



General Government Administration FY 2021 Proposed Budget

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General Government Administration Summary

FY 2021 Proposed Expenditures¹

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Board of Supervisors	\$2,376,663	\$2,360,838	\$2,896,440	\$3,721,642	\$3,729,871
Commissioner of the Revenue	6,783,764	7,643,292	8,826,743	9,433,078	9,702,730
County Administrator	5,351,417	5,890,339	6,720,506	7,959,735	8,173,109
County Attorney	3,456,178	3,897,664	3,518,029	3,846,270	3,957,835
Elections and Voter Registration	1,751,784	1,998,267	2,250,311	2,342,838	2,399,196
Finance and Budget	7,506,994	8,177,619	8,856,964	9,682,077	9,949,310
General Services	42,970,916	51,144,276	49,757,223	55,264,215	56,075,010
Human Resources	6,120,714	6,650,844	7,499,104	8,745,102	8,928,538
Information Technology	33,041,603	36,656,192	37,315,111	42,017,581	42,534,410
Treasurer	6,148,661	5,813,598	6,766,938	7,249,046	7,430,041
Total	\$115,508,694	\$130,232,929	\$134,407,369	\$150,261,585	\$152,880,050

¹ Sums may not equal due to rounding.



Board of Supervisors

Loudoun County is governed by a nine-member Board of Supervisors (Board). The Chair of the Board is elected by the voters at-large while the other supervisors are elected each from eight election districts in the County. All nine members serve concurrent four-year terms. The current term is January 1, 2020, through December 31, 2023.

The Board sets County policies, adopts ordinances, appropriates funds, approves land rezoning and special exceptions to the Zoning Ordinance, and carries out other responsibilities set forth in the Code of Virginia. The Board holds regularly scheduled business meetings throughout the year to carry out these duties. Public hearings held by the Board afford the public the opportunity to participate in the policy making process. The Board has public comment sessions at its business meetings to receive input from residents and other stakeholders. Additionally, the Board has established standing committees to discuss and make recommendations on major items on which the Board takes action. Meeting schedules, agendas, minutes, and other information for the Board are made available to the public online at <http://www.loudoun.gov/bos>.

The Board appoints a County Administrator, who manages the County's daily operations; a County Attorney, who oversees the County's legal affairs; and various other advisory boards, committees, and commissions, such as the Planning Commission, which advises the Board on land use issues.

Board's Programs

Corporate Board and District Budgets

Represents corporate funds for operating the Board of Supervisors' (Board) offices and district budgets for the nine Board members. The corporate board budget is allocated for Board member salaries, health and dental benefits for up to two Board aides, the County's accounting and auditing services, legal advertising, and internal services. Each district office is allocated Board-approved funds for Board aide salaries and operating costs.

**Board of Supervisors****Budget Analysis****Department Financial and FTE Summary¹**

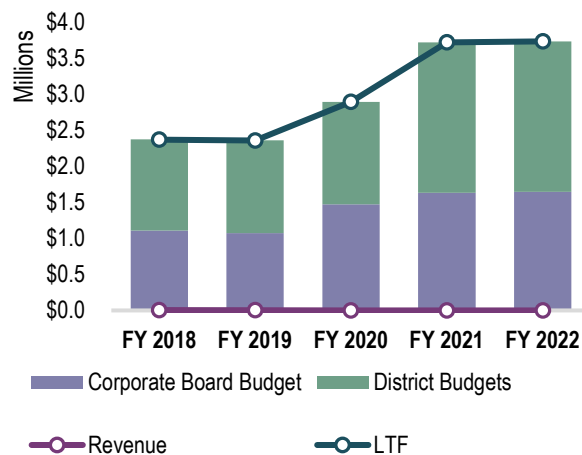
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Corporate Board Budget	\$1,108,351	\$1,075,514	\$1,474,241	\$1,633,693	\$1,647,222
District Budgets	1,268,312	1,284,874	1,422,199	2,087,949	2,087,949
Total – Expenditures	\$2,376,663	\$2,360,383	\$2,896,440	\$3,721,642	\$3,729,871
Revenues					
Charges for Services	\$4,951	\$1,207	\$0	\$0	\$0
Total – Revenues	\$4,951	\$1,207	\$0	\$0	\$0
Local Tax Funding	\$2,371,712	\$2,582,146	\$2,896,440	\$3,721,642	\$3,729,871
FTE	0.00	0.00	0.00	0.00	0.00

¹ Sums may not equal due to rounding.



Board of Supervisors

Revenue and Expenditure History



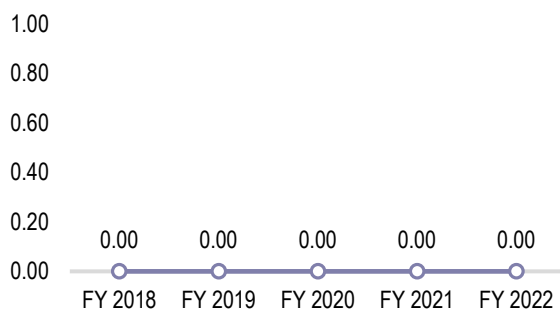
Revenue/Local Tax Funding

As shown, the Board's FY 2020 budget is 100 percent funded by local tax funding and generally does not have program-generated revenues.

Expenditure

For ease of understanding, the budget summary is represented comparing the Corporate Board budget and the aggregation of all district budgets. The Corporate Board budget includes previously authorized increases in Board member salaries for calendar years 2020 through 2023. To account for inflation, district budgets were increased by 3 percent in FY 2020.¹ The FY 2021 Proposed Budget includes \$645,000 increase for district budgets, as directed by the Board at December 3, 2019 business meeting.

Staffing/FTE History



The Board's budget has no authorized regular positions. Board members are elected officials. Staff aide positions are unclassified positions that are neither temporary nor regular positions under the County personnel system.

The 2020-2023 Board will have the opportunity to establish Strategic Initiatives that reflect the policy priorities of the governing body and prioritize work to be conducted by staff for the duration of the term. After the Board establishes goals and objectives in alignment with the Board's policy priorities, staff will develop a work plan for the Board's consideration. The Strategic Initiatives Work Plan provides a framework through which progress on the Board's goals and objectives can be tracked, the public can stay informed, and staff can receive additional direction and guidance. The first year of the Board's term generally serves as the development year for the Strategic Initiatives Work Plan while the subsequent three years serve as implementation years. County Administration staff anticipate that the Board will develop their policy priorities and goals over the first half of calendar year 2020 and that staff will return to the Board with a work plan in the second half of the year.

Board Compensation and District Budgets

Expenditures have increased primarily due to increased Board member salaries and district budgets. On July 20, 2017, the 2016 – 2019 Board approved compensation increases for the 2020 – 2023 Board effective January 1, 2020. The 2016 to 2019

¹ FY 2020 is the Adopted Budget and does not reflect the use of fund balance for a mid-year increase approved by the Board at December 3, 2019 business meeting. The FY 2020 Revised Budget increased the Chair-at-Large District budget by \$42,500 and all other District Board Office budgets by \$35,000 effective January 1, 2020.



Board of Supervisors

Board formally adopted a compensation schedule for the 2020 – 2023 Board as follows: Chair \$81,100 (increase from \$50,000), Vice Chair \$73,363 (increase from \$45,320), and Board Member \$66,826 (from \$41,200). The Board also voted to increase Board compensation by 2 percent for calendar years 2020 through 2023. Board member salaries are budgeted in the Corporate Board budget.

The FY 2020 Adopted Budget increased district budgets by 3 percent, or approximately \$41,400, to account for inflation. This base budget adjustment was similar to those authorized for other County departments to address changes in personnel costs and contractual services. The base budget adjustment resulted in the following district budgets in FY 2020: Chair \$196,730 (increase from \$191,000) and all other District Board Offices \$155,115 (increase from \$150,597).

As directed at the December 3, 2019 business meeting, the FY 2021 Proposed Budget increases district budgets by \$645,000, with an \$85,000 increase for the Chair-at-Large District budget and a \$70,000 increase for all other District Board Office budgets. The FY 2021 Proposed Budget also includes Corporate Board budget base adjustments totaling \$20,000 for travel expenses for Virginia Association of Counties and National Association of Counties meetings and for increases in membership dues.

Support to Board Strategic Initiatives

To advance communications regarding Board actions and strategic initiatives and other critical public information campaigns, the FY 2021 Proposed Budget includes a strategic initiatives communications team (3.00 FTE): two communication managers and a communication specialist-videographer. These resources add the capacity that PAC needs to more effectively and efficiently provide the public with the information they need to understand the Board's actions and priorities. For example, this team will provide strategic communication concerning the 2019 Comprehensive Plan implementation, the Zoning Ordinance Rewrite process, fiscal year budget decisions, and the County's Unmet Housing Needs Strategic Plan. These positions are proposed to provide support to the Board to strategically communicate Board actions and priorities through media relations, social media, and video content and will be structured in the Office of the County Administrator.

One communications manager position is requested to focus on the Board's actions and strategic initiatives. This position will identify opportunities to communicate with the public before, during, and after significant items are considered by the Board. Through strategic communication activities, this position increases public understanding of Board policies and directives as well as many important initiatives.

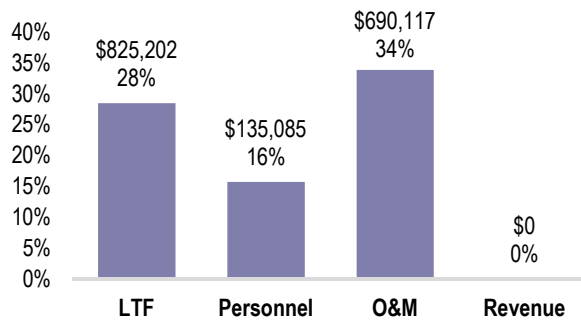
A second communications manager position is requested to develop, implement, and manage a strategic social media program. A resource dedicated to social media has become critical, in part, due to the establishment of social media as a primary communications channel. Focusing on social media communication, this position will assist PAC staff in achieving the communication objectives of the Board. This position will monitor social media daily to identify trends that impact the County and, where appropriate, engage the public to further the communication objectives. This position will also develop and publish effective social media content that engages and informs residents and businesses about county services, operations, and policies.

A communications specialist position is requested to develop video content for the Board, County Administration, and County departments. Requests for video production services is consistently high; however, demand for video content has largely gone unmet due to a lack of resources. In FY 2019, 50 percent of news releases had an unmet need for video content. In addition, many of the County's videos have not been updated in over five years. Video communications is an essential tool to inform and educate the public regarding important—and often complex—County programs and processes. The requested communication specialist will have expertise in video production, videography, and video editing. This position will address the existing demand for timely, actionable video content, which will be disseminated through various channels, including the website, social media, and the County's cable channel.



Board of Supervisors

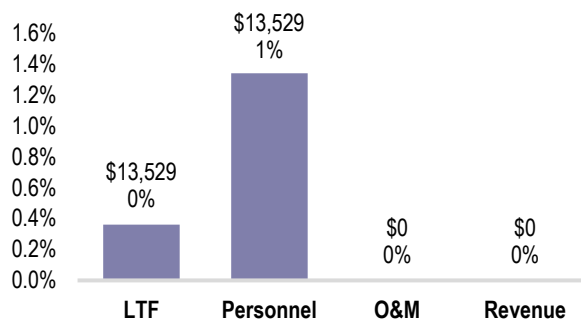
Percent Change from Adopted FY 2020 to Proposed FY 2021



Reasons for Change:

Personnel: ↑ full year of higher Board salaries plus 2 percent calendar year increase || **O&M:** ↑ full year of higher district budgets and base adjustments for increased membership fees and travel for conferences || **Revenue:** ↔

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 2 percent calendar year increase in Board salaries || **O&M:** ↔ || **Revenue:** ↔



Board of Supervisors

FY 2021 Proposed Resource Requests¹Support to Board Strategic Initiatives: Strategic Initiatives Communication Team²

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$337,320	\$32,345	\$37,500	\$0	\$0	\$407,165	3.00

Details

Service Level:	Enhanced Service Level Request
Mandates:	Not mandated
PM Highlight:	None
Program:	Public Affairs and Communications
Positions:	1 Communications Manager, 1 Communications Manager-Social Media, 1 Communication Specialist-Videographer
Theme:	Support to Board Strategic Initiatives
One-time Costs:	\$58,320
Recurring Costs:	\$348,845

Overview

- This request addresses an identified need in providing support to the Board's strategic initiatives.
- This team will support day-to-day activities that help strategically communicate Board actions and priorities, through media relations, social media, and video content.
- One communication manager will focus on the Board's actions and strategic initiatives to communicate with the public before, during, and after significant items that are considered by the Board.
- Another communication manager will develop, implement, and manage a strategic social media program.
- A communications specialist-videographer will develop video content for the Board, County Administration, and all County departments.

Department Total

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$337,320	\$32,345	\$37,500	\$0	\$0	\$407,165	3.00

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.

² These positions will be structured and budgeted in the Office of the County Administrator.



Commissioner of the Revenue

The Commissioner of the Revenue is a locally-elected constitutional officer whose tax assessment duties are mandated by the Code of Virginia and local ordinances. The Commissioner is elected at-large for a four-year term and provides direct service to 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 are responsible for the County's top three locally-administered sources of revenue: real estate, personal property, and business license taxes. After completing the assessment process, the Office of the Commissioner of the Revenue ("the Office") forwards the assessment information necessary for preparing tax bills to the County's Office of the Treasurer and incorporated towns that require it for billing purposes. The Office also administers the County's land use assessment program, tax relief for persons 65 or older or with disabilities, and tax exemptions for revitalized real estate, solar equipment, and surviving spouses of members of the armed forces killed in action. The Office provides some state income tax filing assistance.

In addition to mandated duties, the Office of the Commissioner of the Revenue 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 evaluates the fiscal impact of proposed legislative changes to taxes administered by the Office and their effects on Loudoun residents and businesses. The Office of the Commissioner of the Revenue is also responsible for local tax compliance measures to ascertain and assess all subjects of taxation by obtaining tax returns, investigating returns as necessary, and auditing businesses for tax compliance.

Commissioner of the Revenue's Programs

Tax Assessment

Identify, assess, value, and defend valuations for real estate; identify, classify, and assess personal property, business license taxes, and business property taxes. Tax assessment also includes audits and field inspections to ensure equitable assessment of taxes.

Tax Exemptions and Deferrals

Administer the County's Tax Relief for the Elderly and Disabled program and Tax Exemptions for Disabled Veterans and their surviving spouses by processing applications, qualifying applicants, and adjusting tax accounts; administer property tax exemptions by classification and designation; administer the County's Land Use program by processing applications, qualifying property, conducting site visits, and assessing qualifying land.

Tax Compliance

Conduct tax audits and field inspections to ensure equitable assessment of business taxes and compliance with the County Ordinance and State Tax Code.

Administration

Provide direct service to all Loudoun County residents and business owners and respond to all appeals through an administrative review process specific to each type of tax.

**Commissioner of the Revenue****Budget Analysis****Department Financial and FTE Summary¹**

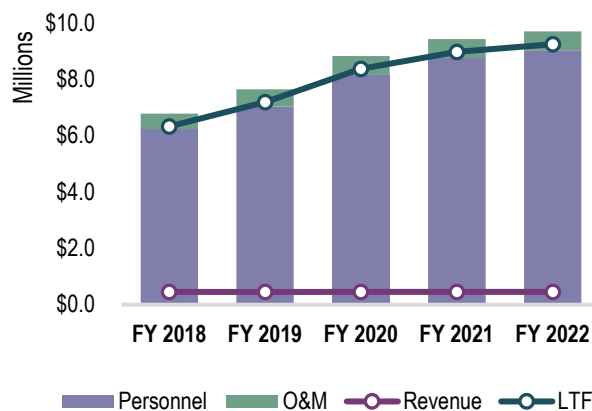
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$6,234,132	\$7,029,487	\$8,156,709	\$8,766,026	\$9,029,007
Operating and Maintenance	549,633	613,805	670,034	667,052	673,723
Total – Expenditures	\$6,783,764	\$7,643,292	\$8,826,743	\$9,433,078	\$9,702,730
Revenues					
Permits, Fees, and Licenses	\$113,239	\$109,743	\$100,000	\$100,000	\$100,000
Intergovernmental – Commonwealth	342,303	341,951	355,122	355,122	355,122
Total – Revenues	\$455,543	\$451,694	\$455,122	\$455,122	\$455,122
Local Tax Funding	\$6,328,222	\$7,191,598	\$8,371,621	\$8,977,956	\$9,247,608
FTE	68.93	73.93	78.93	81.93	81.93

¹ Sums may not equal due to rounding.



Commissioner of the Revenue

Revenue and Expenditure History



Revenue/Local Tax Funding

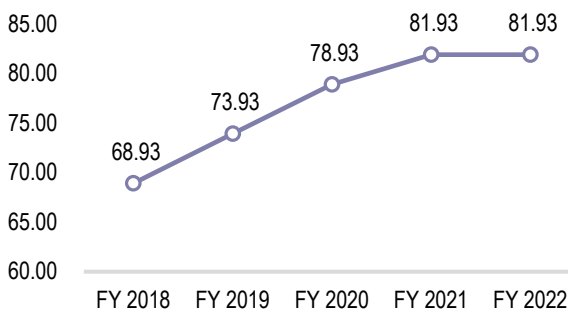
As shown, the Office of the Commissioner of the Revenue operates primarily with local tax funding (over 95 percent). Program-generated revenue consists of land use application fees and reimbursements from the Virginia Compensation Board.

Expenditure

The majority of the Office's expenditure budget is dedicated to personnel costs (93 percent). Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, and adjustments

in FY 2020 to reflect a new classification and compensation system approved by the Board of Supervisors in November 2019. Increases also reflect positions included in the FY 2021 Proposed Budget.

Staffing/FTE History



FY 2018: 1.00 FTE tax exemptions and deferral specialist

FY 2019: 2.00 FTE personal property tax compliance specialists, 3.00 FTE real estate appraisers

FY 2020: 2.00 FTE real estate appraisers, 1.00 FTE residential supervising appraiser, 1.00 FTE business tax compliance senior auditor, 1.00 FTE business tax compliance senior officer

The Office of the Commissioner of the Revenue's expenditure increases are primarily attributed to personnel costs including higher compensation and added positions, as indicated in the Staffing/FTE History graph above.

The FY 2020 Adopted Budget added two real estate appraisers, a residential supervising appraiser, a senior business tax compliance auditor, and a senior business tax compliance officer, all of which are filled. The appraiser positions assist the Office in addressing the general growth in overall parcels as well as the evolution in the complexity of properties to be assessed – particularly in the commercial sector. The residential supervising appraiser maintains the appropriate supervisor to staff ratio based on the appraiser positions added in FY 2019 and FY 2020. The FY 2020 Adopted Budget also added staff focusing on tax compliance and audit functions for business personal property and business, professional, and occupational license taxes. Compliance initiatives are necessary to ensure fair and equitable taxation, thereby reducing the number of appeals and refunds to taxpayers and increasing revenue collection. These positions will help the Office meet its goal to audit at least 25 percent of accounts annually.

Operating and maintenance expenditures reflect gradual increases for postage and mailing services due to the increased number of parcels, vehicles, and business accounts in the County. In addition, the FY 2021 Proposed Budget includes a base adjustment of approximately \$5,000 for electronic subscriptions. In FY 2021, vehicle replacement charges have been adjusted based on an annual review of the resources available in the vehicle replacement fund. The FY 2021 Proposed Budget for the



Commissioner of the Revenue

Office of the Commissioner of the Revenue includes a \$20,000 reduction from FY 2020 to reflect this change in addition to regular adjustments.

For FY 2021, the Department's budget request is focused on the thematic area of fiscal responsibility.

Fiscal Responsibility

The County population continues to grow, further increasing the number of parcels to be assessed annually. Based on a workload study completed in FY 2018, it was determined that there was an overall need in the Real Property Tax Assessment division for eight additional appraisers through FY 2022. As a result of recruitment challenges and the extensive training required for appraisers, the Office has requested real property appraisers incrementally (three in FY 2019, three in FY 2020, and one in FY 2021) and anticipates requesting one position in FY 2022.

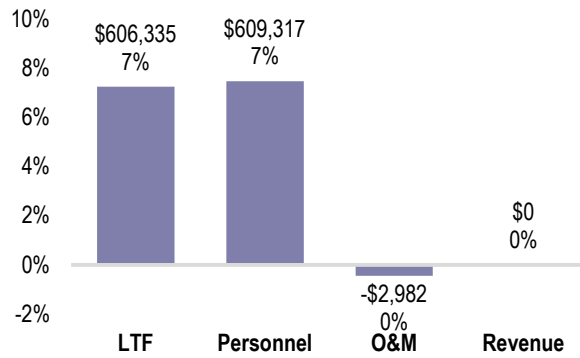
The FY 2021 Proposed Budget includes one residential appraiser. Work assignments, on average, have exceeded 8,200 parcels per appraiser, significantly above the industry standard of 5,000. Additional staff capacity will help to address the sketching backlog and increase the frequency of parcel and field reviews. The Office has a backlog of approximately 40,000 residential parcels that need to be confirmed in the County's assessment system with a new or revised sketch—a digital rendering of the building's exterior dimensions and size calculations. The optimal service level for field and parcel reviews is at least every five years to reconcile previously collected data and guarantee accuracy. However, current staffing levels do not provide for the adequate reconciliation of this important information and the review schedule is six to seven years. Reducing the sketching backlog and increasing the frequency of neighborhood reviews will improve the accuracy of assessments completed by the Office. This ultimately serves to reduce assessment appeals and improves staff's ability to forecast and capture future revenue and assessment growth.

The Office is also requesting two systems analysts positions. One position is requested to support the evolving complexity of real property assessment functions of the residential and commercial mass appraisal application. The second position will support the increased complexities of business tax, personal property tax, tax relief and exemptions, tax compliance, and public-facing tax filing and parcel web portals. The direct customer base for the mass appraisal, appraisal and tax, and public access systems is approximately 78 Commissioner of Revenue staff, 75 County staff, regional title examiners, and members of the public. Both positions will also indirectly provide support to various County departments including Building and Development, Planning and Zoning, Mapping and Geographic Information, and the Department of Budget and Finance as well as the incorporated towns. The current resources manage all operational support, information requests, and major system enhancements. This request increases the technical and operational support team's staff from three to five systems analysts. With these additional resources, the Office expects more timely responses to support tickets; ongoing support for existing data sates, and continued systems enhancements for field data collection, geographic information system (GIS) integration, and assessment methodologies. Additional resources will allow the office to maintain responsiveness to business needs, provide more robust and timely reporting, and reduce response times for staff and public support.



