's population of the County's population. For FY 2015, the projected population of the Town of Purcellville is 2.19% (or 8,046 residents of 2.19%, which would result in an allocation of \$253,365 of projected gasoline tax revenues to the Town.

Project/Program Name: DTCI/Commonwealth - Revenue Sharing
FY 2014 Adopted: \$7,290,000
FY 2015 Adopted: \$0
FY 2016 Provisional: \$0

Project Description: Each year, the County has the opportunity to match up to \$10,000,000 of State funds on a 50/50 basis for transportation improvement projects as part of the State's revenue sharing transportation project program. The revenue sharing program continues to remain an important funding source for the construction of transportation projects in the County. With the addition of HB2313 Local funding, local gasoline tax revenues are not needed beginning in FY 2015 as the HB2313 is to be the dedicated local source of funding for this program. As such, the Capital Improvement Program has included HB2313 Local revenues for the State Revenue Sharing for the Board's consideration during the FY 2015 budget development process. The FY 2014 appropriation included the use of \$3,790,000 of previous year fund balance of local gasoline tax revenue.

Project/Program Name: Capital Improvement Program Transportation Capital Projects
FY 2014 Adopted: \$2,484,000
FY 2015 Adopted: \$2,595,000
FY 2016 Provisional: \$3,000,000

Project Description: Local gasoline tax revenue on the amount of \$2,595,000 which includes \$500,000 of pervious year fund balance is to be used as the local revenue source for the Capital Improvement Program (CIP) for the Board of Supervisors' further consideration during the FY 2015 budget development process. Per the Board of Supervisor's policy, 10 percent of the annual appropriation for the programmed project funding in the CIP must derive from local revenue sources. It should be noted that in FY 2014, \$2,484,000 of local gasoline tax fund balance was utilized in the CIP.



Transportation District Fund Local Gasoline Tax Appropriation Transportation/Transit

Project/Program Name: DGS - Park and Ride Lot Maintenance
FY 2014 Adopted: \$154,217
FY 2015 Adopted: \$162,344
FY 2016 Provisional: \$162,344

Project Description: The Department of General Services (DGS) has requested funding for maintenance of county-owned park and ride lots. Maintenance responsibilities include minor repairs, snow removal and lighting. The increase in funding requested is attributable to the two additional Park and Ride lots scheduled to open in spring 2015.

Project/Program Name: DTCL - Loudoun County Commuter Bus Operations
FY 2014 Adopted: \$2,949,772
FY 2015 Adopted: \$2,504,376
FY 2016 Provisional: \$2,554,464

Project Description: The DTCL Transportation Planning & Operations Division has requested funding for Loudoun County Commuter Bus operations. This service provides daily transportation for commuters to and from Arlington County and Washington, D.C. The FY 2005 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.

DTCL intends to increase public transportation opportunities for citizens of Loudoun and neighboring jurisdictions by adding buses that have been purchased or leased. This continued growth and expansion is to meet the demand for increased capacity and service. The requested appropriation covers the cost of fuel and other maintenance expenses.

Project/Program Name: DTCL - Loudoun County Urban Local Fixed Route Transit Operations
FY 2014 Adopted: \$0
FY 2015 Adopted: \$3,306,529
FY 2016 Provisional: \$3,372,660

Project Description: The Transportation Planning & Operations Division has requested funding for Loudoun County Urban Local Fixed Route Transit operations. The Urban Local Fixed Route Transit program is funded by a combination of fare box revenue, annual appropriations of local gasoline tax revenue and State Operating Assistance Grant.

This is a new line of business for the County in FY 2014 as a result of Virginia Regional Transit (VRT) losing federal funding due to the majority of Loudoun County being included in the Washington, DC urbanized area (UZA) as a result of the 2010 US Census. The inclusion of the majority of Loudoun County in the UZA results in most of the transit routes no longer being eligible for federal funding. Beginning in FY 2015, the County is to contract a third party vendor for transit operations and a contribution will no longer be provided for these urban routes to VRT. The requested appropriation covers the anticipated contracted hourly service rate for the service hours and routes as proposed to the Board of Supervisors in winter 2013 for its consideration as part of the FY 2015 budget development process. The FY 2014 funding for these transit services is included in the VRT as a result of the Board awarded a partial year transit service contract to VRT from October 1, 2013 until June 30, 2014.



Transportation District Fund

Local Gasoline Tax Appropriation

Transportation/Transit – Continued

Project/Program Name: **DTCI - Rideshare Matching Grant Program**

FY 2014 Adopted: \$81,008

FY 2015 Adopted: \$87,144

FY 2016 Provisional: \$89,758

Project Description: 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. In addition, this funding provides the 20% match to support a full time employer outreach position.

Project/Program Name: **PRCS - Adaptive Recreation Transportation**

FY 2014 Adopted: \$160,000

FY 2015 Adopted: \$160,000

FY 2016 Provisional: \$160,000

Project Description: The Department of Parks, Recreation and Community Services (PRCS) has requested funding for the Adaptive Recreation Section that operates a summer camp program for individuals who qualify for special education ages 2-22, for an eight week period annually. The purpose of the program is to give families of participants some respite over the summer and to give the camper a true summer camp experience full of opportunities for socialization and adventure. School bus transportation is provided for an estimated 125 campers from their home or summer school to the camp location and back home again. The Adaptive Recreation Section follows the mission of PRCS to promote healthy lifestyles for all Loudoun citizens.

Project/Program Name: **American Red Cross, Loudoun County Chapter**

FY 2014 Adopted: \$38,916

FY 2015 Adopted: \$38,916

FY 2016 Provisional: \$38,916

Project Description: The Loudoun County Chapter (LCARC) has requested funding for the maintenance of disaster vehicle fleet, which is used to carry out its stated mission of providing relief to victims of disasters 24 hours a day, seven days a week. Currently, the Chapter maintains three separate vehicles that are dedicated to disaster response: Emergency Response Vehicle, Shelter Response Truck, and a Mobile Communications and Service Delivery Unit.

Project/Program Name: **Every Citizen Has an Opportunity (ECHO)**

FY 2014 Adopted: \$33,300

FY 2015 Adopted: \$34,700

FY 2016 Provisional: \$35,700

Project Description: ECHO has requested funding to support part of the organization's transportation operational costs for transporting clients to their workplaces. ECHO assists disabled persons with securing and maintaining integrated community-based employment. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. ECHO estimates that it will provide daily transportation to work sites for more than 100 County residents with various levels of disability.



Transportation District Fund

Local Gasoline Tax Appropriation

Transportation/Transit – Continued

Project/Program Name: **Leesburg Safety Shuttle**

FY 2014 Adopted: \$20,000

FY 2015 Adopted: \$20,000

FY 2016 Provisional: \$20,000

Project Description: The Town of Leesburg has requested funding to support the operations of Safe-T-Ride. Since FY 2001, the Town has contracted with the Virginia Regional Transit (VRT) for the operation of a shuttle service on the Route 15 Bypass. The County agreed to participate in the service on a 50/50 cost-sharing basis, equivalent to \$20,000 in FY 2009 and in FY 2010. Initially, the service was provided on weekdays only. In the past years, the Town has expanded the service to seven days a week and improved headways during holiday shopping seasons.

Project/Program Name: **Loudoun Volunteer Caregivers**

FY 2014 Adopted: \$155,208

FY 2015 Adopted: \$165,297

FY 2016 Provisional: \$165,297

Project Description: Loudoun Volunteer Caregivers has requested funding to provide annual transportation services to its clients. Loudoun Volunteer Caregivers is a volunteer organization that provides elderly residents and people with disabilities within Loudoun County with assisted transportation. Services include transportation to non-emergency medical appointments, prescription pick-ups, physical therapy, and cancer or dialysis treatments. In FY 2013, Loudoun Volunteer Caregivers provided 3,739 total trips for 206 County seniors and residents with disabilities.

Project/Program Name: **Virginia Regional Transit (VRT) - Rural Fixed Route Transit Services**

FY 2014 Adopted: \$1,822,210

FY 2015 Adopted: \$253,344

FY 2016 Provisional: \$258,411

Project Description: Virginia Regional Transit (VRT) requested funding to provide public transportation services to Loudoun County residents as planned and coordinated in collaboration with the Department of Transportation and Capital Infrastructure. VRT's operations in Loudoun County include daily transportation services for three rural On-Demand routes in western Loudoun County as well as a fixed route between the Towns of Leesburg and Purcellville. It should be noted that the urban fixed route transit service is now a contracted service, and beginning in FY 2015, VRT no longer receives a contribution for the urban routes.

Project/Program Name: **Virginia Regional Transportation (VRT) - Udvar Hazy Service Route**

FY 2014 Adopted: \$34,500

FY 2015 Adopted: \$0

FY 2016 Provisional: \$0

Project Description: Virginia Regional Transit (VRT) has received funding to provide public transportation services to riders from the Dulles Town Center to the Udvar Hazy Smithsonian Air & Space Museum in Fairfax County in the past. This route beginning in FY 2015, however is to be included as part of the contracted urban fixed route transit services.



Transportation District Fund Local Gasoline Tax Appropriation Administrative Contributions

Project/Program Name: **DTCI - Commuter Bus Promotion and Advertising**
FY 2014 Adopted: \$10,000
FY 2015 Adopted: \$10,000
FY 2016 Provisional: \$10,000

Project Description: The DTCI Transportation Planning & Operations Division has requested funding for the promotion and advertisement of commuter bus services to the public. The policy guidelines for the distribution of these funds are established by the Loudoun Commuter Bus Advisory Board (CBAB). The County has made use of this allocation in recent years to leverage Federal grant funding promoting public awareness of transit alternatives.

Project/Program Name: **DTCI – Administrative Services**
FY 2014 Adopted: \$388,994
FY 2015 Adopted: \$478,934
FY 2016 Provisional: \$422,302

Project Description: The DTCI Transportation Planning & Operations Division has requested funding to offset staffing and operating costs associated with administrative functions as well as transit and commuter services. The FY 2015 increase is associated with a temporary additional Transit Operations Manager for six months to assist with the transition of the transit and commuter bus system and to assist with the turnover of Transit Chief position in FY 2015.

Project/Program Name: **Dulles Area Transportation Association (DATA)**
FY 2014 Adopted: \$12,000
FY 2015 Adopted: \$12,000
FY 2016 Provisional: \$12,000

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 1992.

Project/Program Name: **Northern Virginia Transportation Commission (NVTC) Administrative Costs**
FY 2014 Adopted: \$17,259
FY 2015 Adopted: \$17,652
FY 2016 Provisional: \$18,058

Project Description: The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. Funding is associated with the administrative cost of this service.



Fiscal Trends

FISCAL TRENDS

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DEMOGRAPHIC & ECONOMIC TRENDS



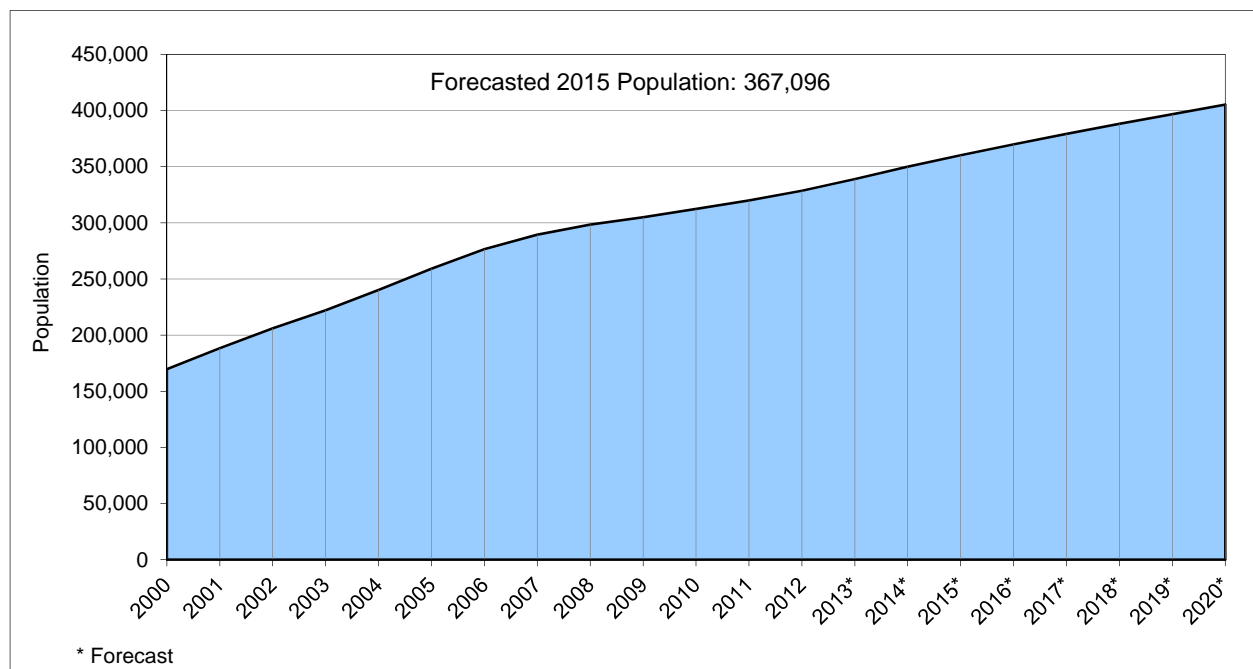
**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

Population

Loudoun County has been one of the fastest growing counties in the nation since the late 1990s. Between 2010 and 2013 Loudoun was ranked the fifteenth-fastest growing county in the nation and number two for jurisdictions with populations over 100,000. The County's forecasted 2015 population is 367,000, according to Loudoun County's January 2014 forecast series. In 2020, the County's population is forecasted to be 418,000, which is an increase of 34% from 2010.

Population in Loudoun County

<u>Year</u>	<u>Source</u>	<u>Population</u>	<u>Average Annual Percentage Change in Population</u>
1960	U.S. Census Bureau figure	24,549	n/a
1970	U.S. Census Bureau figure	37,150	4.2%
1980	U.S. Census Bureau figure	57,427	4.5%
1990	U.S. Census Bureau figure	86,129	4.1%
2000	U.S. Census Bureau figure	169,599	7.0%
2005	Estimate	259,146	8.8%
2006	Estimate	276,542	6.7%
2007	Estimate	289,397	4.6%
2008	Estimate	298,420	3.1%
2009	Estimate	304,964	2.2%
2010	U.S. Census Bureau figure	312,311	2.4%
2011	Estimate	320,913	2.8%
2012	Estimate	329,045	2.5%
2013	Estimate	340,112	3.4%
2014*	Forecast	353,300	3.9%
2015*	Forecast	367,096	3.9%
2020*	Forecast	417,957	2.6%



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Planning, January 21, 2014 estimate/forecast series.



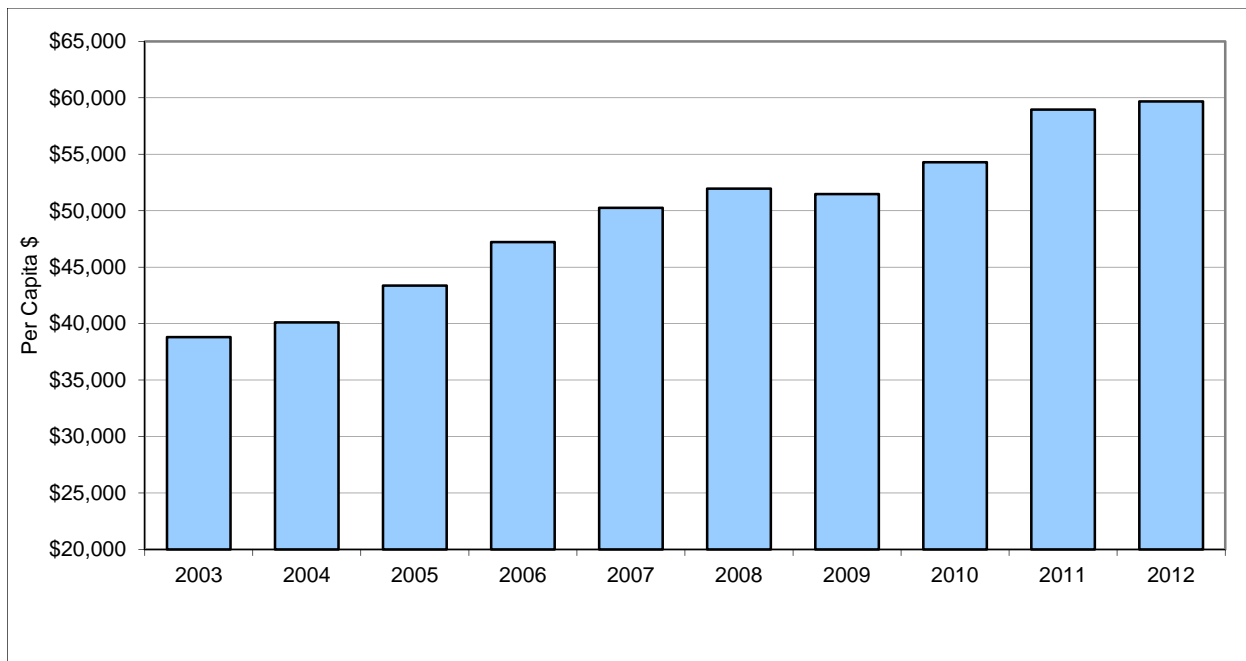
Income

Incomes in Loudoun County are among the highest in the nation. Loudoun County's median household income was ranked second in the nation out of all jurisdictions according to the U.S. Census Bureau's 2008-2012 American Community Survey five-year averages, after the City of Falls Church, Virginia. Loudoun County's median household income has ranked highest in the nation since 2007 among jurisdictions with populations above 65,000 according to the U.S. Census Bureau's American Community Survey one-year estimates. In 2012, Loudoun's median was \$117,876, more than twice the national median of \$51,371, and nearly twice Virginia's median of \$61,741. Compared to the Washington, D.C. Metropolitan Statistical Area's (MSA) median of \$88,233, Loudoun was 34% higher.

On a per capita personal income basis, Loudoun County residents have seen their incomes increase since 2003 at an average annual rate of 4.9% per year. Loudoun County's 2012 per capita income ranked in the top 4% in the United States, placing 101st out of 3,113 U.S. counties according to the U.S. Bureau of Economic Analysis.

