



**FY 2021**

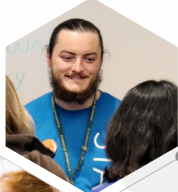
# Proposed Budget / vol.1

LOUDOUN COUNTY, VIRGINIA

- EXECUTIVE SUMMARY
- GENERAL FUND REVENUE AND TRENDS
- OPERATING EXPENDITURES



Services





# Loudoun County Board of Supervisors

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*Special acknowledgement for the Division of Public Affairs and Communications and the Office of Mapping and Geographic Information for their assistance.*

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## Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Loudoun County, Virginia, for the annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan and as a communication device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Loudoun County**

**Virginia**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director

## Performance Management Certificate of Distinction

The International City/County Management Association (ICMA) presented Loudoun County with a Certificate of Distinction for exemplifying the standards established by ICMA in the application of performance data to local government management, including training, verification, public reporting, planning and decision making, networking, and accountability.



This  
Certificate of Distinction  
is presented to

*Loudoun County, VA*

Presented at the 105th ICMA Annual Conference  
in Nashville/Davidson County, Tennessee

21 October 2019

A handwritten signature in blue ink, appearing to read "Marc A. Ott".

MARC A. OTT  
ICMA EXECUTIVE DIRECTOR

A handwritten signature in blue ink, appearing to read "Karen Pinkos".

KAREN PINKOS  
ICMA PRESIDENT

## Loudoun County Board of Supervisors' Vision

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





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# Executive Summary FY 2021 Proposed Budget

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February 12, 2020

Madam Chair and Members of the Board of Supervisors:

I am pleased to submit to you and the residents of Loudoun County a Proposed Budget for Fiscal Year 2021 (FY 2021) that is based on the Board of Supervisors' (Board) final budget guidance to prepare the budget at the current real property tax rate or \$1.045 per \$100 of assessed value. Following the final guidance, slight positive shifts have occurred in the revenue picture; in addition, there has been a reduction in the anticipated Loudoun County Public Schools (LCPS) request. To keep with what I believe is the spirit of the Board's guidance, I have proposed the FY 2021 budget at the tax rate of \$1.035, which is one cent below the current rate of \$1.045. For reference, the equalized real property tax rate is \$1.010, based on the final assessment portfolio received from the Office of the Commissioner of the Revenue.

In addition to the Proposed Budget, the Board also directed that I prepare two additional tax rate scenarios, including a scenario at one cent higher than the Proposed Budget and a scenario at one cent lower than the Proposed Budget. As this document will outline, I have prepared the Proposed Budget at the \$1.035 tax rate and have provided a series of scenarios in half-cent increments that both reduce the tax rate and also increase the rate from the Proposed Budget. These scenarios represent my professional recommendation on what priorities the Board should consider funding at each incremental tax rate within the Board's guidance.

The FY 2021 budget process will mark this Board's first significant opportunity to impact the County organization's priorities and direction, as well as set the stage for the Board's upcoming deliberations to develop your corporate strategic initiatives for the remainder of the term. The staff and I look forward to discussing the organization's needs and assisting you in refining your vision for what resources are appropriate to carry out your strategic goals and initiatives.

## **Organizational Context**

As your County Administrator, I remain very proud of the work of County staff in pursuing organizational goals and delivering high-quality services to residents. The dedication of the County staff, who take tremendous pride in serving our community, has been the key element over the past years in implementing the prior Board's vision to make Loudoun an excellent place to live, work, learn and play. The following overview of significant organizational accomplishments during the past year will provide important context for the Board's upcoming FY 2021 budget deliberations.

The Board adopted the Loudoun County 2019 Comprehensive Plan, which includes the 2019 General Plan and the 2019 Countywide Transportation Plan in June 2019. The adoption of the plan – the culmination of a multi-year, multi-departmental effort – will shape land use planning and policy in Loudoun County for years to come. With the new plan in place, and in particular, with the establishment of the new Urban Policy Area,



Loudoun is well positioned to take advantage of the potential for economic growth opportunities associated with the anticipated opening of the Metrorail Silver Line extension in FY 2021. During this Board's term, the process to update the Zoning Ordinance in alignment with the 2019 Comprehensive Plan will be a significant organizational effort.

Economic development was another area of organizational success. In 2019, the Department of Economic Development earned 77 "wins," representing over \$3.6 billion in new commercial investment, 3,043 jobs created or retained, and over 5.8 million square feet of space. Additionally, the County has undertaken several initiatives to encourage a vibrant local economy. The first initiative focuses on housing affordability, which is vital for the County's workforce. The newly adopted Comprehensive Plan, discussed below, includes policies that support a variety of attainable and desirable housing types and includes policies supporting incentives to increase the availability of affordable housing. At the previous Board's direction, the County is developing an Unmet Housing Needs Strategic Plan, which will drive solutions to address this pressing issue. Second, in alignment with the County's Broadband Strategic Plan, the Board awarded a contract for a dark fiber wide area network. This contract is significant because, in addition to providing fiber to County facilities for government use, this network will offer broadband infrastructure connectivity by making middle mile fiber available to private carriers, potentially extending broadband to underserved areas in western Loudoun.

In 2019, the nation's top bond rating agencies again affirmed Loudoun County's triple-AAA rating on its general obligation bonds, noting the County's exceptionally strong operating performance and sound reserves, sizable and diverse tax base, moderate long-term liability burden, and extensive and well integrated financial management and long-term planning. The three ratings agencies also affirmed Loudoun's AA+ and Aa1 ratings on the County's lease revenue bonds. The County sold \$24.7 million in lease revenue bonds through the Economic Development Authority, consisting of an \$18.2 million tax-exempt series at a favorable interest rate of 2.43 percent and a \$6.5 million taxable series at 2.16 percent. The Board's responsible fiscal policy has enabled taxpayers to see the benefit of favorable financing costs for important capital projects.

Over the past few years, the organization has undertaken a concerted effort to improve coordination and service delivery in the area of human services. 2019 marked a significant milestone with the adoption of the Human Services Strategic Plan. This plan, developed by the County in partnership with local nonprofit organizations, provides a roadmap for implementing improved, coordinated systems of care that meet the County's needs in areas such as affordable health care, child care, youth services, and housing. Another notable accomplishment in 2019 was the launch of the new and enhanced Adult Drug Court program. The program represents a partnership among multiple County departments and agencies. The Adult Drug Court aims to divert people whose felony offenses are driven by their addiction by providing them an opportunity to participate in an intensive outpatient program with a high level of structure and accountability. In addition to the Adult Drug Court, a specialized Mental Health Docket was also instituted to provide specialized processes for cases involving individuals suffering with mental health issues. The goal is decreasing recidivism by making mental health considerations part of the justice solutions.

Staff continues to make progress on the Board's adopted Capital Improvement Program (CIP). During 2019, a number of facilities projects reached substantial completion, including projects such as the Kirkpatrick Fire and Rescue Station, Loudoun United Stadium, Scott Jenkins Memorial Park Phase II, the Round Hill Development Services Group Residence and numerous restroom improvements in County park facilities. The continued needs



of the County and the fiscal policy limitations of the CIP will be an important point for deliberation as the Board considers revisions and additions to the CIP in this budget process.