Commissioner of the Revenue

Percent Change from Adopted FY 2020 to Proposed FY 2021



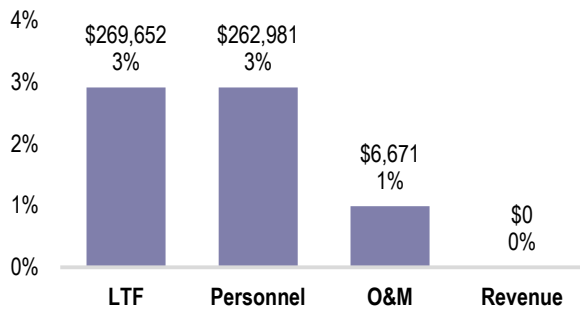
Reasons for Change:

Personnel: ↑ general pay changes ||

O&M: ↓ decrease in vehicle replacement costs ||

Revenue: ↔

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

Revenue: ↔



Commissioner of the Revenue

FY 2021 Proposed Resource Requests¹

Priority 1: Residential Real Property Appraiser

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$88,146	\$9,365	\$0	\$0	\$0	\$97,511	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• The backlog of structures to be sketched into the system is approximately 40,000.• Timeliness of neighborhood reviews has improved but is still behind schedule (every 6-7 years compared to every 5 years).• There are 8,200 parcels per appraiser, which is above the industry standard of 5,000 per appraiser, with an increasing number of parcels as the County grows.• The Office is in year three of four for the phased in staffing solution for the Real Property Tax Assessment activity.			
Mandates:	Federal/State Mandate					
PM Highlight:	Percent of Permitted Improvements Validated through Site Visits; Backlog of Residential Parcels to be Sketched					
Program:	Tax Assessment/Residential Real Property Tax Assessment					
Positions:	1 Residential Appraiser I					
Theme:	Fiscal Responsibility					
One-time Costs:	\$6,265					
Recurring Costs:	\$91,246					

Priority 2: Technical and Operational Support - Systems Analysts

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$204,891	\$18,016	\$12,500	\$0	\$0	\$235,407	2.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• One systems analyst will support the real property mass appraisal system.• The second position will support the business tax, personal property tax, tax relief and exemptions, tax compliance, and public facing tax filing and parcel web portals.• Both positions will indirectly provide support to County departments including Building and Development, Planning and Zoning, Mapping and Geographic Information, and the Department of Budget and Finance.			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Administration – Technical and Operational					
Positions:	2 Systems Analysts					
Theme:	Fiscal Responsibility					
One-time Costs:	\$23,470					
Recurring Costs:	\$211,937					

Department Total

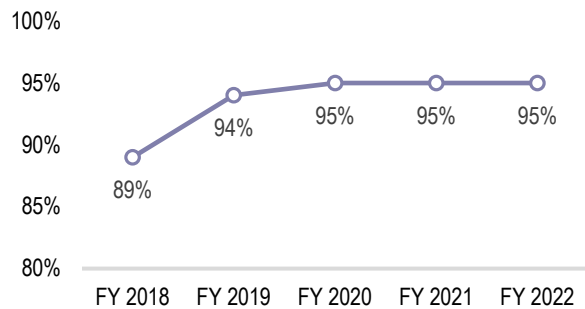
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$293,037	\$27,381	\$12,500	\$0	\$0	\$332,918	3.00

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



Commissioner of the Revenue

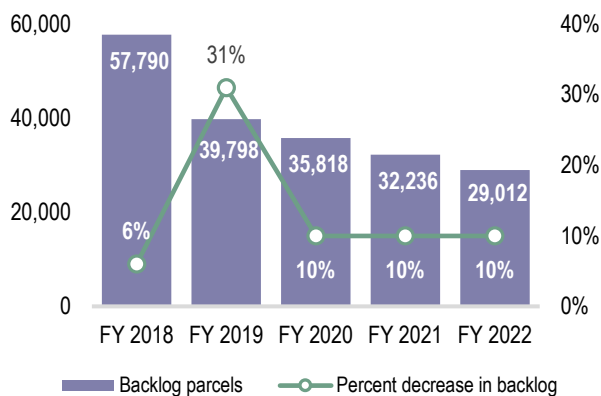
Key Measures¹



Objective: Verify 96 percent of sales annually.

Measure: Percent of sales verified.

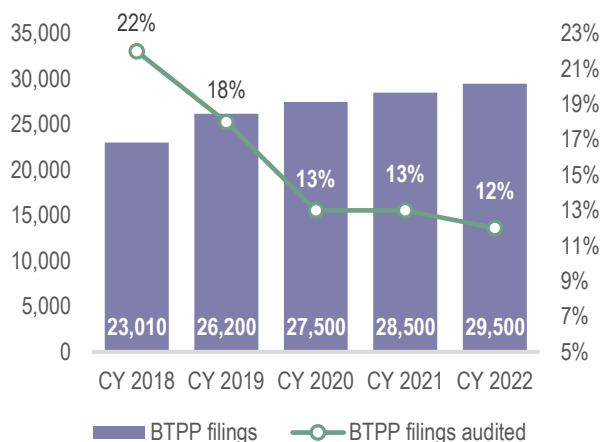
With appraisers approved in FY 2020 Adopted Budget and the additional appraiser requested in FY 2021, the Office will continue to verify an estimated 95 percent of sales. Without additional appraisers, this rate would decrease. An inability to verify sales could result in less accurate assessments.



Objective: Reduce the backlog of residential parcels that need to be sketched by 10 percent each year.

Measure: Number of backlog parcels; Percent decrease in residential parcels that need to be sketched.

With appraisers added in FY 2019 and FY 2020, the Office has reduced the number parcels that need to be sketched. The requested appraiser will maintain the Office's ability to reduce the number of residential parcels that need to be confirmed in the County's assessment system with a new or revised sketch.



Objective: Audit Business Tangible Personal Property (BTPP) filings.

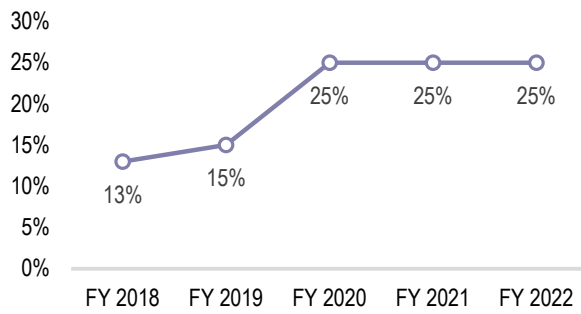
Measure: Number of BTPP filings; Percent of BTPP with desk audits.

From CY 2016 to CY 2019, BTPP tax filings increased 31 percent, and taxes assessed increased over 105 percent (\$157.9 million to \$326.5 million). Since business taxes are self-reported, staff must review individual filings to verify accuracy.

¹ For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.



Commissioner of the Revenue



Objective: Audit 25 percent of business personal property accounts annually.

Measure: Percent of business personal property accounts audited.

The tax compliance position added in the FY 2020 Adopted Budget will help the Office meet the goal of auditing 25 percent of business personal property accounts.



County Administrator¹

The County Administrator supports the Board of Supervisors (Board) in determining the strategic and policy direction for the County and manages the daily operations of County government. The Administration Program provides management oversight of departments and agencies under the direct control of the Board to ensure effective and efficient performance and 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. Additionally, the Administration Program provides administrative support for Board agendas, meetings, and legislative policies. The Public Affairs and Communications Program develops and executes strategic internal and external communications and constituent services initiatives that support the Board and the County Administrator's priorities and coordinates countywide emergency communications. The Emergency Management and Operations Program is charged with the County's response to human-made and natural disasters as well as special event planning.

Office of the County Administrator's Programs

Administration

Exercises daily management and supervision of all County operations. Assists the Board in developing its strategic priorities and provides guidance in achieving them. Manages the agenda/packet process for the Board's business meetings, committee meetings, and public hearings. Centrally manages requests to the County for public information through the Freedom of Information Act (FOIA). Coordinates the review of legislation before the General Assembly and the U.S. Congress.

Public Affairs and Communications

Develops and executes strategic, countywide internal and external communications and constituent services programs that connect Loudoun County residents, businesses, and communities with information about their government and its services.

Emergency Management

Facilitates the County's comprehensive emergency management program in accordance with local, state, and federal laws, authorities, and directives. Coordinates and facilitates the activation and management of the County's Emergency Operations Center during local emergencies. Conducts community outreach and education as well as training.

FY 2021 Program Addition

The Housing and Community Development Division in the Department of Family Services will officially become the Office of Housing – a division within the County Administrator's Office on July 1, 2020. The Office of Housing provides programs and services to improve the living environment of Loudoun's low- to moderate-income households and to increase affordable housing production and opportunities, which includes the newly established Affordable Multi-family Housing Loan program. This program requires extensive compliance monitoring to ensure borrowers meet Board-prescribed parameters for loans (including the \$13 million in loans already committed) and grants (\$3 million). The Office of Housing has identified the need for dedicated loan compliance resources and anticipates requesting a position in future fiscal years.

¹ In FY 2021, the Office of Housing will move from the Department of Family Services to the Office of the County Administrator.

**County Administrator****Budget Analysis****Department Financial and FTE Summary¹**

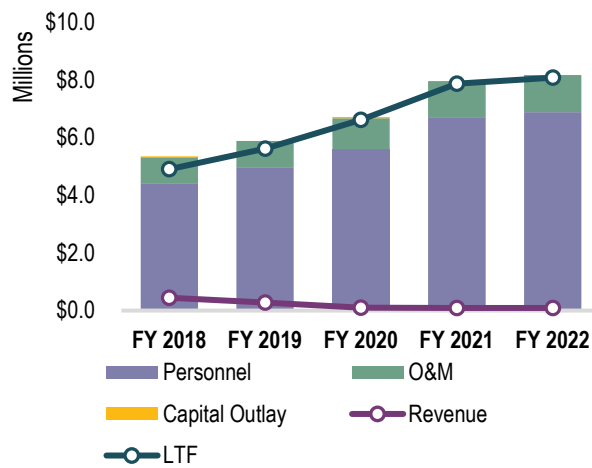
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Projected
Expenditures					
Personnel	\$4,421,837	\$4,980,283	\$5,611,912	\$6,688,803	\$6,889,467
Operating and Maintenance	903,605	910,055	1,063,154	1,270,933	1,283,642
Capital Outlay	25,975	0	45,440	0	0
Total – Expenditures	\$5,351,417	\$5,890,339	\$6,720,506	\$7,959,735	\$8,173,109
Revenues					
Charges for Services	\$268	\$2,947	\$0	\$0	\$0
Miscellaneous Revenue	0	282	0	0	0
Intergovernmental – Commonwealth	22,467	0	0	0	0
Intergovernmental – Federal	339,353	182,736	20,000	0	0
Other Financing Sources	83,215	88,160	80,140	90,000	90,000
Total – Revenues	\$445,303	\$274,124	\$100,140	\$90,000	\$90,000
Local Tax Funding	\$4,906,114	\$5,616,214	\$6,620,366	\$7,869,735	\$8,083,109
FTE	33.27	38.00	43.00	49.53	49.53

¹ Sums may not equal due to rounding.



County Administrator

Revenue and Expenditure History



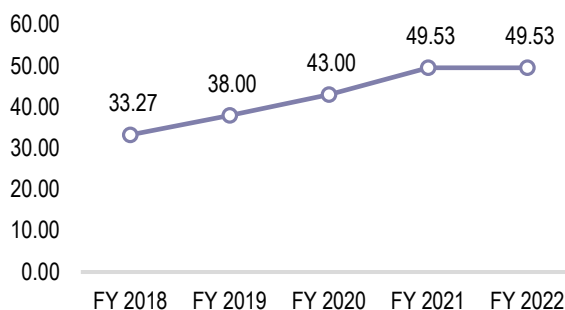
Revenue/Local Tax Funding

As shown, the Office of the County Administrator is primarily funded by local tax funding (99 percent). A portion of the Office of Emergency Management is funded through a transfer from the Restricted Transient Occupancy Tax Fund.

Expenditure

The majority of the Department's expenditure budget is dedicated to personnel costs (84 percent). Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, and adjustments in FY 2020 to reflect a new classification and compensation system approved by the Board in November 2019. Increases also reflect positions included in the FY 2021 Proposed Budget.

Staffing/FTE History



FY 2018: 1.00 FTE legislative liaison

FY 2019: 2.00 FTE communications managers, 1.00 FTE communications specialist, officers, 1.00 FTE administrative assistant, and 0.20 FTE to convert an existing accessibility services manager from a part-time to a full-time position

FY 2020: 2.00 FTE assistant deputy clerks, 1.00 FTE communications specialist, 2.00 FTE authority for emergency preparedness specialists

FY 2020 Mid-Year: 1.00 FTE juvenile probation officer

transferred from Department of Juvenile Court Services and reclassified as project manager

The Office of the County Administrator's expenditures have increased primarily due to personnel costs. Personnel costs have increased from higher compensation and added positions. In FY 2019 and FY 2020, the Board approved resources that represent the organization-wide trend of departments requiring additional internal support positions.

In FY 2020, the Board added two assistant deputy clerks and one communications specialist, all of which are filled. One assistant deputy clerk supports the Clerk's office's meeting management responsibilities, which include coordinating and reviewing meeting agenda packets, completing an action report within two business days of the meeting, and managing the Board's process for appointments to advisory boards, commissions, and committees. The second assistant deputy clerk also supports the Clerk's office with meeting management responsibilities, and ensures compliance with state-mandated FOIA request deadlines. In the Public Affairs and Communications (PAC) Program, the communication specialist creates visual communications content in support of the Board, the Office of the County Administrator, and all County departments. The FY 2020 Adopted Budget also included FTE authority to convert two federally-funded emergency preparedness specialists



County Administrator

from temporary to regular, full-time authorized positions. The Office of the County Administrator is requesting the conversion of a third federally-funded emergency preparedness specialist in the FY 2021 Proposed Budget from a temporary to a regular, full-time authorized position.

The FY 2021 Proposed Budget includes a base adjustment totaling \$130,000. These base adjustments include an increase in the County's state lobbyist contract, maintenance of emergency management communication systems, contracting funds to refresh and update the employee intranet website, and increases annual subscriptions and membership fees. The FY 2021 Proposed Budget also includes a base adjustment to support Board directed community initiatives.

The Board's FY 2021 Proposed Budget narrative includes a request for three positions to provide support to the Board to strategically communicate Board actions and priorities through media relations, social media, and video content. If approved, these positions will be structured and budgeted in the Office of the County Administrator. For FY 2021, the Department's budget request focuses on the thematic areas of FTE authority, technology, and community wellness and resiliency.

FTE Authority

The Office of Emergency Management has three emergency preparedness specialist positions supported by grant revenue from the Urban Areas Security Initiative (UASI) program. The first position, created as a temporary position in 2006, supports training and emergency response exercise efforts. The second and third positions were both created in 2007 and support National Capital Region emergency management planning efforts and other emergency preparedness exercises. Since their inception, these positions have been funded with this federal revenue. Over the past decade as the region has made improvements to its emergency preparedness practices, these positions have become an integral part of the County's emergency management program. The FY 2020 Adopted Budget included FTE Authority for two of these three positions. The FY 2021 Proposed Budget requests the creation of one regular, full-time authorized position (1.00 FTE) for the third UASI-supported emergency preparedness specialist.

Funding is currently secured for all three positions through December 31, 2020. Continuation of funding is dependent on the overall grant allocation the National Capital Region receives from the Department of Homeland Security, as well as, the project being approved by the National Capital Region Homeland Security Executive Committee. At this time, it does not appear that UASI funding will cease in the coming fiscal year.

Technology

The FY 2021 Proposed Budget includes one part-time (0.53 FTE) television production specialist to provide critical redundancy in cable channel operations. The County's practice is to televise, webcast, and record 100 percent of Board and Planning Commission meetings, regardless of available resources. There are more than 70 Board and Planning Commission meetings annually, amounting to more than 350 recorded hours. In addition, testing equipment and setting up for meetings takes approximately two hours per meeting. Currently, there is only one staff member dedicated to this work and fully trained in the technical skills required to produce the televised meetings. When this employee is sick or on leave, PAC's ability to fully meet televising requirements is nearly eliminated. On evenings when simultaneous recording of meetings is required through the webcast system (for example, a Board meeting and a Planning Commission meeting), two people are required to operate the television equipment, which pulls one of the County's executives away from their position to perform these technical tasks. The requested part-time television production specialist will provide critical redundancy to the County's television operations.

Community Wellness and Resiliency

For over a year, Loudoun County staff has participated in a regional workgroup on racial equity with the Metropolitan Washington Council of Governments. As part of a regional cohort of 11 jurisdictions, Loudoun County staff have been

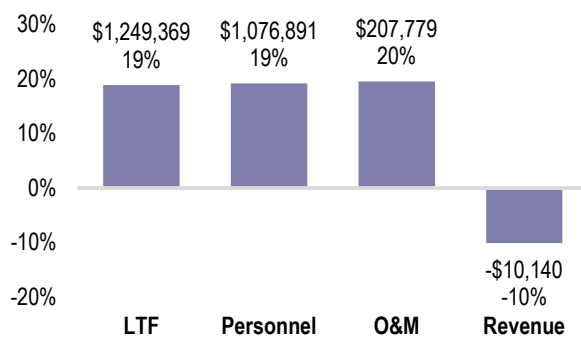


County Administrator

working to build operational capacity and achieve community-level outcomes on equity. Currently, staff from several departments are collectively working on this initiative in addition to their normal workloads; however, a concerted, focused effort is needed to make an impact on equity. Therefore, the Office of the County Administrator is requesting an equity officer position.

The equity officer will collaborate with County departments, community members, and other stakeholders to develop a work plan to make the County organization and community more equitable. In addition, this request includes one-time contractual funds to identify potential equity disparities in the County and assist in making recommendations on a specific work plan for the Loudoun County government organization, including staffing to implement the work plan. The equity officer will work in conjunction with the contractor to research current policies and practices and analyze data to conduct this work. The position, in conjunction with consulting services, will develop an equity and inclusion program specific to Loudoun County to ensure key organizational actions are evaluated through an equity lens.

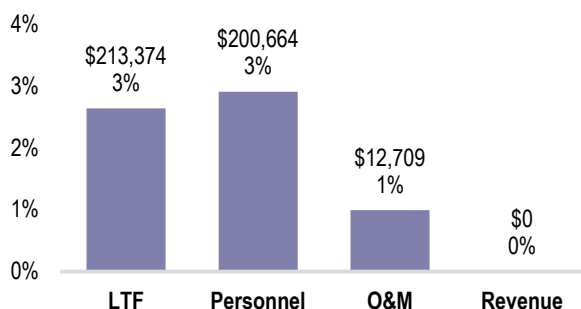
Percent Change from Adopted FY 2020 to Proposed FY 2021



Reasons for Change:

Personnel: ↑ 5.53 FTE, general pay changes ||
O&M: ↑ base adjustments for legislative contracts, membership dues, training, subscription licenses, emergency management equipment maintenance, and employee intranet website || **Revenue:** ↓ federal grant revenue

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent
 || **Revenue:** ↔



County Administrator

FY 2021 Proposed Resource Requests¹

FTE Authority: Emergency Preparedness Specialist

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$0	\$0	\$0	\$0	\$0	\$0	1.00

Details

Service Level:	Current Service Level Request
Mandates:	Not mandated
PM Highlight:	Number of planning hours; Number of training and exercise hours
Program:	Emergency Management
Positions:	1 Emergency Preparedness Specialist
Theme:	FTE Authority
One-time Costs:	\$0
Recurring Costs:	\$0

Overview

- FTE authority for one federally-funded emergency preparedness position.
- Duties are currently performed by a temporary position in place since 2007.
- FTE authority status is expected to improve recruitment and retention for the position.

Support to Board Strategic Initiatives: Strategic Initiatives Communication Team²

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$337,320	\$32,345	\$37,500	\$0	\$0	\$407,165	3.00

Details

Service Level:	Enhanced Service Level Request
Mandates:	Not mandated
PM Highlight:	None
Program:	Public Affairs and Communications
Positions:	1 Communications Manager, 1 Communications Manager-Social Media, 1 Communication Specialist-Videographer
Theme:	Support to Board Strategic Initiatives
One-time Costs:	\$58,320
Recurring Costs:	\$348,845

Overview

- This request addresses an identified need in providing support to the Board's strategic initiatives.
- This team will support day-to-day activities that help strategically communicate Board actions and priorities, through media relations, social media, and video content.
- One communication manager will focus on the Board's actions and strategic initiatives to communicate with the public before, during, and after significant items that are considered by the Board.
- Another communication manager will develop, implement, and manage a strategic social media program.
- A communications specialist-videographer will develop video content for the Board, County Administration, and all County departments.

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.

² This request is presented and narratively described in the Board of Supervisors narrative. These positions will be structured and budgeted in the Office of the County Administrator.



County Administrator

Priority 1: Television and Video Production Specialist

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$51,242	\$8,710	\$12,500	\$0	\$0	\$72,452	0.53

Details

Service Level:	Current Service Level Request
Mandates:	County Practice
PM Highlight:	None
Program:	Public Affairs and Communications
Positions:	1 TV and Video Production Specialist
Theme:	Technology
One-time Costs:	\$18,840
Recurring Costs:	\$69,572

Overview

- The County requires 100 percent of Board of Supervisors and Planning Commission meetings be televised, webcasted, and recorded.
- Currently, only one staff member is dedicated and fully trained in the technical skills needed to produce the televised meetings. This resource request will provide critical redundancy when meetings occur simultaneously or when the current employee is on leave.
- The position will allow for proactive equipment maintenance and refurbishment and will support troubleshooting equipment during meetings.

Priority 2: Equity Officer

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$134,594	\$136,860	\$12,500	\$0	\$0	\$283,954	1.00

Details

Service Level:	Enhanced Service Level Request
Mandates:	Not mandated
PM Highlight:	None
Program:	Executive Management
Positions:	1 Equity Officer
Theme:	Community Wellness and Resiliency
One-time Costs:	\$143,385
Recurring Costs:	\$140,569

Overview

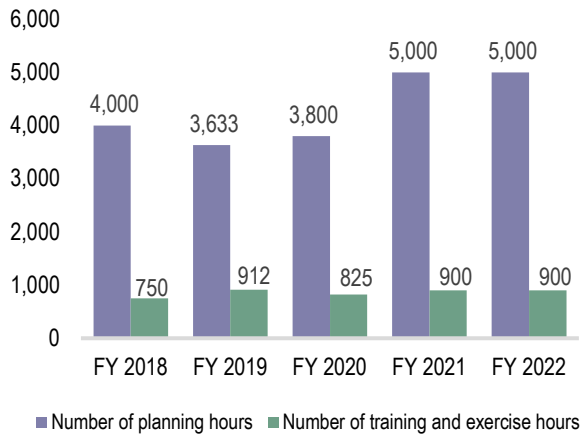
- The Equity Officer will collaborate with County departments, community members, and other stakeholders to develop a work plan to make the County organization and community more equitable.
- The request includes one-time contractual funds to identify potential equity disparities in the County and assist in making recommendations on a specific work plan for Loudoun, including staffing to implement the work plan. The Equity Officer will work in conjunction with the contractor to research current policies and practices and analyze data to conduct this work.
- The position, in conjunction with the consulting services noted above, will develop an equity and inclusion program specific to Loudoun County to ensure policy decisions are evaluated through an equity lens.