<u>Year</u>	<u>Per Capita Personal Income</u>
2003	\$38,799
2004	40,099
2005	43,363
2006	47,228
2007	50,252
2008	51,950
2009	51,469
2010	54,301
2011	58,953
2012	59,683

**Per Capita Personal Income
2003 – 2012**



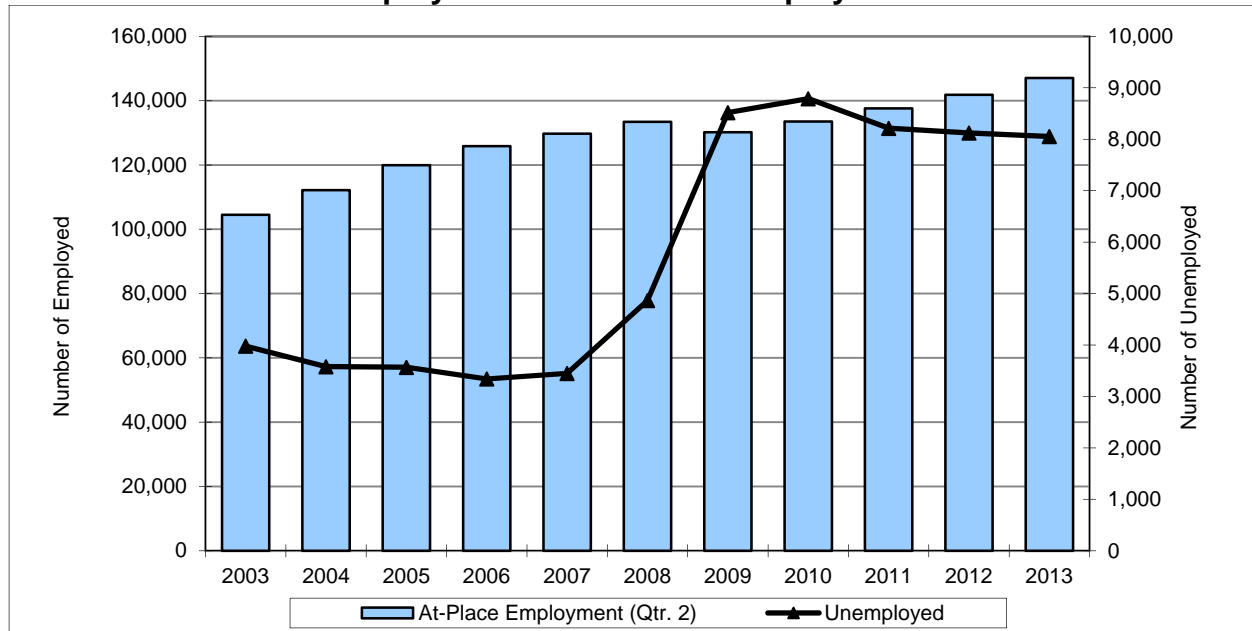
Source: U.S. Bureau of Economic Analysis



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 41% between 2003 and 2013. The 18-month recession which began in December 2007 reduced job growth within Loudoun and led to sharp increases in unemployment in 2008 and 2009. The number of unemployed residents peaked in 2010, and has since fallen. After declining in 2009, employment has increased for four consecutive years.

At-Place Employment & Number Unemployed 2003 – 2013



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 2013 is:

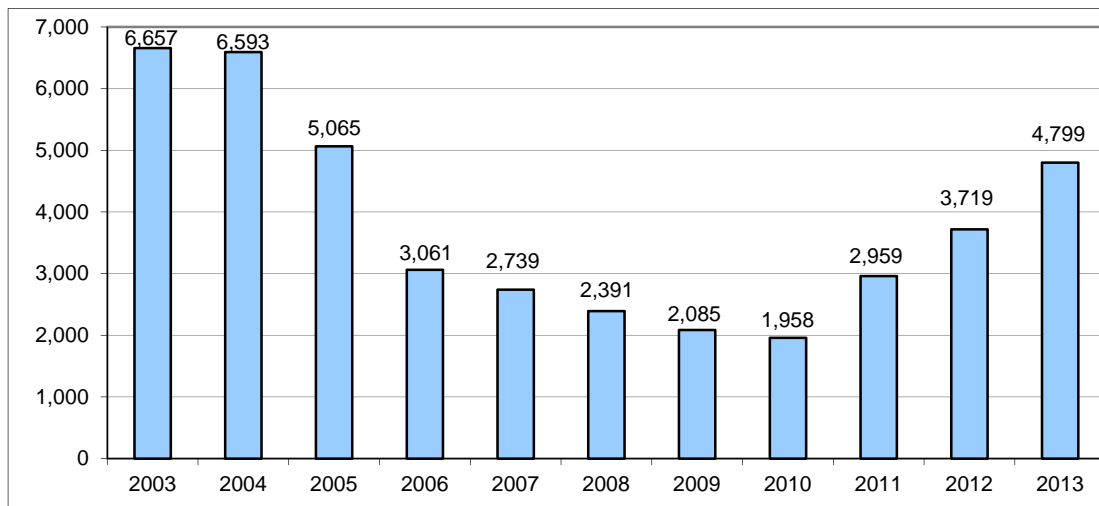
Industry Sector	Number of Employees	Percentage
Agriculture, Mining, Utilities	790	0.5%
Construction	12,770	8.7%
Manufacturing	6,151	4.2%
Wholesale Trade	3,405	2.3%
Retail Trade	16,808	11.4%
Transportation and Warehousing	10,842	7.4%
Information	7,171	4.9%
Finance, Insurance, Real Estate	5,101	3.5%
Professional, Scientific, and Technical Services	17,220	11.7%
Other Services	49,985	34.0%
Government	16,790	11.4%
Total All Industries	147,033	100.0%



Residential Construction

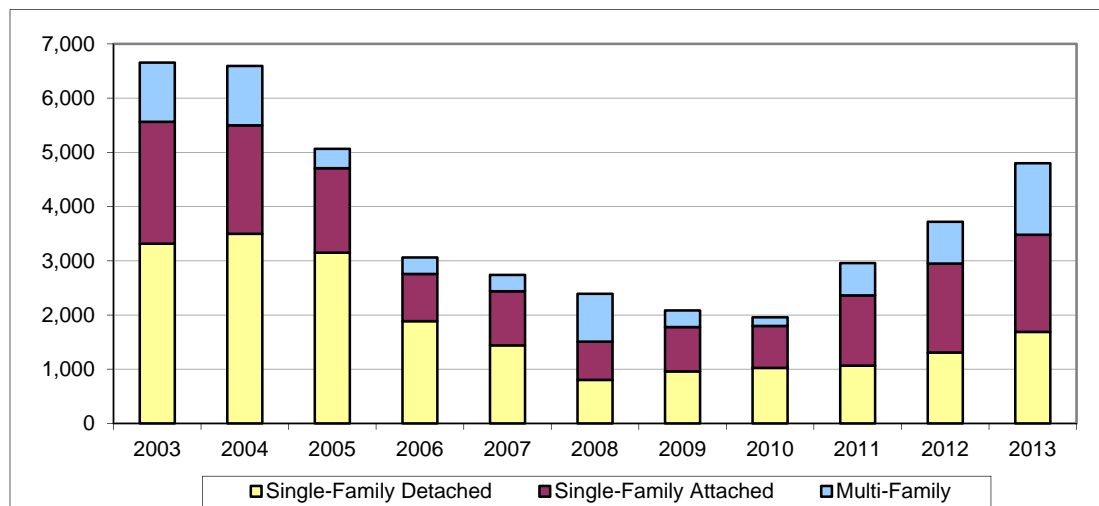
Residential construction was at a high level from 2003 through 2005. From 2005 to 2010 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the nation-wide housing crisis and recession. In 2013, residential construction increased substantially, to a level not seen since 2005. In 2013, the County issued building permits for 4,978 residential units, of which 4,799 were for new residential housing units and 179 were for group quarter units. Group quarters are places where people live, in a group living arrangement, such as nursing homes, college dormitories, homeless shelters, and detention centers. Of the 4,799 housing units, 35 percent were for single-family detached, 37 percent for single-family attached, and 27 percent for multi-family units. The County's relatively large amount of residential construction, bringing with it more residents, has created increased service demands.

Residential Housing Units Permitted for New Construction



Source: Loudoun County Department of Building and Development.
Compiled by: Loudoun County Department of Planning

Residential Housing Units Permitted for New Construction by Type



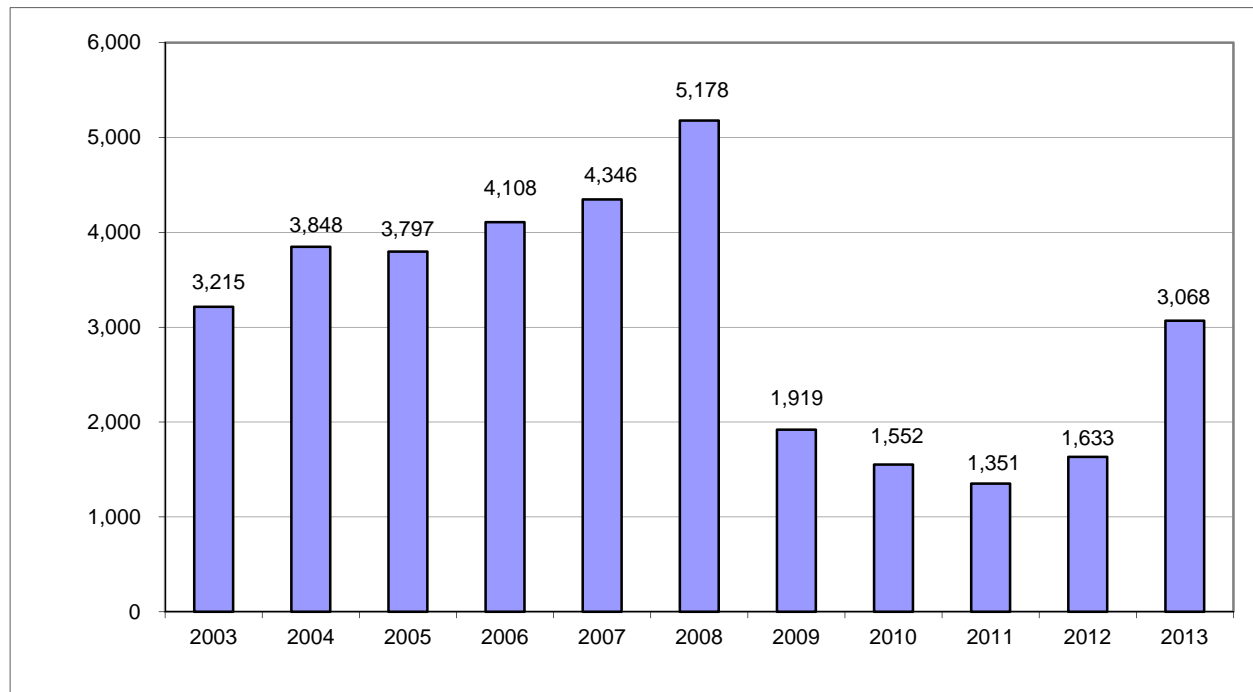
Source: Loudoun County Department of Building and Development.
Compiled by: Loudoun County Department of Planning



Non-Residential Construction and Vacancy Rate

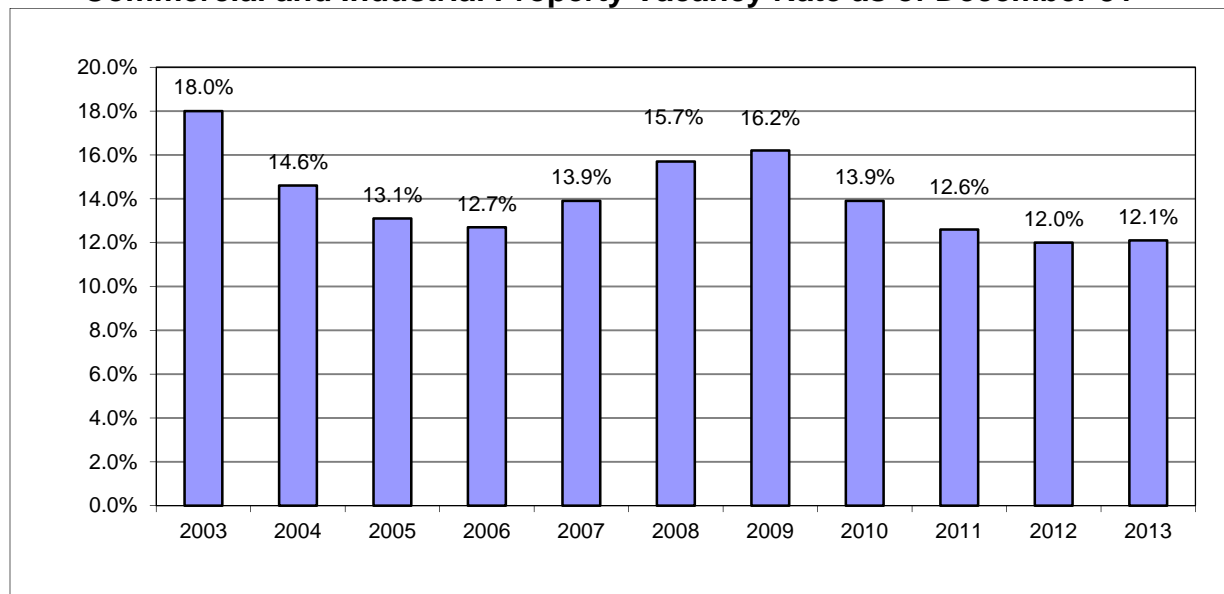
Reduced levels of permitting from 2009 through 2012 were due to the recent recession. The substantial increase in 2013 reflects permitting for new data center and retail construction, as well as three new public schools. The jump in 2008 was largely due to the parking facilities associated with the Village at Leesburg mixed commercial-residential development.

Non-Residential Square Footage Permitted for New Construction Calendar Years 2003 - 2013 (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*



*Does not include retail space. Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



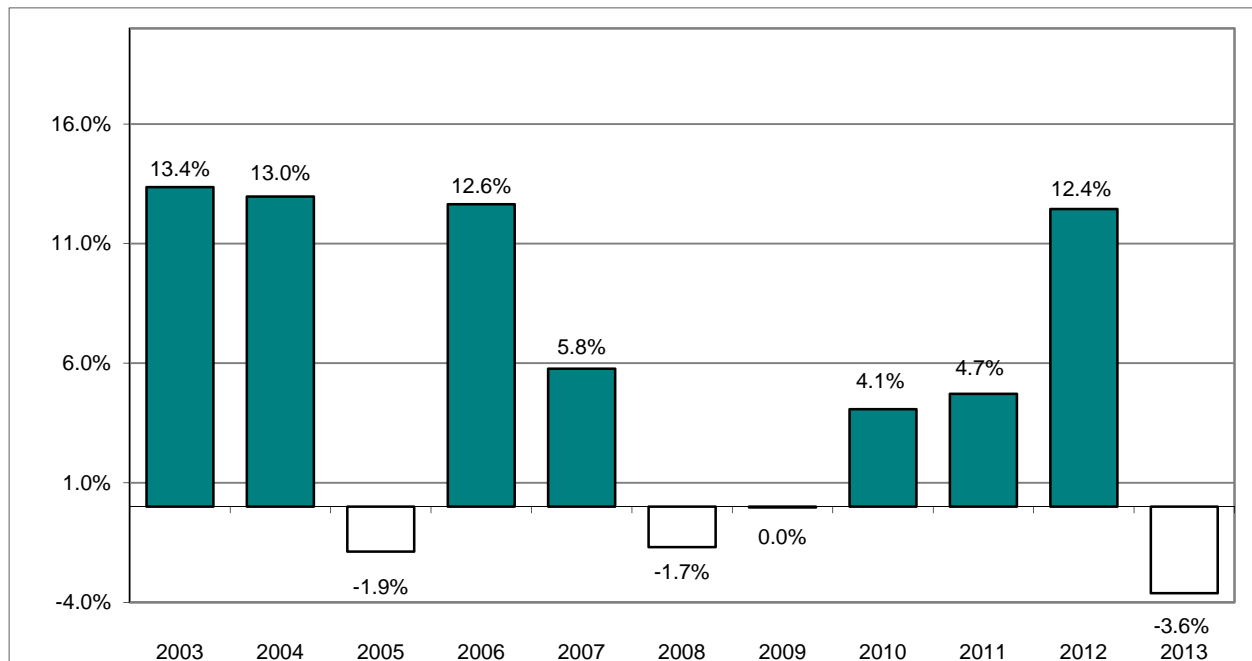
Retail Sales

Population growth and new retail development in Loudoun County have generally caused annual retail sales to increase over time. The apparent decline in 2005 was the result of the Virginia Department of Taxation implementing a new accounting system which in turn caused substantial under reporting of taxable sales for the year. The decline in 2008 and 2009 was due to the recent recession. Retail sales growth resumed in 2010. Reported sales for 2012 include sales from prior years which were not included in the totals for those years. This correction causes the 2012 (2013) percentage change to be overstated (understated) relative to the value that would have occurred in the absence of any reporting errors.

Actual Retail Sales (in millions of dollars)

<u>Year</u>	<u>Sales</u>
2003	\$3,169
2004	3,580
2005	3,513
2006	3,957
2007	4,185
2008	4,115
2009	4,113
2010	4,281
2011	4,483
2012	5,041
2013	4,859

Annual Percentage Change in Actual Retail Sales Calendar Years 2003 – 2013



Source: Virginia Department of Taxation

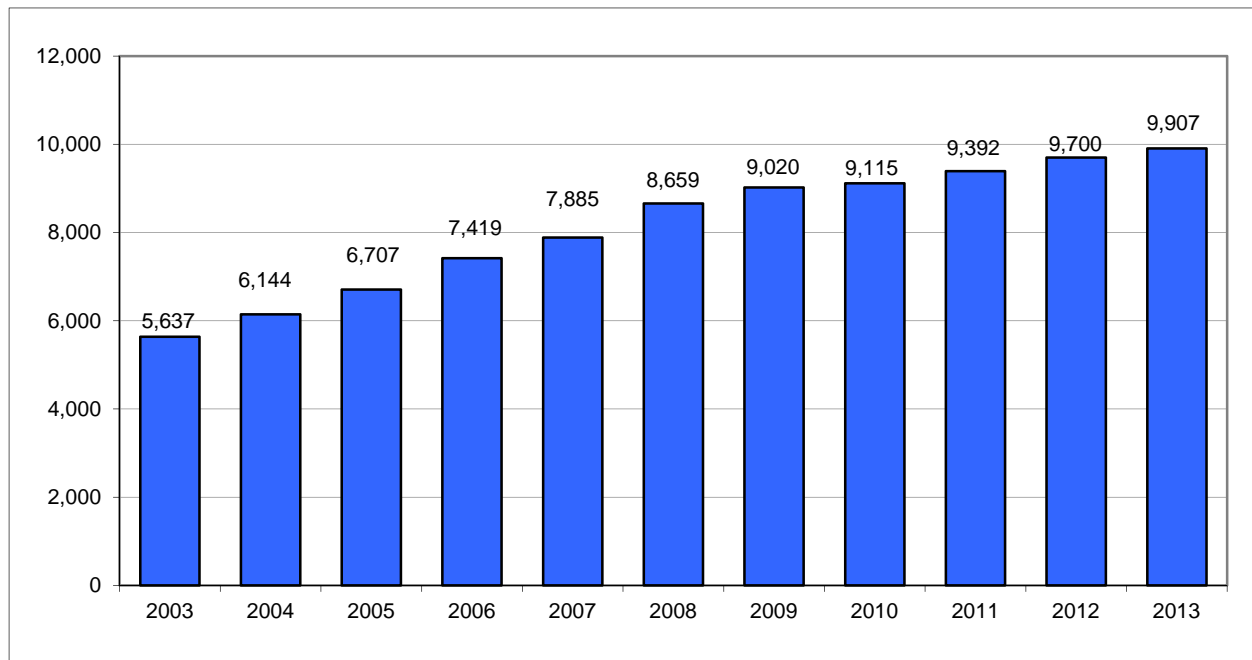
Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported. Sales for 2012 were overreported. Consequently, the 12.4% increase for that year and the -3.6% for 2013 do not accurately reflect the economic growth trend.



Business Establishments

Since 2003, the number of business establishments has grown each year, reflecting a growing population and economy. The number of establishments is 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 5.8 % per year since 2003.