In the area of transportation, a number of significant projects were completed in 2019. Of particular note are the Route 7 and Belmont Ridge Road interchange; the Route 772 Connector Bridge; Moorefield Boulevard from Croson Lane to Metro Center Drive; and the opening of Claiborne Parkway between Ryan Road and Croson Lane. These projects, among many others, were completed while the Department of Transportation and Capital Infrastructure supported the comprehensive planning process, referenced below, culminating in the adoption of the Loudoun County 2019 Countywide Transportation Plan. The anticipated start of Silver Line operating service during FY 2021 will provide new opportunities for the County both in terms of transit options for residents and high-quality development potential.

Turning inward to the organization, the 2019 adoption of the new classification and compensation system marks both a significant achievement and underscores the Board's commitment to the County employees who work diligently to deliver services and pursue initiatives on your behalf. Paying employees at a competitive market rate is essential for recruiting and retaining the high-quality workforce the Board expects of this organization. It is my professional opinion that the Board's continued commitment to employees in the area of appropriate compensation over the coming years will be essential to sustain the organization's success. I will discuss the FY 2021 budgetary impacts of implementation of the classification and compensation system later in this letter.

Finally, County departments and agencies have received a number of awards over the past year, which is illustrative of the hard work of employees. Notably, County departments and agencies received ten achievement awards from the National Association of Counties (NACo) and one achievement award from the Virginia Association of Counties (VACo). These achievement award programs recognize counties that have adopted innovative approaches to providing public services and identifying programs that could serve as models for other counties to emulate. Additionally, many County departments and agencies received recognition from professional associations or industry trade organizations for excellence in their work.

This organizational context is provided to assist the Board as you start your deliberations on the FY 2021 budget. The achievements listed above provide a sampling to the Board of the County staff's dedicated daily work on your behalf. The Board can be very proud of the organization you lead, and the County staff looks forward to working with you to both continue organizational successes and implement your priorities and initiatives as the County's governing body.

## **Building the Budget**

The revenue picture for the FY 2021 budget process is similar to recent years, notably with continued robust growth in the data center industry. Overall, my Proposed Budget assumes \$164.2 million in available new local tax funding. This number represents an additional \$15.5 million in real property tax revenue over the projections used to develop the staff's Final Budget Guidance recommendations. As discussed during Final Budget Guidance, there are many significant pressures on the FY 2021 budget.

The Board is entering the third year of the significant effort to fund the County's new classification and compensation system. Last year, the Board provided a 2 percent market-based salary adjustment increase to all employees in addition to a 3 percent merit-based pay increase to address market issues with Loudoun's employee compensation. These adjustments helped bring County employee compensation closer to market. As part of the



final implementation, the Board also funded approximately \$11 million to address targeted adjustments for individual employees to finalize compensation in line with the market. With the adoption of the new classification and compensation system in November 2019, these targeted adjustments are scheduled to be effective in March 2020. For FY 2021, my Proposed Budget absorbs the annualized cost to fund the resulting higher compensation, including benefits calculated at these higher levels of compensation, which is approximately \$25 million. The result is a larger impact on the base budget for compensation increases, compared to recent years.

In my Proposed Budget I have also included funding for a step increase for public safety employees and a merit increase for eligible general workforce employees of 3.5 percent to ensure that we continue to keep pace with the market. As FY 2021 will mark the first year of full implementation of the new classification and compensation system, it is my professional recommendation that the Board continue to prioritize merit and step increases so the County can maintain our market position in the area of compensation. The value of step and merit increases is approximately \$12.2 million.

Another noteworthy pressure on the development of the FY 2021 budget is the CIP and debt service. An additional \$49.3 million over the previous year is included in my Proposed Budget to fulfill County debt and capital obligations, which is higher than previous years. Other pressures include the continued population growth, new students for LCPS and organizational needs to keep pace with current service levels. Finally, significant resources are needed to address other staffing needs related to the opening of new capital facilities in FY 2021.

My proposed FY 2021 budget continues the practice – first established in FY 2020 – to program a portion of the revenue from the business personal property tax (BPPT) rate on computer equipment, mainly applicable to data centers, to one-time expenditures with shorter project timelines in the CIP. Last year, this portion of revenue was programmed in the CIP for use in the renovation, alternation, and renewal program, and this practice will continue forward into this year's Proposed Budget. Additionally, the Proposed Budget programs a small expected incremental increase in this revenue for the one-time purpose of land acquisition. Programming a portion of the BPPT revenue for one-time uses allows the County to benefit from reasonably expected growth in this source while providing maximum flexibility and stability to the Board if any issues occur with revenue materialization from the source.

Subsequent to the Board's final guidance in January, the revenue picture improved slightly, resulting in additional funding available. Due to higher revaluation of existing properties in the final numbers from the Commissioner of the Revenue, the equalized tax rate is now \$1.010. Since commercial properties saw greater appreciation than residential properties, the homeowner's equalized tax rate is \$1.015. The value of a penny of the real property tax rate has increased to \$9,513,000. Due to these revenue shifts, the Proposed Budget at the tax rate of \$1.035 is two and a half cents above the equalized property tax rate, which I believe is consistent with the spirit of guidance from the Board's January guidance. At that time, the Board directed me to prepare the budget at the current tax rate of \$1.045, which was projected to be at two and a half cents above the equalized rate. It should be noted that these slight revenue shifts are a normal part of the budget process as the annual assessment of the County's real property portfolio is finalized. County staff takes a reasonably conservative approach to projecting revenues as part of the budget guidance process to ensure realistic expectations are assumed in the annual budget preparation.

Another significant change since the Board's January guidance is a decrease in the School Board's adopted FY 2021 budget request. The request is approximately \$15.9 million lower than the Superintendent's Proposed Budget.



Due to this change, the LCPS gap is significantly reduced in the School Board's budget request, and can be fully funded at the tax rate of \$1.040, which is below the current rate of \$1.045.

### **FY 2021 Proposed Budget Options**

The Proposed Budget is constructed at the tax rate of \$1.035, with options one cent below and one cent above that rate. At the proposed rate, revenues are sufficient to fund all but approximately \$2.5 million of the School Board's adopted request, and also provide what I believe are the necessary positions and funding to maintain (or, in key strategic areas, enhance) service levels on the County government side, to open new facilities, and position the organization to support the Board in the pursuit of your priorities. In total, I have proposed the addition of 125.88 FTE and \$14.9 million in resource requests to support County Government operations, all within the revenue available at the current real property tax rate, consistent with the guidance of the Board. I have prioritized the majority of additional revenue identified since the Final Budget Guidance Item towards LCPS funding needs.

Specifically, the FY 2021 Proposed Budget includes:

- \$12.9 million in base budget adjustments to continue to provide current services, including increases in contracts and ongoing maintenance agreements, lease and utility increases and inflationary impacts.
- An increase of \$37.2 million in total for employee compensation, which consists of: \$12.2 million to provide a market-competitive 3.5 percent pay increase for general workforce employees and public safety step increases, continuing the County's merit and step compensation program and the previously mentioned \$25 million to cover the annualized cost of the implementation of the new classification and compensation system;
- \$15 million in local gasoline tax and Northern Virginia Transportation Authority (NVTa) 30 percent funding for Loudoun County's contribution to the Washington Metropolitan Area Transit Authority (WMATA) and for the operational and capital payments due to the anticipated start of Metrorail in Loudoun County during FY 2021;
- A total addition of 125.88 FTE in 25 different departments to maintain service or enhance levels as well as position the organization to pursue your strategic priorities. Of this number, 34.00 FTE support the opening of new capital facilities, 1.00 FTE directly supports the CIP, and 16.88 FTE of this total are either fully offset by new revenue or are accomplished through reallocation of existing budget so that there is no new impact on local tax funding; and
- Finally, a year-over-year increase of \$75.8 million in the local transfer to LCPS.