Department Total

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$523,156	\$177,915	\$62,500	\$0	\$0	\$763,571	5.53



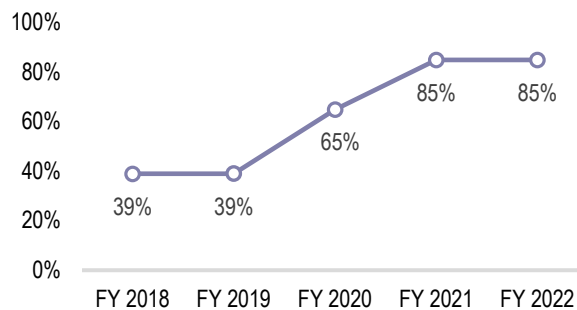
County Administrator

Key Measures¹

Objective: Conduct planning and training and exercise activities associated with significant events.

Measure: Number of planning hours; Number of training and exercise hours.

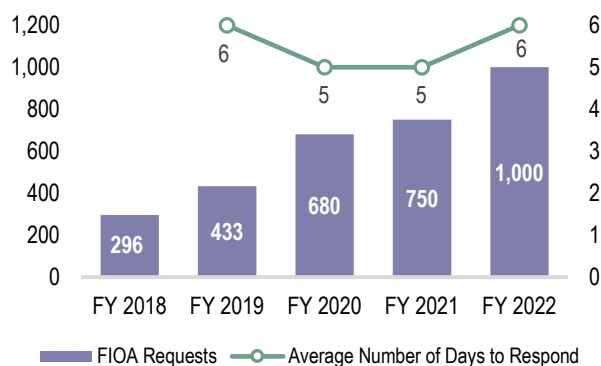
In FY 2019, the number of planning hours decreased because of vacant emergency preparedness specialist positions. The proposed FTE authority will improve recruitment efforts. This position is a substantial contributor to planning hours.



Objective: Publish 95 percent of the Board's meeting packets by established deadline.

Measure: Percent of agenda packets published by deadline.

In FY 2020, the Board approved one additional deputy assistant clerk dedicated to meeting management, improving the publishing timeliness of meeting packets.



Objective: Respond to Freedom of Information Act (FOIA) requests within five business days.

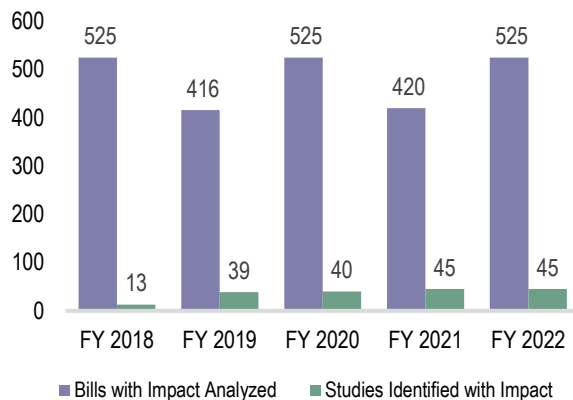
Measure: Number of FOIA requests coordinated by the FOIA officer; Average number of days to respond to FOIA requests.

In FY 2020, the Board approved one additional assistant deputy clerk to assist with FOIA management, maintaining the average number of days to respond to FOIA requests. FY 2018 data for the average number of days to respond to FOIA requests are not available.

¹ For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.



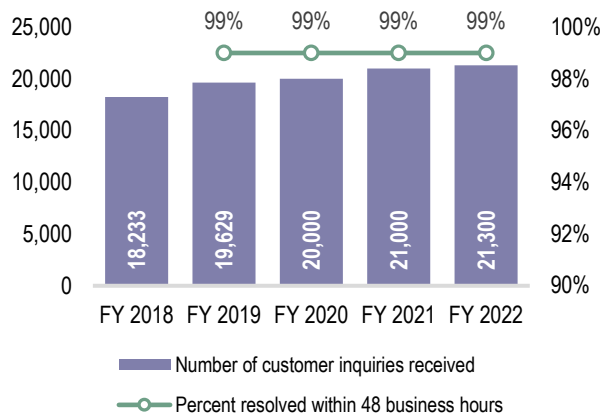
County Administrator



Objective: Analyze all state legislation with a potential impact on County operations.

Measure: Legislative bills with impact analyzed; Number of work groups/studies identified for potential impact on County operations.

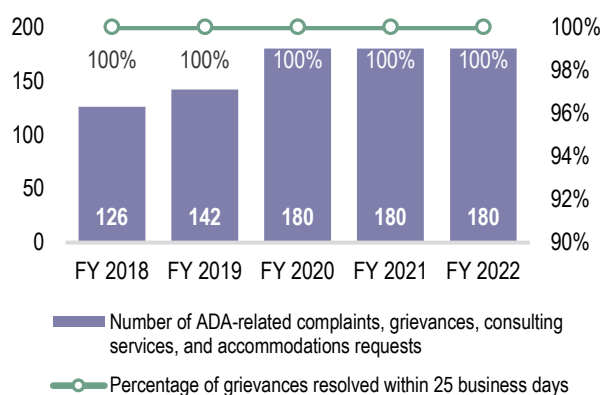
All introduced state bills, approximately 3,000 bills during both the short and long sessions, are screened and approximately 400 or 500 pieces of legislation are analyzed for impact. The number of work group, studies, reports, or regulations occurring between sessions that could impact the County outcome has increased.



Objective: Resolve public inquiries within 48 business hours.

Measure: Number of customer inquiries received through all communication channels; Percentage of public inquiries resolved within 48 business hours.

Current service level reflects approximately 20,000 customer inquiries received annually through all communication channels, with 99 percent of inquiries resolved within 48 business hours. FY 2018 data for percentage of public inquiries resolved within 48 business hours are not available.



Objective: Resolve 100 percent of the Americans with Disabilities Act (ADA) complaints and/or grievances within the mandated 25 business days.

Measure: Number of ADA-related complaints, grievances, consulting services, and accommodations requests; Percentage of grievances resolved within 25 business days.

The County resolves approximately 180 requests for ADA-related services, with 100 percent of ADA grievances resolved within the mandated 25 business days.

**County Administrator****Department Programs****Department Financial and FTE Summary by Program¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Executive Management	\$2,242,478	\$2,345,747	\$2,521,827	\$2,986,890	\$3,071,804
Support to the Board	961,275	1,067,962	1,367,263	1,406,497	1,440,928
Public Affairs and Communication	1,042,131	1,314,764	1,711,797	2,429,148	2,493,440
Emergency Management	1,105,533	1,161,866	1,119,619	1,137,200	1,166,936
Total – Expenditures	\$5,351,417	\$5,890,339	\$6,720,506	\$7,959,735	\$8,173,109
Revenues					
Executive Management	\$4	\$2,291	\$0	\$0	\$0
Support to the Board	87	656	0	0	0
Public Affairs and Communication	177	0	0	0	0
Emergency Management	445,035	271,177	100,140	90,000	90,000
Total – Revenues	\$445,303	\$274,124	\$100,140	\$90,000	\$90,000
Local Tax Funding					
Executive Management	\$2,242,474	\$2,343,456	\$2,521,827	\$2,986,890	\$3,071,804
Support to the Board	961,188	1,067,306	1,367,263	1,406,497	1,440,928
Public Affairs and Communication	1,041,954	1,314,764	1,711,797	2,429,148	2,493,440
Emergency Management	660,499	890,688	1,019,479	1,047,200	1,076,936
Total – Local Tax Funding	\$4,906,114	\$5,616,214	\$6,620,366	\$7,869,735	\$8,083,109
FTE					
Executive Management	12.00	13.00	13.00	15.00	15.00
Support to the Board	6.00	6.00	8.00	8.00	8.00
Public Affairs and Communication	7.80	12.00	13.00	16.53	16.53
Emergency Management	7.47	7.00	9.00	10.00	10.00
Total – FTE	33.27	38.00	43.00	49.53	49.53

¹ Sums may not equal due to rounding.



County Attorney

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

County Attorney's Programs

Legal Services

Advises the County boards, commissions, agencies, and officials; represents the County in judicial proceedings and before administrative agencies; and provides legal services in transactional matters involving the County.



Budget Analysis

Department Financial and FTE Summary¹

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Estimated
Expenditures					
Personnel	\$2,993,300	\$3,248,048	\$3,343,265	\$3,655,102	\$3,764,755
Operating and Maintenance	462,878	649,616	174,764	191,168	193,080
Total – Expenditures	\$3,456,178	\$3,897,664	\$3,518,029	\$3,846,270	\$3,957,835
Revenues					
Permits, Fees, and Licenses	\$203,524	\$185,653	\$300,856	\$204,954	\$204,954
Fines and Forfeitures	4,364	2,496	3,313	2,225	2,225
Charges for Services	276	5,387	0	0	0
Miscellaneous Revenue	5,827	8,385	10,000	10,000	10,000
Other Financing Sources	263,317	274,647	0	0	0
Total – Revenues	\$477,308	\$476,568	\$314,169	\$217,179	\$217,179
Local Tax Funding	\$2,978,870	\$3,421,096	\$3,203,860	\$3,629,091	\$3,740,656
FTE	22.00	23.00	23.00	24.00	24.00

Department Financial and FTE Summary – Capital Projects Fund¹

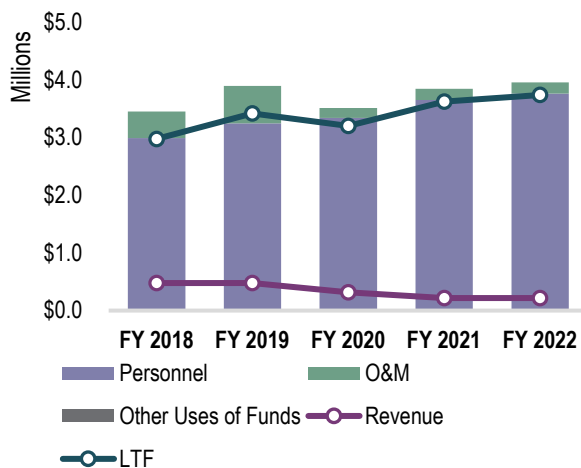
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditures					
Personnel	\$0	\$0	\$166,694	\$170,684	\$175,805
Total – Expenditures	\$0	\$0	\$166,694	\$170,684	\$175,805
Revenue					
Revenue	\$0	\$0	\$166,694	\$170,684	\$175,805
Total – Revenue	\$0	\$0	\$166,694	\$170,684	\$175,805
Local Tax Funding	\$0	\$0	\$0	\$0	\$0
FTE	0.00	0.00	1.00	1.00	1.00

¹ Sums may not equal due to rounding.



County Attorney

Revenue and Expenditure History



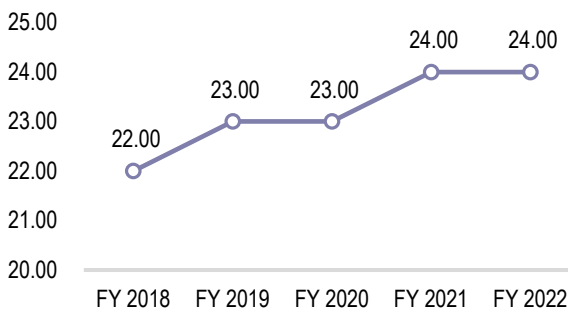
Revenue/Local Tax Funding

As shown, the Office of County Attorney is primarily funded by local tax funding (over 94 percent). Program-generated revenue consists of permits and fees generated from a portion of land development applications. Between FY 2019 and FY 2020, the transfer from the Capital Improvement Program ended, reducing revenues.

Expenditure

The majority of the Office's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, adjustments in FY 2020 reflect a new classification and compensation system approved by the Board in November 2019, and 1.00 FTE in the FY 2021 Proposed Budget.

Staffing/FTE History



FY 2019: 1.00 FTE housing attorney

FY 2020: 1.00 FTE paralegal, 1.00 FTE attorney moved to the Capital Projects Fund

The Office of the County Attorney's expenditures have increased primarily due to personnel costs, which make up most of the Department's expenditures. The increase in personnel in FY 2019 reflects the addition of a housing attorney (1.00 FTE) and higher compensation. The net increase in personnel in FY 2020 reflects the removal of 1.00 FTE to the Capital Projects Fund, the addition of a paralegal, and higher compensation. Operating and maintenance expenditures have increased as the need for outside counsel has increased with litigation work. The FY 2021 Proposed Budget includes a base adjustment total \$6,000 for staff development.

Revenue has slightly decreased year-over-year. Starting in FY 2020, positions related to the execution and support of the Capital Improvement Program are fully funded within the Capital Projects Fund, rather than the General Fund (those positions were previously offset with a transfer from the Capital Projects Fund). In prior years, the transfer from the Capital Projects Fund fully funded one position and partially funded two others. The two half positions have remained within the General Fund and are funded by local tax funding, and the full position is now fully funded within the Capital Projects Fund. The decrease in revenues in FY 2020 is caused by this transfer ending; however, the corresponding expenditures for the full position also were removed from the Office's budget. The Office receives most of its revenues due to its work with other



County Attorney

departments on land use and development work and enforcement. FY 2021 revenues reflect anticipated revenues related to development activities.

For FY 2020, the Board approved resources for 1.00 FTE for a paralegal. The position is filled and supports the Department of Building and Development's bonds management work and provides backup support to the paralegal reviewing land development documents and to attorneys in the land use section.

The County Attorney's Office continues to face new and complex challenges in its legal services. The need for land development review services has and may continue to increase over the next two to three fiscal years due to the County's evolving development patterns and work on the Zoning Ordinance update. To meet this need, the Office moved one deputy county attorney from the litigation and transactions section to the land use section in FY 2020. Moving one deputy county attorney to the land use section created a need for an additional attorney in the litigation and transactions section.

For FY 2021, the Department's budget request focuses on the thematic area of internal support.

Internal Support

The FY 2021 Proposed Budget includes an assistant county attorney (1.00 FTE) to maintain service levels for departments it supports countywide. In FY 2020, to address an immediate need in the land use section, the Office of County Attorney moved one deputy county attorney from the litigation and transactions section to oversee the land use section. As a result, the litigation and transaction workload previously distributed among five county attorneys is currently distributed among four attorneys. For FY 2020, this is expected to increase the number of transactional matters (leases, contracts, and property acquisition) from 560 to 700 per attorney. The assistant county attorney position will return the workload to a more manageable level of less than 600 transactional matters per attorney.

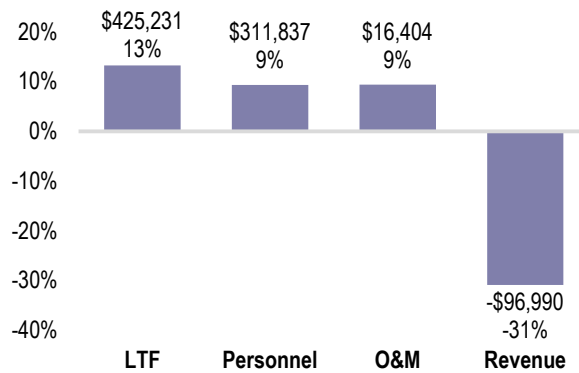
The litigation and transactions section provides legal support for real estate transactions, contracts and procurement, and matters pertaining to taxes, budget, and finance, as well as legal advice and services to County agencies, including litigation support to the Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS) for Emergency Services hearings. In addition, MHSADS consults with the County Attorney's Office on Temporary Detention Orders and Emergency Custody Orders. With added capacity, the litigation and transactions section will be able to provide MHSADS with litigation support for guardianship cases. MHSADS currently contracts with outside counsel for guardianship cases.

The assistant county attorney position primarily will provide review of contractual documents for the Procurement Office and departments of Transportation and Capital Infrastructure, General Services, Information Technology, Parks and Recreation, and other County departments. In addition, this position will provide additional oversight of contracts for construction projects. Without this resource, the Office expects an increased use of outside counsel, delays of required support to our clients, and longer turnaround times for tax collection enforcement and review of contracts, leases, and property acquisition.



County Attorney

Percent Change from Adopted FY 2020 to Proposed FY 2021



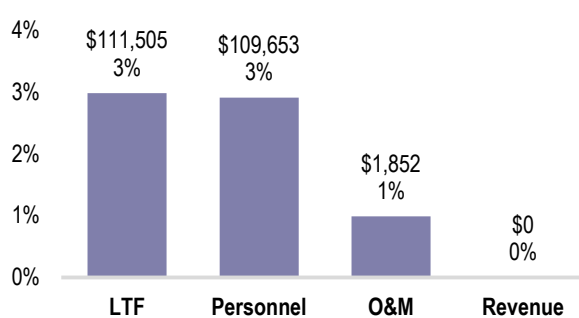
Reasons for Change:

Personnel: ↑ 1.00 FTE, general pay changes ||

O&M: ↑ base adjustments for staff development ||

Revenue: ↓ reflect anticipated revenues related to development activities

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

Revenue: ↔



County Attorney

FY 2021 Proposed Resource Requests¹

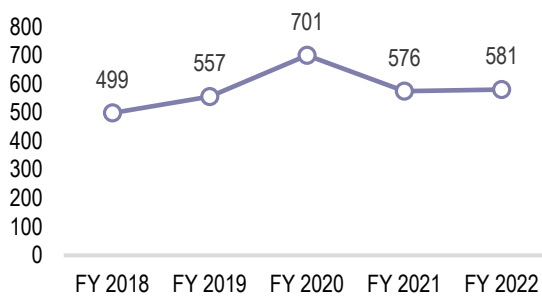
Priority 1: Assistant County Attorney						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$140,653	\$11,455	\$0	\$0	\$0	\$152,108	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• In August of FY 2020, the Office moved one deputy county attorney from the litigation and transactions section to land use section, increasing the number of transactional matters per attorney. The requested position maintains the FY 2019 service level of less than 600 transactional matters per attorney.• Position maintains processing time in tax collection enforcement and transactional work in the review of leases or contracts and property acquisition.• Position maintains the Office's ability to respond to internal clients in a timely manner.			
Mandates:	Federal/State Mandate					
PM Highlight:	Number of transactional matters per attorney; Number of Emergency Services hearings					
Program:	Litigation and Transactions					
Positions:	1 Assistant County Attorney					
Theme:	Internal Support					
One-time Costs:	\$5,290					
Recurring Costs:	\$144,818					
Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$140,653	\$9,455	\$0	\$0	\$0	\$150,108	1.00

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



County Attorney

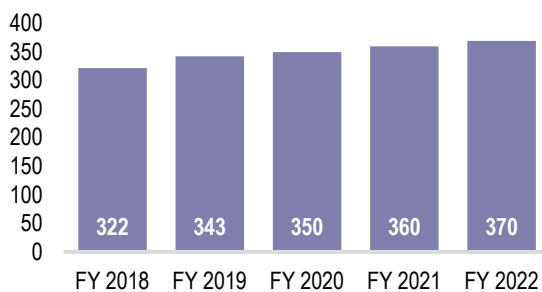
Key Measures¹



Objective: Provide legal services for real estate, contracts and procurement, and tax, budget, and finance matters.

Measure: Number of transactional matters (tax collection, leases, contracts, and property acquisition) per attorney.

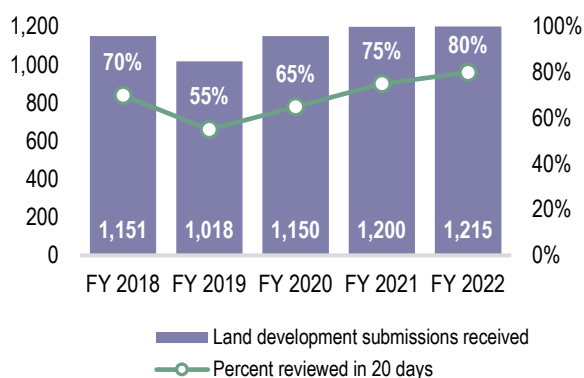
The requested assistant county attorney will maintain the FY 2019 service level of less than 600 transactional matters per attorney.



Objective: Provide legal services in support of the County departments, including MHSADS.

Measure: Number of Emergency Services hearings.

The requested assistant county attorney will help the Office of the County Attorney to continue to provide MHSADS with litigation support for Emergency Services and consultation for Temporary Detention Orders and Emergency Custody Orders.



Objective: Review 85 percent of land development submissions within 20 days.

Measure: Number of land development submissions received; percent of land development submissions reviewed in 20 days.

The paralegal position added in the FY 2020 Adopted Budget helps the Office get closer to their goal of reviewing 85 percent of land development submissions within 20 days.

¹ For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.





Elections and Voter Registration

To provide 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.

Elections and Voter Registration's Programs

Voter Registration

Provides a comprehensive year-round program of voter registration and voter outreach to ensure that Loudoun voters are well served and informed.

Elections

Manages all aspects of operating the County's voting precincts during each election, processes election results, handles candidate filings, and oversees absentee and early voting before each election.

**Elections and Voter Registration****Budget Analysis****Department Financial and FTE Summary¹**

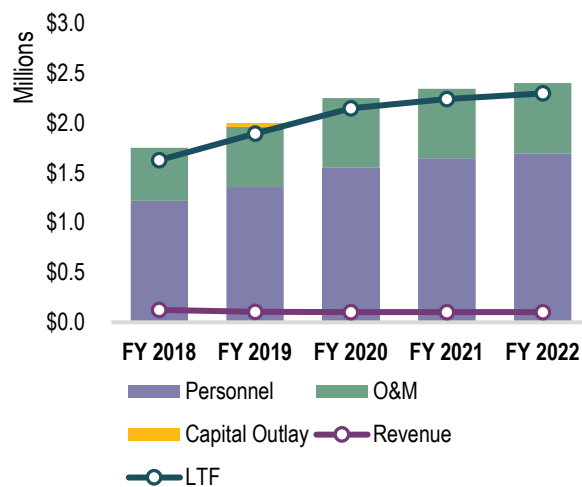
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$1,219,950	\$1,357,241	\$1,549,538	\$1,646,470	\$1,695,864
Operating and Maintenance	528,094	604,786	700,773	696,368	703,332
Capital Outlay	3,740	36,240	0	0	0
Total – Expenditures	\$1,751,784	\$1,998,267	\$2,250,311	\$2,342,838	\$2,399,196
Revenues					
Miscellaneous Revenue	\$0	\$12,475	\$0	\$0	\$0
Recovered Costs	37,082	4,842	15,000	15,000	15,000
Intergovernmental – Commonwealth	87,762	88,003	87,762	87,762	87,762
Total – Revenues	\$124,844	\$105,320	\$102,762	\$102,762	\$102,762
Local Tax Funding	\$1,626,941	\$1,892,948	\$2,147,549	\$2,240,076	\$2,296,434
FTE	12.00	12.00	12.00	13.00	13.00

¹ Sums may not equal due to rounding.



Elections and Voter Registration

Revenue and Expenditure History



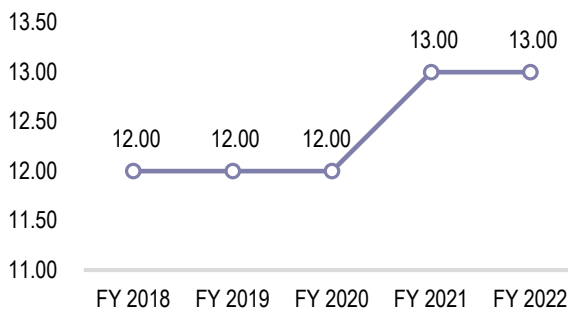
Revenue/Local Tax Funding

As shown, the Department of Elections and Voter Registration is primarily funded by local tax funding (over 95 percent). The largest source of revenue is reimbursement from the state. Program-generated revenue fluctuates based on the number of elections each year.