Number of Business Establishments Calendar Years 2003 – 2013



Source: Virginia Employment Commission, 2nd Quarter Data



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

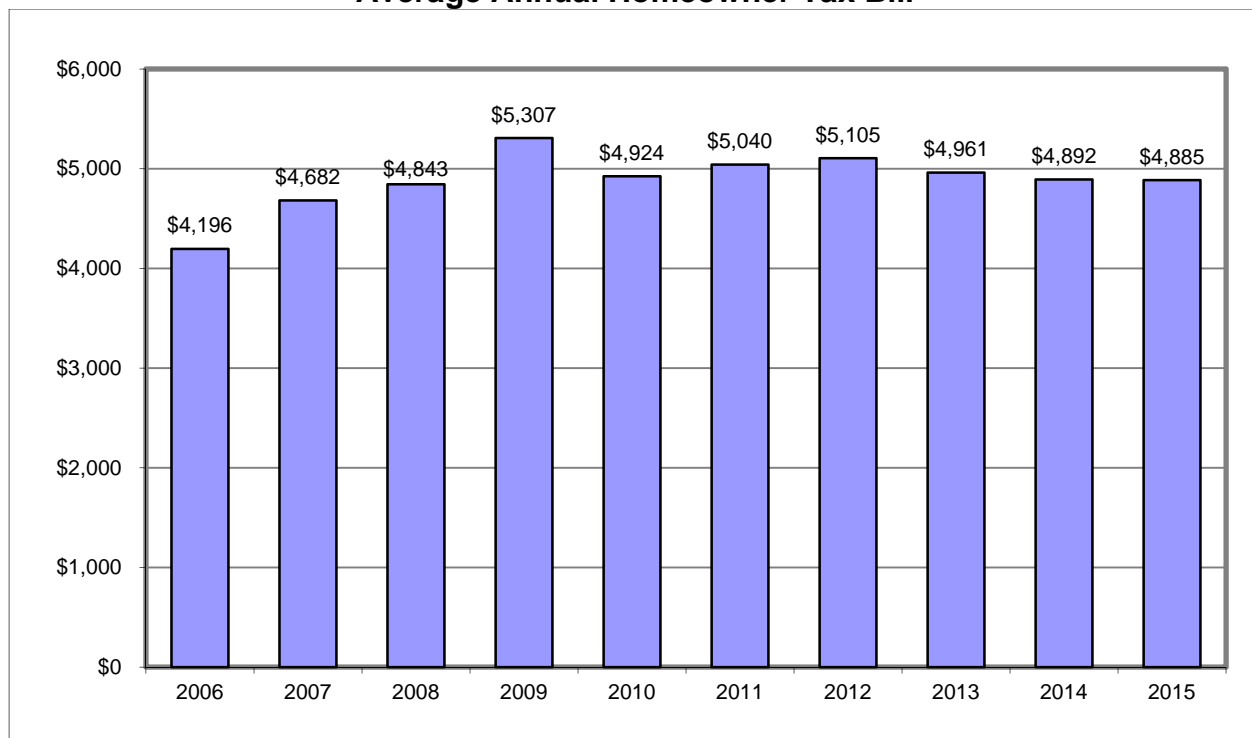
Average Homeowner Tax Bill

The average homeowner tax bill is computed by applying the County's real estate tax rate to the average assessed value of a Loudoun home. The following is a summary of the average assessed value of a home in Loudoun:

<u>Calendar Year</u>	<u>Fiscal Year</u>	<u>Tax Rate</u>	<u>Average Assessed Value of Home</u>	<u>Average Tax Bill</u>
2005	2006	\$1.040	\$403,430	\$4,196
2006	2007	0.890	526,111	4,682
2007	2008	0.960*	504,490	4,843
2008	2009	1.140	464,940	5,307
2009	2010	1.245	395,480	4,924
2010	2011	1.300	387,720	5,040
2011	2012	1.285	397,300	5,105
2012	2013	1.235	401,710	4,961
2013	2014	1.205	405,975	4,892
2014	2015	1.155	422,985	4,885

* Combined rate for General Fund and Fire & EMS Fund

Average Annual Homeowner Tax Bill



Source: Loudoun County Commissioner of the Revenue, compiled by the Department of Management and Financial Services

Notes: 1) This table provides the average January 1 value of housing units which were 100% complete at the beginning of the prior year. In this way the impact of proposed tax changes on existing homeowners can be assessed. 2) Because the number of housing units changes each year as new units are completed, some of the change in value results from the new housing units added each year. For this reason, this data does not provide the trend in value for units built in the past. 3) The values for 2014 and 2015 are estimates.



**Loudoun County Government
FY 2015 Adopted Fiscal Plan**

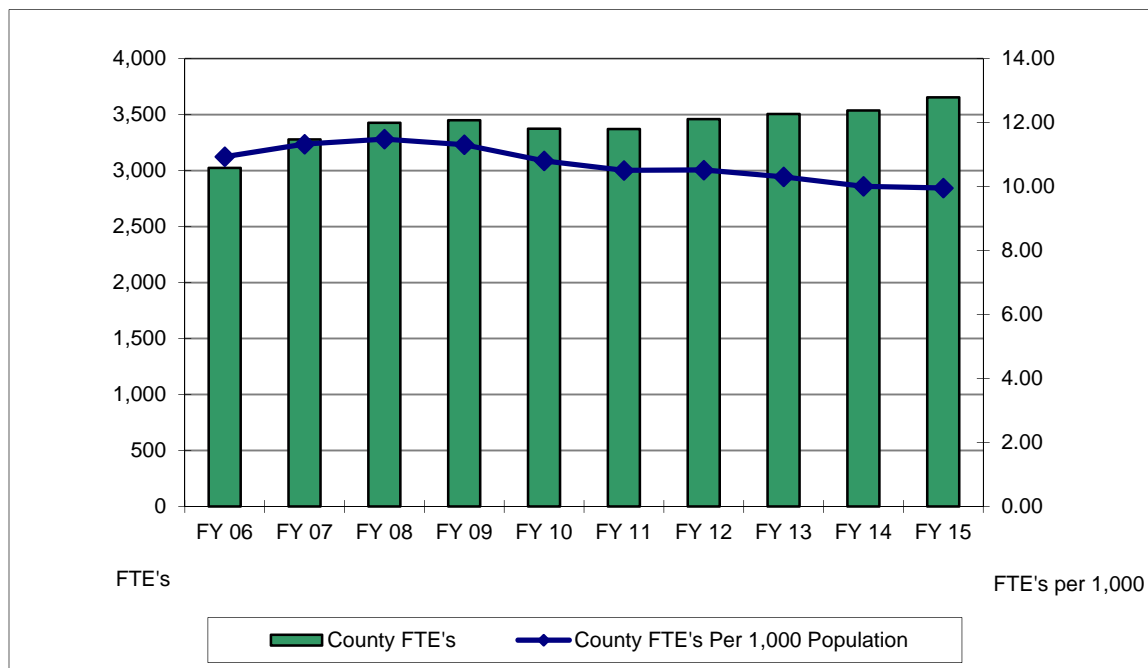
County Government FTE's Per 1,000 Population

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. The number of FTE's per 1,000 residents had been increasing to meet increased service demands in FY 2006 through FY 2008. The impact of the recession reversed this trend in FY 2009. With the increase in population growth, the number of FTE's per 1,000 population continues to decline.

County Government FTE's Per 1,000 Population

Fiscal Year	FTE's Per 1,000 Population
2006	10.94
2007	11.33
2008	11.48
2009	11.31
2010	10.81
2011	10.51
2012	10.52
2013	10.31
2014	10.01
2015	9.96

FTE's per Capita (per 1,000 Population) FY 06 - FY 15



Source: Loudoun County Department of Management and Financial Services

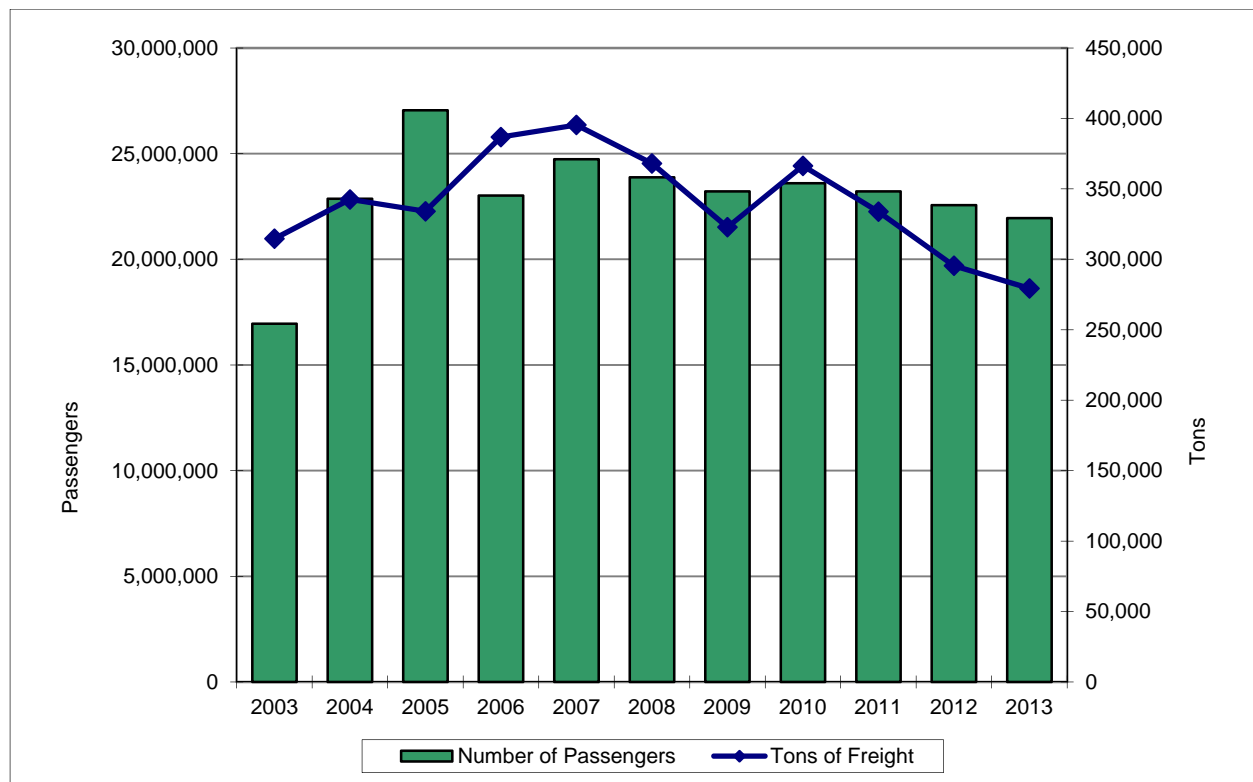


Passengers at Washington Dulles International Airport

The number of passengers at Washington Dulles International Airport, which is an important part of the County's economy, decreased in the early 2000s due to the terrorist attacks of September 11, 2001 and economic recession. Both passenger and freight traffic rebounded in 2004 and freight traffic continued to increase through 2007. The rise and fall of Independence Air in 2005-2006 led to a drop in passenger traffic in 2006. While passenger activity has fallen slightly since 2010, freight has fallen more substantially due to economic conditions in Europe.

An underground train system for moving passengers between the airport's main terminal and the various gates was completed in 2010. Enhancements such as this should improve the airport's ability to attract businesses to the County, thereby improving the future growth potential of the County's economy.

Actual Number of Passengers and Tons of Freight at Washington Dulles International Airport CY 2003 - CY 2013



Source: Metropolitan Washington Airports Authority



Major Employers in Loudoun County

Employers in Loudoun County with 500 or more employees:

Loudoun County Public Schools
Loudoun County Government
Verizon Business
Orbital Sciences Corporation
United Airlines Inc.
M.C. Dean Inc.
Inova Loudoun Hospital
Raytheon Company
U.S. Postal Service
AOL Inc.
Wegman's Food Markets Inc.
U.S. Department of Homeland Security
U.S. Transportation Security Administration
Gate Gourmet
Commonwealth of Virginia
Loudoun Medical Group
U.S Airways Express
Metro Washington Airports Authority
Neustar Inc.
U.S Department of Transportation
Town of Leesburg
Club Demonstration Service Inc.
Air Serv Corporation
National Electronics Warranty Corporation
Swissport USA Inc.
Toll Brothers Inc.
J K Moving & Storage Inc.



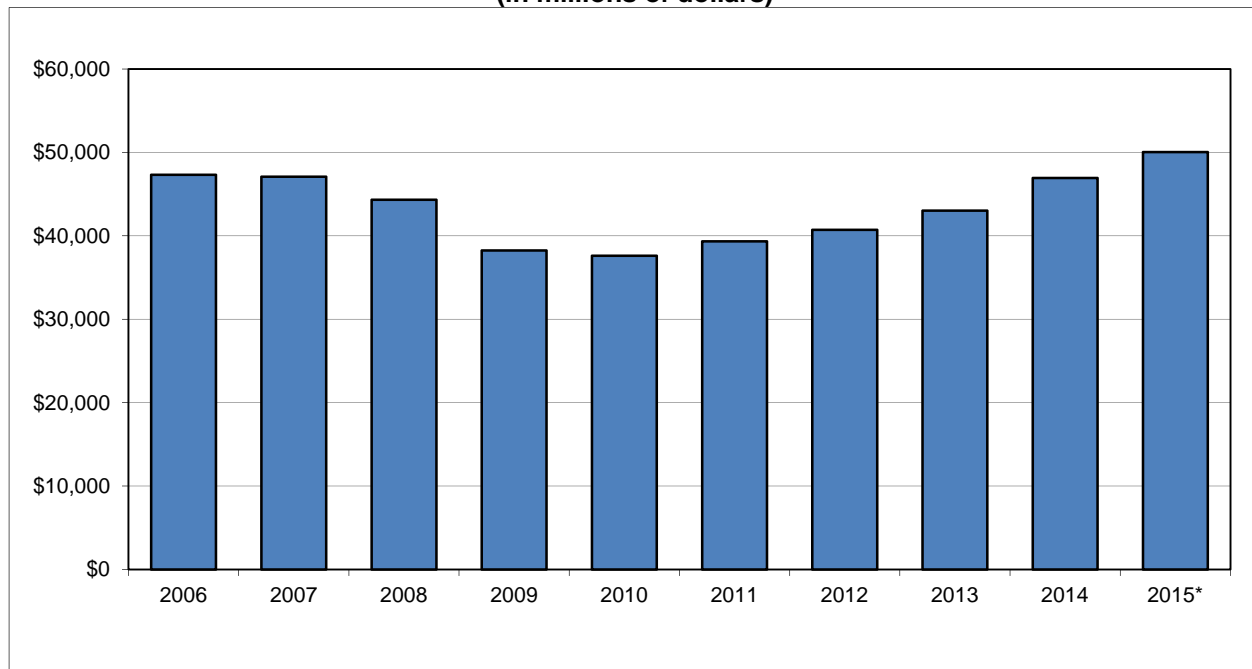
ASSESSED VALUE & TAX RATES



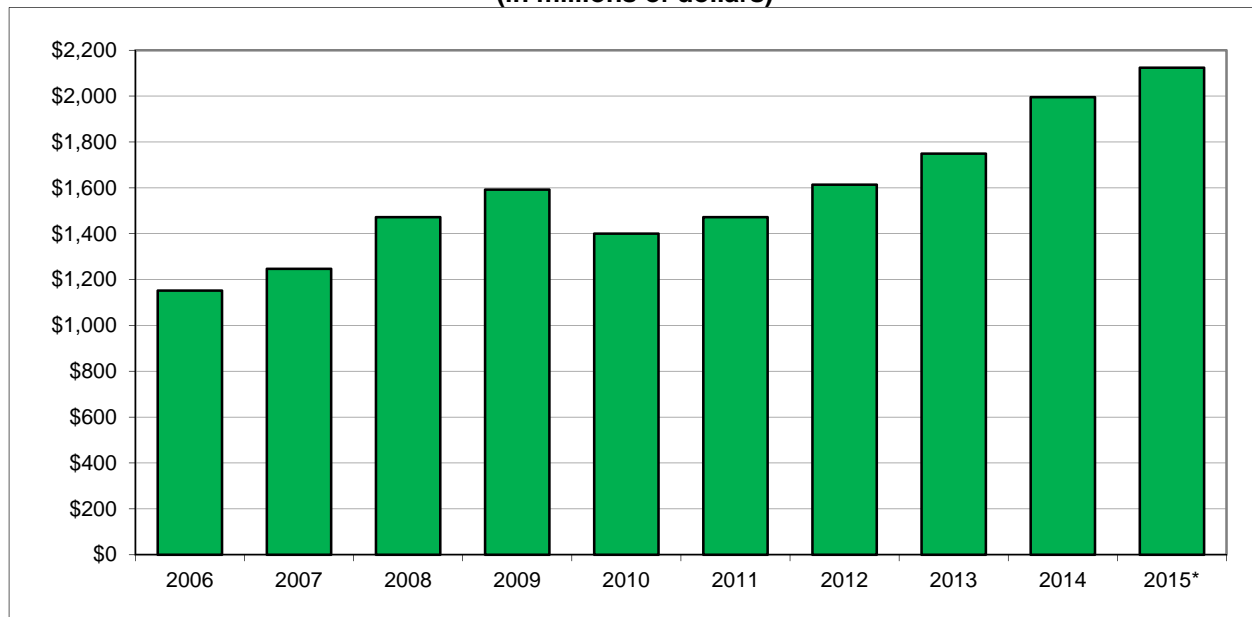
Assessed Valuation of Residential Real Property

The assessed value of single-family homes and condominiums in Loudoun (top chart) increased every year from 1993 through 2006, before declining for four consecutive years as construction activity declined and market prices dropped in the recession that began at the end of 2007. Assessed value resumed increasing in 2011 and is expected to continue increasing into 2015. The value of multi-family rental property grew steadily from 1994 through 2009. It declined in 2010 before resuming another period of growth in 2011.