In addition to my Proposed Budget, the Board asked that I prepare two additional scenarios for consideration; one at one cent below and one at one cent above the Proposed Budget. Due to the shifts discussed earlier in this letter, I have prepared options at one cent below (\$1.025) and one cent above (\$1.045) the tax rate of the Proposed Budget (\$1.035).

The reduction scenario of one cent below the proposed real property tax rate would remove a number of resource requests from the Proposed Budget, while still allowing for many current service level issues to be addressed in County departments. Examples of resource requests not funded in this scenario include emergency



services clinicians in the Department of Mental Health, Substance Abuse and Development Services (MHSADS), a natural resources engineer in the Department of Building and Development, and an Equity and Inclusion Officer in the Office of the County Administrator. I will note that this scenario would fully fund the above-described employee pay increases, staff needed to open new capital facilities, and the base budget increases for operating and maintenance.

Also included, at the Board's direction, is a scenario that would increase the rate above the proposed rate by one cent. My recommendations for the increase scenario, should the Board decide to consider resources above the Proposed Budget, will allow the Board to consider further departmental resource requests, generally for the enhancement of service levels. Examples of resource requests funded in this scenario are a homeless services team in the Department of Family Services; additional pretrial officers in the Department of Community Corrections; the addition of capacity in the residential and community services division in MHSADS; and the expansion of the Sheriff's Office School Resource Officer program in Elementary Schools.

I am also mindful of the organizational pressures of onboarding a significant number of new positions within the County Government. The increase scenario represents what I believe is the upper limit of what resources could be feasibly absorbed by the organization in FY 2021. My Proposed Budget recommends adding 125.88 FTE and the increase scenario would add an additional 39.00 FTE. I believe that the Proposed Budget I have presented to you not only meets the needs of the organization and our community, but it is also responsible, executable, and sustainable.

Discussion of the resource requests included in the Proposed Budget and the service level issues they are meant to address begin on page 26 in the Executive Summary. The resource requests are presented in recommended groupings at each incremental half-cent tax rate between \$1.025 and \$1.045 and are reflective of department priority rankings. It is my recommendation that the resource requests listed in the increase scenario (\$1.040 and \$1.045) should be considered only as additions to the budget, not as substitutions for higher priority items that are included in the Proposed Budget. To provide the Board flexibility to fully fund the LCPS budget request and consider additional County priorities, I have advertised a maximum tax rate of \$1.045, which is also the current rate.

Public input is a valuable component of the Board's budget process, and you have three scheduled public hearings. Hearings will be held at the Loudoun County Government Center on Tuesday, February 25, 2020, at 3:00 p.m. and 6:00 p.m., and at the Loudoun County Public Schools Administration Building on Saturday, February 29, 2020, from 9:00 a.m. to 12:00 p.m.

I look forward to working with you over the next few months on the budget.

Respectfully submitted,

Tim Hemstreet  
County Administrator





# Guide to the FY 2021 Proposed Budget

This section provides the reader with an overview of the structure of the budget document, insight into the budget development process, and the economic and organizational factors that influenced the recommendations the County Administrator has put forward for the Board of Supervisors' (Board) consideration.

## Concepts

### Structure of this Document

Volume I and Volume II of the FY 2021 Proposed Budget provide a comprehensive discussion of the available revenue sources that will fund the County's operating and capital budgets for the fiscal year beginning July 1, 2020, and ending June 30, 2021. The resources are funded with revenue generated by a real property tax rate of \$1.035 as well as various federal, state, and local taxes, fees, fines, charges for services, and other miscellaneous sources. The majority of the General Fund's revenues are generated by the real property tax rate.

### Budget Development Calendar

The County's budget development includes both an internal process and external (or public) process.

### Organizational Overview

Thirty departments contribute to the operations of Loudoun County Government. An organizational chart details reporting relationships between the citizens, elected and appointed officials, and staff.

### Performance Measures

Each department narrative includes performance measures indicating factors affecting departments' work and resource needs. Those sections, titled Key Measures, have been extensively redesigned to better visually represent the most critical performance measures for a department.

### Budget Themes

Throughout the budget development process, staff identified broad, countywide themes to group resource needs for the FY 2021 budget. These themes were intended to help decision-makers prioritize resources and understand the differences and commonalities across many diverse departments. The themes also indicate whether local tax funding is required to facilitate decision-making. These themes not only group diverse needs, but help readers quickly understand each department's needs at a high level. Themes are identified in department narratives as subheadings following the Staffing/FTE History section of each department narrative.



## Guide to the FY 2021 Proposed Budget

### Structure of this Document

Beyond the Executive Summary, Volume I almost exclusively details revenues and expenditures of the General Fund, which is the County's main operating fund. The sections of Volume I are organized by functional areas of County departments, including specific budget analyses, FTE history, and a summary of actions taken by the Board during budget deliberations, including the new resources added to County department budgets.

### Volume I

#### Local Tax Funding

The concept of *local tax funding* in Loudoun's budget terminology refers to the revenues raised from the following local tax sources: real property taxes, personal property taxes, penalties and interest on property taxes, the County's allocation of Virginia's sales and use tax, consumers utility taxes on electricity and natural gas, the bank franchise tax, the short-term rental tax, and the 2 percent General Fund portion of the Transient Occupancy tax. Use of prior year fund balance is also categorized as local tax funding. New local tax funding is generally split between the County Government and Loudoun County Public Schools during the budget development process, with 34 percent allocated to the County Government and 66 percent allocated to the Schools' budget. This allocation could change based on decisions made by the Board during budget deliberations.

#### General Fund Revenue and Trends

This section presents a general description of each source of revenue assigned to the General Fund. Individual revenue sources (e.g., real property tax, sales and use tax) are grouped into five broader categories: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Commonwealth Aid, and Federal Aid. The section also presents dollar estimates of FY 2021 revenue for each General Fund revenue source along with corresponding actual values from recent years and the revenue estimates from the adopted budget for the current fiscal year.

The final portion of the section is entitled Forecast Discussion and Analysis. This section presents the economic outlook underlying the FY 2021 revenue estimates as well as additional information on some of the major revenue sources. In particular, additional details are provided on the real property tax including an explanation of assessed value (including a summary of assessed property values in the County), equalization and the derivation of the homeowner's equalized tax rate, and a brief analysis of the real property tax paid by the typical Loudoun homeowner.

#### Functional Area Summaries

Each County department is categorized within five *functional areas*: General Government Administration, Public Safety and Judicial Administration, Health and Welfare, Parks, Recreation, and Culture, and Community Development. Department sections begin with a brief description of the department and its component programs. The written narrative explores the resource needs of the department using high level themes that are recurring throughout the organization all while analyzing each department's expenditure, revenue, and staffing trends year-over-year. Performance data is included to further illustrate and justify resources to support department programs and to illustrate major themes, challenges, or opportunities.