Expenditure

The majority of the Department's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by a 3.5 percent merit increase and 3 percent market adjustment in FY 2019, a 3 percent merit increase and a 2 percent market adjustment in FY 2020, and adjustments in FY 2020 to reflect a new classification and compensation system approved by the Board of Supervisors (Board) in November 2019.

Staffing/FTE History



The Department of Elections and Voter Registration's expenditures have increased primarily due to personnel costs, which make up most of the Department's expenditures. Personnel costs have risen primarily from higher compensation. In FY 2021, personnel costs also increased due to additional temporary staff and election officers needed for the implementation of early voting.

The Department's revenue sources include reimbursements from the state and recovered costs. Recovered costs consists of late campaign filing fees and reimbursements from the towns for conducting their elections (even numbered years) and special elections. Recovered costs fluctuate based on the number of elections each year. In FY 2020, state reimbursement slightly decreased.

The FY 2021 Proposed Budget includes base adjustments totaling \$80,000. These base adjustments represent increases for contractual obligations and additional expenditures needed for conducting the Presidential Election in November 2020, which is anticipated to have significantly high voter turnout. Overall, operating and maintenance expenditures have decreased slightly due to the decrease in the number of elections in FY 2021 due primarily to the budgeted expenditures for printing ballots and for moving the voting machines to and from the voting precincts.

As the County population and the number of voting precincts have grown, the number of election officers and temporary workers needed for Election Day and during the absentee and early voting period have increased. Beginning with



Elections and Voter Registration

the November 2020 presidential election, the Department will implement early voting. This implementation will likely increase the number of voters choosing to vote prior to Election Day. Additional temporary staff and election officers will be needed to handle the expected increase. The Department has the need for additional training resources, dedicated to training election officers and temporary workers. In addition, the implementation of early voting may result in the need for additional early voting centers to ensure that voters can do so in an efficient manner. Another challenge related to the growth in the number of voting precincts is finding available buildings for new voting precincts. In new, rapidly growing areas of the County, which have high residential growth, there are few suitable buildings available for new voting precincts.

On December 3, 2019, the Board approved the Department of Elections and Voter Registration's carryover request for the use of \$640,000 of the FY 2019 yearend General Fund balance for the purchase and implementation of a new poll books system. The new system will enhance security and improve efficiency in the elections operations. The Department plans to implement the new system for checking in voters for the 2020 presidential election, which is expected to have record high voter turnout.

Included in the FY 2021 Proposed Budget for the Department, the Department's budget request for a training and compliance specialist (1.00 FTE) focuses on the thematic area of community outreach and education.

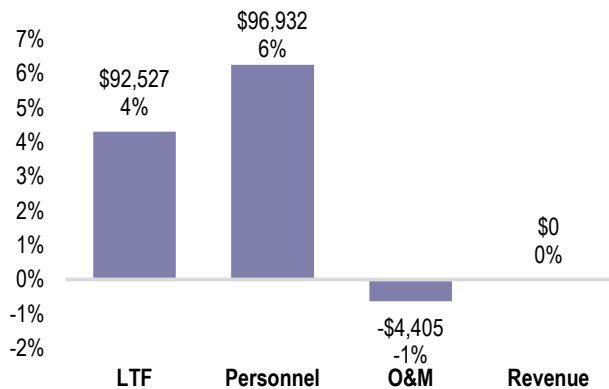
Community Outreach and Education

The Department currently uses up to 2,000 election officers to assist voters on Election Day, during absentee voting periods, and – starting in FY 2021 – during the early voting period, which the Commonwealth of Virginia will implement to allow for no excuse absentee voting. Additionally, a large team of temporary workers assist with the workload around elections. Currently, senior office staff train election officers, providing between 30 and 60 training sessions in the six weeks leading up to each election. This practice consumes up to 25 percent of senior staff time during a crucially busy period. The FY 2021 Proposed Budget includes a full-time training and compliance specialist. This position will conduct training sessions, which will allow senior staff to focus on management issues. Election law, procedures, and policies are continually changing. Having a dedicated training and compliance specialist will help ensure election officers, temporary workers, and permanent staff are fully trained to perform their duties in accordance with federal, state, and local laws and ordinances. In addition, this position will allow the Department to move to a year-round comprehensive training program, enhance and improve the online training program, and develop new and innovative ways to train staff.



Elections and Voter Registration

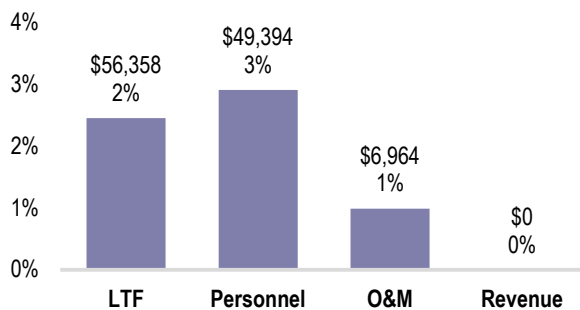
Percent Change from Adopted FY 2020 to Proposed FY 2021



Reasons for Change:

Personnel: ↑ 1.00 FTE, general pay changes and for the resource request for the training and compliance specialist position || **O&M:** ↓ FY 2021 has fewer elections than FY 2020, resulting in lower expenditures || **Revenue:** ↔

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent || **Revenue:** ↔

**Elections and Voter Registration****FY 2021 Proposed Resource Request¹**

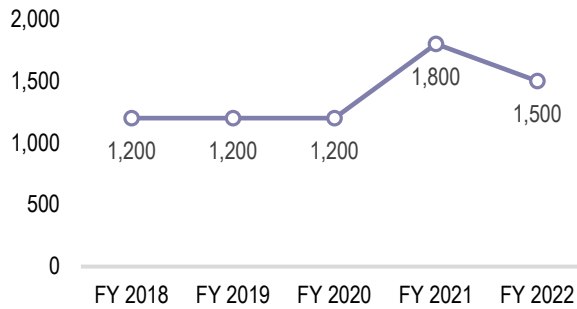
Priority 1: Training and Compliance Specialist						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$76,317	\$7,930	\$0	\$0	\$0	\$84,247	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• As the County population and the number of voting precincts have grown, the number of election officers and temporary workers have increased.• Currently, senior management members spend 25 percent of their time around elections training election officers and temporary workers. This position will free up senior management time to focus on management issues.• Training and compliance specialist position will develop a comprehensive, year-round training program, enhance and improve the online training program, and develop new and innovative training for the Department.			
Mandates:	Not mandated					
PM Highlight:	Number of Election Officers Used; Number of Registered Voters					
Program:	Elections					
Positions:	1 Training and Compliance Specialist					
Theme:	Community Outreach and Education					
One-time Costs:	\$5,255					
Recurring Costs:	\$78,992					
Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$76,317	\$7,930	\$0	\$0	\$0	\$84,247	1.00

¹ The request presented displays total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



Elections and Voter Registration

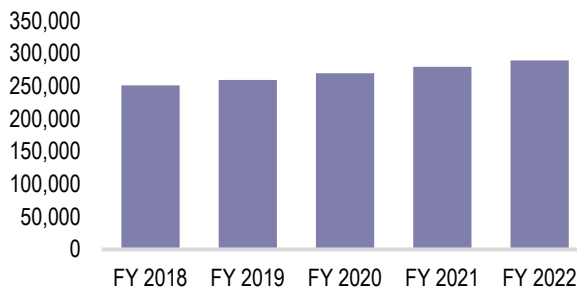
Key Measures



Objective: Provide each citizen of the County with the opportunity to exercise his or her right to vote.

Measure: Number of election officers used.

As the County's population and number of voting precincts have increased, the number of election officers needed has increased. The number of election officers needed depends on the number of elections held and the projected voter turnout for each election. The training and compliance specialist will help to provide the training for the election officers.



Objective: Provide each citizen of the County with the opportunity to exercise his or her right to vote.

Measure: Number of registered voters.

The County's population growth leads to an increasing number of registered voters, which increases the need for more election officers.

**Elections and Voter Registration****Department Programs****Department Financial and FTE Summary by Program¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Voter Registration	\$753,190	\$941,807	\$930,376	\$975,456	\$1,000,615
Elections	998,594	1,056,460	1,319,935	1,367,382	1,398,581
Total – Expenditures	\$1,751,784	\$1,998,267	\$2,250,311	\$2,342,838	\$2,399,196
Revenues					
Voter Registration	\$27,697	\$72,261	\$73,720	\$73,720	\$73,720
Elections	97,147	33,059	29,042	29,042	29,042
Total – Revenues	\$124,844	\$105,320	\$102,762	\$102,762	\$102,762
Local Tax Funding					
Voter Registration	\$725,493	\$869,546	\$856,656	\$901,736	\$926,895
Elections	901,447	1,023,401	1,290,893	1,338,340	1,369,539
Total – Local Tax Funding	\$1,626,941	\$1,892,948	\$2,147,549	\$2,240,076	\$2,296,434
FTE					
Voter Registration	11.00	10.00	10.00	10.00	10.00
Elections	1.00	2.00	2.00	3.00	3.00
Total – FTE	12.00	12.00	12.00	13.00	13.00

¹ Sums may not equal due to rounding.



Finance and Budget

In FY 2020, the Department of Finance and Procurement and the Department of Management and Budget were combined to form the Department of Finance and Budget (DFB) for the following benefits:

- Improved internal operating efficiencies regarding financial issues
- Increased synergies associated with combining the staff of the departments together
- Better utilization of the departments' resources

DFB supports County agencies 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 capital and operating budget management; revenue forecasting; demographic, economic, and fiscal impact analysis; long range fiscal planning; program evaluation and improvement; accounting and financial analysis; procurement; accounts payable and receivable; capital financing; debt management; and support of the County's financial reporting and payroll systems. In addition, the department functions as the County liaison to the Board of Equalization and the Fiscal Impact Committee.

Finance and Budget's Programs

Accounting, Financial Operations, and Financial Systems Support

Provides timely and accurate financial analysis; processing and reporting of financial transactions; processing of employee payroll, accounts payable, and accounts receivable; and support of the Oracle system. Coordinates the annual audit and produces the Comprehensive Annual Financial Report and Citizens Popular Report to provide financial transparency to residents, bond holders, and grantors.

Procurement

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.

Debt Management and Financing

Responsible for the issuance and management of the County's debt, including ongoing compliance requirements and management of the debt service fund. This Program provides debt analysis and counsel on financing options and issues.

Operating Budget Planning and Policy

Provides primary support to the County Administrator in development, analysis, review, implementation, and monitoring of the County's operating budget and special funds, working closely with and providing assistance to County agencies.

Program Evaluation and Improvement

Provides support in development, analysis, and execution of special projects and fiscal analysis based on best practices and data to improve program execution and outcomes. This program provides support to the organization through the provision of research support, grants coordination, and program evaluation.

Capital Budget Planning and Policy

Provides support to the County Administrator in the development, analysis, review, planning and monitoring of the County's capital budget; Uses research methods and demographic and economic analysis to perform long-range fiscal planning.

**Finance and Budget****Budget Analysis****Department Financial and FTE Summary¹**

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$6,904,424	\$7,511,883	\$7,801,121	\$8,520,602	\$8,776,220
Operating and Maintenance	602,569	665,736	1,055,843	1,161,475	1,173,090
Total – Expenditures	\$7,506,994	\$8,177,619	\$8,856,964	\$9,682,077	\$9,949,310
Revenues					
Miscellaneous Revenue	\$246,423	\$257,535	\$124,500	\$124,500	124,500
Other Financing Sources	683,516	867,781	143,323	150,718	150,718
Total – Revenues	\$929,939	\$1,125,316	\$267,823	\$275,218	\$279,739
Local Tax Funding	\$6,577,055	\$7,052,303	\$8,589,141	\$9,406,859	\$9,669,571
FTE	68.00	73.00	72.00	75.00	75.00

Department Financial and FTE Summary – Capital Improvement Program¹

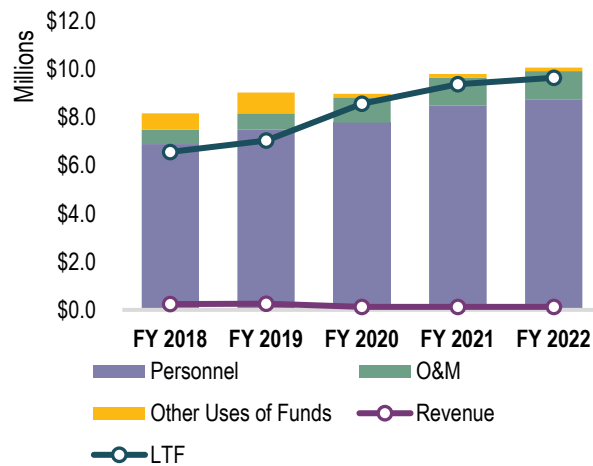
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$0	\$0	\$1,086,743	\$1,189,074	\$1,224,746
Total – Expenditures	\$0	\$0	\$1,086,743	\$1,189,074	\$1,224,746
Revenue					
Revenue	\$0	\$0	\$1,086,743	\$1,189,074	\$1,224,746
Total – Revenue	\$0	\$0	\$1,086,743	\$1,189,074	\$1,224,746
Local Tax Funding	\$0	\$0	\$0	\$0	\$0
FTE²	0.00	0.00	9.00	10.00	10.00

Revenue and Expenditure History¹ Sums may not equal due to rounding.

² Prior to the FY 2020 budget, three Procurement positions, including the assistant purchasing agent and two contracting officers (3.00 FTE), and three Capital Budget Planning and Policy Division positions (3.00 FTE) were budgeted in the General Fund and funded by the Capital Projects Fund transfer to the General Fund. Starting in FY 2020 budget, the two contracting officers (2.00 FTE) and three Capital Budget Planning and Policy positions are budgeted in the Capital Projects Fund and are not part of the department's General Fund FTE count. The Board of Supervisors approved an additional 4.00 FTE for the Capital Projects Fund for the following Procurement Division positions for the FY 2020 budget: 1) one assistant purchasing agent (1.00 FTE), 2) two contracting officers (2.00 FTE), and 3) one senior buyer (1.00 FTE). The FY 2021 Proposed Budget includes the requested resource request for the Budget Technician (1.00 FTE), funded by the Capital Improvement Program.



Finance and Budget



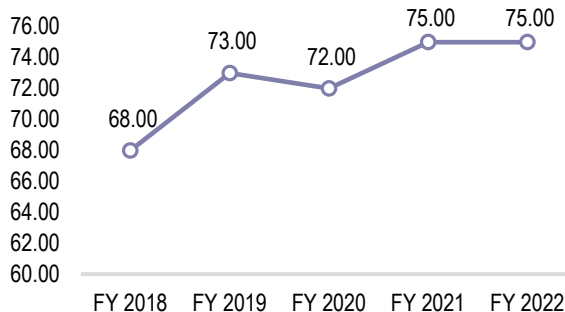
Revenue/Local Tax Funding

As shown, DFB is primarily funded by local tax funding (over 97 percent). Miscellaneous revenue is primarily rebates from purchasing card (PCard) utilization. Other financing sources include a transfer from the Debt Service Fund to offset personnel expenditures of one position.

Expenditure

Over 88 percent of DFB's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment, a 3 percent merit-based increase in FY 2020, and adjustments in FY 2021 to reflect a new classification and compensation system approved by the Board of Supervisors (Board) in November 2019.

Staffing/FTE History



FY 2018: 1.00 FTE capital budget analyst, 1.00 FTE grants coordinator, 1.00 FTE contracting officer, and 1.00 FTE accounts receivable administrator

FY 2019: 5.00 FTE added to the unclassified, unfunded FTE position pool for the exclusive use by Loudoun County Fire and Rescue (LCFR) for the recruit academy

FY 2019 Mid-Year: 1.00 FTE demographer transferred from the Department of Planning and Zoning

FY 2020: 2.00 FTE contracting officers, 1.00 FTE capital

budget manager, 1.00 FTE capital budget analyst, and 1.00 FTE capital budget specialist were transferred out of the General Fund to the Capital Projects Fund. 4.00 FTE were added to the Capital Projects Fund for the following: 1) one assistant purchasing agent (1.00 FTE), 2) two contracting officers (2.00 FTE), and 3) one senior buyer (1.00 FTE). 1.00 FTE financial analyst, 1.00 FTE for the unclassified, unfunded FTE pool position for the exclusive use by LCFR to provide FTE authority for a LCFR uniformed captain to fill an externally funded fire service liaison position with the Federal Bureau of Investigation (FBI) Washington Field Office's Joint Terrorism Task Force, and 1.00 FTE revenue analyst were added to the General Fund.

DFB's expenditures have increased primarily due to personnel costs, which make up most of the department's expenditures. Increases in personnel have been driven by higher compensation and the addition of new positions in the last several years. In FY 2021, the transfer from the Debt Service Fund to the General Fund (other financing sources) increased by \$7,395 for the personnel expenditures increase related to the salary increase for the position that is funded by the Debt Service Fund transfer. The FY 2021 Proposed Budget includes a base adjustment of \$50,000 for contractual internal audits.

The FY 2020 Adopted Budget included an additional 4.00 FTE for the Capital Projects Fund: 1) one assistant purchasing agent (1.00 FTE), 2) two contracting officers (2.00 FTE), and 3) one senior buyer (1.00 FTE) in the Procurement Division. These positions focus on support for the Board's priority to efficiently execute capital projects. Due to growth of the County's



Finance and Budget

Capital Projects Fund and the increasing complexity of capital projects in the Capital Improvement Program (CIP), these four positions augment the capital support team for the Division. Creating a capital project-focused procurement team allows for more effective execution of contracts for capital projects and renovations and more efficient coordination with departments.

In FY 2020, the Board also added an additional 3.00 FTE for the General Fund: 1.00 FTE financial analyst, 1.00 FTE revenue analyst, and 1.00 FTE for the unclassified, unfunded FTE pool position for the exclusive use by Loudoun County Fire and Rescue (LCFR) to provide FTE authority for a LCFR uniformed captain to fill an externally funded fire service liaison position with the Federal Bureau of Investigation (FBI) Washington Field Office's Joint Terrorism Task Force. The financial analyst supports the growing workload attributable to the increasing complexity of transactions related to County programs. In addition, the implementation of new accounting standards requires extensive changes related to both capital and operating leases.¹ The financial analyst is working on the implementation of and ongoing work associated with the new accounting standards. As the County's budget has increased in both size and complexity, the revenue analyst analyzes and forecasts revenue sources, performs fee analyses for programmatic revenues, and provides support to the revenue committee. The resources added in FY 2020 help the department to appropriately manage a complex and increasing workload while continuing to protect the organization from financial risk.

The department maintains a pool of unclassified, unfunded FTE for the organization, including 6.00 FTE available for LCFR and 5.00 FTE available for departments other than LCFR. Periodically and on a case-by-case basis, the department loans FTE authority to departments to support short-term position needs. Most often FTE authority is loaned when a department wishes to recruit and hire for a mission-critical position while the incumbent is still employed so that onboarding of new staff can overlap with the departing employee. LCFR uses FTE authority for the recruit academy. This additional FTE authority is not funded, and departments are required to fund the temporary use of these positions within their existing budgets.

For FY 2021, the department's budget requests focus on the thematic area of support to CIP, internal support, and fiscal responsibility.

Support to the Capital Improvement Program

The department's budget request for a budget technician (1.00 FTE), which is included in the FY 2021 Proposed Budget, converts a temporary capital budget technician to a regular position. This position will be dedicated to the capital budget to alleviate the pressure of administrative duties on senior staff and to allow analysts and the assistant director to complete the high-level and strategic aspects of their roles. The department needs a permanent resource due to the increasing capital budget workload. The transactional workload of capital budget analysts impedes the capital budget analysts from developing costing methodologies, researching financial trends in the construction industry, ensuring data integrity, tracking of contingency and land acquisition funds, proactively managing the programming of cash proffers in coordination with the Department of Planning and Zoning, meeting with client departments throughout the year to discuss capital needs, and managing the Major Equipment Replacement Fund. Over the past five years, not only have the total number of CIP projects increased, but the overall complexity and proliferation of special projects have increased as well. Examples include the Major Equipment Replacement Fund (FY 2016), the Sidewalk and Trail Program (FY 2019), and Intersection Improvement Program (FY 2019).

Internal Support

The FY 2021 Proposed Budget includes a functional systems analyst (1.00 FTE) position to meet the current demand from departments for system improvements and new reports and to complete the backlog of projects. There is currently a backlog of 90 foundational issues and 10 transformational enhancements and numerous department reports that are needed to

¹ The Governmental Accounting Standards Board (GASB) Statement No. 87 will be in effect beginning in July 2020.



Finance and Budget

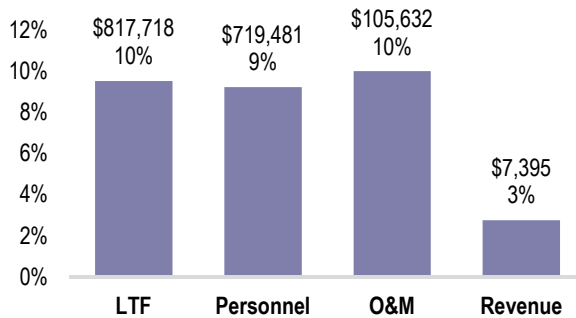
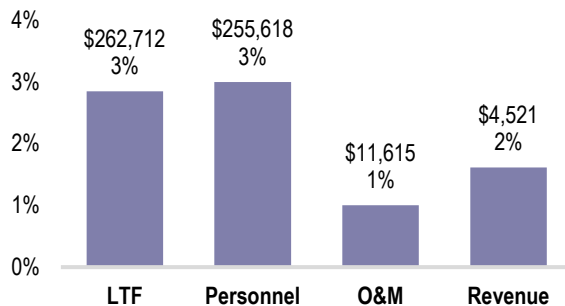
improve the efficiency of operations. The department currently has a long-term temporary position to support reporting, but the position is vacant since it turned over within the first year and the department has not been able to re-fill the position. Current resources are often not able to address the backlog because of the large amount of day-to-day systems issues, user requests, reporting needs, testing of upgrades and patches, and system related projects. Additionally, the department has been using a temporary accountant with a contract vendor to assist with validating reports and running test scripts. With current resources, only basic testing is completed. The risk of not performing full testing is that production problems may occur. The current reporting tool will be replaced and will need to be tested. As the financial system becomes more complex by adding more integration points, for example the eBuilder project and the General Ledger to projects and grants budget adjustment integration project, testing scenarios will continue to increase for each future testing event.