Assessed Valuation of Residential Property
(in millions of dollars)



Assessed Valuation of Multi-Family Residential Property
(in millions of dollars)



*Forecast

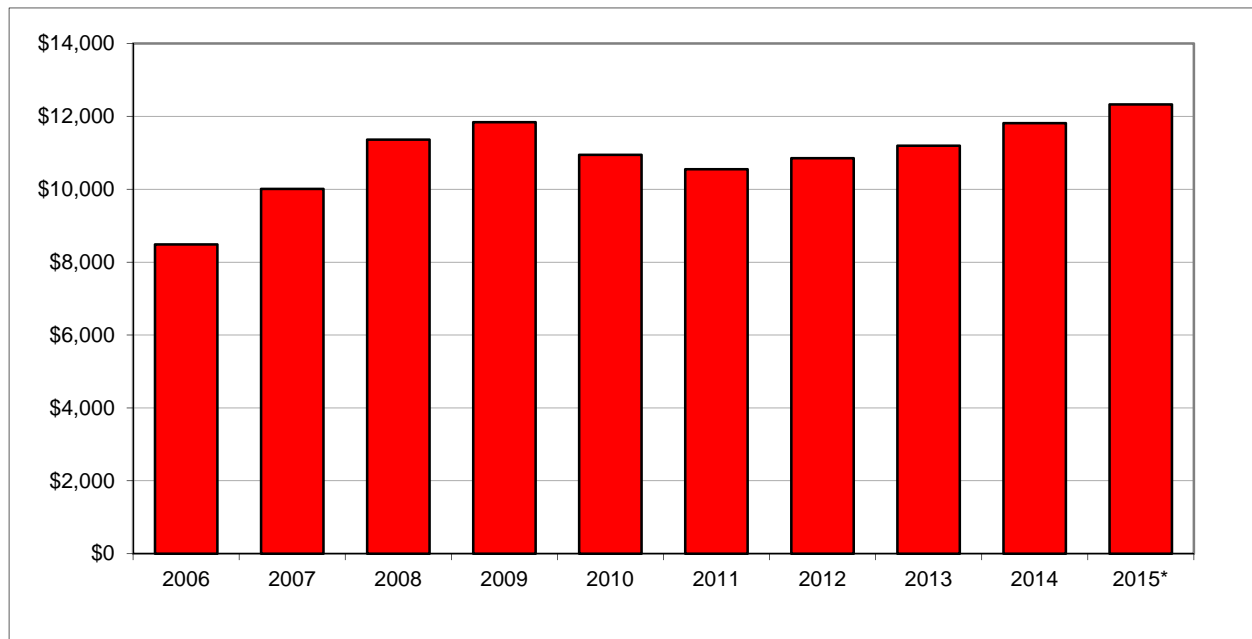
Source: Commissioner of the Revenue; Department of Management & Financial Services



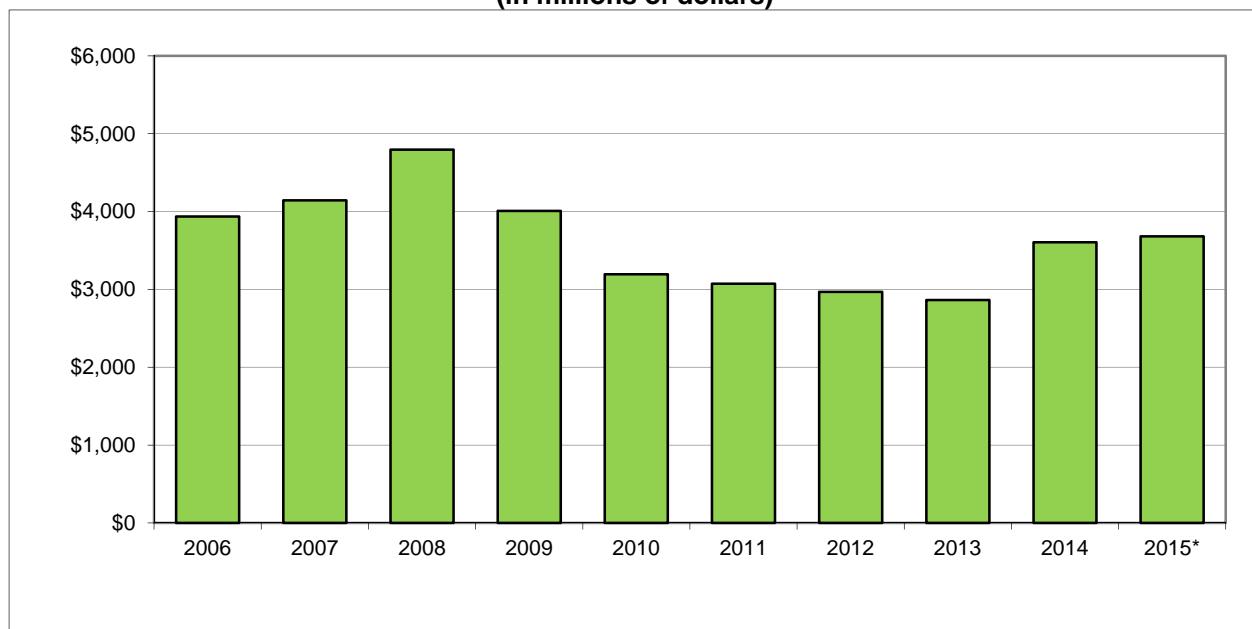
Assessed Valuation of Other Real Property

The value of commercial and industrial property in Loudoun declined in both 2010 and 2011, but has grown since 2012 and is forecasted to continue to increase through 2015. Agricultural property values experienced a sharp decline in 2009 and again in 2010, but assessed value increased in 2014 following several years of relative stability.

Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



Assessed Valuation of Agricultural Property (in millions of dollars)



*Forecast

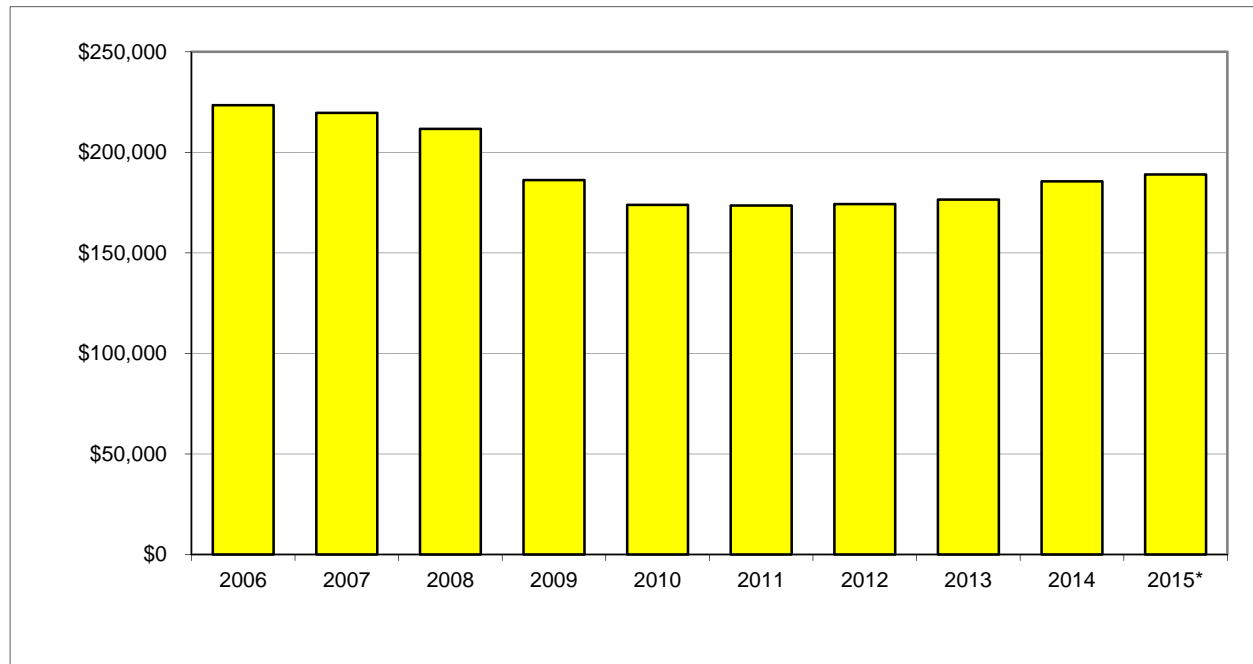
Source: Commissioner of the Revenue; Department of Management & Financial Services



Assessed Value Per Capita

The assessed value of real property per capita increased sharply in Loudoun from 2000 through 2006, reflecting a higher rate of growth in the County's real property value than in its population. This trend turned negative in 2007 through 2011 as the 2007-2009 nationwide economic recession (which was triggered by excessive lending in real estate markets) caused property values to fall. The subsequent economic recovery has been slow by historic standards which provided little stimulus to real estate valuations. In 2012, however, the ratio began to increase once again at a gradual rate as real estate prices and construction activity have increased.

Assessed Value per Capita 2006 – 2015*



*Forecast

Source: U.S. Census Bureau (2000); Commissioner of the Revenue; Department of Management & Financial Services



Residential & Business Property - Share of Real Property Valuation

From 2003 through 2006 residential property accounted for an increasing share of property valuation while commercial and industrial shares declined. This trend reversed in 2007, reflecting declines in residential valuation and construction while commercial and industrial development's share reached a peak in 2009. The relative shares have roughly stabilized since 2011. (Not shown in the table are the shares of real property associated with multifamily apartments, agricultural property, and the real property of public service companies.)

Residential Property		Commercial & Industrial	
Value as a		Property Value as a	
<u>Year</u>	<u>Percentage of Total</u>	<u>Year</u>	<u>Percentage of Total</u>
2006	77%	2006	14%
2007	74%	2007	16%
2008	70%	2008	18%
2009	67%	2009	21%
2010	69%	2010	20%
2011	71%	2011	19%
2012	71%	2012	19%
2013	72%	2013	19%
2014	72%	2014	18%
2015*	72%	2015*	18%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 2006 – 2015*



*Forecast

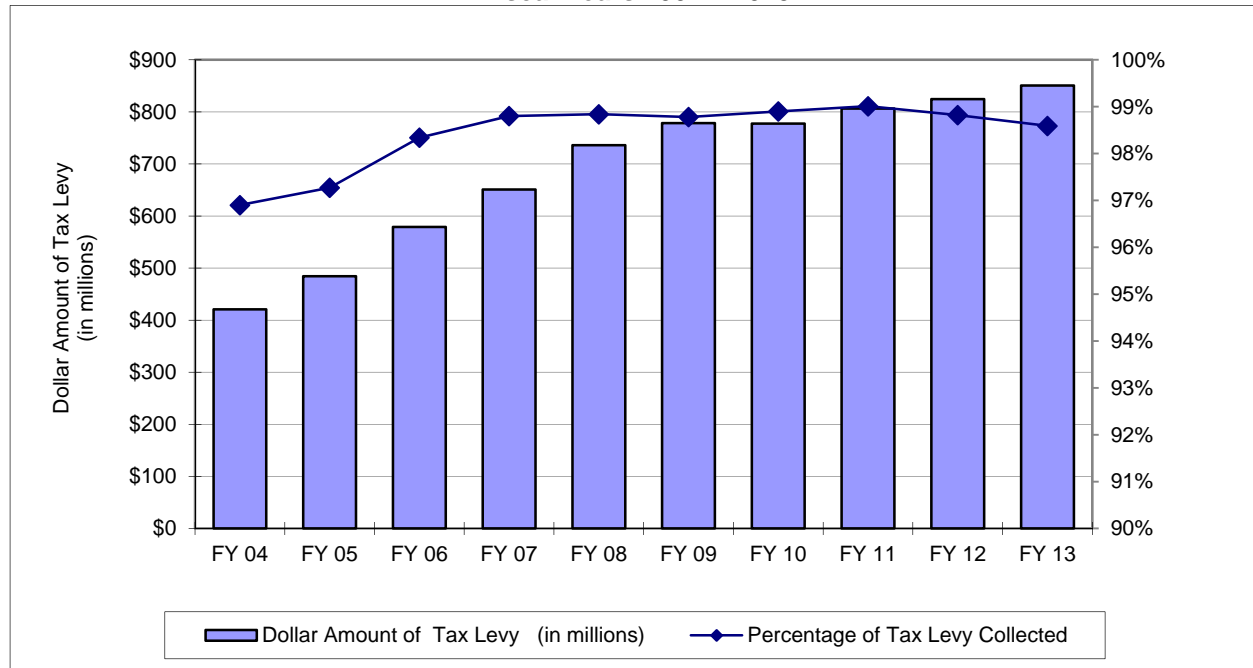
Source: Commissioner of the Revenue; Department of Management & Financial Services



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 2008, the percentage of the tax levy actually collected reached approximately 99%, where it remained through FY 2013.

**Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 2004 – 2013**



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 Real Property Assessed Values

There were large increases in valuation from 2002 through 2006, reaching a peak growth of 36% from January 1, 2005 to January 1, 2006. This increase was primarily the result of increased residential and commercial/industrial valuation. Residential valuation decreased from 2007 through 2010, but has increased since 2011. A decline in commercial/industrial property valuation occurred in 2010 and 2011 but began to increase again in 2012 and is now expected to grow through 2015.

Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 2004 - 2015

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial & Industrial</u>	<u>Agricultural**</u>	<u>Public Utilities***</u>	<u>Total</u>
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	63,550,860,582
2008	44,319,772,669	1,472,169,580	11,362,447,600	4,794,833,700	1,230,597,200	63,179,820,749
2009	38,238,407,900	1,592,117,080	11,839,195,900	4,009,280,100	1,114,070,600	56,793,071,580
2010	37,617,284,300	1,400,033,500	10,945,844,400	3,195,328,500	1,139,802,800	54,298,293,500
2011	39,331,363,800	1,472,186,300	10,547,064,600	3,074,079,800	1,282,383,327	55,707,077,827
2012	40,725,314,300	1,613,832,400	10,852,024,600	2,968,638,600	1,195,855,000	57,355,664,900
2013	43,025,984,224	1,748,953,710	11,195,149,190	2,862,747,040	1,203,311,039	60,036,145,203
2014	46,939,374,250	1,995,332,170	11,811,562,340	3,605,803,380	1,203,311,039	65,555,383,179
2015*	50,033,898,047	2,124,097,993	12,328,316,071	3,681,617,647	1,203,311,039	69,371,240,796

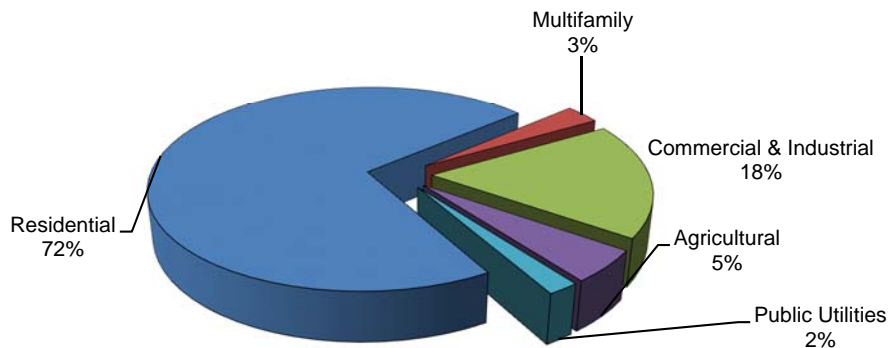
*Forecast

**Agricultural values are fair market values, not the land use valuations upon which the tax levy is based.

***Public utility property assessments for each calendar year are provided by the State Corporation Commission in September for the preceding January 1st. Hence, the 2014 and 2015 Public Utility assessments in the table utilize the 2013 value as forecast valuations.

Source: Commissioner of the Revenue; Department of Management & Financial Services

Loudoun County Real Property Assessed Values for Calendar Year 2015*





Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

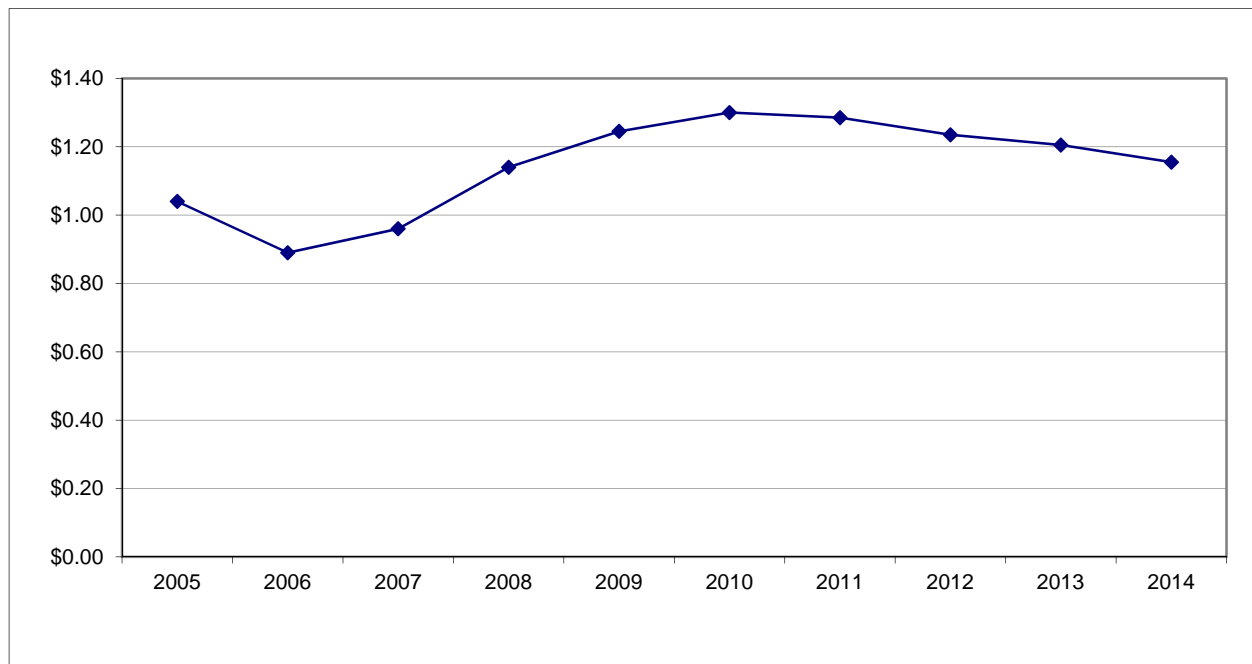
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

<u>Calendar</u>	<u>Real Estate Tax</u>	<u>Personal Property</u>	<u>Machinery & Tools</u>	<u>Heavy Equipment</u>
<u>Year</u>	<u>Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>
2004	\$1.1075	\$4.20	\$2.75	\$4.00
2005	1.040	4.20	2.75	4.00
2006	0.890	4.20	2.75	4.00
2007	0.960*	4.20	2.75	4.00
2008	1.140	4.20	2.75	4.00
2009	1.245	4.20	2.75	4.00
2010	1.300	4.20	2.75	4.00
2011	1.285	4.20	2.75	4.00
2012	1.235	4.20	2.75	4.00
2013	1.205	4.20	2.75	4.00
2014	1.155	4.20	2.75	4.00

* Combined rate for General Fund and Fire & EMS Fund

Note: The tax rate on the real estate and on most personal property of public utilities is the same as the real estate tax rate. Public utility vehicles are taxed at the personal property tax rate.

Adopted Real Estate Tax Rate (per \$100 of value) Calendar Years 2005 – 2014





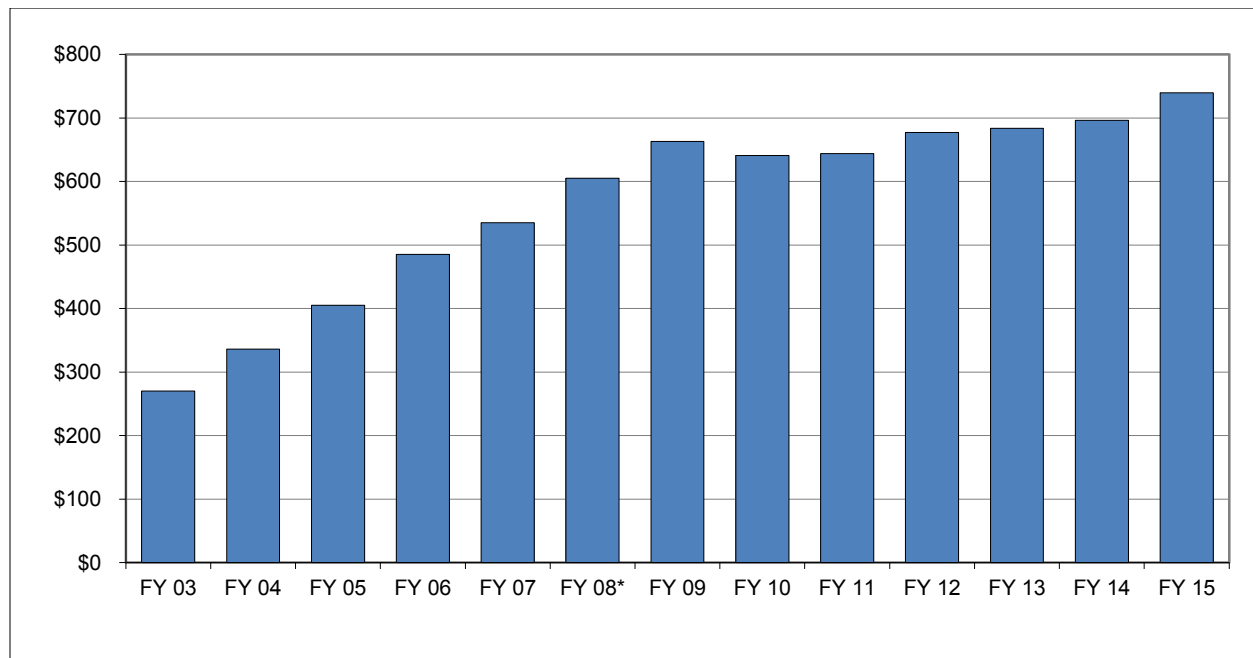
REVENUE & EXPENDITURES



Real Property Taxes

The FY 2015 budgeted real property tax revenue is 6.23% higher than FY 2014. The real property tax is the County's largest revenue source. For FY 2015, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 59.9%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 54.39%.