Beginning in FY 2019 with the full implementation of the Human Capital Management module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater are now assigned an FTE value of 1.00. Prior to FY 2019, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00. This recalculation may cause differences in FTE counts between FY 2018 and FY 2019 and beyond.



## Guide to the FY 2021 Proposed Budget

### Volume II

#### Capital Improvement Program

This section summarizes the Capital Improvement Program (CIP) including the proposed funding plan and anticipated operating impact for each project. The CIP is a six-year capital plan which provides a description for each of the capital projects and is organized into general project categories of Completed Projects, Previously Authorized Projects, County Capital Projects, Transportation Projects, and School Capital Projects. Though the CIP includes planned expenditures for six years, appropriations are only made for the proposed fiscal year.

#### Debt Service Fund and Other Funds

The other sections within Volume 2 describe various funds administered by the County (in addition to the General Fund) for a number of specific purposes. Debt Service Funds account for the accumulation of resources for the payment of general long-term debt (principal, interest, and other related costs).

Other funds include funds used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes. Revenues associated with these funds include assessments, special taxes, and transfers from other funds.



## Guide to the FY 2021 Proposed Budget

### Budget Development Calendar

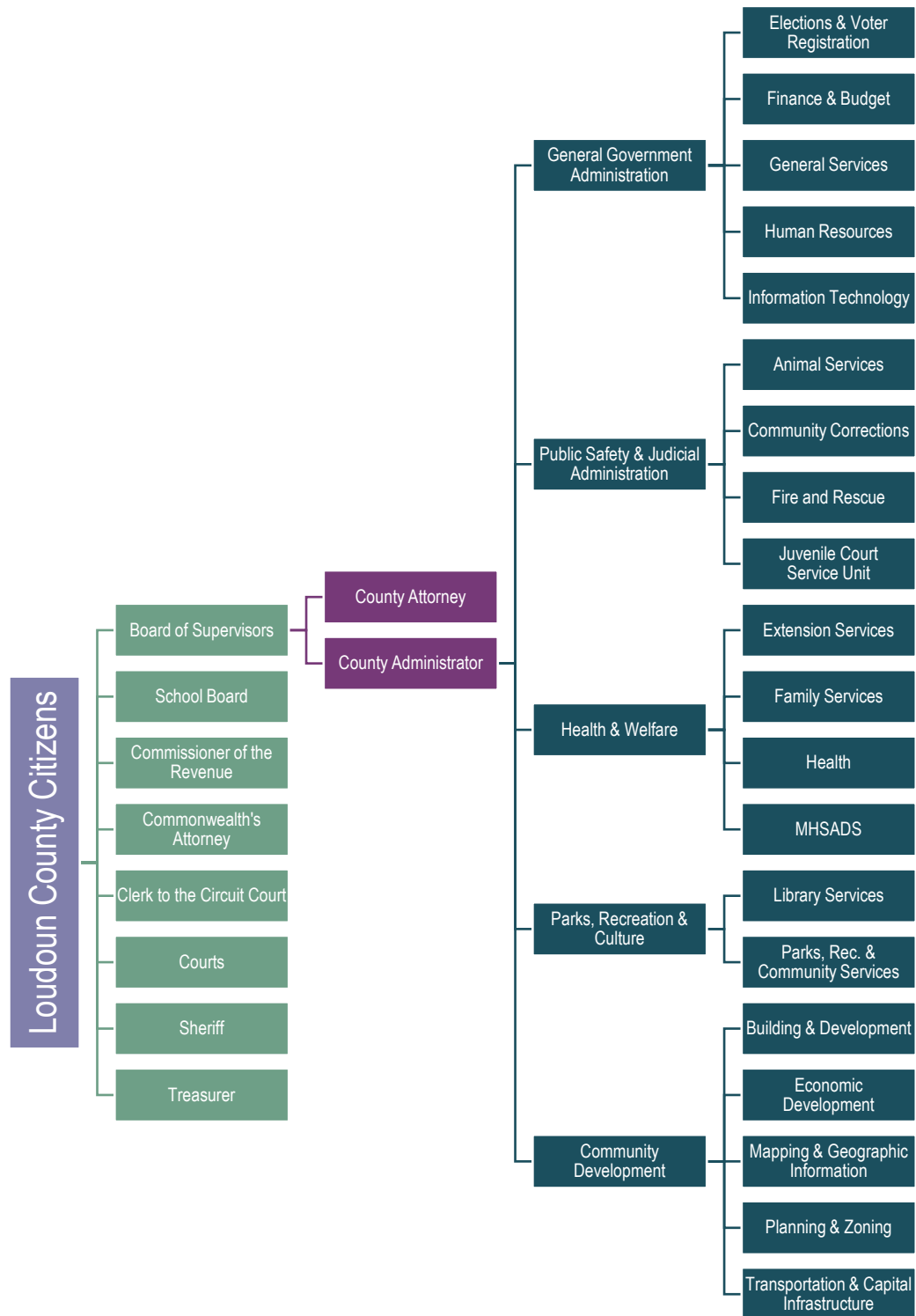
The calendar describes the County's internal budget process, which highlights the monthly activities required of County departments, as well as the external (or public) process, which highlights the role of the Board of Supervisors, its standing committees, and the public in the development process.

	Internal Process		External (Public) Process
<b>2019</b>	Departments begin <b>evaluating program resource needs</b> using performance data.	<b>July</b>	FGOEDC receives <b>FY 2021 economic outlook</b> information.
	Departments submit <b>prioritized resource requests</b> for review by Finance and Budget and County Administration.	<b>October</b>	FGOEDC and Board provide <b>preliminary budget guidance</b> .
	Finance and Budget develops <b>preliminary funding scenarios</b> for County Administrator's consideration.	<b>December</b>	FGOEDC provides <b>final budget guidance</b> recommendation for Board consideration.
<b>2020</b>	Commissioner of the Revenue finalizes <b>assessment data</b> . Staff finalizes <b>funding scenario(s)</b> and produces budget document.	<b>January</b>	Board issues <b>final budget guidance</b> .
	Departments <b>prepare for work sessions</b> with Board.	<b>February</b>	County Administrator <b>presents FY 2021 Proposed Budget</b> . FGOEDC begins work sessions on Capital Improvement Program.
	Departments participate in <b>work sessions</b> on the operating and capital budgets.	<b>March</b>	Board holds <b>work sessions</b> to discuss FY 2021 Proposed Budget.
	Finance and Budget produces <b>adopted budget and budget story</b> documents.	<b>April</b>	Board <b>adopts</b> FY 2021 Budget.