Fiscal Responsibility

The department is responsible for administering the County's human service nonprofit grant program and assisting departments in navigating external grant funding opportunities. The current grants coordinator is at capacity providing technical assistance and ad hoc training to County departments and local nonprofits. More robust training and oversight is needed to effectively manage current grant resources and ensure success of the County's nonprofit program. In FY 2019, the County conducted a grants management audit. The audit report provided implementable recommendations, including a recommendation to add centralized positions to DFB to increase grant funding, improve monitoring, and ensure compliance. Additionally, the report cites the need for additional training for departments to successfully seek out new grant opportunities. Supported by the finding of the audit report, the FY 2021 Proposed Budget includes a grants management analyst (1.00 FTE) and the grants financial analyst (1.00 FTE). These two positions are necessary to handle the additional financial, compliance, and training aspects resulting from an intentional growth of the program.

The grants management analyst will improve management of grant funding, assist in department searches for new grant funding, and develop and manage grant communication resources to the public and County staff. This position will help ensure grant requirements are clear and communicated to stakeholders, reporting is accurate and timely, and key compliance factors are effectively monitored to reduce the risks associated with noncompliance (i.e. loss of funding). The request includes contractual funding for recurring resources to develop a regular training curriculum to enhance grant compliance and to increase grant writing assistance.

The number and value of grants has increased due to the Board's initiative to grow the grants program. The grants financial analyst will help with grant monitoring and reconciliation, grants financial training of staff in County departments, and compliance workload of the finance staff. While departments receiving grants are tasked with requesting and reviewing documentation from sub-recipients, finance staff are needed to provide additional oversight. With current resources, finance staff are unable to effectively monitor and follow up on audit findings, which could impact future grant funding. This position with specific grant compliance and financial reporting knowledge will help ensure compliance with reporting requirements, award conditions, internal policies and procedures, and Federal Uniform Administrative Requirements, Cost Principles, and Audit Requirements under 2 CFR Part 200 (2 CFR 200).

**Finance and Budget****Percent Change from Adopted FY 2020 to Proposed FY 2021****Reasons for Change:****Personnel:** ↑ 3.00 FTE, general pay changes ||**O&M:** ↑ increased internal audit expenditures ||**Revenue:** ↑ transfer from the Debt Service Fund to the General Fund increased to cover the increased personnel expenditures for the position covered by this annual transfer**Percent Change from Proposed FY 2021 to Projected FY 2022****Reasons for Change:****Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent**Revenue:** ↑ transfer from the Debt Service Fund to the General Fund increased to cover the increased personnel expenditures for the position covered by this annual transfer



Finance and Budget

FY 2021 Proposed Resource Request¹

Support to the CIP: Budget Technician²

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$76,317	\$7,370	\$10,000	\$0	\$76,317	\$17,370	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• This request converts a temporary budget technician to a regular management analyst I position.• The position will focus on capital budget administrative duties, allowing capital analysts and the assistant director to complete high-level and strategic aspects of their roles.• Not only have the total number of CIP projects increased, but the overall complexity and proliferation of special projects have increased as well. Examples include the Major Equipment Replacement Fund, the Sidewalk and Trail Program, and Intersection Improvement Program.			
Mandates:	Not mandated					
PM Highlight:	Number of budget adjustments					
Program:	Capital Budget Planning and Policy					
Positions:	1 Budget Technician					
Theme:	Support to the CIP					
One-time Costs:	\$15,595					
Recurring Costs:	\$78,092					

Priority 1: Functional Systems Analyst (Oracle Report Writer/Tester)

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$105,365	\$7,415	\$0	\$0	\$0	\$112,780	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• There is a backlog of 90 foundational issues, 10 transformational enhancements, and numerous department reports that are needed to improve the efficiency of operations. This position will help the department complete the backlog of projects and meet the demands from other departments.• Since resources are stretched thin, only basic testing can be done currently. The risk of not performing full testing is that production problems may occur.			
Mandates:	Not mandated					
PM Highlight:	Number of test scripts per analyst					
Program:	Accounting, Financial Reporting, and Financial Systems Support					
Positions:	1 Functional Systems Analyst					
Theme:	Internal Support					
One-time Costs:	\$5,290					
Recurring Costs:	\$107,490					

¹ The request presented displays total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.

² This position will be funded through the Capital Projects Fund because it supports capital projects.



Finance and Budget

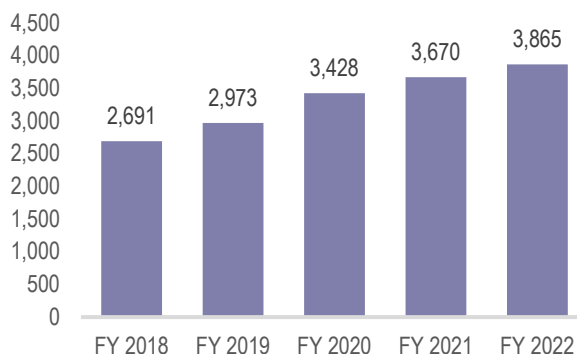
Priority 2: Grants Program – Grants Management Analyst and Grants Financial Analyst

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$201,025	\$75,335	\$0	\$0	\$0	\$276,360	2.00

Details	Overview
Service Level: Enhanced Service Level Request Mandates: Not mandated, but necessary for compliance with federal, state, and local laws PM Highlight: Number of active grant awards Program: Accounting, Financial Reporting, and Financial Systems Support and Program Evaluation and Research Positions: 1 Grants Management Analyst, 1 Grants Financial Analyst Theme: Fiscal Responsibility One-time Costs: \$11,335 Recurring Costs: \$265,025	<ul style="list-style-type: none"> The department is requesting a grants management analyst and a grants financial analyst. The current grants coordinator is at capacity providing technical assistance and ad hoc training to County departments and local nonprofits. The grants management audit conducted by a consultant firm in FY 2019 recommended to add centralized positions to increase grant funding, improve monitoring, ensure compliance, and provide additional training for departments to successfully seek out new grant opportunities. These requested resources will improve management of grant funding, assist in department searches for new grant funding, reconcile grants with existing county grants and financial systems, and develop and manage grant communication resources to the public and County staff.

Department Total	Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
	\$382,707	\$90,120	\$10,000	\$0	\$76,317	\$406,510	4.00 ¹

Key Measures²



Objective: Maintain a maximum workload of less than 4,000 test scripts tested per functional systems analyst.

Measure: Number of test scripts tested per functional systems analyst.

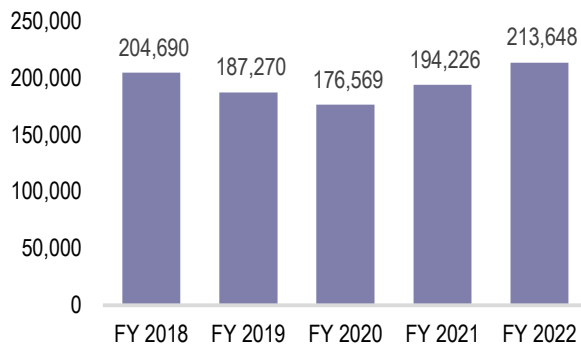
The requested functional systems analyst position included in the FY 2021 budget will help the department to maintain the service level of less than 4,000 test scripts per functional systems analyst.

¹ One position (1.00 FTE) will be funded through the Capital Projects Fund because it supports capital projects and three positions (3.00 FTE) are budgeted in the General Fund.

² For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.



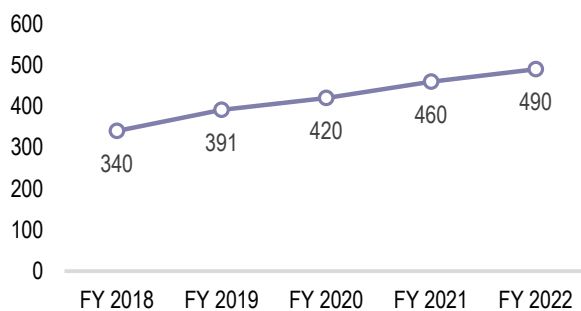
Finance and Budget



Objective: Maintain a workload of less than 200,000 transactions reviewed and reconciled per analyst.

Measure: Number of general ledger transactions reviewed and reconciled per analyst.

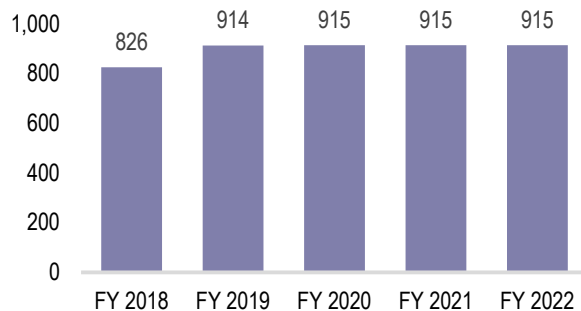
In FY 2020, the Board approved one financial analyst to address the increasing volume and complexity of accounting transactions. This position will help the department to continue to meet the objective of less than 200,000 transactions reviewed and reconciled per analyst.



Objective: Assemble and provide a full accounting of the stewardship of financial resources.

Measure: Number of active grant awards.

The number of active grant awards steadily increased. Grant funding reduces the need for local tax funding to support the County's programs.



Objective: Process and approve budget adjustment requests received.

Measure: Number of budget adjustments.

The budget technician included in the FY 2021 Proposed Budget will help to process the budget adjustments workload, which is becoming more complex, with budget adjustments for capital projects including multiple funding sources.

**Finance and Budget****Department Programs****Department Financial and FTE Summary by Program^{1, 2, 3}**

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Accounting, Financial Operations, And Financial Systems Support	\$3,554,418	\$3,705,177	\$3,976,480	\$4,369,911	\$4,499,533
Procurement	1,444,779	1,567,985	1,572,993	1,645,530	1,693,043
Debt Management and Financing	0	279,150	354,263	362,054	370,080
Budget Planning and Policy	1,426,577	1,522,238	1,816,476	1,903,653	1,957,344
Program Evaluation and Research	779,674	753,938	923,574	1,168,069	1,198,292
Capital Budget Planning and Policy	301,544	349,131	213,178	225,068	231,018
Total – Expenditures	\$7,506,994	\$8,177,619	\$8,856,964	\$9,682,077	\$9,949,310
Revenues					
Accounting, Financial Operations, and Financial Systems Support	\$134,186	\$4,892	\$4,500	\$4,500	\$4,500
Procurement	586,392	599,699	120,000	120,000	120,000
Debt Management and Financing	0	137,151	143,323	150,718	155,239
Capital Budget Planning and Policy	209,361	383,574	0	0	0
Total – Revenues	\$929,939	\$1,125,316	\$267,823	\$275,218	\$279,739
Local Tax Funding					
Accounting, Financial Operations, and Financial Systems Support	\$3,420,233	\$3,700,285	\$3,971,980	\$4,365,411	\$4,495,033
Procurement	858,387	968,286	1,452,993	1,525,530	1,573,043
Debt Management and Financing	0	141,999	210,940	211,336	214,841
Budget Planning and Policy	1,426,577	1,522,238	1,816,476	1,903,653	1,957,344
Program Evaluation and Research	779,674	753,938	923,574	1,168,069	1,198,292
Capital Budget Planning and Policy	92,183	(34,443)	213,178	225,068	231,018
Total – Local Tax Funding	\$6,577,055	\$7,052,303	\$8,589,141	\$9,406,859	\$9,669,571

¹ Sums may not equal due to rounding.² The department's restructuring in mid-year FY 2019 created the Debt Management and Financing Program. Prior to that, this function was a part of the Accounting, Financial Operations, and Financial Systems Support Program. Two positions (2.00 FTE), salary and fringe benefits expenditures, and associated revenues transferred to the Debt Management and Financing Program from the Accounting, Financial Operations, and Financial Systems Support Program.³ Effective with the FY 2020 Adopted Budget, three Capital Budget Planning and Policy Program positions (3.00 FTE) and two Procurement Program positions (2.00), which support capital projects, are budgeted in the Capital Projects Fund, such that the personnel expenditures and FTE are no longer budgeted in the General Fund. Due to this change, the transfer from the Capital Projects Fund to the General Fund is no longer budgeted.



Finance and Budget

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
FTE					
Accounting, Financial Operations, and Financial Systems Support	30.00	30.00	29.00	31.00	31.00
Procurement	14.00	14.00	12.00	12.00	12.00
Debt Management and Financing	0.00	0.00	2.00	2.00	2.00
Budget Planning and Policy ¹	18.00	23.00	25.00	25.00	25.00
Program Evaluation and Research	3.00	3.00	4.00	5.00	5.00
Capital Budget Planning and Policy	3.00	3.00	0.00	0.00	0.00
Total – FTE	68.00	73.00	72.00	75.00	75.00

¹ The Budget Planning and Policy Program includes the 6.00 FTE for the unclassified, unfunded pool available for temporary use by LCFR and the 5.00 FTE for the unclassified, unfunded pool available for temporary use by other County departments.





General Services

The Department of General Services (DGS) operates and maintains County-owned facilities and land, acquires and manages leased facilities, provides internal support, and acquires and manages the public safety and general vehicle fleet. DGS also provides direct support to citizens through the Stormwater Management Program, Waste Management Program (including County landfill operations), and Water and Environmental Programs. The DGS is also 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.

General Services' Programs

Public Works

Performs maintenance and inspections on stormwater facilities Countywide, administers the County Asphalt Maintenance and Repair Program, responds to County emergencies, maintains street name signs and certain traffic calming measures, maintains water and wastewater systems, and provides other essential public works functions.

Facilities Support

Operates, manages, maintains, and renovates County facilities and provides for the acquisition and management of leased space.

Fleet Management

Provides for the acquisition, equipping, licensing, assignment, maintenance, replacement, and disposal of County vehicles and manages replacement funds.

Management Support Services

Manages mail distribution, central records, and surplus property programs Countywide; provides internal administrative support, financial and budget analysis as well as procurement functions; manages the Metro Parking Garages contracts; coordinates Safety and Security initiatives.

Water and Environmental

Develops and implements the Stormwater Management Program, manages water and wastewater projects, performs energy and environmental management functions, and provides coordination for compliance with state and federal mandates.

Waste Management

Constructs, operates and maintains the County landfill, provides education and guidance pertaining to the County recycling ordinance, and provides recycling opportunities for citizens and businesses.

**General Services****Budget Analysis****Department Financial and FTE Summary¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$10,797,703	\$12,264,390	\$13,546,485	\$14,869,809	\$15,315,903
Operating and Maintenance	25,160,736	31,339,827	32,746,621	36,470,091	36,834,792
Capital Outlay	90,029	390,972	550,000	550,000	550,000
Other Uses of Funds	6,922,447	7,149,086	2,914,117	3,374,315	3,374,315
Total – Expenditure	\$42,970,916	\$51,144,276	\$49,757,223	\$55,264,215	\$56,075,010
Revenues					
Use of Money and Property	\$1,307,254	\$1,309,791	\$1,856,293	\$582,103	\$582,103
Charges for Services	7,785,722	8,760,971	7,647,783	8,715,658	8,715,658
Miscellaneous Revenue	21,407	36,649	6,300	15,700	15,700
Recovered Costs	284,202	0	0	0	0
Intergovernmental – Commonwealth	63,026	139,030	60,408	60,000	60,000
Intergovernmental – Federal	460,864	0	0	0	0
Total – Revenues	\$9,922,475	\$10,246,441	\$9,570,784	\$9,373,461	\$9,373,461
Local Tax Funding	\$33,048,440	\$40,897,834	\$40,186,439	\$45,890,754	\$46,701,549
FTE	114.73	126.73	133.73	142.53	142.53

Department Financial and FTE Summary – Metro Garages Fund

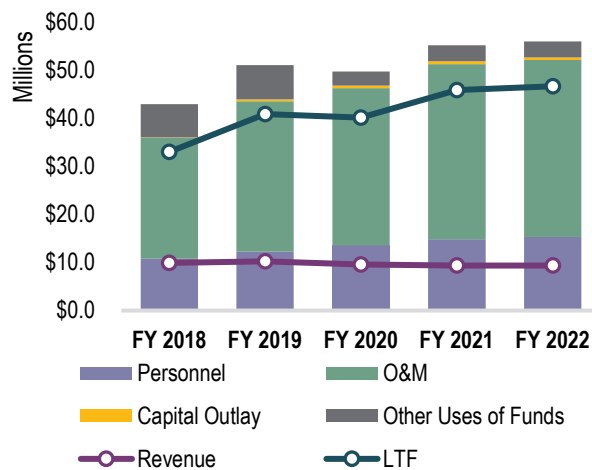
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$0	\$0	\$93,118	\$209,598	\$215,889
Total – Expenditures	\$0	\$0	\$93,118	\$209,598	\$215,886
Revenues					
Revenue	\$0	\$0	\$93,118	\$209,598	\$215,889
Total – Revenues	\$0	\$0	\$93,118	\$209,598	\$215,886
Local Tax Funding	\$0	\$0	\$0	\$0	\$0
FTE	0.00	0.00	1.00	2.00	2.00

¹ Sums may not equal due to rounding.



General Services

Revenue and Expenditure History



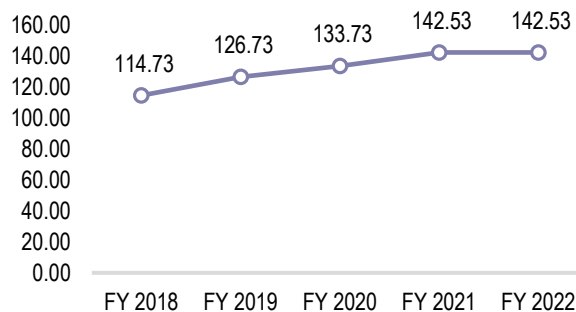
Revenue/Local Tax Funding

As shown, the DGS is primarily funded by local tax funding (over 83 percent). Programmatic revenue consists primarily of landfill tipping fees and revenue from tenants.

Expenditure

The majority of the DGS' expenditure budget is dedicated to operating and maintenance costs. Recent increases can mainly be attributed to the growth in cost of leased space, along with escalating costs of utilities, janitorial, and other contractual obligations. Personnel expenditures have risen due to additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, and adjustments in FY 2020 to reflect a new classification and compensation system approved by the Board in November 2019.

Staffing/FTE History



FY 2018: 1.00 FTE stormwater engineer, 3.00 FTE maintenance technicians

FY 2019: 4.00 FTE systems maintenance technicians, 1.00 FTE records technician, 1.00 FTE safety and security manager, 1.00 FTE public works technician, 2.00 FTE preventative maintenance technicians, 3.00 FTE landfill staffing

FY 2020: 2.00 FTE senior maintenance technicians, 1.00 FTE assistant division manager, 1.00 FTE crew chief, 1.00

FTE systems maintenance technician, 2.00 FTE landfill maintenance technicians

FY 2020 Mid-year: 1.00 FTE recycling program maintenance helper

DGS' expenditures have increased primarily due to operating and maintenance costs, which make up approximately 66 percent of the Department's budget. Increases in this category reflect the growing cost of maintaining County facilities and managing janitorial services, lease payments, and utility costs. In previous years, the most notable change that has occurred is the shift from charging vehicle maintenance costs to each department's budget to budgeting them centrally in DGS' budget, which accounted for a large increase from FY 2018 to FY 2019. As the County fleet grows, this cost is expected to increase. Personnel expenditures have also increased over the years due to the addition of new positions and salary increases.

The primary source of revenue for DGS is landfill fees, which have increased slightly year-over-year. These fees offset the cost of operations, including personnel costs tied to the landfill. The other major source of revenue is rent from tenants on County property. Rent revenue decreased as anticipated from FY 2020 to FY 2021 due to non-renewal of leases from tenants occupying space in County-owned facilities. Last, DGS operates the County surplus program, which consistently ranks in the



General Services

top ten surplus programs by volume in the country. Revenue from this program that is not related to vehicles or capital assets are returned to the Department; vehicle surplus revenue is used to fund the purchase of replacement vehicles.

The FY 2021 Proposed Budget includes several base adjustments for DGS, largely tied to the growing space needs of the County workforce. The largest increase is \$2,692,440, which accounts for increases to lease, janitorial, and utility costs, as well as the funding needed for these items for new leased space and newly opening County facilities in FY 2021. Many of these costs experience annual contractual increases, and much of the large jump from FY 2020 is due to newly added lease space.

Also included in the FY 2021 Proposed Budget is an increase of \$150,000 for the recycling program. This increase reflects necessary contractual increases for existing recycling services, such as hauling from the recycling centers and the cost to manage hazardous household waste. This should be distinguished from the funding of the glass-only recycling program that the Board approved in December 2019, which included funding for staff to oversee it.

An additional \$100,000 was added to continue the County's Safety and Security Program, which began in earnest in FY 2020. This funding is needed to support the initiatives that came out of the Threat Management Steering Committee, including contractual services for security-related trainings and assessments county-wide. These trainings and assessments will lead to security improvements across the County's facilities.

The final area of base adjustments involves the maintenance of County facilities. The number of work orders that DGS has received has grown from 12,444 in FY 2018 to an estimated 21,128 in FY 2020 due to the growing number of County facilities and staff. Additionally, DGS has identified needs across the County, such as replacing sprinkler heads and adding security cameras. The Proposed Budget includes \$500,000 to address maintenance needs and \$80,000 to address snow removal at new facilities.

For FY 2021, the Department's budget requests focus on the thematic areas of capital facility openings, FTE authority, and internal support.

Capital Facility Openings

As County facilities open, staff must be available to provide a consistent level of maintenance. DGS follows the International Facility Management Association (IFMA) standard of one technician per 45,000 square feet of space. In FY 2021 there will be an additional 28,400 square feet of office space for the new Animal Service Facility and the Purcellville Group Residence Home and 58,275 square feet for the Pennington Parking Garage, necessitating two additional maintenance technicians. The FY 2021 Proposed Budget includes 2.00 FTE for one systems maintenance technician and one security maintenance technician. The systems maintenance technician will perform standard maintenance, both responding to work orders and carrying-out preventative maintenance. The security maintenance technician will be dedicated to security systems, which are largely driven by the growth in County staff. These include the key card access, elevator maintenance, cameras, and other security-related systems.

The FY 2021 Proposed Budget includes 1.00 FTE for an operations manager for the Metro Parking Garages. This position will oversee daily operations as well as closely monitor customer service and responsiveness to issues that arise. This includes the management of the maintenance program at the Metro Garages. This position will be responsible for working with various departments to ensure effective interoperability related to the success of the Parking Garage programs. This position will be funded in the Metro Parking Garage Fund, which is a special revenue fund created in FY 2020.

FTE Authority

Since FY 2017, the number of County facilities and stormwater structures, including the amount of mandated Best Management Practices (BMPs) has increased. Stormwater structures have increased by nearly 5 percent and BMPs have increased 36 percent in this time period. This had led to the need for additional civil engineering services. The Public Works Division has utilized contractual services for this need in the past; however, this has become expensive and slow. Many of the



General Services

contractual options are only available two to three days per week due to the cost, causing a timeliness and efficiency issue. To tackle this issue, the FY 2021 Proposed Budget includes 1.00 FTE for a stormwater civil engineer, funded by a reallocation of DGS' contractual services budget.