Real Property Taxes¹
FY 2003 – FY 2015
(in millions of dollars)



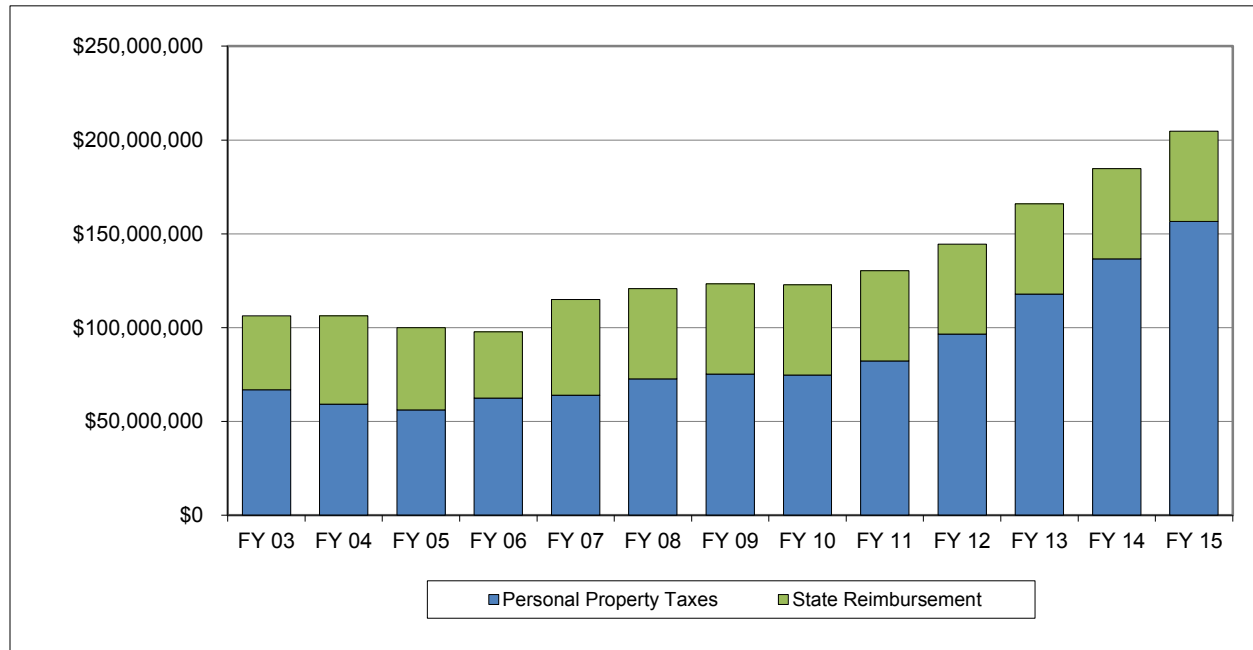
¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



Personal Property Taxes

The budgeted personal property tax revenue for FY 2015 is 11% higher than budgeted amount for FY 2014. The major contributors to the revenue increase include data center development and higher vehicle values. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

Personal Property Taxes¹
FY 2003 – FY 2015



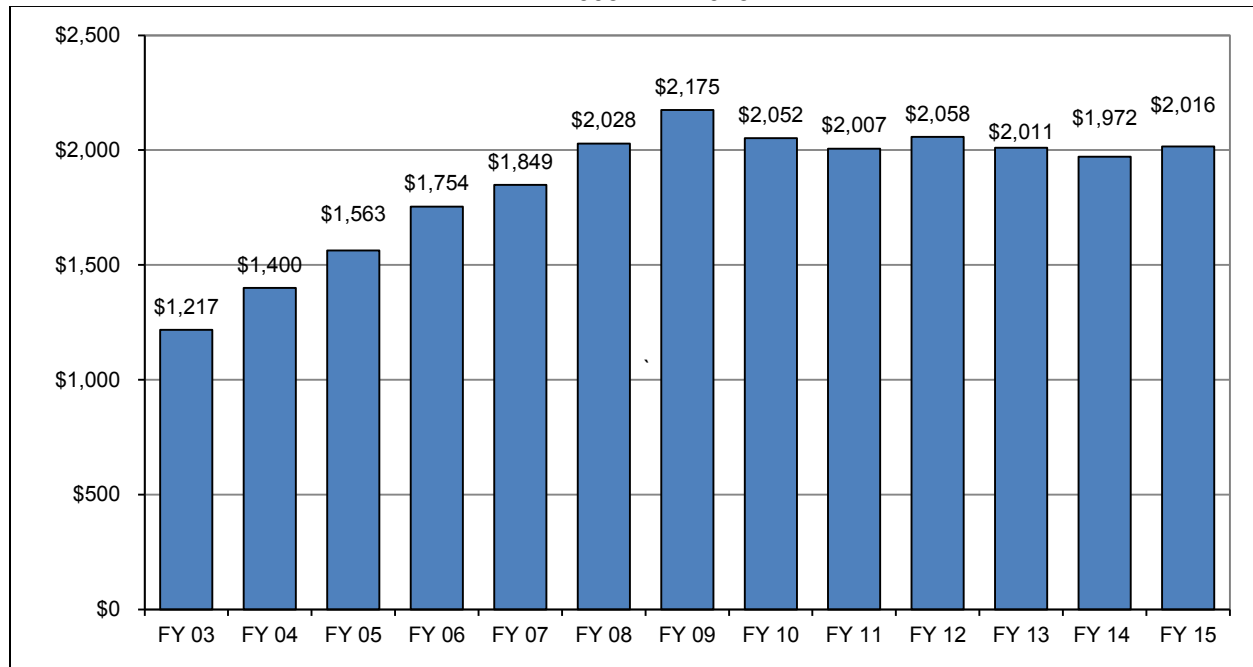
¹ The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first \$20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was capped 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. Through calendar year 2005, the State reimbursed the County for the revenue lost by the personal property tax reduction. The 2004 State General Assembly set a firm monetary limit on the total reimbursement provided to localities beginning in 2006.



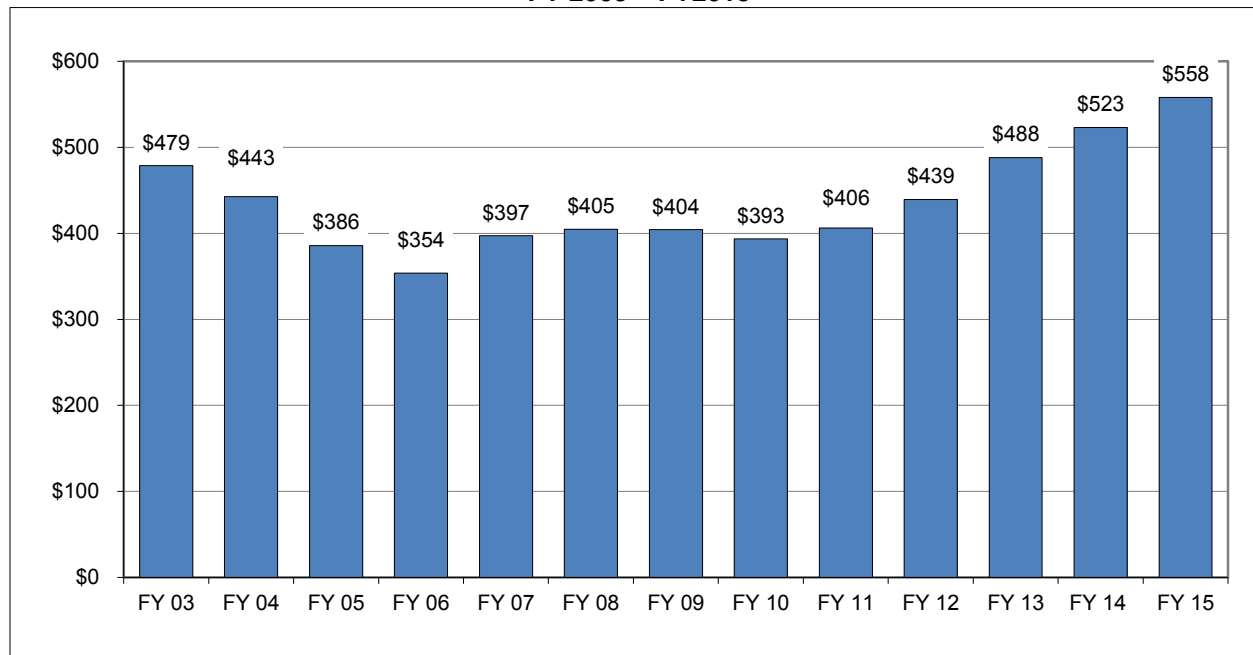
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita increased 2% in FY 2015. Personal property tax revenue per capita increased by \$35.00 from FY 2014. The personal property tax amount includes the state's partial replacement of tax revenues for the first \$20,000 of assessed value of a vehicle. The State provides \$48,071,000 annually in vehicle personnel property tax relief.

**Real Property Tax Revenue per Capita
FY 2003 – FY 2015**



**Personal Property Tax Revenue per Capita
FY 2003 – FY2015**

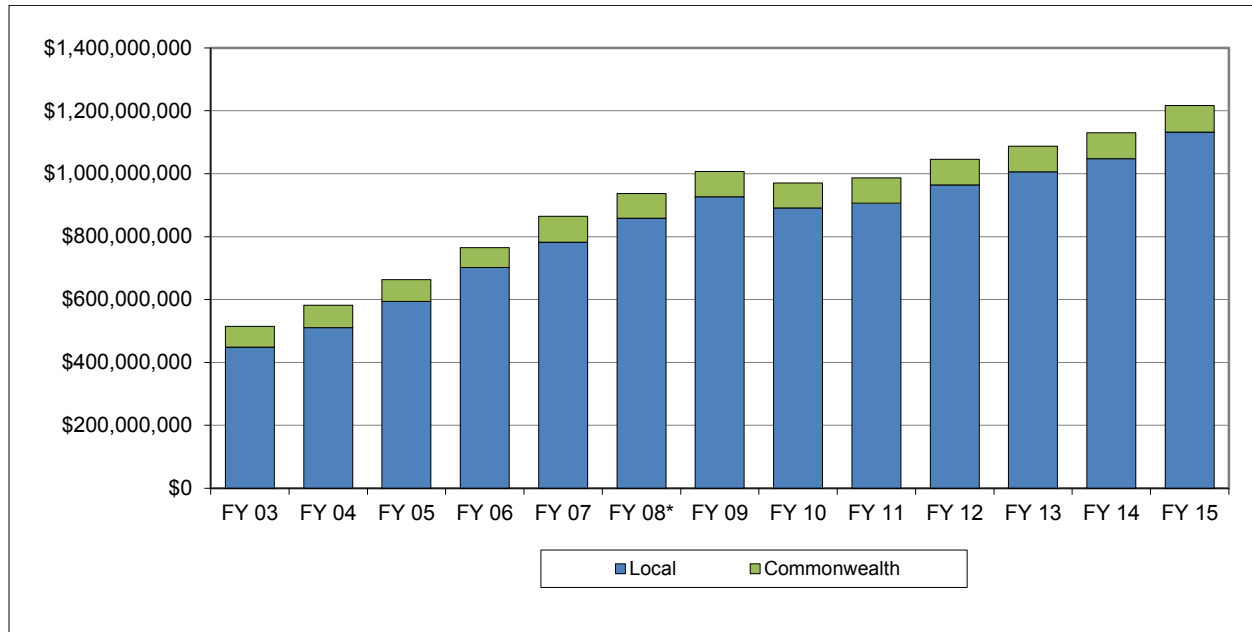




Local and Commonwealth Revenues

Budgeted local revenue is projected to increase by 8.1% in FY 2015. Revenue from the Commonwealth increases 1.4% in FY 2015, from \$82,793,077 to \$83,967,403. Commonwealth revenue includes the State's property tax reimbursement to Loudoun County for tax revenue lost due to the State's reduction in 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 2015, exclusive of the State's personal property tax reimbursement, increased 3.4% compared with FY 2014.

Revenue from Local Sources and the Commonwealth¹
FY 2003 – FY 2015



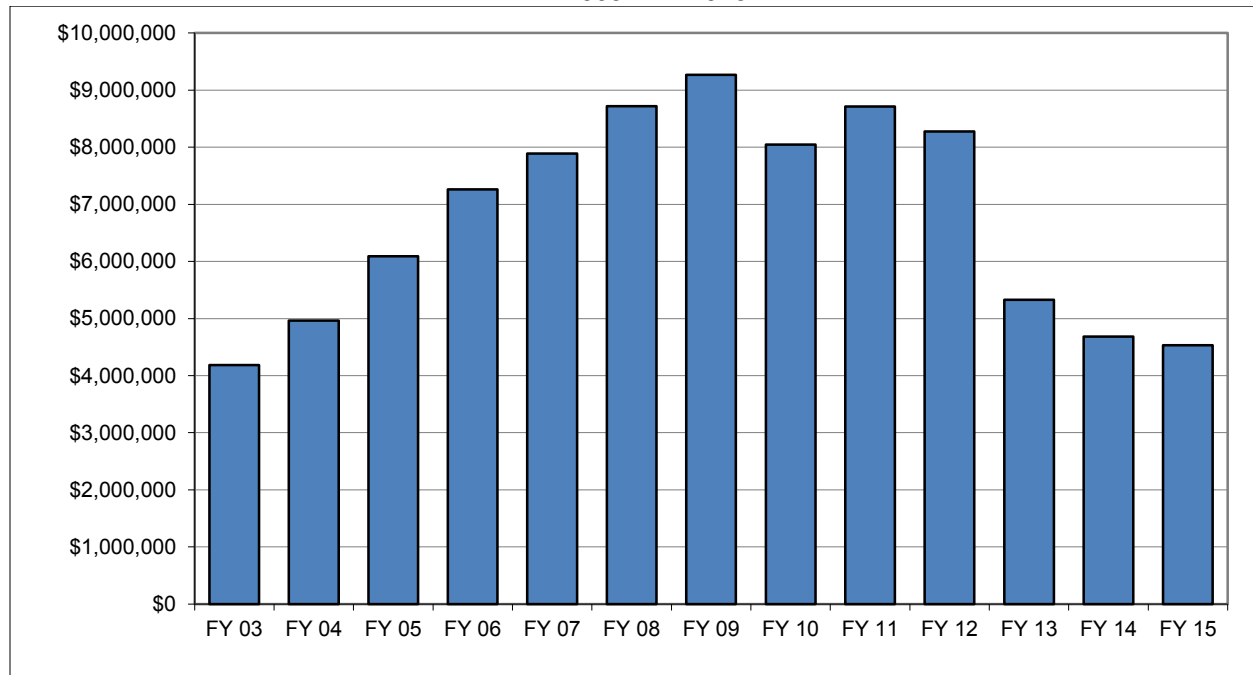
¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



Federal Revenue

Federal revenue, mostly in the form of program specific grants in a variety of different categories, increased significantly from FY 2003 through FY 2009. Since then Federal revenue has decreased (except for FY 2011) and will decrease again by 3% in FY 2015. Previously budgeted federal revenues had reached \$30 per capita in FY 2009, declining to \$12 by FY 2015. Federal revenues per capita dropped 36% between FY 2012 and FY 2013, and by another 12% in FY 2014.

**Federal Revenue
FY 2003 - FY 2015**





General Fund Revenue Sources

Since FY 1999, local revenue has accounted for 86%-93% of the County's total General Fund revenue. Commonwealth revenue has increased significantly since the FY 2001 budget due to the inclusion of the state's personal property tax reimbursement. Excluding the personal property tax reimbursement, Commonwealth revenue from FY 2003 to FY 2009 had increased by an average of 3.3% but as a portion of the General Fund Revenues had declined from 5% to 3%. The State's personal property tax reimbursement was capped in 2006 at \$48,070,701, causing a decline in Commonwealth revenue as a percent of General Fund revenues. As the County's budget grows and Commonwealth revenues remain basically static, the reimbursement amount will not fill the gap in the County's revenue, which must be filled with local revenues. The State is failing to adequately fund the County's operations from year to year. Commonwealth revenue, excluding the reimbursement, is 2.94% of the General Fund Revenues in FY 2015. After seven years of increases in Federal revenue, FY 2010 decreased by 13%. Following a moderate increase in FY 2011, FY 2012 Federal revenue declined by 5%, followed by a dramatic decrease of 36% in FY 2013. FY 2015 Federal revenue is projected to decrease again by 3% from FY 2014.

Revenue Sources¹

<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue</u> ²	<u>Federal Revenue</u>
FY 1999	241,832,327	15,911,107	4,013,599
FY 2000	278,810,282	21,081,305	4,279,557
FY 2001	328,631,345	43,840,358	4,543,149
FY 2002	404,868,902	52,813,724	4,173,591
FY 2003	448,585,015	65,992,809	4,187,092
FY 2004	510,126,309	71,728,899	4,964,401
FY 2005	593,511,360	69,870,335	6,091,469
FY 2006	702,137,875	62,465,079	7,262,132
FY 2007	781,949,137	82,299,765	7,891,511
FY 2008	858,286,689	78,313,164	8,717,268
FY 2009	926,876,444	80,374,319	9,265,806
FY 2010	891,319,419	78,765,084	8,044,202
FY 2011	905,929,802	80,709,202	8,713,442
FY 2012	964,225,764	81,725,969	8,278,765
FY 2013	1,005,883,021	82,064,459	5,330,088
FY 2014	1,047,679,643	82,793,077	4,686,657
FY 2015	1,132,579,963	83,967,403	4,530,629

¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General fund where it had been previously.

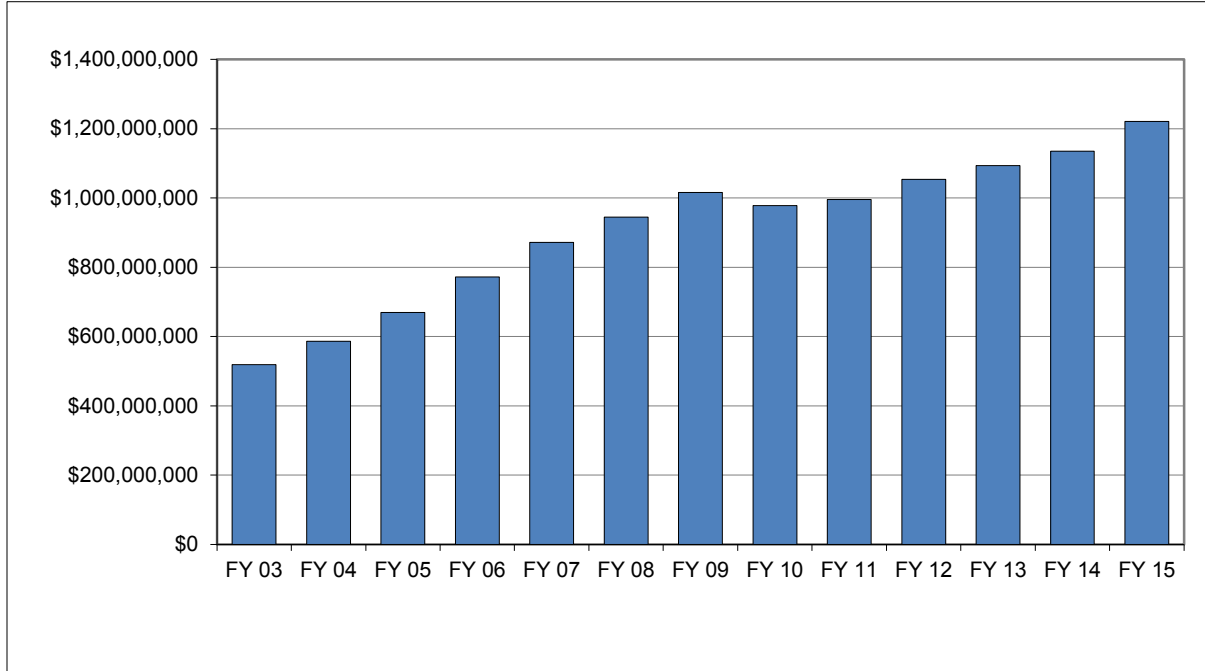
² Beginning in FY 2001, Commonwealth revenue includes the reimbursement of funds from the Commonwealth of Virginia to replace revenue lost due to the State's reduction in personal property tax for the first \$20,000 of assessed value on vehicles.