## Guide to the FY 2021 Proposed Budget

### Organizational Overview

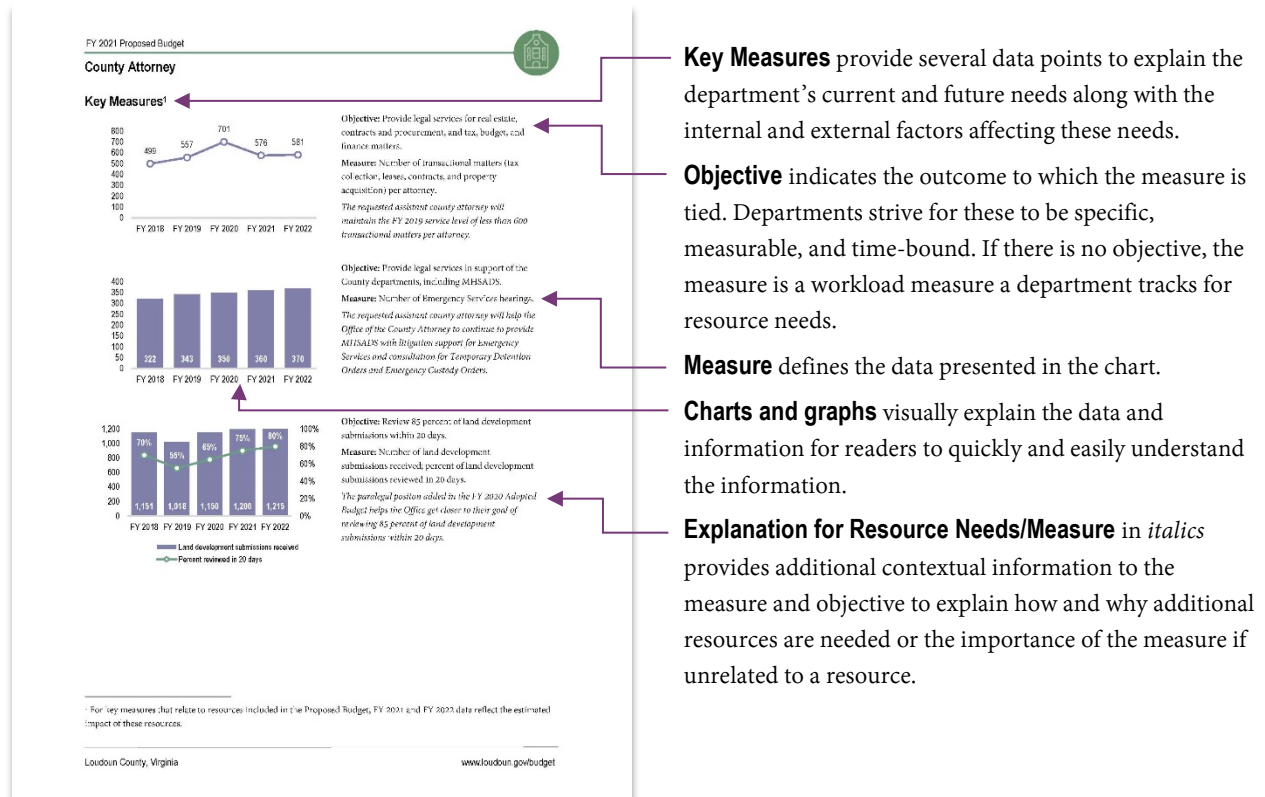




## Guide to the FY 2021 Proposed Budget

### Performance Measures

The FY 2021 Proposed Budget is designed to provide information in a clear format, notably in displaying performance measures. To fully explain resource needs and factors affecting the department, a Key Measures section visually represents performance measures. Explanations accompany these visuals to provide a clear story to the department's needs





## Guide to the FY 2021 Proposed Budget

### Budget Themes

The FY 2021 Proposed Budget displays countywide themes to better understand and discuss resource needs with decision makers and the public. These themes helped to facilitate a strategic discussion of the County's resource needs. The themes are as follows:

#### Capital Facility Openings

Resources within this theme connect with planned openings of capital facilities. This theme indicates the pre-planned nature of these resource needs and their necessity in the success and use of the new capital facility. For example, the FY 2021 Proposed Budget includes staff for the new Animal Services facility, the Courthouse Expansion Project, Ashburn Senior Center, and Metro transit and parking garages.

#### Community Outreach and Education

As departments across the County interact with residents in a variety of ways, departments require resources for community outreach and education. Elections and Voter Registration requires a training and compliance specialist to be able to train temporary staff and election officers used for elections, while the strategic initiatives communication team within the County Administrator will allow for improved communication to the Board of Supervisors and residents.

#### Community Wellness and Resiliency

Many of the health and human services departments' resource needs are for the provision of community-based services that promote mental health, wellness, and resiliency. Examples in the FY 2021 Proposed Budget include foster care and kinship care resources in Family Services, environmental health specialists to ensure food and pool safety within the Health Department, and case management and intervention services in Mental Health, Substance Abuse, and Developmental Services.

#### Evolving Development Patterns

As Loudoun County continues to grow and still maintain thriving rural areas, the resulting evolving development patterns – from a suburban and rural County to one which includes increasing urban areas – creates additional and increasingly complex work for community development departments. To keep up with the demand for services, Planning and Zoning's resource needs include converting a long-term temporary planner in Zoning Administration to a regular FTE and a planning analyst to help the Department provide analysis regarding future development. Similarly, the Department of Building and Development's budget includes a natural resources engineer, to keep Loudoun's streams and waterways safe as the County continues to develop.

#### Fiscal Responsibility

Loudoun County values the prudent use of Loudoun's taxpayer dollars. Resource needs in FY 2021 relating to this include an investment analyst for the Treasurer and an additional appraiser for the Commissioner of Revenue. These resources will allow the County to better leverage revenue. Grants program staffing in the Department of Finance and Budget and a financial manager in Community Corrections will maintain oversight of County funds.

#### FTE Authority

Several departments requested FTE Authority only, indicating that expenditures associated with the requested personnel, or full-time equivalent (FTE), are funded through reallocation of department budget, existing or projected program revenue,



## Guide to the FY 2021 Proposed Budget

grant awards, or other funds. Needs associated with this theme could be identified as not increasing the use of local tax funding. Grant-funded positions authorized allow the County to fund critical positions should funding cease.

### Internal Support

As the County has grown in population and in staff, administrative and internal operations support has not always kept pace. Many of the requests for internal support were due to managerial or subject matter expert staff conducting administrative duties which reduced their capacity to carry out the core duties of their positions. For example, Transportation and Capital Infrastructure's procurement and accounting support specialist will allow the Department to keep pace with the volume of purchase orders, invoices, and other tasks. The administrative assistant for General Services will allow for employees to concentrate on core duties while this position will provide administrative assistance for the entire Department. Meanwhile, the finance unit in Family Services will allow for additional support for financial reporting.

### Judicial Administration

Providing support to the judicial administration in Loudoun County serves the residents in ensuring legal processes are timely and efficient. Resources in this theme include a chief of staff for the Circuit Court, which will allow for better organization of administrative operations and managerial oversight, and a courtroom supervisor for the Clerk of the Circuit Court, which will make courtroom assignments and supervisory duties.

### Public and Life Safety

Loudoun County prioritizes public and life safety and includes several resources tied to this need in the FY 2021 Proposed Budget. A radio communications engineer in the Department of Information Technology provides support to first responders using the radio communications system, while a domestic violence probation officer in Community Corrections will help keep Loudoun residents safe.

### Span of Control

Similar to the internal support theme, as the County has grown in population and staff, the need for more management resources has been identified countywide. Examples include the technology manager in Fire and Rescue and the division manager for Fleet in General Services.

### Support to the CIP

As the Capital Improvement Program (CIP) has grown in both size and complexity, the need for resources to support and implement it has also grown. The capital budget technician in the Department of Finance and Budget will allow for continued evaluation of CIP projects and budgets.