DGS continues to support revenue neutrality for current landfill disposal operations; per Board policy, all landfill disposal operations must be funded from landfill revenue. In FY 2021, the construction demolition debris (CDD) cell is anticipated to open, providing for a more efficient use of the permitted Municipal Solid Waste (MSW) disposal capacity, extending the life of the landfill by separately disposing of construction and demolition debris from MSW. This capital project was authorized by the Board in FY 2019. In order to support the CDD unit, the FY 2021 Proposed Budget includes an FTE authority request for 3.80 FTE for one safety flagger, one scale operator, and a pool of hours for part-time scale operators. The safety flagger will prevent dangerous incidents at the landfill by managing traffic as customers come to dispose of waste at the CDD unit. The scale operators are needed in order to manage the demand at the landfill. Currently, maintenance crew chiefs are filling-in as needed at the scale house. This takes them away from their primary duties in the field, creating a potentially hazardous condition for the maintenance teams. The scale house operator positions will be able to meet the increased demand at the scale house, allowing for the crew chiefs to return to their normal duties.

Internal Support

From FY 2017 to FY 2020, the DGS staff has increased by 21 percent, up to 133.73 FTE from 110.73 FTE. These additions have been predominantly programmatic, largely supporting the front-line work of the Department. Many of these positions are technicians who support the County's facilities, which drive the administrative workload in the form of increased invoices and payments to vendors. Further, there is only one administrative assistant for the department. This position plays a vital role in processing invoices within 30 days, ensuring there are no work delays. This temporary, unfunded position is scheduled to expire after its two-year term ends in FY 2020. The FY 2021 Proposed Budget includes 1.00 FTE to make this position a regular, funded position.

The administrative assistant would continue to provide administrative support, including: providing customer service to other departments and vendors; receiving and distributing mail; sorting invoices and distributing to appropriate staff for approval; performing receiving when requested; maintaining conference room scheduling for DGS staff; putting together interview packets for DGS staff; acting as the point-of-contact for office supplies in the DGS Administration building; maintaining, ordering, and distributing office supplies; maintaining alpha phone list for General Services; and gathering all Purchasing Card (pcard) receipts and coding transactions in Works. Without this position, many of these duties will fall to other staff, which would impact the service level of the department.

Span of Control

As new staff have been added, so too has the size of the County fleet. Since FY 2018, the fleet has grown by 40 percent, including general fleet, public safety, and transit vehicles. Currently, there is one division manager supporting the entire fleet of approximately 1,530 vehicles. This manager is responsible for maintenance and repairs for all County-owned vehicles, title and tagging of new vehicles, assisting with motor pool operations, fleet reservations, up-fitting public safety/specialized vehicles, purchasing all County-owned vehicles, managing sales of vehicles, submitting claims on damaged vehicles, assigning appropriate vehicles to meet transportation needs, developing and implementing policy and procedures for vehicle maintenance, and conducting inspections. Public safety vehicles comprise 46 percent of the fleet. Due to the specialized equipment and technology needed on these vehicles, more time is generally required to ensure the needs for those vehicles are met. This takes the fleet manager's attention away from the general fleet. This, plus the growth of the fleet in general, result in vehicles returning to service slower. The FY 2021 Proposed Budget includes 1.00 FTE for a higher level division manager creating a new structure of Division Manager and Assistant Division Manager to ensure proper span of control and a division of labor. This new position will lead the Division and directly manage the aforementioned duties for the public



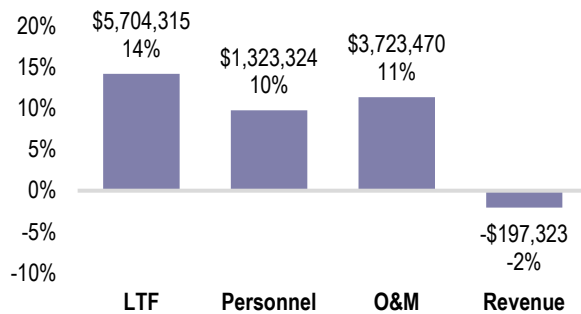
General Services

safety fleet, allowing the current fleet manager position, reclassified to the Assistant Division Manager, to support the general and transit fleets. Clearly defined division of labor and dedicated leadership for both the public safety and general fleets will create a more responsive and efficient fleet operation, supporting greater customer service by returning vehicles to service faster.



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Percent Change from Adopted FY 2020 to Proposed FY 2021



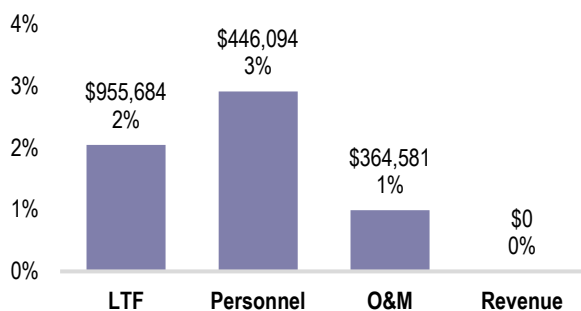
Reasons for Change:

Personnel: ↑ 7.80 FTE¹, general pay changes ||

O&M: ↑ base adjustments for lease, utility, janitorial, and other contractual increases ||

Revenue: ↓ Non-renewal of some tenant leases, increase in landfill revenue

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

Revenue: ↔

¹ This chart is representative of only the General Fund. This excludes 1.00 FTE proposed in the Metro Garages Fund.



General Services

FY 2021 Proposed Resource Requests¹

Capital Facility Openings: System Maintenance Technician and Facilities Security Technician

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$166,882	\$52,440	\$97,900	\$0	\$0	\$317,222	2.00

Details

Service Level:	Current Service Level Request
Mandates:	Not mandated
PM Highlight:	County square footage
Program:	Facilities Support
Positions:	1 Systems Maintenance Technician, 1 Facilities Security Technician
Theme:	Capital Facility Openings
One-time Costs:	\$103,840
Recurring Costs:	\$213,382

Overview

- The County will add additional square footage of office space in FY 2021: an additional 28,400 square feet of County-owned office space and 58,275 square feet of parking structure.
- DGS continues to adopt the IFMA standard of 1 technician per 45,000 square feet.
- These positions will maintain County facilities, including security equipment, and prevent the deferral of non-critical maintenance.

Capital Facility Openings: Metro Parking Operations Manager

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$95,660	\$9,320	\$11,500	\$0	\$116,480	\$0	1.00

Details

Service Level:	Current Service Level Request
Mandates:	Not mandated, but necessary for compliance with federal, state, or local laws
PM Highlight:	None
Program:	Management Support Services
Positions:	1 Parking Garage Operations Manager
Theme:	Capital Facility Openings
One-time Costs:	\$7,045
Recurring Costs:	\$109,435

Overview

- This request is related to the Metro Silver Line.
- The Metro Parking Operations Manager position is critical in order to oversee daily operations as well as closely monitor customer service and responsiveness to issues that arise. The O&M programs will fail absent this dedicated oversight.
- This position will be responsible for working with various departments to ensure effective interoperability related to the success of the Parking Garage programs
- Position will be funded through the Metro Garages Fund.

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



General Services

FTE Authority: Stormwater Civil Engineer

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$114,751	\$10,050	\$0	\$124,801	\$0	\$0	1.00

Details	Overview
Service Level: Current Service Level Request Mandates: Not mandated, but necessary for compliance with federal, state, or local laws PM Highlight: Number of stormwater structures and BMPs Program: Water and Environmental Positions: 1 Stormwater Civil Engineer Theme: FTE Authority One-time Costs: \$6,775 Recurring Costs: \$118,026	<ul style="list-style-type: none"> • Since FY 2017, the number of County facilities and stormwater structures has increased by 5 percent and the number of Stormwater BMPs has increased 36 percent. • Civil engineering services that cannot be completed by staff are currently contracted out, which is more expensive. • This position will reduce the need for contractual services and will be offset by a reduction in contractual services.

FTE Authority: Resources for Scale Operations and CDD Unit

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$208,390	\$12,565	\$18,500	\$0	\$239,455	\$0	2.80

Details	Overview
Service Level: Enhanced Service Level Request Mandates: Not mandated, but necessary for compliance with federal, state, or local laws PM Highlight: Tons of CDD waste processed Program: Waste Management Positions: 1.80 Scale Operator, 1 Flagger Theme: FTE Authority One-time Costs: \$24,140 Recurring Costs: \$215,315	<ul style="list-style-type: none"> • The solid waste management facility continues to experience market growth in waste receipts each year creating long customer lines both at the scales and at off-loading areas. • The Board approved a Construction and Demolition Debris (CDD) disposal unit which is anticipated to come on-line in FY 2021. This request is focused on the staffing resources required to handle the increased customer demand and to carry out the Board approved CDD project. • Crew chiefs cannot oversee their crews when they are working in the scale house, leaving the crews unsupervised in the fifth most dangerous industry in the country.



General Services

Priority 1: Administrative Assistant

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$77,224	\$675	\$0	\$0	\$0	\$77,899	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• This would convert a temporary position into a regular position FTE.• The temporary position currently performs duties that cannot be performed by current staff, including: providing customer service through answering the phones; greeting walk-ins; receiving and distributing mail; sorting invoices and distributing to appropriate staff for approval; performing receiving duties when requested; maintaining conference room set up for DGS staff; putting together interview packets for DGS staff, acting as the point-of-contact for office equipment/supplies in DGS Administration building; maintaining, ordering, and distributing office supplies; maintaining alpha phone list for DGS; and gathering all P-card receipts coding transactions in Works.• The existing temporary position is the only administrative assistant for the department, despite the growth of programmatic staff they must support. This temporary position is set to expire in FY 2020.			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Management Services					
Positions:	1 Administrative Assistant					
Theme:	Internal Support					
One-time Costs:	\$0					
Recurring Costs:	\$77,899					

Priority 2: Division Manager - Fleet

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$118,101	\$14,383	\$31,500	\$0	\$0	\$163,984	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• Since FY 2018, the County fleet has grown by 40 percent. This includes general fleet, public safety, and transit vehicles.• Currently there is one Fleet Division Manager, handling all fleet activities. Due to the specialized equipment and technology needed on public safety vehicles, more time is required to be spent on ensuring these needs are met. Due to the increased workload tied to the growth of the fleet, it takes longer to return vehicles into service• This position would handle the public safety fleet, taking the burden from the current fleet manager, and ensuring that vehicles are available for County use in a reasonable amount of time.			
Mandates:	Not mandated					
PM Highlight:	Number of County vehicles in service					
Program:	Fleet Management					
Positions:	1 Fleet Division Manager					
Theme:	Span of Control					
One-time Costs:	\$37,095					
Recurring Costs:	\$126,889					

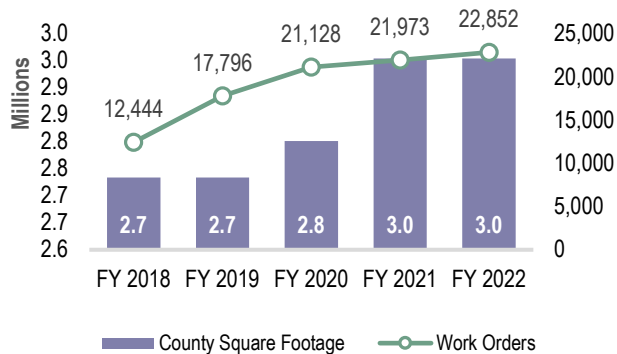
Department Total

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$781,008	\$99,433	\$159,400	\$124,801	\$355,935	\$559,105	8.80



General Services

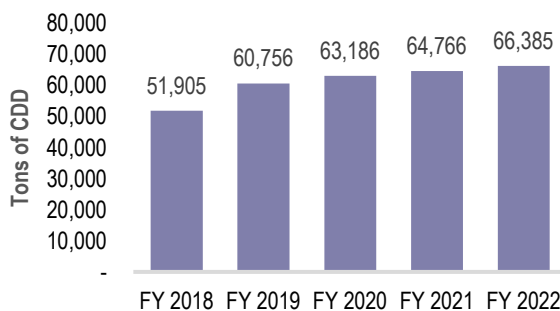
Key Measures



Objective: Repair and maintain County facilities to provide a safe, healthy, and functional work environment.

Measure: County square footage versus the number of work orders completed.

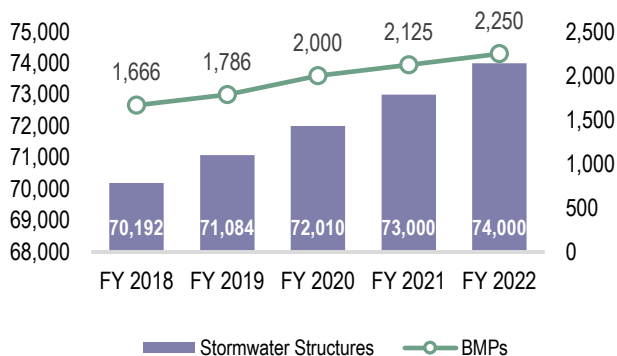
This measure shows the growth in the number of work orders over the years. This is anticipated to increase as square footage increases and as facilities age. This also shows the need for more maintenance technicians as square footage increases.



Objective: Process the increase in CDD while preserving the term life of the landfill.

Measure: Tons of CDD processed.

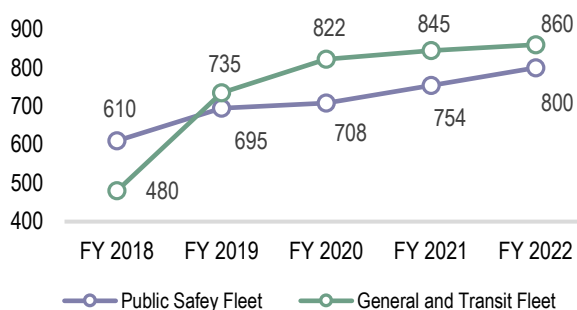
This measure shows the anticipated demand for CDD waste disposal. The growth of this type of waste necessitates the new CDD staffing.



Objective: Maintain the County stormwater infrastructure.

Measure: Number of stormwater structures and number of Best Management Practices (BMPs).

This measure shows the growth of stormwater structures and BMPs which increase the workload of the Public Works Division. The addition of the stormwater civil engineer will allow DGS to better respond to this demand.



Objective: Operate and maintain County vehicles to provide safe, cost-effective transportation.

Measure: Number of County vehicles in service.

This measure shows the growth of the County public safety and general fleet. The growth necessitates an additional division manager to support the needs of the fleet.

**General Services****Department Programs****Department Financial and FTE Summary by Program¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Public Works	\$4,119,808	\$3,390,378	\$3,057,855	\$3,197,301	\$3,257,416
Facilities Support	24,794,796	27,860,172	29,338,660	32,644,786	33,092,117
Fleet Management	1,893,794	4,048,543	4,328,249	4,592,137	4,652,680
Management Support Services	2,296,053	3,887,809	2,312,827	2,950,046	3,023,297
Water and Environmental	351,715	1,753,036	2,072,542	2,118,332	2,165,338
Waste Management	9,514,749	10,204,337	8,647,089	9,761,612	9,884,162
Total – Expenditures	\$42,970,916	\$51,144,276	\$49,757,223	\$55,264,215	\$56,075,010
Revenues					
Public Works	\$471,858	\$82,101	0	\$9,500	\$9,500
Facilities Support	1,457,971	1,131,360	1,759,393	443,103	443,103
Fleet Management	100	4	0	0	0
Management Support Services	149,552	186,335	108,000	150,000	150,000
Water and Environmental	343	296	0	0	0
Waste Management	7,842,651	8,846,346	7,703,391	8,770,858	8,770,858
Total – Revenues	\$9,922,475	\$10,246,441	\$9,570,784	\$9,373,461	\$9,373,461
Local Tax Funding					
Public Works	\$3,647,949	\$3,308,277	\$3,057,855	\$3,187,801	\$3,247,916
Facilities Support	23,336,826	26,728,812	27,579,267	32,201,683	32,649,014
Fleet Management	1,893,694	4,048,539	4,328,249	4,592,137	4,652,680
Management Support Services	2,146,501	3,701,474	2,204,827	2,800,046	2,873,297
Water and Environmental	351,372	1,752,740	2,072,542	2,118,332	2,165,338
Waste Management	1,672,098	1,357,991	943,698	990,754	563,304
Total – Local Tax Funding	\$33,048,440	\$40,897,834	\$40,186,439	\$45,890,754	\$46,701,549
FTE					
Public Works	21.00	20.00	14.00	15.00	15.00
Facilities Support	45.00	54.00	59.00	61.00	61.00
Fleet Management	6.00	6.00	6.00	7.00	7.00
Management Support Services	16.00	17.00	16.53	17.53	17.53
Water and Environmental	3.00	3.00	10.00	10.00	10.00
Waste Management	23.73	26.73	28.20	32.00	32.00
Total – FTE	114.73	126.73	133.73	142.53	142.53

¹ Sums may not equal due to rounding.



Human Resources

The Department of Human Resources (HR) provides centralized support to County agencies and the County Administrator in human resources management. The Department strategically recruits, develops, and retains a highly qualified and diverse workforce in service of the County's mission and maintains a professional and safe work environment.

Department's Programs

Employee and Management Services

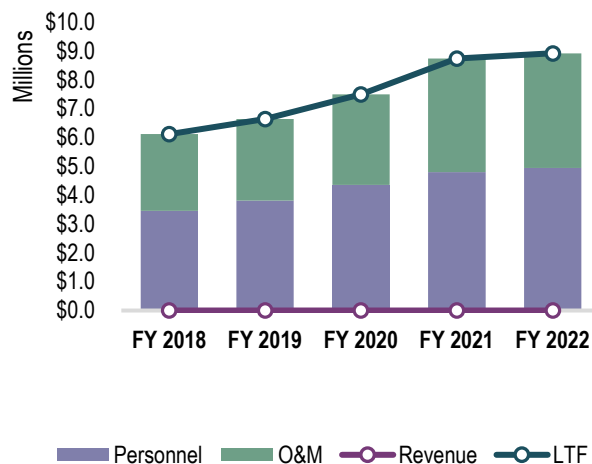
Provide human resources related customer service to employees and management.

Administration and Internal Operations

Ensure updating, maintenance, and compliance of all human resources, benefits, and risk related systems.

**Human Resources****Budget Analysis****Department Financial and FTE Summary¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$3,464,936	\$3,811,578	\$4,358,537	\$4,799,252	\$4,943,230
Operating and Maintenance	2,655,778	2,839,266	3,140,567	3,945,850	3,985,308
Total – Expenditures	\$6,120,714	\$6,650,844	\$7,499,104	\$8,745,102	\$8,928,538
Revenues					
Charges for Services	\$42	\$0	\$0	\$0	\$0
Total – Revenues	\$42	\$0	\$0	\$0	\$0
Local Tax Funding	\$6,120,672	\$6,650,844	\$7,499,104	\$8,745,102	\$8,928,538
FTE	32.00	33.00	38.00	38.00	38.00

Revenue and Expenditure History**Revenue/Local Tax Funding**

As shown, HR is fully funded by local tax funding. The Department does not have program-generated revenues.

Expenditure

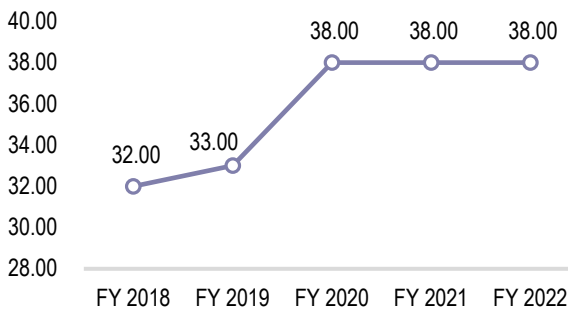
The majority of the Department's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, and adjustments in FY 2020 to reflect new pay plans approved by the Board in November 2019.

¹ Sums may not equal due to rounding.



Human Resources

Staffing/FTE History



FY 2018: 1.00 FTE benefits specialist, 1.00 FTE workforce planning specialist, and 1.00 FTE recruiting specialist

FY 2019: 1.00 FTE classification and compensation manager

FY 2020: 1.00 FTE HRIS specialist, 1.00 FTE classification and compensation analyst, 1.00 FTE training specialist, and 2.00 FTE administrative assistants

The Department's expenditures have increased over the last few fiscal years primarily due to personnel costs. Personnel costs make up most of HR's expenditures – 55 percent – however, the Department also has a substantial level of operating and maintenance expenditures. These operating expenditures are primarily contractual and include such items as the occupational health contract, which is managed by HR for other departments. These resources are used to support HR's mission as an internal operations agency.

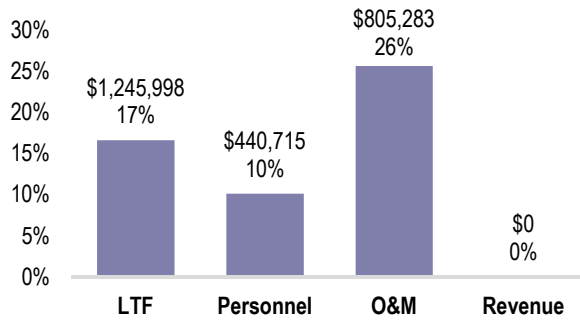
As shown in the revenue and expenditure history chart, personnel costs have increased. This increase can be attributed to the additional staffing needs, primarily driven by growth in the organization, approved by the Board of Supervisors (Board) in prior fiscal years and the merit increases and market adjustments approved in FY 2019 and FY 2020. In FY 2020, the Board approved 5.00 FTE: a Human Resources Information System (HRIS) specialist (1.00 FTE), a training specialist (1.00 FTE), a classification and compensation analyst (1.00 FTE), and two administrative assistants (2.00 FTE). Several of these positions were filled in the first half of FY 2020. The Department expects to fill the training specialist and classification and compensation analyst positions in the second half of FY 2020. The latter position will support implementation of the County's new classification and compensation system.

Because of these new positions, the Department has been able to manage the increased growth in processing Employee Actions (EAs), which are submitted and processed for all new hires, employee transfers, promotions or demotions, or timecard classification changes, among other functions. Similarly, the Department has increased its ability to deliver compliance-related training programs for County employees, which helps mitigate risk associated with state and federal employment regulations, and its ability to process and manage official personnel file (OPF) documentation, while also managing Department visitors and associated requests.

The FY 2021 Proposed Budget includes base adjustments associated with various contractual services, including the occupational health contract, which covers annual physicals for all public safety personnel, and to address the full-year costs associated with the pro-rated classification and compensation analyst (1.00 FTE) added in FY 2020.¹ The FY 2021 Proposed Budget increases the occupational health contract to support additional vaccination protocols and Calcium-CT testing for applicable public safety employees. Starting in July 2020, first responders in the Sheriff's Office and/or the Loudoun County Combined Fire and Rescue System (LC-CFRS) will receive additional vaccination options to mitigate risks associated with Measles and will have Calcium-CT Testing available to better address heart-related health risks. As a reminder, the FY 2020 Adopted Budget also included a base adjustment for the occupational health contract to cover the cost of annual physicals for volunteer firefighters in the LC-CFRS, who were required to receive periodic physicals starting in January 2019.