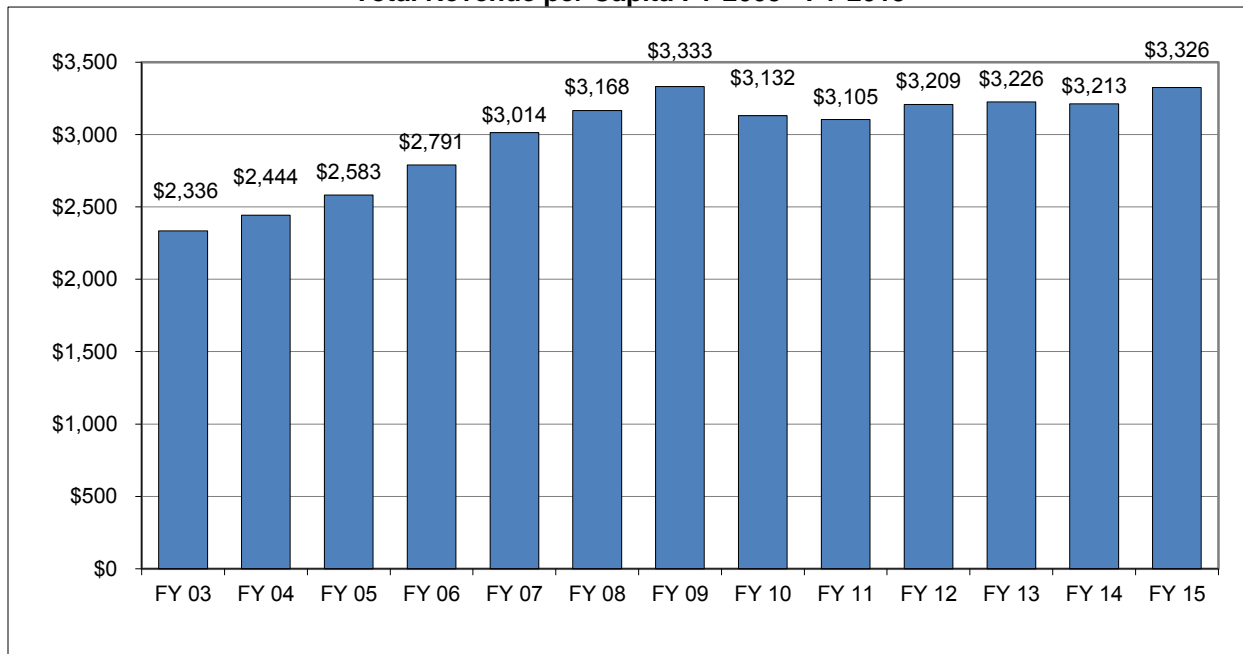
Total General Fund Revenue

FY 2015 General Fund revenue is projected to increase 7.6% over the FY 2014 budget.

Total Revenue FY 2003 - FY 2015



Total Revenue per Capita FY 2003 - FY 2015

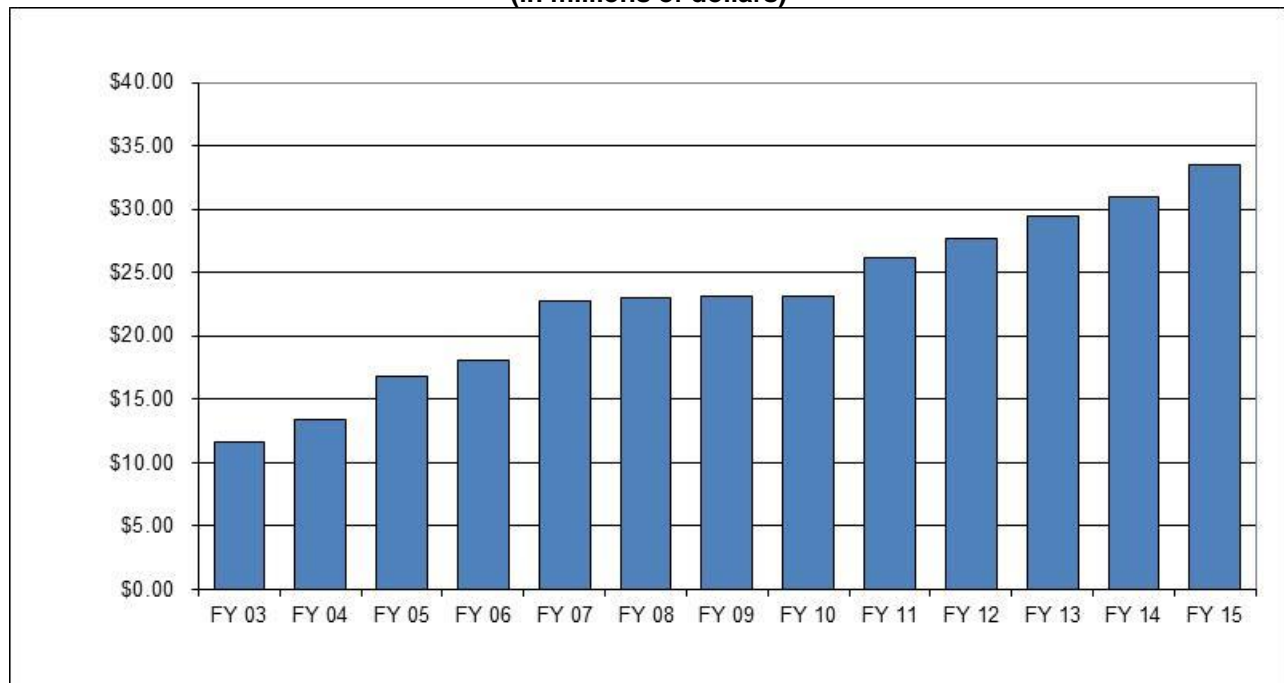




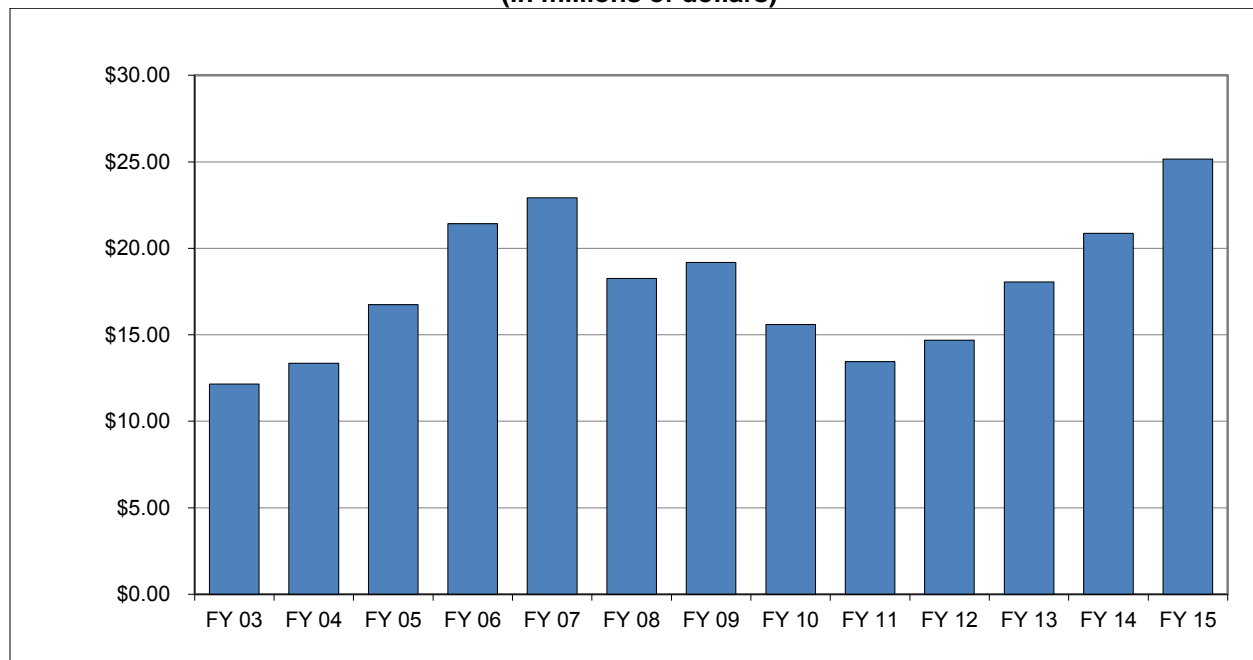
Charges for Services and Permits & Privilege Fees (Revenue)

Revenues shown on this page result from fees charged to provide services (e.g., after school activities, commuter bus service, solid waste disposal) and from licenses and permits required for certain activities (e.g., land development, dog licenses, grading permits, etc.). Revenue from charges for services increases by \$2.5 million in FY 2015, largely due to higher landfill and commuter bus revenues. Revenue from permits and privilege fees is projected to increase by \$4.3 million or 21% in FY 2015, continuing a recent upward trend as recovery from the national recession continues. Much of this increase is attributable to increased property development within the county which increases the demand for building permits and for permits required for other development-related activities.

Charges for Services FY 2003 – FY 2015
(in millions of dollars)



Permits and Privilege Fees FY 2003 – FY 2015
(in millions of dollars)





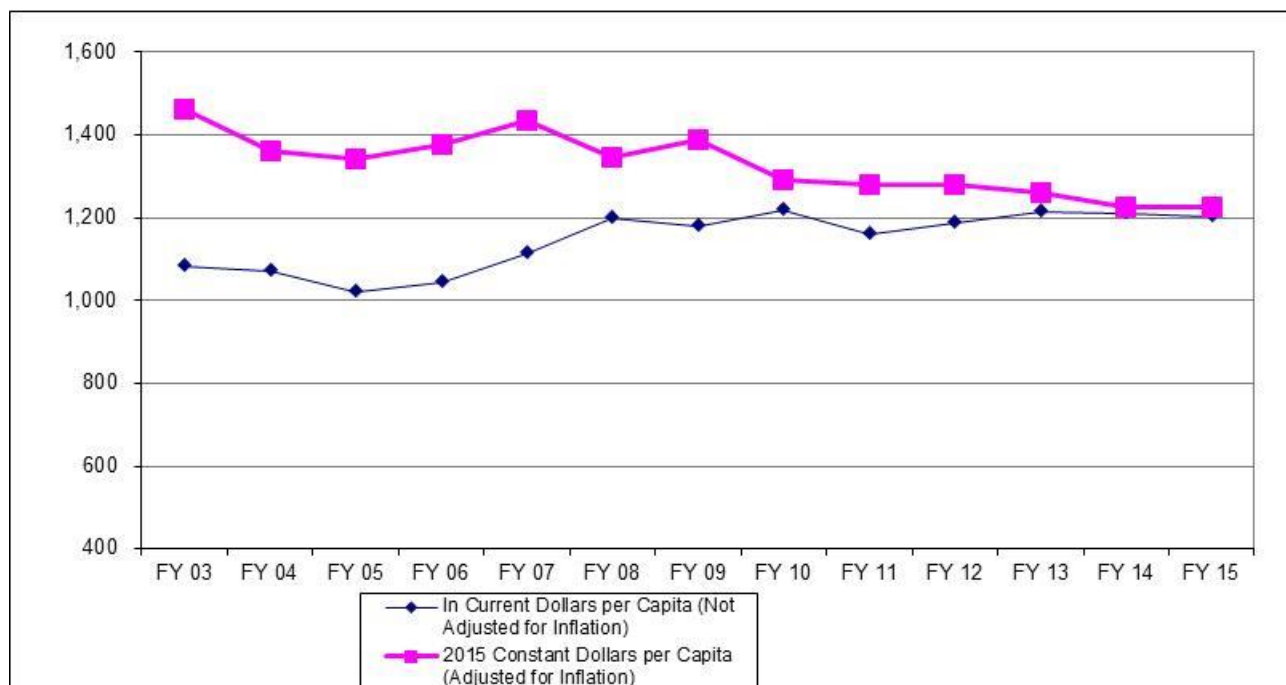
General Government Expenditures Per Capita

Per capita spending in constant dollars FY 2015 will be approximately equal to its level in FY 2014.

General Government Expenditures per Capita

<u>Fiscal Year</u>	<u>Current Dollars</u>	<u>2015 Constant Dollars</u>	<u>Percent Change</u>
2003	1,071	1,463	-4.01%
2004	1,020	1,362	-6.94%
2005	1,043	1,341	-1.49%
2006	1,112	1,375	2.52%
2007	1,199	1,435	4.31%
2008	1,179	1,344	-6.30%
2009	1,219	1,387	3.18%
2010	1,161	1,294	-6.72%
2011	1,186	1,280	-1.05%
2012	1,214	1,281	0.08%
2013	1,211	1,260	-1.67%
2014	1,202	1,226	-2.64%
2015	1,227	1,227	0.04%

Expenditures Per Capita in Current Dollars and in 2015 Dollars: FY 2003 - FY 2015

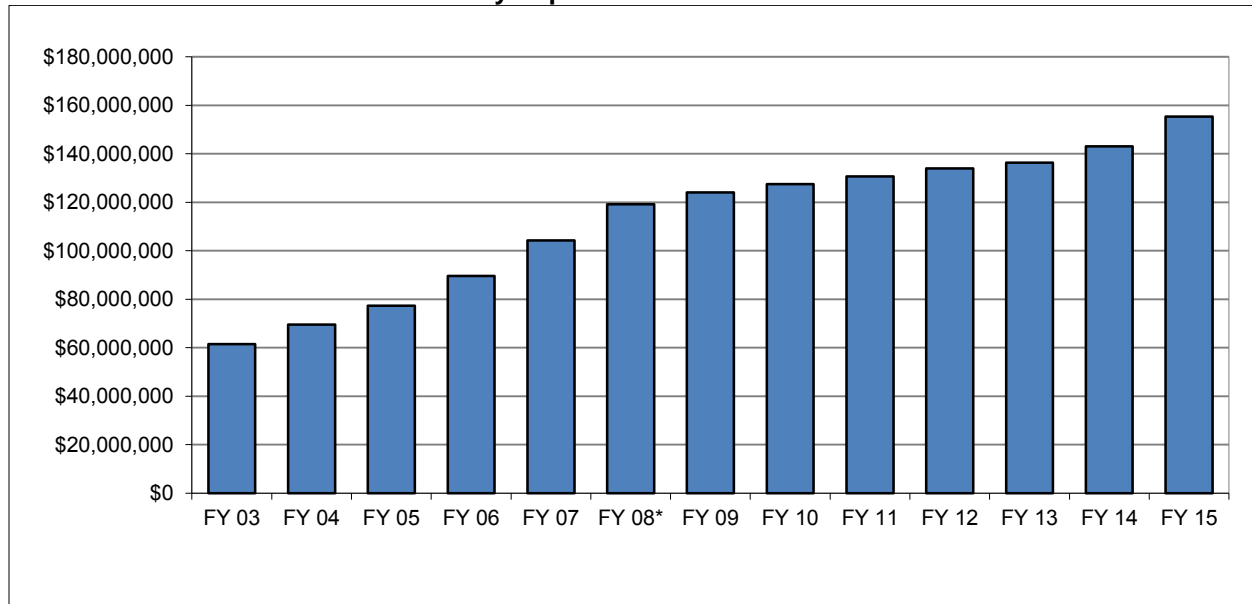




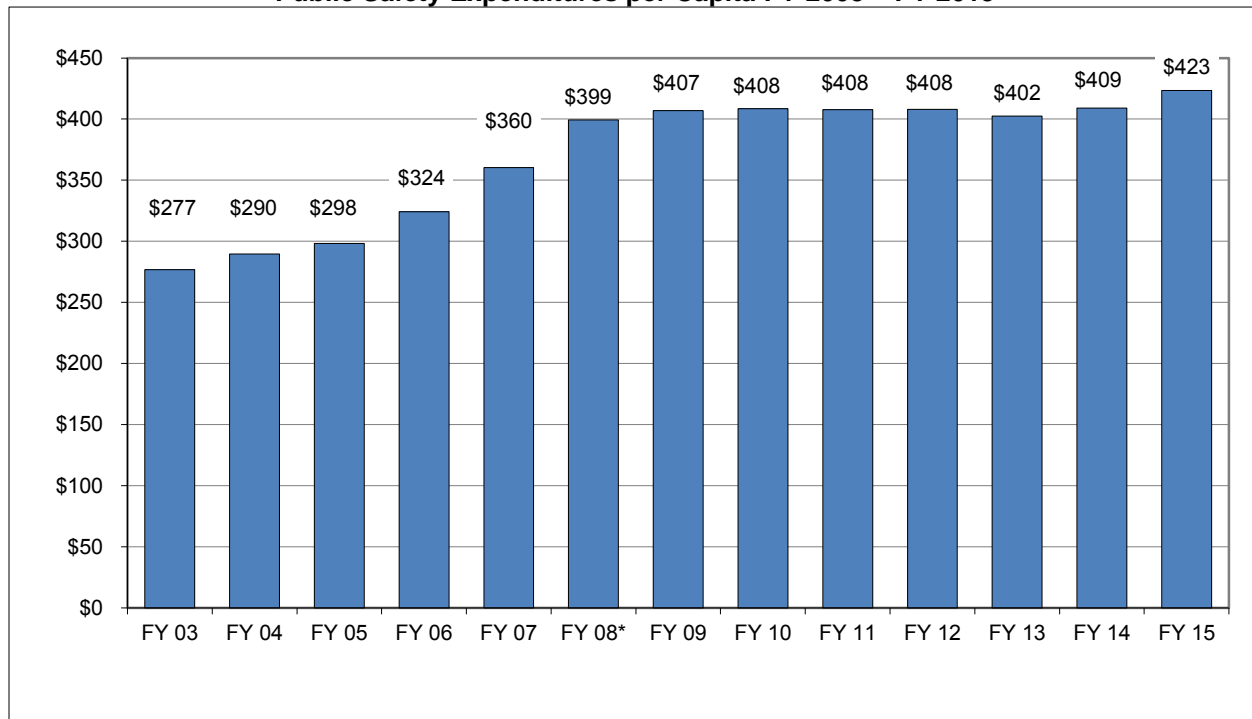
Public Safety Expenditures

Expenditures for public safety are slated to increase by 8.6% in FY 2015 after increasing by 4.9% in FY 2014. The departmental expenditures for public safety reflect the following changes in FY 2015: Sheriff's Office increased by 5.6%, Juvenile Court Services Unit decreased by 1.0%, Community Corrections increased by 5.4%, Animal Services increased by 11.5% and Fire, Rescue and Emergency Management increased by 12.6%.