### Technology

As the County grows, increased technology resources are necessary to increase efficiency for staff and to keep up with service demands. The Department of Information Technology's needs include a network engineer to keep up with the growing size of the County network, while the Department of Building and Development's budget includes a technology support specialist to allow the Department to maintain responsiveness internally and externally. Mapping and Geographic Information's programmer analyst will support the growing use of the GeoHub and its applications, while the Department of Information Technology's network engineer will maintain availability of the network as its size and the number of devices on it has grown.





## Proposed Budget Overview

On January 7, 2020, the Board of Supervisors directed the County Administrator to prepare the FY 2021 Proposed Budget with revenue generated at the current real property tax rate of \$1.045 with options to increase and decrease the real property tax rate one cent above and one cent below the current rate. Due to changes in the revenue outlook and a reduction in the Loudoun County Public School's request, the FY 2021 Proposed Budget is prepared at the rate of \$1.035 per \$100 of assessed value, one cent below the current real property tax rate.

### Concepts

#### General Fund

The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government except for those required to be accounted for in other funds. The majority of the County's revenues flow through the General Fund and fund salaries and benefits, internal service charges, materials and supplies, and other typical operating costs. The General Fund's main source of revenue is general property taxes, which are levied on residential and commercial property as well as vehicles, machinery, and other personal property.

#### Local Tax Funding (LTF)

The concept of *local tax funding* in Loudoun's budget terminology is a specific set of revenue sources that are used to guide the split of funding between Loudoun County Government and the Schools Division. Traditionally, new local tax funding is divided between Loudoun County Government and the Schools Division using a ratio of 34 percent and 66 percent following the funding of year-over-year changes in debt and capital needs. This revenue split is an important basis for building the budget, generally guiding the amount of funding available within new revenue for County Government and Schools Division needs.

#### Equalized Tax Rate

The equalized real property tax rate is the tax rate that will generate the same level of real property revenue that was generated in the prior tax year. The equalized rate considers changes in property value ("appreciation" or "depreciation") not new construction.

#### Current Tax Rate

The real property tax rate is the tax rate from the previous budget year. For TY 2019, the current real property tax rate was \$1.045 per \$100 of assessed value. The FY 2021 Proposed Budget reflects a real property tax rate of \$1.035 per \$100 of assessed value.

#### Appropriations Categories

Revenues and expenditures are shown as operating, debt, and capital appropriations. Operating appropriations are those that generally support regular County and School Division operations. Debt appropriations are those that support debt service payments and tax district funds. Capital appropriations are those that support capital facility construction, renovation, and repair and major capital equipment purchases.



## Proposed Budget Overview

### Summary of Budget Guidance

The table below summarizes the impact of the three tax rate scenarios of the Board's budget guidance. The FY 2021 Proposed Budget is prepared with revenues available at the real property tax rate of \$1.035. The following pages of the budget document provide additional information about the three scenarios summarized below.

	FY 2021 Alternate \$1.025	FY 2021 Proposed \$1.035	FY 2021 Alternate \$1.045
Total New Local Tax Funding	\$154,668,413	\$164,181,783	\$173,695,153
Change in Capital/Debt	(49,328,041)	(49,328,041)	(49,328,041)
<b>Net New Local Tax Funding</b>	<b>\$105,340,372</b>	<b>\$114,853,742</b>	<b>\$124,367,112</b>

#### Share of New Revenue

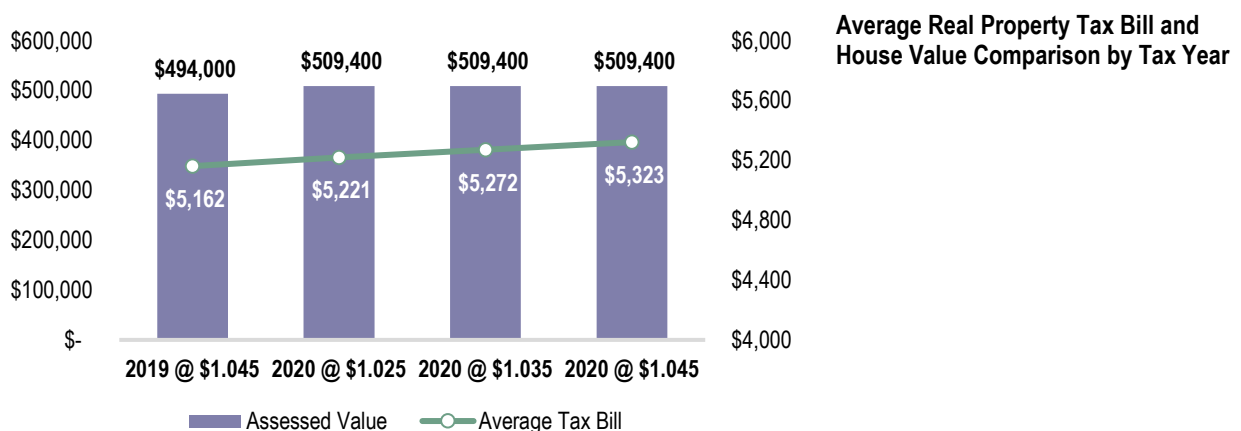
LCPS Share of New Revenue	\$69,524,645	\$75,803,470	\$78,302,710
LCPS Percentage Share of New Revenue	66%	66%	63%
County Share of New Revenue	\$35,815,727	\$39,050,272	\$46,064,402
County Percentage Share of New Revenue	34%	34%	37%

#### Funding Gap

LCPS Gap <sup>1</sup>	(\$8,778,064)	(\$2,499,240)	\$0
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### Average Real Property Tax Bill

The chart below compares the annual real property tax bill for the average value of a completed home in Loudoun County on January 1, 2019, under the real property tax rate of \$1.035 with the average valuation and tax bill for these same homes under the three tax rate scenarios referenced in the Executive Summary. For the mix of homes (single-family detached, townhouse, and condominium) that existed on January 1, 2019, the average value on that date was \$494,000. The average value of these same homes on January 1, 2020, is \$509,400 (per the January 24, 2020, assessment summary from the Commissioner of the Revenue).



<sup>1</sup> Based on the School Board's adopted FY 2021 budget request.



## Proposed Budget Overview

### Local Tax Funding Revenue Sources

The table below includes a summary of available local tax funding at the various tax rates identified in the Board's guidance. Each cent of the proposed tax rate for Tax Year 2020 approximates \$9.5 million in recurring revenue.