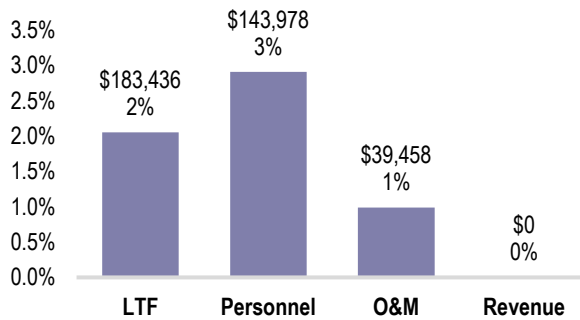
In FY 2021, Human Resources will continue to provide internal support services across the County. Additional staff may be needed in future fiscal years to continue supporting the County as the organization continues to grow and evolve.

¹ The position was pro-rated in FY 2020 for six months with funding effective in January 2020.

**Human Resources****Percent Change from Adopted FY 2020 to Proposed FY 2021****Reasons for Change:**

Personnel: ↑ General pay changes || **O&M:** ↑
Base adjustments for contractual services ||

Revenue: ↔

Percent Change from Proposed FY 2021 to Projected FY 2022**Reasons for Change:**

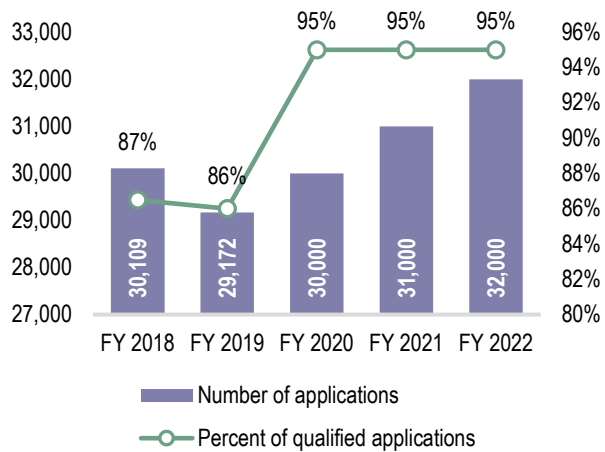
Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

|| **Revenue:** ↔



Human Resources

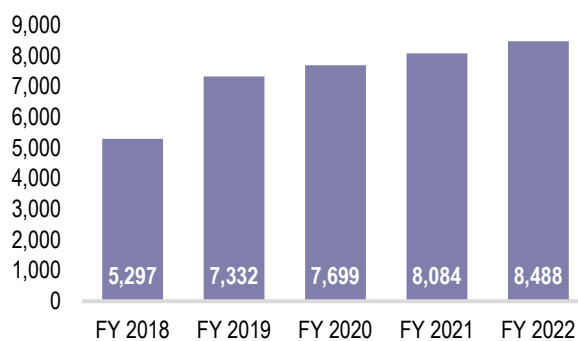
Key Measures



Objective: Refer 95 percent of qualified applicants to County departments within three business days of close date.

Measure: Number of applications received each year; Percentage of qualified applications referred to County departments within three business days of close date.

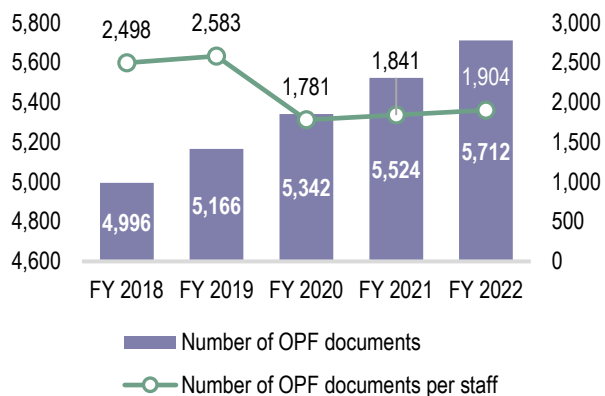
HR processes all job applications received for positions in the County to ensure essential qualifications are met. With the completion of the classification and compensation study in FY 2020, staff can better process qualified applications to County departments.



Objective: Process employee actions (EAs) in a timely and accurate manner.

Measure: Number of EAs processed.

Processing EAs in a timely manner is important to HR's internal support role. Resources added in FY 2020 enabled HR to manage the increasing number of EAs that need to be processed for new hires and/or promotions and transfers for existing employees.



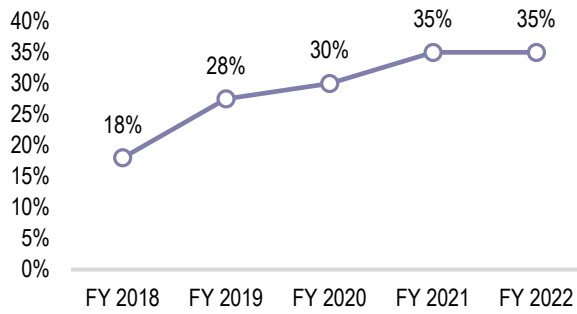
Objective: Efficiently process all Official Personnel File (OPF) documentation.

Measure: Number of OPF documents processed to employee files; Number of OPF documents processed per administrative staff.

HR staff process personnel-related records to employee files on a daily basis. With growth in the organization, demands associated with processing OPFs increase. The added HRIS specialist in FY 2020 reduced the number of EAs per staff.



Human Resources



Objective: Benchmark a minimum of 15 percent of all County position salary ranges against the comparator market salary ranges per fiscal year.

Measure: Percentage of County positions benchmarked.

Benchmarking allows HR to track how competitive the County's compensation systems are against comparator organizations. With the approval of the new compensation system, analyzing the County's compensation system will enable the organization to maintain the Board's compensation philosophy.



Human Resources

Department Programs

Department Financial and FTE Summary by Program¹

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Operations	\$3,093,845	\$3,284,480	\$3,493,908	\$3,828,398	\$3,930,206
Benefits and Risk	2,409,066	2,827,476	3,270,058	4,153,181	4,219,217
Learning and Organizational Development	617,803	538,889	735,138	763,523	779,114
Total – Expenditures	\$6,120,714	\$6,650,844	\$7,499,104	\$8,745,102	\$8,928,538
Revenues					
Operations	\$42	\$0	\$0	\$0	\$0
Benefits and Risk	0	0	0	0	0
Learning and Organizational Development	0	0	0	0	0
Total – Revenues	\$42	\$0	\$0	\$0	\$0
Local Tax Funding					
Operations	\$3,093,803	\$3,284,480	\$3,493,908	\$3,828,398	\$3,930,206
Benefits and Risk	2,409,066	2,827,476	3,270,058	4,153,181	4,219,217
Learning and Organizational Development	617,803	538,889	735,138	763,523	779,114
Total – Local Tax Funding	\$6,120,672	\$6,650,844	\$7,499,104	\$8,745,102	\$8,928,538
FTE					
Operations	20.00	21.00	25.00	25.00	25.00
Benefits and Risk	10.00	10.00	10.00	10.00	10.00
Learning and Organizational Development	2.00	2.00	3.00	3.00	3.00
Total – FTE	32.00	33.00	38.00	38.00	38.00

¹ Sums may not equal due to rounding.





Department of Information Technology

The Department of Information Technology (DIT) provides enterprise data center infrastructure services, technologies in support of County department business operations, enterprise data solutions, broadband support, communication systems, and technology services to the County Government and Loudoun County Public Schools. DIT also provides radio services and Emergency Communications Center (ECC) technology support 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 24 hours per day, seven days per week.

Department of Information Technology's Programs

Infrastructure and Customer Service

Provides support, troubleshooting and assistance to County staff, for mainframe and data center support, management of desktop performance, training, and broadband and cable TV oversight. Supports all networks providing connectivity to County staff and administration of the County's virtual infrastructure and physical data server systems.

Public Safety Support

Provides server support and Computer Aided Dispatch support for public safety departments. Supports the radio system and the Emergency Communications Center (ECC).

Enterprise Systems Support

Provides support, troubleshooting, consultation, and analysis of all County enterprise application systems and data across the Software Development Life Cycle (SDLC).

Technology Services

Provides the Department with business operation services, including budget, accounting, administrative, human resources, and buyer support. Conducts asset management and manages telephone and duplicating services for the County.

Security

Monitors and manages security, risk analysis, and vulnerability assessment for all incoming technologies, infrastructure, and data traveling through County networks.

Project Analysis and Management

Provides the Department with project portfolio analysis and strategic direction as well as training on processes and tools, including meeting with departments, to understand their technology related needs. Helps with the management of projects, including administration, reporting, and overall communication of schedule, costs, and risks.

**Information Technology****Budget Analysis****Department Financial and FTE Summary¹**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$12,898,497	\$13,936,295	\$15,033,426	\$16,180,054	\$16,665,456
Operating and Maintenance	19,361,545	21,804,743	22,065,185	25,612,827	25,868,955
Capital Outlay	781,561	915,153	216,500	224,700	224,700
Total – Expenditures	\$33,041,603	\$36,656,192	\$37,315,111	\$42,017,581	\$42,534,410
Revenues					
Other Local Taxes	\$2,148,877	\$1,993,639	\$2,090,000	\$1,761,960	\$1,761,960
Charges for Services	338	98	0	0	0
Miscellaneous Revenue	1,543	794	0	0	0
Total – Revenues	\$2,150,759	\$1,994,532	\$2,090,000	\$1,761,960	\$1,761,960
Local Tax Funding	\$30,890,845	\$34,661,661	\$35,225,111	\$40,255,621	\$40,772,450
FTE	106.47	108.47	108.47	110.47	110.47

Department Financial and FTE Summary – Capital Projects Fund²

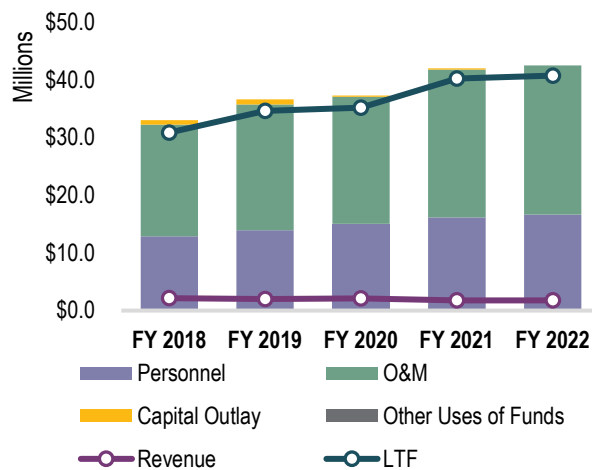
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$0	\$0	\$174,438	\$179,671	\$185,061
Total – Expenditures	\$0	\$0	\$174,438	\$179,671	\$185,061
Revenues					
Revenue	\$0	\$0	\$174,438	\$179,671	\$185,061
Total – Revenues	\$0	\$0	\$174,438	\$179,671	\$185,061
Local Tax Funding	\$0	\$0	\$0	\$0	\$0
FTE	0.00	0.00	1.00	1.00	1.00

¹ Sums may not equal due to rounding.



Information Technology

Revenue and Expenditure History

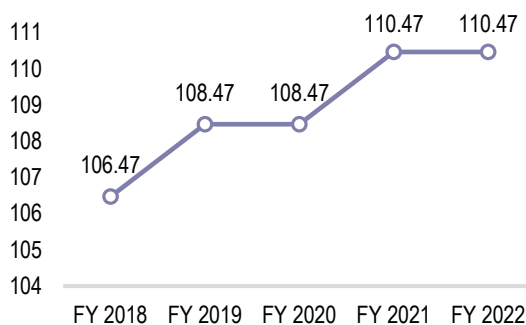


Revenue/Local Tax Funding

As shown, DIT is primarily funded by local tax funding (over 95 percent). Program-generated revenue consists of communication tax revenue, which has been steadily decreasing.

Expenditure

The majority of the Department's expenditure budget is dedicated to operating and maintenance costs. The increase in operating and maintenance reflects the increasing cost of contracts and consulting services, while personnel increases reflect a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020, adjustments in FY 2020 to reflect a new classification and compensation system approved by the Board in November 2019, and 1.00 FTE in the FY 2021 Proposed Budget.



Staffing/FTE History

FY 2018: 1.00 FTE, network engineer –transfer of 7.80 FTE from Central Services Fund to support Enterprise Content Management (ECM) system

FY 2019: 2.00 FTE, junior systems engineer and cable TV/video franchise technician

FY 2020: 1.00 FTE, public safety project manager (CIP funded)

The Department of Information Technology's (DIT) expenditures have increased primarily due to operating and maintenance costs associated with the operationalization of several large enterprise systems (ERP) implemented during the past five years as well as the increasing use of technology and growth in the number of County facilities supported. Operating and maintenance costs make up most of the Department's expenditures. Specific cost increases are attributable to the contracts used to provide enterprise systems and services to Loudoun County Government and to Loudoun County Public Schools. Large contracts with Microsoft and its licensing, the Oracle Enterprise system, and Motorola services for public safety make up a large portion of the Department's operating expenditures. As the County grows and staff increasingly uses available technology products, licensing fees correspondingly increase each year.

The Department's revenues are solely reliant upon the communication tax, budgeted at \$1.8 million for FY 2021, which the Commonwealth distributes to each locality based on a determined percentage. This revenue is split between DIT, Loudoun County Fire and Rescue (LCFR), and the Sheriff's Office. The state sales and use tax is 5 percent of the amount billed for taxable services which includes landline, wireless, and satellite telephone services; cable and satellite television; and satellite radio. DIT's portion of communication tax revenue has vacillated above and below the \$2 million mark for the past



Information Technology

several fiscal years, with an overall downward trend as these services have declined. This revenue continues to decline as consumers transition away from landline telephones, traditional cable video services, and prepaid telecommunications.

The FY 2021 Proposed Budget includes a base adjustment totaling approximately \$3.5 million for increases in technology system contracts, licensing, and costs associated with an increase in the number of users and greater connectivity. Major projects affecting the base budget increase include transitioning to a SaaS-based Microsoft O365 which will have a cost increase in FY 2021, but will save time and money in transitioning between Microsoft versions as they are phased out. Another portion of the base increase in FY 2021 is the implementation of a dark fiber Wide Area Network towards the western part of the County. This expenditure in FY 2021 will level off in future fiscal years and eventually save the County approximately \$16 million in infrastructure costs. Finally, as the radio network continues to grow and more support is needed for first responders, the radio infrastructure for the County is part of the base increase in FY 2021.

The FY 2020 Adopted Budget for DIT included funding for security consulting and 1.00 FTE for a public safety project manager for Capital Improvement Program (CIP) projects. The security consulting has helped identify risks and provided further support to the Security team. The CIP project manager position will support planned public safety projects DIT supports.

Included in the FY 2021 Proposed Budget is 1.00 FTE to support the public safety radio system, which addresses the theme of public and life safety. 1.00 FTE also is included in the Proposed Budget for a network engineer position will support the theme of Technology.

Public and Life Safety

The FY 2021 Proposed Budget includes 1.00 FTE radio engineer and contractual support to this activity in support of the public safety radio system and the microwave networks. One radio engineer position (1.00 FTE) and contractual funds (\$250,000) will allow for maintenance of current service levels for the radio system and will support planned CIP and department projects. The public safety radio and microwave system supports communications for the Loudoun County first responders (LCFR and Sheriff's Office) and interoperability across jurisdictions in the National Capital Region including the counties in the central and Shenandoah regions, as well as nearby counties in West Virginia and Maryland. Staff in this activity support radio sites to include microwave links to connect public safety radio towers to the master/prime site, which hosts the processing/computing equipment and programming that allows the enterprise public safety radio system to function. This activity manages one master/prime site and a backup site and maintains portable, mobile, and control station subscriber radios, which have increased in number. As the radio system has become more complex, the Department must have highly technical staff members managing this critical system. Currently, the DIT has only 1.00 FTE supporting these systems. The radio communications engineer will perform technical tasks needed to support the microwave and radio system as the size and complexity of the system has grown. The number of radio sites and subscribers has increased and will continue to do so. DIT determined the addition of 1.00 FTE and contractual funding (needed additional contractual expertise from Motorola) will allow the Department to keep pace with the growth. In addition, the engineer and contractual support will assist with implementation of planned CIP projects such as the school radio coverage program, radio tower expansion program, handheld radio replacement program, school bus radio system replacement, and the redundant master/prime site.

Technology

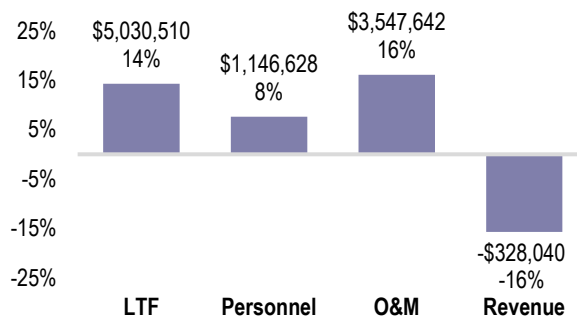
The FY 2021 Proposed Budget for DIT includes 1.00 FTE for a network engineer position to help manage the increased growth in size, complexity, and scope of the County's network, supporting the Technology theme. The County's network is the backbone for all automation and electronic communications. Sufficient staffing is needed to ensure it is responsive and reliable. Staff supporting the network supports connectivity to County facilities through hardware and software support, and configuration for all County network equipment. This position will monitor, troubleshoot, design, implement, optimize, renovate, and upgrade all aspects of County network infrastructure to ensure this critical infrastructure is stable, available and



Information Technology

resilient. The supported networks include local wired networks, staff and public wireless networks, VPN networks for remote sites, microwave and fiber backbone networks, circuits for connectivity to all sites, and internet circuits. The Network Services team provides support for all of the physical cabling required to support the network, including copper and fiber for site connectivity, cabling for user systems and phones, network closets, core network and server connectivity. This activity performs project management for addressing new employees, building renovations, and/ or new facilities that require cabling and network services. From 2014 to 2019, the number of facilities on the Wide Area Network (WAN) increased by 14, the network ports managed by this team tripled, and internet bandwidth increased by tenfold. Over the next year to two years, the Network Services team will complete the implementation of the Technology Roadmap – architecting the network for a resilient data center architecture, migrating the County’s existing WAN to a Segra/Lumos leased dark fiber solution, and complete other projects including renovations and improvement of wireless network coverage at all County facilities. The increased growth in the size, complexity and scope of the County’s network as well as the anticipated and ongoing projects have resulted in the Department identifying the network engineer position as a resource needed in the FY 2021 Proposed Budget.

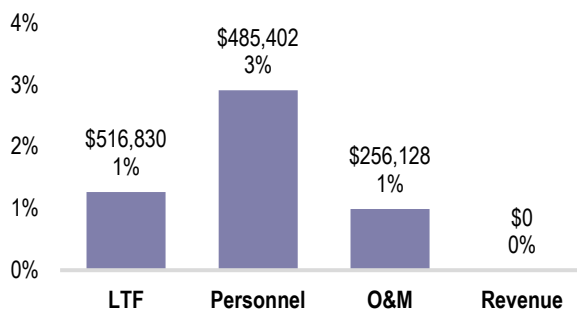
Percent Change from Adopted FY 2020 to Proposed FY 2021



Reasons for Change:

Personnel: ↑ 2.00 FTE, general pay changes ||
O&M: ↑ base adjustments for enterprise systems, licensing, and dark fiber project and contractual support for radio communication ||
Revenue: ↓ decrease in communication tax revenue

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent
Revenue: ↔

**Information Technology****FY 2021 Proposed Resource Requests¹****Priority 1: Public Safety Communications and Engineering Support**

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$115,757	\$272,504	\$52,265	\$0	\$0	\$440,526	1.00

Details

Service Level:	Current Service Level Request
Mandates:	Federal/State Mandate
PM Highlight:	Number of subscriber radios per engineer, Number of radio sites per engineer
Program:	Public Safety Communications and Engineering Support
Theme:	Public and Life Safety
Positions:	1 Radio Engineer

One-time Costs: \$61,100

Recurring Costs: \$379,426

Overview

- One radio engineer and contractual funds will allow for maintenance of current service levels for the public safety radio and microwave system and will support planned CIP and department projects. This position will provide much needed bench depth in this critical area.
- The radio system supports communications for first responders (LCFR and Sheriff's Office) as well as interoperability across jurisdictions. Necessary staffing is vital to provide coverage and availability of the system, which helps keep Loudoun residents and first responders safe.
- In addition, the radio communications engineer will assist with implementation of previously approved CIP projects and department projects:
 - School Radio Coverage Program
 - Handheld Radio Replacements
 - Redundant Master/Prime Site
 - Radio Tower Expansion Program
 - School Bus Radio System Replacement

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



Information Technology

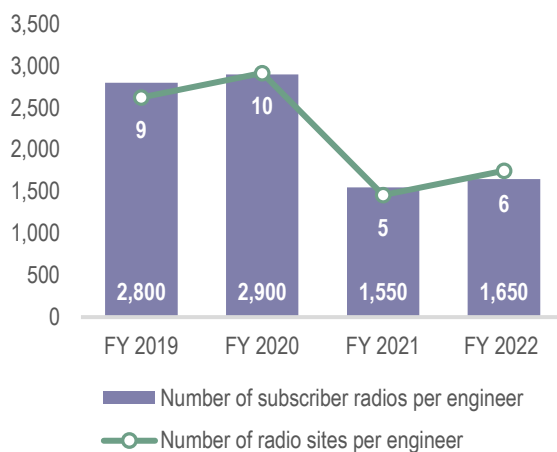
Priority 2: Network Engineer

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$115,757	\$12,459	\$0	\$0	\$0	\$128,216	1.00

Details	Overview
Service Level: Current Service Level Request Mandates: Not mandated PM Highlight: Core backbone availability, Number of devices on network per engineer Program: Network Services Positions: 1 Network Engineer Theme: Technology One-time Costs: \$5,740 Recurring Costs: \$121,157	<ul style="list-style-type: none"> This position would support the Network Services activity, which maintains networks providing connectivity to County facilities. This engineer would monitor, troubleshoot, design, implement, optimize, renovate and upgrade all aspects of County network infrastructure. The number of facilities on the Wide Area Network (WAN) increased by 14 since 2014. The network ports managed tripled, and the internet bandwidth increased tenfold. In order to maintain current service levels with the increasing demand, the department needs this engineer. In addition, the network engineer will assist with implementation of already committed CIP projects as well as department projects that have already been approved: <ul style="list-style-type: none"> Implementation of the Technology Roadmap architecting the network for a resilient data center architecture Migration of the County's existing WAN to a Lumos-leased dark fiber solution Improvement of wireless network coverage at County facilities 30+ facility adds/renovations

Department Total	Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
	\$231,514	\$284,963	\$52,265	\$0	\$0	\$568,742	2.00

Key Measures¹



Objective: Maintain minimum number of radio engineers per category.