Public Safety Expenditures¹ FY 2003 - FY 2015



Public Safety Expenditures per Capita FY 2003 – FY 2015



¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

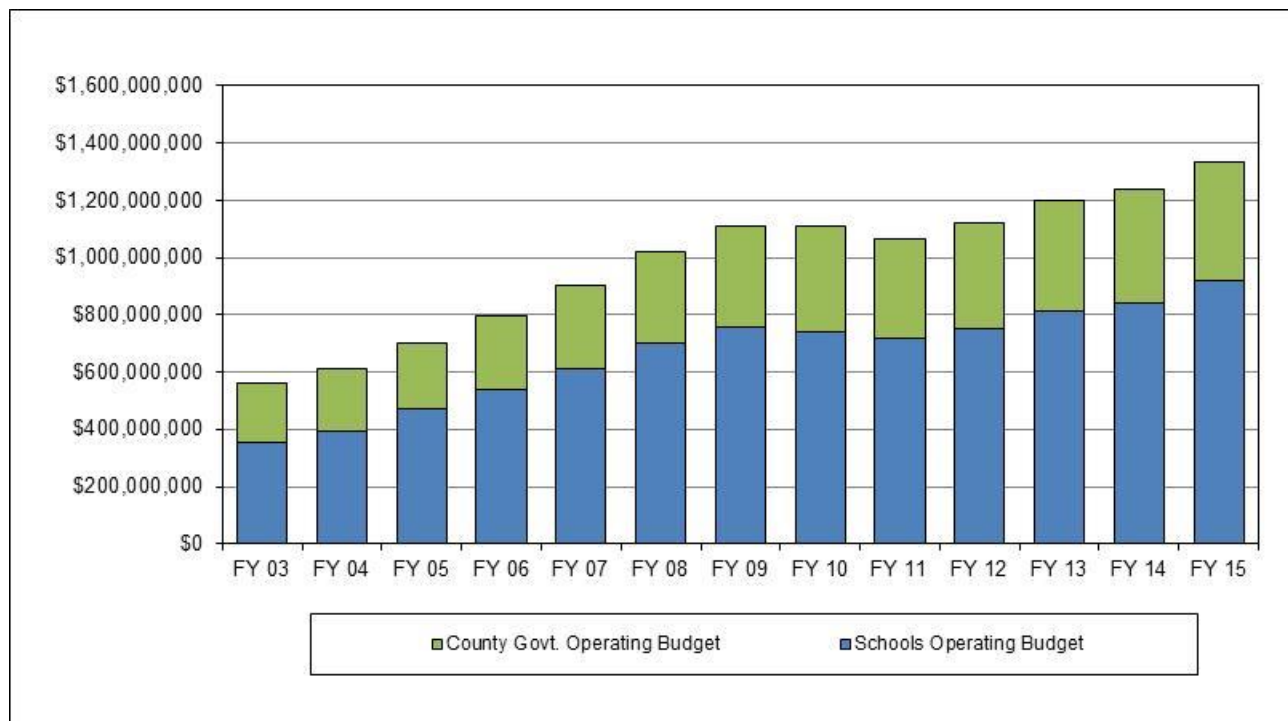


County Government and Schools Operating Budgets

The county government's operating budget for FY 2013 increased by 3.26%, while the school system's operating budget increased by 3.78%. For the period from FY 2002 through FY 2014, the county government's operating budget increased at an average annual rate of 6.01%, while the school system's operating budget increased at an average annual rate of 9.30%. 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 Budget</u>	<u>Total</u>
2003	217,333,229	355,764,893	573,098,122
2004	231,440,757	395,611,766	627,052,523
2005	259,975,668	469,011,715	728,987,383
2006	288,997,011	537,542,494	826,539,505
2007	319,536,615	613,856,662	933,393,277
2008	351,761,297	700,564,208	1,052,325,505
2009	371,663,510	755,600,922	1,127,264,432
2010	347,469,536	738,998,960	1,086,468,496
2011	369,029,698	718,489,662	1,087,519,360
2012	387,299,465	752,946,877	1,140,246,342
2013	399,790,354	811,052,294	1,210,842,648
2014	412,823,405	841,672,450	1,254,495,855
2015	438,354,522	921,985,197	1,360,339,719

Adopted County Government and School Operating Budgets FY 2003 - FY 2015¹



¹ For FY 2002-2008 the general government expenditures 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 Program Fund (Housing Choice Voucher) and the Office of Capital Construction (now part of Transportation and Capital Infrastructure).



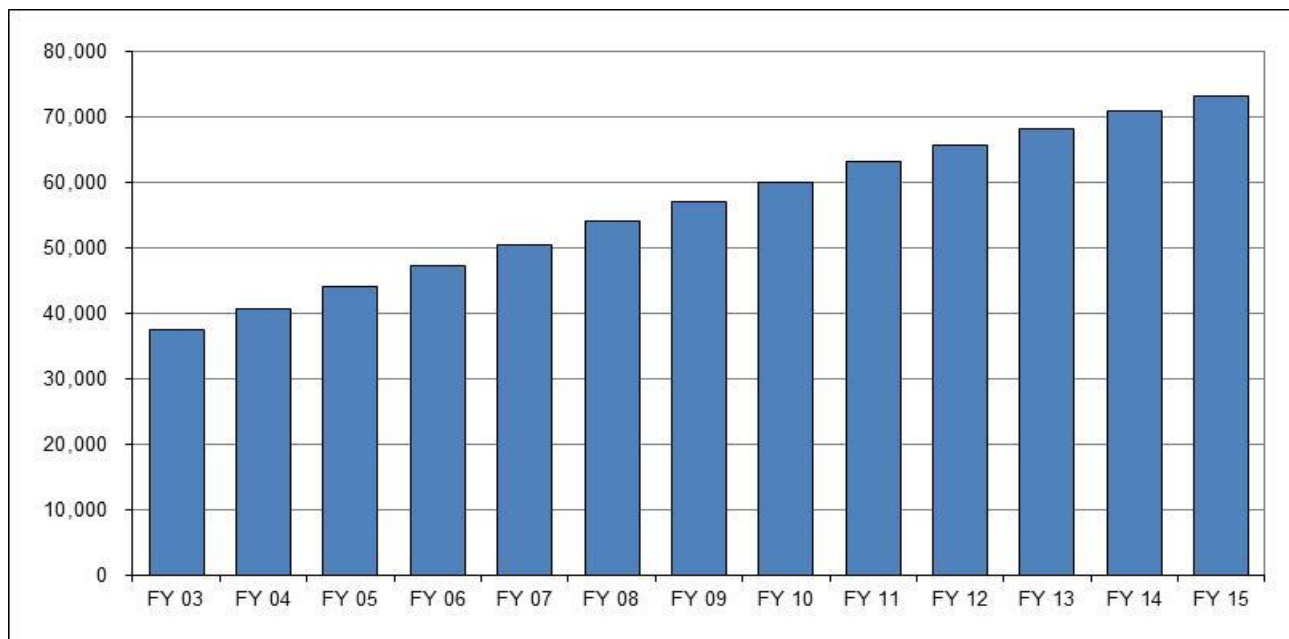
Loudoun County School System Enrollment

Public school enrollment has been increasing rapidly. School enrollment is projected to increase 3.4% in FY 2015, after having increased 3.8% in FY 2014. Projected school enrollment growth is close to the County's 2014 projected population growth rate of 3.9%.

Public School Enrollment FY 2003 – FY 2015¹

FY 2003	37,532
FY 2004	40,751
FY 2005	44,014
FY 2006	47,361
FY 2007	50,478
FY 2008	54,047
FY 2009	57,009
FY 2010	60,096
FY 2011	63,220
FY 2012	65,668
FY 2013	68,289
FY 2014	70,858
FY 2015	73,233

Public School Enrollment FY 2003 - FY 2015



Source: Loudoun School Board FY 2015-20 Adopted Capital Improvements Program

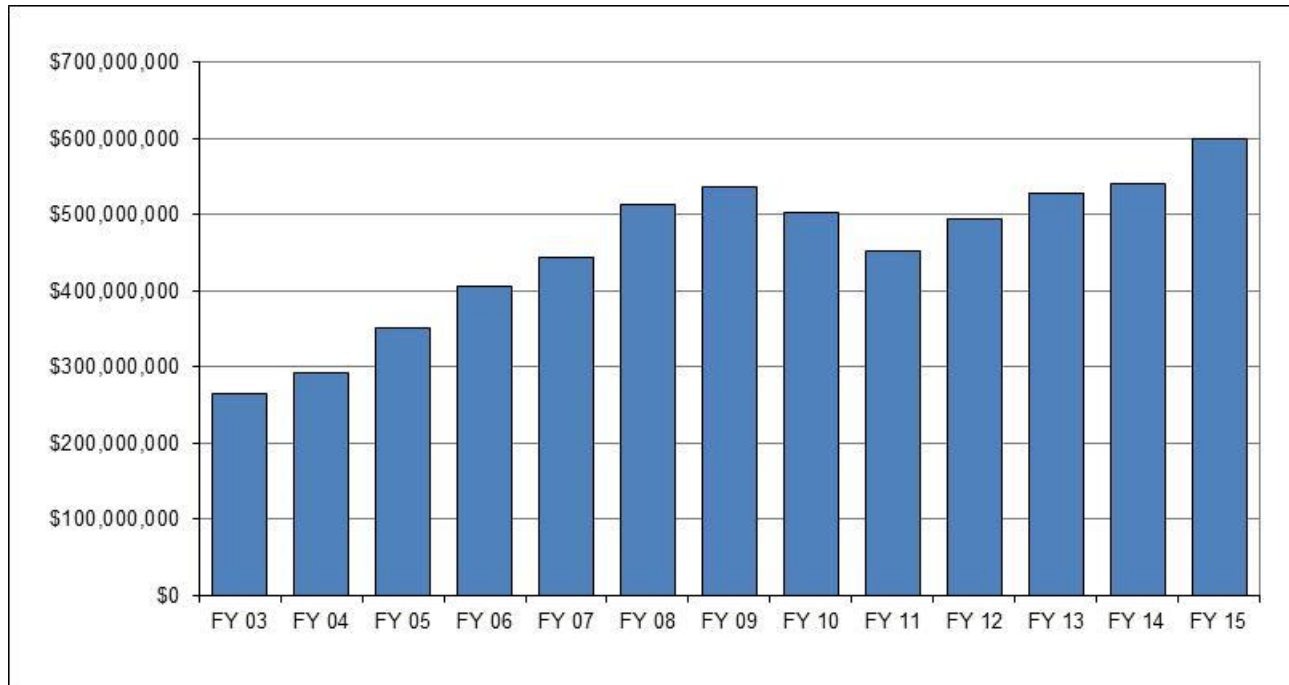
¹ FY 2015 is a projection.



General Fund Transfer to Schools – Total & Per Pupil

General fund transfers to the public school system have generally increased over time in order to keep pace with the continuing growth in school enrollment. The transfers increased every year from FY1993 through FY2009, before experiencing 2 consecutive years of decline as the County dealt with the impacts of the 2008-09 recession. Since FY2011, the annual transfer has increased and will increase by 10.9% in FY2015. School enrollment in FY2015 is expected to be 95% higher than it was in FY2003. The general fund transfer per pupil also increased steadily from FY1995 through FY2008 before decreasing for 3 consecutive years. In FY2015 the transfer per pupil will increase by 7.3%.

**General Fund Transfer to School System
FY 2003 – FY 2015**



**Per Pupil General Fund Transfer to School System
FY 2003 - FY 2015**

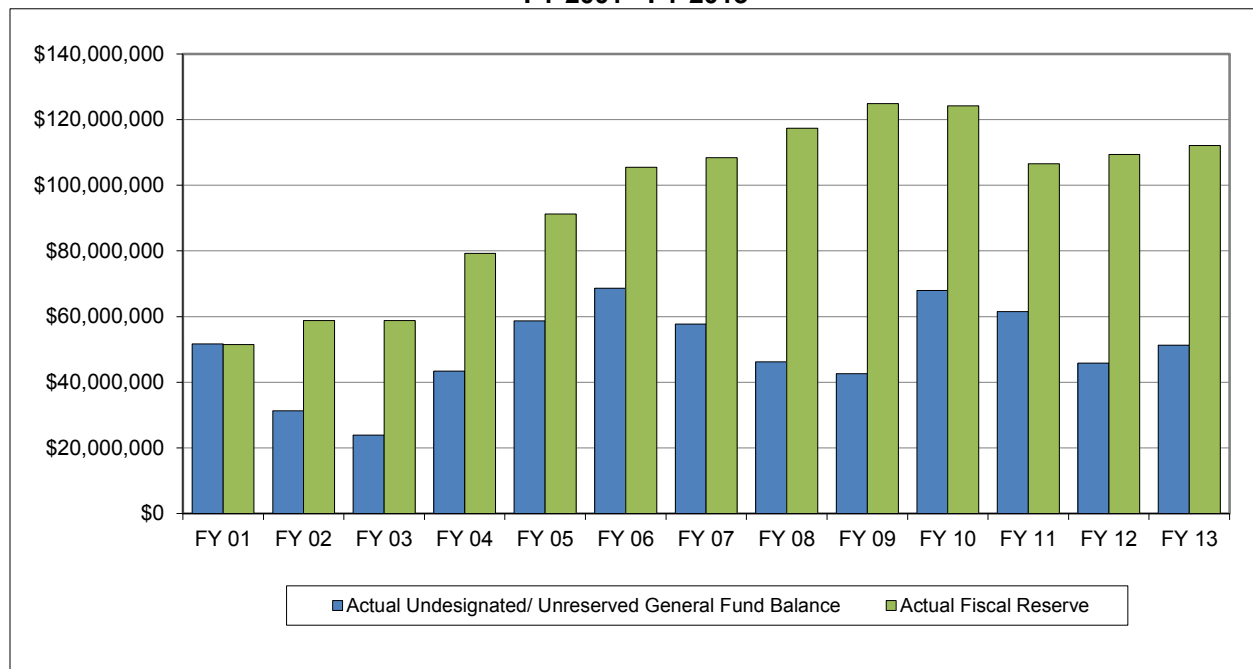




Actual Unrestricted/Undesignated General Fund Balance

Unrestricted/undesignated general fund balance is the amount in the general fund that is not reserved or designated for a specific purpose. In FY 1994, the Board of Supervisors established the County's fiscal reserve and adopted a policy that the reserve will always be maintained at 10% of net operating revenues of the general and school funds.

Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance¹
FY 2001 - FY 2013



Source: Comprehensive Annual Financial Reports.

¹ Fund balances are as of the end of each fiscal year.



DEBT & DEBT SERVICE



Debt Service

Pursuant to the Constitution of the Commonwealth of Virginia and the Public Finance Act, a county in Virginia is authorized to issue general obligation bonds secured by a pledge of its full faith and credit. The governing body of the County is authorized and required to levy on all taxable property within the County such *ad valorem* taxes as may be necessary for the payment of principal and interest on such bonds. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt the County may incur; however, the County is restricted by its own guidelines to borrowing no more than 3.0% of its assessed value of taxable real and personal property (see *Fiscal Policy* section in the Executive Summary in Volume 1 of this budget document).

Debt service constitutes an expense to the County for principal and interest payments on financing mechanisms which include general obligation bonds, revenue bonds issued through the Virginia Resource Authority, lease-purchase arrangements and lease revenue bonds. Debt service expenditures result from the total debt being used by the County for both School and General Government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Preservation Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances.

The Board, through its fiscal policies and principles, establishes guidelines for a number of debt ratios in an effort to maintain fiscal restraint and control. The Board adopted its updated debt-related Fiscal Policy on June 21, 2011. As part of its review, the County refined its debt ratio guidelines, increasing the Debt per Capita Income guideline from 7.5% to 8.0% to reflect the changing economic environment. Also, following the lead of similarly highly-rated municipalities, the Board removed the \$2,500 Debt per Capita ratio from the County's watch list, as its significance is negligible. The County's recently adopted debt ratios and respective guidelines are provided below. More information regarding County debt may be found in the *Debt Service Fund* section of Volume 2 of this budget document.

Loudoun County Debt Ratio Guidelines

(Revised June 21, 2011)

- Annual debt issuance limit of \$200 million.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%.
- The affordability index, consisting of the weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%) shall be updated annually.
- Total overlapping debt should not exceed 1% of the total assessed value of taxable property in the County.

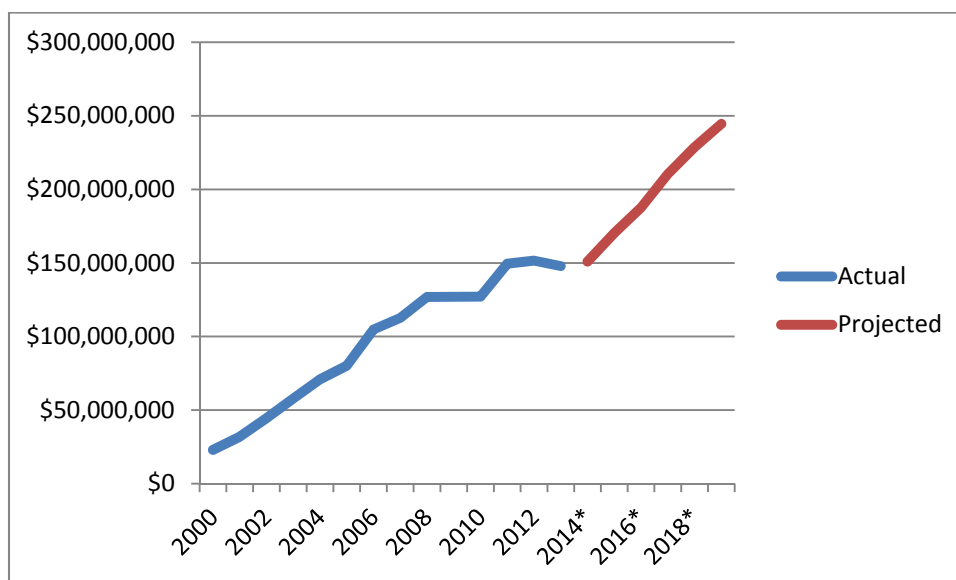
The charts on the following pages provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved by the Board of Supervisors.



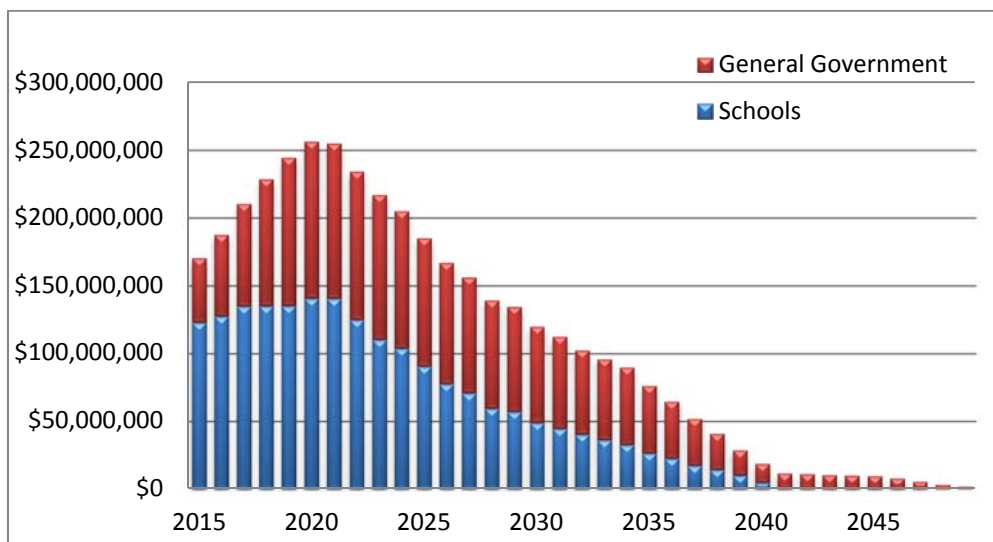
Debt Service

The County's debt service has been on a significant increasing trend since FY 2000, as a result of rapid growth in public school enrollment requiring an aggressive school construction program for many of the last fifteen years. The County experienced a flat growth period in debt service between the fiscal years 2008 and 2010 due to national economic downturn and the County's planned delays in capital projects and bond issuances. With the economic recovery and continued school enrollment, Loudoun County has continued its construction of general county and school projects. Anticipated FY 2015 debt service in the amount of \$170,389,856 is a 13% increase from the FY 2014 amount, as shown in the graph below. Beginning in FY 2017, projected debt service payments begin to rise sharply again as a result of the impact of issuing debt for Phase 2 of the Dulles Corridor Metrorail Project and the Metrorail Garages.