Revenue Category	FY 2020 Adopted \$1.045	FY 2021 Alternate \$1.025	FY 2021 Proposed \$1.035	FY 2021 Alternate \$1.045
<b>Real Property</b>				
General Real Property Taxes	\$880,224,300	\$930,406,340	\$939,602,140	\$948,797,940
Public Service Property Taxes	28,960,000	32,602,130	32,919,560	33,237,000
Penalties & Interest	7,158,000	9,150,000	9,150,000	9,150,000
<b>Personal Property</b>				
General Personal Property	\$509,230,900	\$604,165,900	\$604,165,900	\$604,165,900
Mobile Homes	11,300	13,730	13,870	14,000
Aircraft	30,000	50,000	50,000	50,000
Heavy Equipment	1,900,000	1,862,000	1,862,000	1,862,000
Machinery & Tools	1,700,000	2,430,900	2,430,900	2,430,900
<b>Other Local Taxes</b>				
Sales Tax	\$78,850,000	\$81,311,500	\$81,311,500	\$81,311,500
Consumer Utility/Franchise Taxes	11,139,000	11,434,500	11,434,500	11,434,500
Short-Term Rental Tax	310,000	564,400	564,400	564,400
Transient Occupancy Tax	3,000,000	2,783,740	2,783,740	2,783,740
<b>Subtotal – LTF</b>	<b>\$1,522,513,500</b>	<b>\$1,676,775,140</b>	<b>\$1,686,288,510</b>	<b>\$1,695,801,880</b>
<b>Use of Fund Balance</b>	<b>\$39,593,227</b>	<b>\$40,000,000</b>	<b>\$40,000,000</b>	<b>\$40,000,000</b>
<b>Total – LTF</b>	<b>\$1,562,106,727</b>	<b>\$1,716,775,140</b>	<b>\$1,726,288,510</b>	<b>\$1,735,801,880</b>
<b>Average Homeowner Tax Bill</b>	<b>\$5,162</b>	<b>\$5,221</b>	<b>\$5,272</b>	<b>\$5,323</b>

**Proposed Budget Overview****Schedule of Appropriations**

A portion of the County's LTF remains in the General Fund to fund departmental operations and an additional amount is transferred to other funds to augment those funds' other sources of revenue to fully fund other County and LCPS operations.

The table below summarizes each fund's total appropriation level in terms of expenditures, revenues (non-local tax funding sources), and local tax funding. The schedule of appropriations is based upon the revenue available at the real property rate of \$1.035.

**FY 2021 Proposed Appropriations Schedule<sup>1</sup>**

<b>Appropriation Category</b>	<b>Expenditures</b>	<b>Revenue</b>	<b>Local Tax Funding</b>	<b>% of Total LTF</b>
<b>Operating Appropriations</b>				
County General Fund	\$645,073,604	\$224,924,757	\$420,148,847	24.3%
School Operating Fund	1,377,390,363	427,928,540	949,461,823	55.0%
School Grant Fund	27,875,323	27,875,323	0	0.0%
School Lease Purchase Fund	10,002,000	10,002,000	0	0.0%
School Nutrition Fund	32,950,033	32,950,033	0	0.0%
Children's Services Act Fund	9,301,500	6,116,500	3,185,000	0.2%
Dulles Town Center CDA Fund	3,500,000	3,500,000	0	0.0%
EMS Transport Reimbursement Program Fund	5,600,000	5,600,000	0	0.0%
Housing Fund	5,000,000	5,000,000	0	0.0%
Legal Resource Center Fund	114,210	44,980	69,229	0.0%
Metro Garages Fund	2,371,707	2,371,707	0	0.0%
Other Special Revenue Funds	91,000	91,000	0	0.0%
Rental Assistance Program Fund	9,657,187	9,479,797	177,390	0.0%
Restricted Use Transient Occupancy Tax Fund	4,071,700	4,071,700	0	0.0%
Self-Insurance Fund	5,455,700	0	5,455,700	0.3%
State and Federal Grant Fund	3,959,061	3,959,061	0	0.0%
<b>Subtotal – Operating Appropriations</b>	<b>\$2,142,413,387</b>	<b>\$763,915,398</b>	<b>\$1,378,497,989</b>	<b>79.9%</b>
<b>Debt Appropriations</b>				
County Government	\$71,425,089	\$13,719,438	\$57,705,650	3.3%
School System	149,545,510	8,407,731	141,137,779	8.1%
Greenlea Tax District	44,038	44,038	0	0.0%
Route 28 Special Improvements Fund	14,232,800	14,232,800	0	0.0%
Tall Oaks Water & Sewer Fund	60,572	60,572	0	0.0%
<b>Subtotal – Debt Appropriations</b>	<b>\$235,308,008</b>	<b>\$36,464,580</b>	<b>\$198,843,429</b>	<b>11.5%</b>
<b>Capital Appropriations</b>				
County Government Capital Projects	\$248,369,928	\$180,136,407	\$68,233,520	3.9%

<sup>1</sup> Sums may not equal due to rounding.



## Proposed Budget Overview

Appropriation Category	Expenditures	Revenue	Local Tax Funding	% of Total LTF
County Asset Preservation Program	11,495,000	100,000	11,395,000	0.7%
School System Capital Projects	87,275,000	62,855,000	24,420,000	1.4%
School System Asset Preservation	24,261,000	0	24,261,000	1.4%
Capital Projects Financing Fund	127,148,000	127,148,000	0	0.0%
Major Equipment Replacement Fund	4,000,000	2,000,000	2,000,000	0.1%
Public Facilities Trust Fund	21,359,632	21,359,632	0	0.0%
Transportation District Fund	122,163,145	103,525,572	18,637,573	1.1%
<b>Subtotal – Capital Appropriations</b>	<b>\$646,071,704</b>	<b>\$497,124,611</b>	<b>\$148,947,093</b>	<b>8.6%</b>
<b>Total – Appropriations</b>	<b>\$3,023,793,100</b>	<b>\$1,297,504,589</b>	<b>\$1,726,288,510</b>	<b>100.0%</b>

Absent specific guidance from the Board of Supervisors, new local tax funding is dedicated to first year-over-year increases in capital and debt service needs. By fully funding capital and debt needs with new local tax funding, the County and School Division's operating budgets are impacted by the Board's guidance to prepare scenarios at various tax rates. The tables below display the appropriations schedules for real property tax rate scenarios of \$1.025 and \$1.045.

### Schedule of Appropriations at \$1.025

Appropriation Category	Expenditures	Revenue	Local Tax Funding	% of Total LTF
County General Fund	\$641,752,882	\$224,924,757	\$416,828,125	24.3%
School Operating Fund	1,371,111,539	427,928,540	943,182,999	54.9%
All Other Operating Funds	119,949,421	111,062,101	8,887,319	0.5%
Subtotal – Operating Appropriations	2,132,813,841	763,915,398	1,368,898,443	79.7%
Subtotal – Debt Appropriations	235,308,008	36,464,580	198,843,429	11.5%
Subtotal – Capital Appropriations	646,071,704	497,124,611	148,947,093	8.6%
Unallocated Balance	86,176	0	86,176	0.0%
<b>Total Appropriations</b>	<b>\$3,014,279,729</b>	<b>\$1,297,504,589</b>	<b>\$1,716,775,140</b>	<b>100.0%</b>

### Schedule of Appropriations at \$1.045

Appropriation Category	Expenditures	Revenue	Local Tax Funding	% of Total LTF
County General Fund	\$651,088,282	\$224,924,757	\$426,163,525	24.6%
School Operating Fund	1,379,889,603	427,928,540	951,961,063	54.8%
All Other Operating Funds	119,949,421	111,062,101	8,887,319	0.5%
Subtotal – Operating Appropriations	2,150,927,305	763,915,398	1,387,011,907	79.9%
Subtotal – Debt Appropriations	235,308,008	36,464,580	198,843,429	11.4%
Subtotal – Capital Appropriations	646,071,704	497,124,611	148,947,093	8.6%
Unallocated Balance	999,451	0	999,451	0.1%
<b>Total Appropriations</b>	<b>\$3,033,306,469</b>	<b>\$1,297,504,589</b>	<b>\$1,735,801,880</b>	<b>100.0%</b>

**Proposed Budget Overview****Comparison of Appropriations**

The table below compares the FY 2021 Proposed appropriation level (or “Expenditures” column from the table on the previous page) to the FY 2020 Adopted appropriation level. The FY 2021 Proposed Budget includes an overall \$137.7 million decrease in expenditures, or 4.4 percent. This year-over-year decrease is largely due to the decrease in capital appropriations related to the 6-Year Capital Improvement Program (CIP). These decreases are attributable to lower appropriations for NVTAs 70% funding (Transportation District Fund and Capital Projects Fund), lower appropriations for bond and lease financing (Capital Financing Fund and Capital Projects Fund), and lower appropriations for the School projects in the CIP.