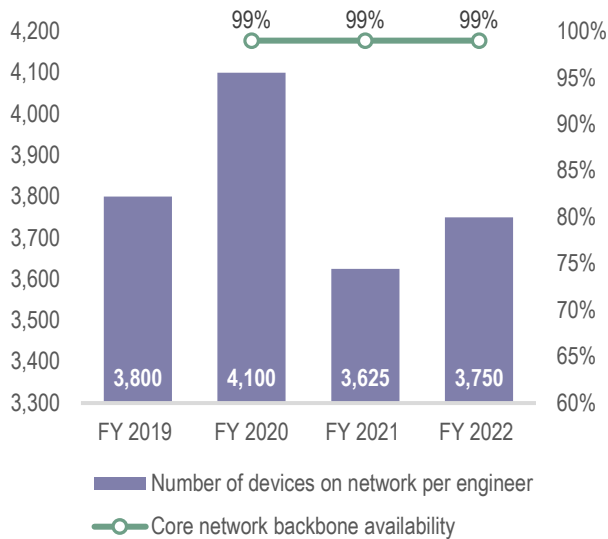
Measure: Number of subscriber radios per engineer, Number of subscriber radio sites per engineer.

Public safety subscriber radio ratio per engineer will remain below the target of 3,000 per engineer with 1.00 FTE for the radio engineer in the Proposed Budget, maintaining system availability and responsiveness. The number of radio sites per engineer also would be maintained.

¹ For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.



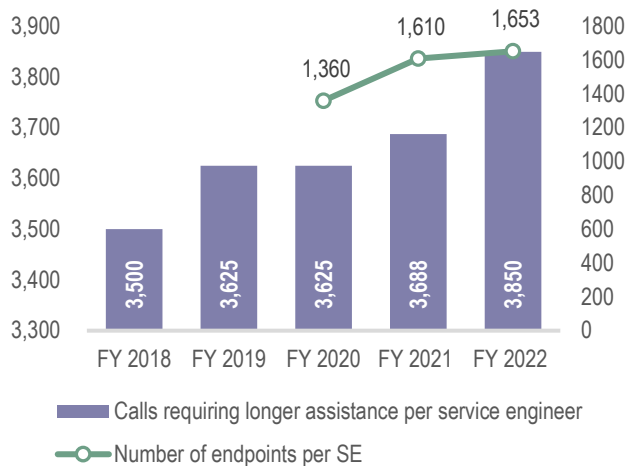
Information Technology



Objective: Maintain minimum ratio of engineers/project managers per category. Maintain 99 percent operational availability of core network systems.

Measure: Number of devices on network per engineer, Core network backbone availability.

There has been an increase in demand on the network, with the number of devices on network per engineer increasing correspondingly. With the addition of the network engineer in the Proposed Budget, DIT can continue maintain service levels for backbone availability. This position also keeps devices per engineer at a sustainable level.



Measure: Number of calls requiring longer assistance per service engineer, number of endpoints per service engineer (Help Desk).

With a projected 28 percent increase in calls per engineer over 5 years and a 21 percent increase over 3 years in endpoints per service engineer, DIT will struggle to maintain current service levels on the Help Desk.



Information Technology

Department Programs

Department Financial and FTE Summary by Program¹

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Infrastructure and Customer Service	\$12,197,108	\$14,830,915	\$13,783,146	\$15,653,267	\$15,755,338
Enterprise Systems Support	11,083,969	12,086,739	11,633,795	12,442,068	12,676,052
Public Safety Support	6,633,064	6,287,929	7,356,331	9,142,145	9,227,095
Technology	3,120,737	3,449,481	2,765,291	2,909,490	2,986,609
Security	0	0	1,611,548	1,705,611	1,722,667
Project Analysis and Management	0	0	165,000	165,000	166,650
Total – Expenditures	\$33,041,603	\$36,656,192	\$37,315,111	\$42,017,581	\$42,534,410
Revenues					
Infrastructure and Customer Service	\$1,882	\$794	\$0	\$0	\$0
Enterprise Systems Support	0	98	0	0	0
Public Safety Support	2,148,877	1,993,639	2,090,000	1,761,960	1,761,960
Technology	0	0	0	0	0
Security	0	0	0	0	0
Project Analysis and Management	0	0	0	0	0
Total – Revenues	\$2,150,759	\$1,994,532	\$2,090,000	\$1,761,960	\$1,761,960
Local Tax Funding					
Infrastructure and Customer Service	\$12,195,226	\$14,830,120	\$13,783,146	\$15,653,267	\$15,755,338
Enterprise Systems Support	11,083,969	12,086,739	11,633,795	12,442,068	12,676,052
Public Safety Support	4,484,187	4,294,290	5,266,331	7,380,185	7,465,135
Technology	3,120,737	3,449,481	2,765,291	2,909,490	2,986,609
Security	0	0	1,611,548	1,705,611	1,722,667
Project Analysis and Management	0	0	165,000	165,000	166,650
Total – Local Tax Funding	\$30,890,845	\$34,661,661	\$35,225,111	\$40,255,621	\$40,772,450
FTE					
Infrastructure and Customer Service	44.07	48.07	48.07	45.07	45.07
Enterprise Systems Support	37.60	32.60	32.60	35.40	35.40
Public Safety Support	10.80	10.80	10.80	11.00	11.00
Technology	14.00	17.00	17.00	12.00	12.00
Security	0	0	0.00	4.00	4.00
Project Analysis and Management	0	0	0.00	3.00	3.00
Total – FTE	106.47	108.47	108.47	110.47	110.47

¹ Sums may not equal due to rounding.





Treasurer

The Treasurer is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia and local ordinances. The Treasurer is elected at-large for a four-year term and provides direct service to all Loudoun residents and businesses. The principal functions of the Treasurer's Office include: billing and collecting taxes for real and personal property, business licenses, and other services as specified by the Code of Virginia and local ordinances; acting as primary depository of revenue for all County agencies, including Loudoun County Public Schools (LCPS); investing and safeguarding County funds; reconciling County funds to bank and investment accounts; and providing outstanding customer service to taxpayers, County staff, and LCPS staff.

Treasurer's Programs

Administration of the Revenue

Collect County and School revenue, including real and tangible personal property taxes for the County and five of the seven incorporated towns, and serve as the depository for cash receipts for all County and School agencies.

**Budget Analysis****Department Financial and FTE Summary¹**

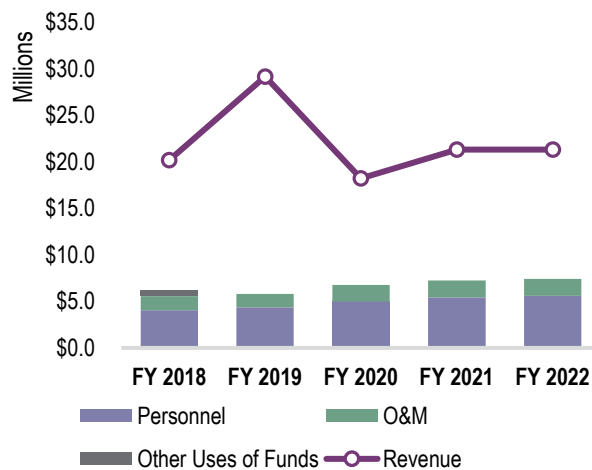
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Personnel	\$4,041,895	\$4,359,491	\$4,978,779	\$5,425,198	\$5,587,954
Operating and Maintenance	1,521,767	1,454,106	1,788,159	1,823,848	1,842,087
Other Uses of Funds	585,000	0	0	0	0
Total – Expenditures	\$6,148,661	\$5,813,598	\$6,766,938	\$7,249,046	\$7,430,041
Revenues					
General Property Taxes ²	\$780,053	\$0	\$0	\$0	\$0
Other Local Taxes	7,096,295	7,096,118	7,475,000	7,475,000	7,475,000
Fines and Forfeitures ²	56,558	5,903	0	0	0
Use of Money and Property	10,592,417	20,109,626	9,000,000	12,000,000	12,000,000
Charges for Services	786,557	972,971	648,100	902,300	902,300
Miscellaneous Revenue	44,948	87,828	2,500	2,500	2,500
Recovered Costs	513,532	568,882	754,700	600,000	600,000
Intergovernmental – Commonwealth	335,796	336,203	347,674	347,674	347,674
Total – Revenues	\$20,206,157	\$29,177,532	\$18,227,974	\$21,327,474	\$21,327,474
Local Tax Funding	\$(14,057,496)	\$(23,363,934)	\$(11,461,036)	\$(14,078,428)	\$(13,897,433)
FTE	50.00	51.00	53.00	55.00	55.00

¹ Sums may not equal due to rounding.² Project Fairness ended June 30, 2018, with the Board of Supervisors' elimination of the requirement for a vehicle decal. With it, the revenue generated for General Property Taxes and Fines and Forfeitures were also eliminated. The vehicle license fee is reflected in Other Local Taxes.



Treasurer

Revenue and Expenditure History



Revenue/Local Tax Funding

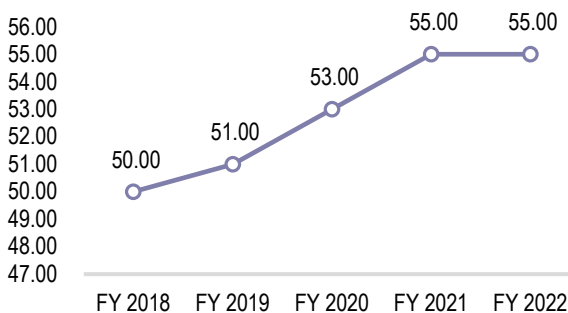
As shown, the Office of the Treasurer generates more revenue than necessary to support its own operations. The largest component of this revenue is interest revenue at \$12 million followed by vehicle license fees at \$7.5 million. Interest revenue in FY 2019 increased due to better rates on short-term investments and a larger investment portfolio. Given the uncertainty of market conditions, the FY 2020 and FY 2021 estimates reflect an assumption of lower rates for these investments.

Expenditure

The majority of the Office of the Treasurer's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent

market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2 percent market-based salary adjustment and a 3 percent merit-based increase in FY 2020; and adjustments in FY 2020 to reflect a new classification and compensation system approved by the Board of Supervisors in November 2019.

Staffing/FTE History



FY 2018: 1.00 FTE information services assistant

FY 2019: 1.00 financial control specialist for town billing

FY 2020: 1.00 banking specialist, 1.00 FTE collections program assistant for town billing

The Office of the Treasurer's expenditures have increased primarily due to personnel costs. Personnel costs make up most of the Office's expenditures and have increased primarily due to higher compensation and the addition of resources for town billing. In FY 2019 and FY 2020, the County added positions in the Office for administration, billing, and collection of real and personal property taxes on behalf of participating towns, which are offset by fees charged to the respective towns. The other positions in the Office have been added to support the growing investment portfolio and the growing number of transactions both from taxpayers and from County operations.

The FY 2021 Proposed Budget includes base adjustments to revenues to include \$3 million for additional interest revenue and revenue from collections of delinquent taxes. Additionally, the budget includes a base adjustment for the cost of initiating DMV stops for delinquent personal property accounts, which is offset by additional revenues received at the time the taxes are paid.



In FY 2020, the Board approved a collections program assistant for town billing and a banking specialist for County operations. This position supports the banking team as the bank transactions continue to increase and the investment portfolio continues to grow. While this resource has proven valuable to the banking team, it did not fully address the growth in this activity. Therefore, the Office is requesting additional resources in the FY 2021 Proposed Budget to further support this team.

For FY 2021, the Department's budget requests focus on the thematic area of fiscal responsibility.

Fiscal Responsibility

As noted earlier, the FY 2020 Adopted Budget included an additional position for the banking team. The number of bank transactions continues to increase and this position has provided vital support to ensure that bank statements continue to be reconciled within 60 days of the end of the month. Despite this additional resource to the team, the Office's investment analyst, who is responsible for managing an investment portfolio that now exceeds \$1 billion on average, continues to provide support to the banking team. This leaves less time for the investment officer to research investment opportunities and support security and fraud prevention efforts. The Office is requesting 1.00 additional FTE for an investment analyst to support cash management and banking related services with a focus on the areas of security and fraud control, reporting, and the treasury management process for both the County and LCPS. This position will provide additional research and market analysis to identify potential investments, aimed at improving the rate of return (dependent on market conditions).

The Office also anticipates that the requested position will allow the Office to reach its goal to maintain 30 percent of available funds for liquidity. Funds are maintained for liquidity to make payments on behalf of the County and LCPS. Any funds not retained for liquidity could be invested. Historically, the Office has retained an average of more than 40 percent of available funds for liquidity, limiting investment opportunities and potentially revenue from investment activities. With this additional resource, the Office anticipates reducing the average available funds maintained for liquidity to a level more consistent with the goal of 30 percent.

Additionally, the banking team is the last line of defense against any fraud. This position would assist in ensuring banking and financial transactions are properly reviewed and vetted. As the population of the County continues to grow, the complexities and time needed to properly handle changes in banking, investment, fraud control, and financial security regulations grows as well.

As the County continues to grow, so too does the level of activity in the Treasurer's Office. Workload in the Office is cyclical in nature, with increased activity around tax deadlines. Ahead of tax deadlines, the Office experiences increases in the number of phone calls, tax payments, necessary refunds/adjustments, and collections before the cycle begins for the next tax deadline. Often, resources are diverted from other areas to support customer-facing activities at these busy times to ensure quality customer service to taxpayers. The FY 2021 Proposed Budget includes 1.00 FTE for a program specialist to support each team during its peak time so other staff do not have to be diverted from their primary activities. Diverting resources leads to delays in collections and refunds and may affect service to other County departments. This position will support various operations, moving throughout the Office in sync with the cyclical workload throughout the year. This position will require the right set of expertise to support a variety of activities. Due to the nature of the role and responsibilities envisioned for this position, the Office intends to leverage the position as a career development opportunity for existing staff. This could improve retention and reduce staff turnover. This request reflects an innovative and cost-effective approach to addressing a need identified across multiple activities. With this resource, staff responsible for collections will be permitted to focus on collection efforts year-round. Staff anticipates that this will increase the number of delinquent actions¹ taken by 6 percent. Managing appropriate actions for delinquent accounts ensures fair and equitable treatment of all taxpayers. Without this

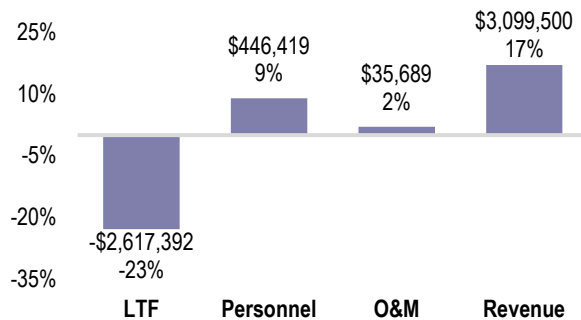
¹ Delinquent collection actions include liens, DMV stops, bankruptcy, court filings, etc. Multiple delinquent actions can be taken for a single account if it remains uncollected.



Treasurer

resource, the Office expects that timeliness of refund checks could diminish, collection rates could decrease, and there could be delays in processing and depositing tax payments. Support to other departments including Building and Development, County Attorney, General Services, and Procurement, could also be delayed.

Percent Change from Adopted FY 2020 to Proposed FY 2021



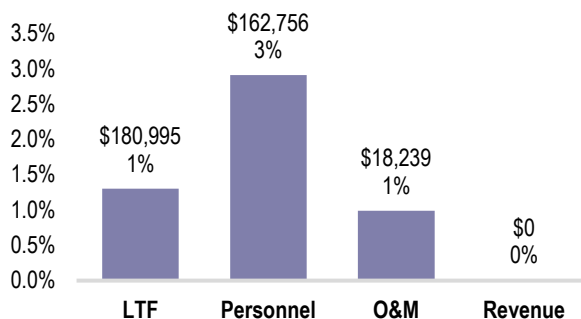
Reasons for Change:

Personnel: ↑ 2.00 FTE, general pay changes ||

O&M: ↑ base adjustment for DMV stop fees ||

Revenue: ↑ interest revenue and revenue for collection of delinquent taxes

Percent Change from Proposed FY 2021 to Projected FY 2022



Reasons for Change:

Personnel: ↑ 3 percent || **O&M:** ↑ 1 percent

Revenue: ↔

**FY 2021 Proposed Resource Requests¹**

Priority 1: Investment Analyst						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$108,387	\$8,625	\$0	\$0	\$0	\$117,012	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none">• This investment analyst will allow the Office to support the cash management and banking related services with a focus on the areas of security and fraud control, reporting, and the treasury management process for both the County and LCPS.• This position will also provide support to the investment officer with respect to managing the County's investment portfolio, which has grown to an average value of over \$1 billion.• With more than one person reviewing the markets and conducting research, the Office will be in a better position to fully invest funds, thereby improving the rate of return (dependent on market conditions) and better reaching the goal that 30 percent of available funds are maintained for liquidity. Retaining more funds on-hand reduces the level of funds invested.• Without this resource, the County limits its ability to deter financial fraud and security risks. Investment opportunities may be missed, which could result in lower rates of return and higher liquidity.			
Mandates:	Federal/State Mandate					
PM Highlight:	Investment Portfolio; Available Funds Maintained for Liquidity					
Program:	Administration of Revenue					
Positions:	1 Investment Analyst					
Theme:	Fiscal Responsibility					
One-time Costs:	\$6,750					
Recurring Costs:	\$110,262					

¹ The requests presented display total cost, including the acquisition of vehicles, technology, and office furniture (as applicable). Funds for these items are shown in the Non-Departmental section, page 6-2.



Treasurer

Priority 2: Program Specialist

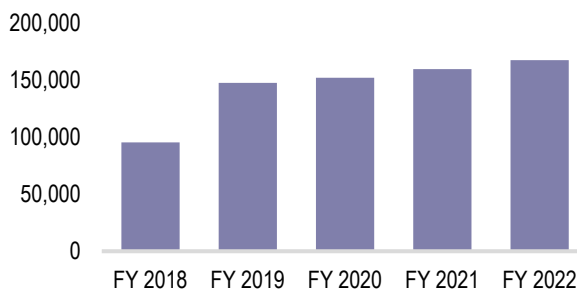
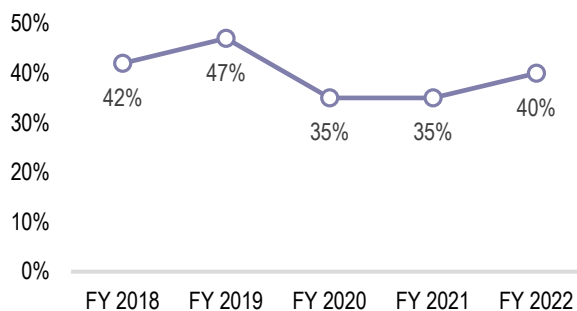
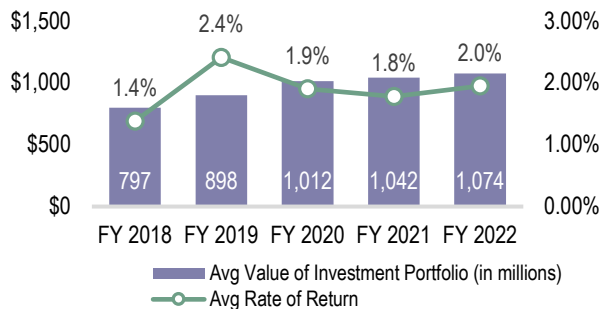
Personnel: \$83,550	O&M: \$7,340	Capital: \$2,500	Reallocation: \$0	Revenue: \$0	LTF: \$93,390	FTE: 1.00
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Details		Overview
Service Level:	Current Service Level Request	<ul style="list-style-type: none"> Many activities within the Treasurer's Office are cyclical in nature as a result of different tax deadlines. To address demand at peak times, staff are typically diverted from primary duties to customer-facing responsibilities. Work within the activities from which resources are diverted, however, is increasing as the County grows. Diverting resources leads to delays for collections, refunds, and services to other departments. The requested program specialist would be structured to support the various divisions of the Office as needs change throughout the year. Without this resource, the Office expects that timeliness of refund checks could diminish, collection rates could decrease, and there could be delays in processing and depositing tax payments. Support to other departments, including Building and Development, County Attorney, General Services (Landfill), and Procurement, could also be delayed. With this resource to backfill during peak times, the number of delinquent actions is expected to increase by approximately 6 percent and the delay in tax refunds would be limited. Managing appropriate actions for delinquent accounts ensures fair and equitable treatment of all taxpayers.
Mandates:	Federal/State Mandate	
PM Highlight:	Number of delinquent collections actions taken	
Program:	Administration of Revenue	
Positions:	1 Program Specialist	
Theme:	Fiscal Responsibility	
One-time Costs:	\$9,165	
Recurring Costs:	\$84,225	

Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$191,937	\$15,965	\$2,500	\$0	\$0	\$210,402	2.00



Key Measures¹



Objective: Meet and exceed the established benchmark rate of return for the County portfolio

Measure: Average dollar value of investment portfolio (in millions), average rate of return.

With an average investment portfolio of over \$1 billion, the Office is seeking additional resources to reduce risk of fraud and to support investment opportunities.

Objective: Analyze and determine cash flows to ensure no less than 30 percent of available funds are maintained for liquidity for the purposes of meeting the County's daily needs.²

Measure: Average percent of available funds maintained for liquidity.

While a responsible level of available funds should be maintained for liquidity for the purpose of paying County and LCPS obligations, an excess of funds maintained for liquidity limits investment opportunities.

Objective: Take proper collection actions for any delinquent accounts.³

Measure: Number of delinquent collection actions taken.

Taking action on delinquent accounts is vital to ensuring fair and equitable taxation.

¹ For key measures that relate to resources included in the Proposed Budget, FY 2021 and FY 2022 data reflect the estimated impact of these resources.

² Actual percentages will vary depending on market conditions. A higher rate of available funds maintained for liquidity may indicate better rates of return on short-term investments.



Treasurer

Department Programs

Department Financial and FTE Summary by Program¹

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Expenditures					
Administration of the Revenue	\$6,069,220	\$5,813,598	\$6,766,938	\$7,249,046	\$7,430,041
Project Fairness/Cost Recovery ²	79,441	0	0	0	0
Total – Expenditures	\$6,148,661	\$5,813,598	\$6,766,938	\$7,249,046	\$7,430,041
Revenues					
Administration of the Revenue	\$19,306,285	\$29,171,629	\$18,227,974	\$21,327,474	\$21,327,474
Project Fairness/Cost Recovery ²	899,872	5,903	0	0	0
Total – Revenues	\$20,206,157	\$29,177,532	\$18,227,974	\$21,327,474	\$21,327,474
Local Tax Funding					
Administration of the Revenue	\$(13,237,064)	\$(23,358,031)	\$(11,461,036)	\$(14,078,428)	\$(13,897,433)
Project Fairness/Cost Recovery ²	(820,431)	(5,903)	0	0	0
Total – Local Tax Funding	\$(14,057,496)	\$(23,363,934)	\$(11,461,036)	\$(14,078,428)	\$(13,897,433)
FTE					
Administration of the Revenue	49.00	51.00	53.00	55.00	55.00
Project Fairness/Cost Recovery ²	1.00	0.00	0.00	0.00	0.00
Total – FTE	50.00	51.00	53.00	55.00	55.00

¹ Sums may not equal due to rounding.

² Project Fairness ended June 30, 2018, with the Board of Supervisors' elimination of the requirement for a vehicle decal.