**Annual Debt Service
FY 2000 - FY 2019**



**Projected Future Annual Debt Service
FY 2015 – FY 2050**

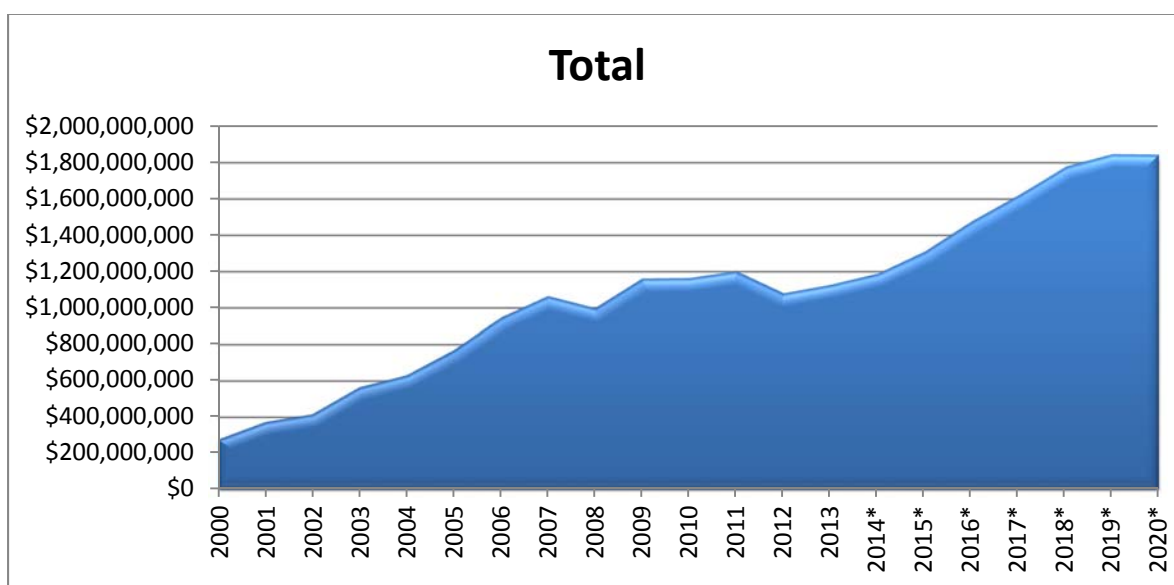




Net Debt Outstanding

The County's continuing population and student enrollment growth create demand for infrastructure improvements, new capital facilities, and new school construction. As a result, the County's total net bonded debt measured at year end has increased significantly since FY 2000 as shown in the graph below. That same graph shows a leveling off during the four year period of FY 2008 – FY 2010, reflecting the impact of the nation-wide recession. The County's net bonded debt, however, is projected to rise to more than \$1.8 billion in FY 2019, as the County finances more transportation projects and issues the final planned tranche of debt for Phase 2 of the Dulles Corridor Metrorail Project and the Metrorail Garages.

Annual Year End Net Bonded Debt¹
FY 2000 - FY 2020



*Projected from Adopted CIP

¹ Source: *Debt Financing - Impact on Future Debt Ratios* Table, County Comprehensive Annual Financial Report.

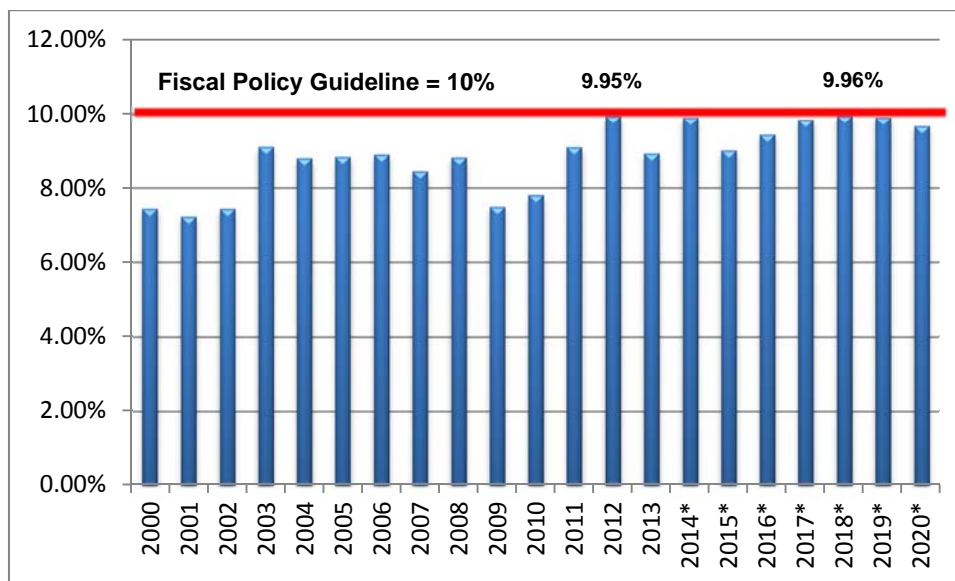


Debt Service as a Percentage of Expenditures

From FY 2000 through FY 2010, the ratio of debt service to total expenditures remained well under the County's 10% guideline, as total expenditures increased in concert with debt service. As the County economized in the face of difficult economic conditions, the total governmental expenditures decreased to a lower rate than in prior years. With the initial upswing in economic condition in 2011, the Board of Supervisors recommenced a significant number of school and general government construction projects. As part of its FY 2015 Adopted Fiscal Plan, the Board continues to plan to construct infrastructure for all functions of county government. As such, these demands put pressure on the debt service as a percentage of total expenditures ratio. The Board, however, is committed to a plan of finance that complies with this ratio.

The graph below shows the current projections for this ratio for FY 2015 – FY 2020 as well as historical data. In FY 2018, it is projected that the debt service to expenditure ratio will be 9.96%. This includes the tranches for the Dulles Corridor Metrorail Project and the Metrorail Garages. It is important to note the *actual* ratio measured at the end of the fiscal year is almost always significantly less than had been projected. This is due primarily to the favorable interest rates at which the County is able to issue debt due to its AAA rating.

Debt Service as a Percentage of Total Expenditures¹
FY 2000 - FY 2020



*Projected from Adopted CIP

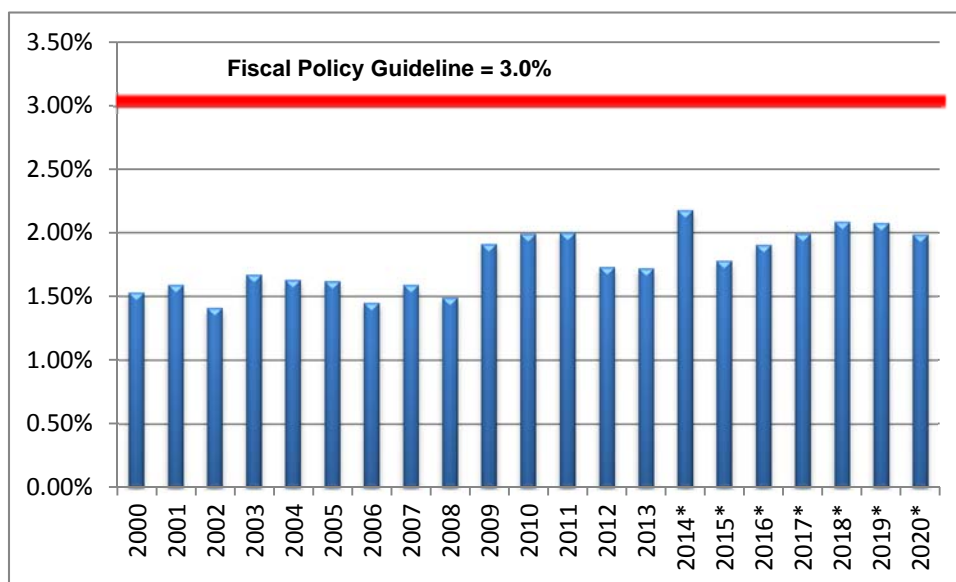
¹ Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County rose sharply in the 1990s, and did so again in FY 2009, as assessed values declined reflecting the slump in the nation's housing market. Projections for FY 2015 – FY 2020 indicate modest growth for this ratio as outstanding debt is expected to rise slightly faster than assessed values.

Total Net Debt as a Percentage of Total Assessed Value¹ FY 2000 - FY 2020



*Projected from Adopted CIP

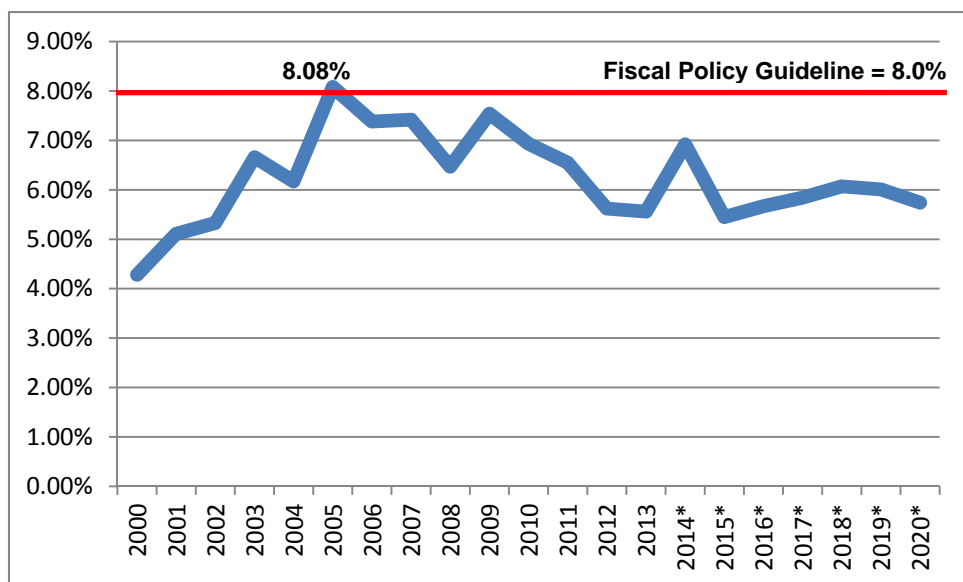
¹ Sources: Debt Service Fund Section, County Comprehensive Annual Financial Report.



Net Debt Per Capita as a Percentage of Per Capita Income

After several years above the Fiscal Policy guideline of 8%, the net debt per capita to per capita income ratio is projected to remain well under that level for the FY 2015 – FY 2020 period, due in large part to continued growth in per capita income.

Net Debt Per Capita as a Percentage of Per Capita Income¹
FY 2000 – FY 2020



*Projected from Adopted CIP

¹ Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report



Glossary & Index

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GLOSSARY OF TERMS

501(c)3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Ad Valorem Tax	A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.
Adjusted Gross Income	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Annual Budget	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the county government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assess	To place a value on property for tax purposes.
Assessed Valuation	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
Auditor of Public Accounts	A state agency that oversees accounting, financial reporting and audit requirements for the units of local government in the Commonwealth of Virginia.
Balanced Budget	A financial plan in which total expenditures equal total revenue and/or fund balance.
Base Budget	The cost of continuing existing levels of service in the upcoming budget year.
Basis Point	Equal to 1/100 of one percent.
Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.



GLOSSARY OF TERMS

Bond	A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.
Bond Rating	The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.
BPOL	Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.
Budget	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.
Budget Calendar	Schedule of key dates which a government follows in the preparation and adoption of the budget.
Capital Asset Replacement Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
Capital Equipment	Equipment such as vehicles, furniture, technical instruments, etc., that have a life expectancy of more than one year and a value of over \$5,000.
Capital Expenditures	Expenditures on all fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the County.
Capital Improvement Program	The County's plan for future capital project expenditures. The six-year plan covers public facilities, resulting in the construction or acquisition of fixed assets, primarily buildings, but also including parks, land, landfills, etc.
Capital Outlay	Expenditures for items of a substantial nature that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios and furniture.
Capital Projects Funds	Funds that account for the acquisition and/or construction of major capital facilities or capital improvements.
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.
Class	A group of positions which are sufficiently alike in general duties and responsibilities to warrant the use of the same title, specification and pay range.
Code of Virginia	The titles, chapters, articles and sections of this Code contain the laws of the State.



GLOSSARY OF TERMS

Codified Ordinance	Regulation related to a specific code, such as the Code of the Commonwealth of Virginia.
Comprehensive Annual Financial Report (CAFR)	Official annual report that presents the status of the County's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance and an operating statement that compares revenues and expenditures.
Comprehensive Services Act for At-Risk Youth (CSA)	This is a joint project of the Departments of Family Services; Mental Health, Mental Retardation and Substance Abuse Services; Management and Financial Services; Juvenile Courts; the School System and community service providers and private citizens. CSA is funded jointly by the State and the County. The project goal is to maintain, strengthen and reunify at-risk youth and their families.
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.
Consumer Price Index (CPI)	CPI is a measure of the price level of a fixed "market basket" of goods and services relative to the value of that same basket in a designated base period. The CPI is used as appropriate to adjust for inflation.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies.
Cost Center	Expenditure categories within a department or program area that relate to specific organizational goals or objectives. Each cost center may consist of an entire agency or a part of an agency.
Costs of Issuance	The expenses associated with the sale of a new issue of municipal securities, including such items as printing, legal and rating agency fees, and others.
Commonwealth Transportation Board (CTB)	Appointed by the Governor of Virginia, the 18-member CTB establishes the administrative policies for Virginia's transportation system. The CTB allocates highway funding to specific projects, locates routes and provides funding for airports, seaports and public transportation.
County Seat	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
County Zoning Map	The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.
County Zoning Ordinance	This zoning ordinance was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.
Debt	An obligation resulting from the borrowing of money.
Debt Limit	The maximum amount of debt that an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions.
Debt Service	Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.



GLOSSARY OF TERMS

Department	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Division	Major organizational subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
Enhancement	“Enhancement” is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.
Enterprise Funds	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
Equalization	An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.
Expenditures	Decreases in net financial resources not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fire/Emergency Services Tax District	A special revenue fund established by the Board of Supervisors in 2007 to provide a dedicated funding mechanism for career and volunteer fire and rescue operations in Loudoun County. The Fire/EMS District is primarily funded by a separate tax rate on real property.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.



GLOSSARY OF TERMS

Fringe Benefits	Fringe benefits provided to certain classes of employees by Loudoun County include FICA (Social Security), health insurance, dental insurance, life insurance, retirement, and long-term disability. Expenditures included within the operating budget are the County's share of employees' fringe benefits.
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.
General Plan	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
Goals	A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions (e.g., "minimize unemployment among disadvantaged youth").
Grant	A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.
Infrastructure	Public domain, fixed physical assets including roads, curbs, gutters, sidewalks, drainage systems, lighting systems and other similar items that have value only to the users.
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.



GLOSSARY OF TERMS

Intergenerational Equity	This is one of the concepts that underlie the issuance of long-term debt for capital projects. If a facility has an expected useful life of 20-40 years, there is a rationale for linking the payment for the facility to the beneficiaries of the facility. In other words, future users of the facility will also pay their share of the construction cost of the facility through debt service payments.
Landfill Fee Waiver	The forgoing of the tipping fee charged for use of the County's landfill. Organizations which are granted fee waivers must meet the following criteria: (1) the organizations must apply for the exemption, (2) the organization must be a governmental or nonprofit entity with IRS 501 status, and (3) the organization must provide a service for the public good.
Lease Purchase	A method of financing that allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge which is typically reduced because the lessor does not have to pay income tax on the interest revenue.
Levy	The imposition of taxes for the support of government activities.
Liabilities	Obligations incurred in past or current transactions requiring present or future settlement.
Line Item	A specific expenditure category within an agency budget, e.g., rent, travel, motor pool services, postage, printing, office supplies, etc.
Liquidity	Funds consisting, or capable, of ready conversion into cash.
Local Composite Index (LCI)	<p>The Commonwealth of Virginia's Local Composite Index (LCI) determines a school division's ability to pay education costs fundamental to the Commonwealth's Standards of Quality. The LCI is calculated using three indicators of a locality's ability-to-pay:</p> <ul style="list-style-type: none">• True value of real property (weighted 50 percent)• Adjusted gross income (weighted 40 percent)• Taxable retail sales (weighted 10 percent) <p>Each locality's index is adjusted to maintain an overall statewide local share of 45 percent and an overall state share of 55 percent.</p>
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 Match	County cash or in-kind resources that are required to be expended simultaneously with federal, state, other locality, or private sector funding, and usually according to a minimum percentage or ratio.
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from general tax revenues to supplement revenues received by a program.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mandate	A requirement from a higher level of government (federal or state), that a lower level government perform a task in a particular way or in conformance with a particular standard.
Mission Statement	A written description stating the purpose of an organizational unit (department or agency) and its function.



GLOSSARY OF TERMS

Modified Accrual Basis of Accounting	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
Non-Revenue Receipt	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
Object Classification	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
Objective	A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Operating Budget	A budget for general revenues and expenditures such as salaries, utilities and supplies
Operating Equipment	Equipment with a value of less than \$5,000.
Operating and Maintenance	A category of recurring expenses, other than salaries and capital outlay costs, that covers expenditures necessary to maintain facilities, collect revenues, provide services, and otherwise carry out the agency's goals.
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
Overmatch	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
Parcel Mapping	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
Pay-As-You-Go	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
Pay-For-Performance	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Per Capita	A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
Performance Measures	Data collected to assess a program's progress toward achieving established objectives and goals.



GLOSSARY OF TERMS

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.
Personnel Services	A category of expenditures, which primarily covers salaries, overtime and shift differential paid to County employees and also includes certain fringe benefit costs.
Policy	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
Present Value	The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. Stated differently, a dollar is worth a dollar today, but is worth less tomorrow.
Principal	The face amount of a security payable on the maturity date.
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.
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.
Rating Agencies	The organizations that provide publicly available ratings of the credit quality of securities issuers. The term is most often used to refer to the nationally recognized agencies, Moody's Investors Service, Inc., Standard & Poor's Corporation, and Fitch Investors.
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.



GLOSSARY OF TERMS

Refunding	Retiring an outstanding bond issue at maturity by using money from the sale of a new bond offering.
Regional Organization	Organizations to which the County is either a member or contributes as a funding source.
Reserves	A portion of the fund balance or retained earnings legally segregated for specific purposes.
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).
Revenue Bond	A municipal bond secured by the revenues of the project for which it is issued.
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.
Sales Tax	Tax imposed on the taxable sales of all final goods.
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.
State/Federal Grant Fund	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
State Compensation Board	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
Task Force	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
Tax Base	The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.
Tax Rate	The level of taxation stated in terms of either a dollar amount or a percentage of the value of the tax base. The Board of Supervisors fixes property tax rates for the period beginning January 1 of the current calendar year when the budget for the coming fiscal year is approved. The property tax rate is applied to the value of property assessed as of January 1 each year.

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