**Comparison of Appropriations, FY 2020 Adopted and FY 2021 Proposed**

Appropriation Category	FY 2020 Adopted	FY 2021 Proposed	Variance
<b>Operating Appropriations</b>			
County General Fund	\$597,349,201	\$645,073,604	\$47,724,403
School Operating Fund	1,282,162,892	1,377,390,363	95,227,471
School Grant Fund	27,394,844	27,875,323	480,479
School Lease Purchase Fund	10,002,000	10,002,000	0
School Nutrition Fund	35,128,649	32,950,033	(2,178,616)
Children’s Services Act Fund	9,301,500	9,301,500	0
Dulles Town Center CDA Fund	3,500,000	3,500,000	0
EMS Transport Reimbursement Program Fund	6,167,461	5,600,000	(567,461)
Housing Fund	5,000,000	5,000,000	0
Legal Resource Center Fund	111,150	114,210	3,060
Metro Garages Fund	1,145,850	2,371,707	1,225,857
Other Special Revenue Funds	91,000	91,000	0
Rental Assistance Program Fund	9,504,288	9,657,187	152,899
Restricted Use Transient Occupancy Tax Fund	4,353,000	4,071,700	(281,300)
Self-Insurance Fund	5,455,700	5,455,700	0
State and Federal Grant Fund	3,933,001	3,959,061	26,060
<b>Subtotal – Operating Appropriations</b>	<b>\$2,000,600,536</b>	<b>\$2,142,413,387</b>	<b>\$141,812,851</b>
<b>Debt Appropriations</b>			
County Government	\$66,912,218	\$71,425,089	\$4,512,871
School System	144,674,817	149,545,510	4,870,693
Greenlea Tax District	44,038	44,038	0
Route 28 Special Improvements Fund	12,317,000	14,232,800	1,915,800
Tall Oaks Water & Sewer Special Revenue Fund	60,572	60,572	0
<b>Subtotal – Debt Appropriations</b>	<b>\$224,008,645</b>	<b>\$235,308,008</b>	<b>\$11,299,363</b>
<b>Capital Appropriations</b>			
County Government Capital Projects	\$323,722,019	\$248,369,928	(\$75,352,091)
County Asset Preservation Program	11,729,000	11,495,000	(234,000)
School System Capital Projects	167,223,000	87,275,000	(79,948,000)



## Proposed Budget Overview

Appropriation Category	FY 2020 Adopted	FY 2021 Proposed	Variance
School System Asset Preservation	14,277,500	24,261,000	9,983,500
Capital Projects Financing Fund	183,183,000	127,148,000	(56,035,000)
Major Equipment Replacement Fund	4,000,000	4,000,000	0
Public Facilities Trust Fund	17,265,629	21,359,632	4,094,003
Transportation District Fund	215,481,386	122,163,145	(93,318,241)
<b>Subtotal – Capital Appropriations</b>	<b>\$936,881,534</b>	<b>\$646,071,704</b>	<b>(\$290,809,830)</b>
<b>Total Appropriations</b>	<b>\$3,161,490,715</b>	<b>\$3,023,793,100</b>	<b>(\$137,697,615)</b>



## Proposed Budget Overview

### Comparison of Local Tax Funding

The FY 2021 Proposed budget uses \$1.7 billion in local tax funding for all appropriated funds at the real property tax rate of \$1.035. The use of local tax funding is \$164.2 million higher than the FY 2020 Adopted Budget. Local tax support for the County's General Fund increase by \$39.5 million or 10.4 percent, while the local tax transfer for the School operating fund increased by \$75.8 million or 8.7 percent.

#### Comparison of the Use of Local Tax Funding, FY 2020 Adopted and FY 2021 Proposed

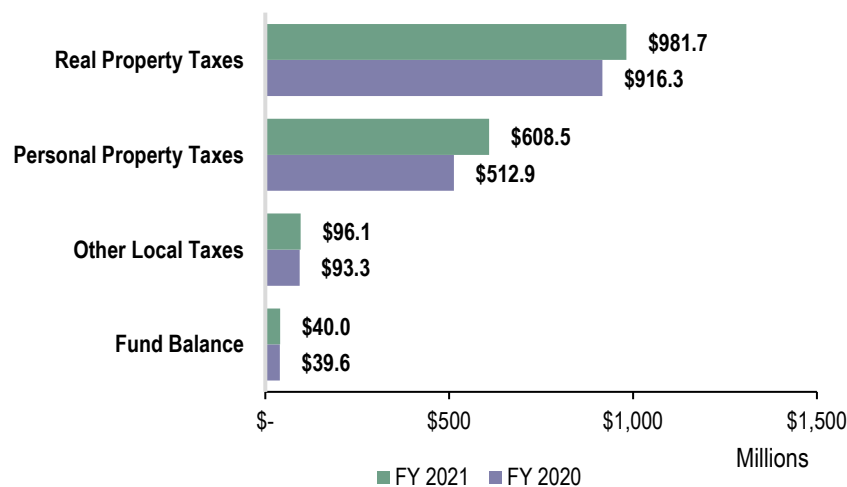
Appropriation Category	FY 2020 Adopted	FY 2021 Proposed	Variance
<b>Operating Appropriations</b>			
County General Fund	\$380,601,633	\$420,148,847	\$39,547,214
School Operating Fund	873,658,353	949,461,823	75,803,470
School Grant Fund	0	0	0
School Lease Purchase Fund	0	0	0
School Nutrition Fund	0	0	0
Children's Services Act Fund	3,685,000	3,185,000	(500,000)
Dulles Town Center CDA Fund	0	0	0
EMS Transport Reimbursement Program Fund	0	0	0
Housing Fund	0	0	0
Legal Resource Center Fund	66,170	69,229	3,059
Metro Garages Fund	0	0	0
Other Special Revenue Funds	0	0	0
Rental Assistance Program Fund	177,390	177,390	0
Restricted Use Transient Occupancy Tax Fund	0	0	0
Self-Insurance Fund	5,455,700	5,455,700	0
State and Federal Grant Fund	0	0	0
<b>Subtotal – Operating Appropriations</b>	<b>\$1,263,644,246</b>	<b>\$1,378,497,989</b>	<b>\$114,853,743</b>
<b>Debt Appropriations</b>			
County Government	\$53,675,504	\$57,705,650	\$4,030,146
School System	134,812,087	141,137,779	6,325,692
Greenlea Tax District	0	0	0
Route 28 Special Improvements Fund	0	0	0
Tall Oaks Water & Sewer Special Revenue Fund	0	0	0
<b>Subtotal – Debt Appropriations</b>	<b>\$188,487,591</b>	<b>\$198,843,429</b>	<b>\$10,355,838</b>
<b>Capital Appropriations</b>			
County Government Capital Projects	\$48,198,390	\$68,233,520	\$20,035,130
County Asset Preservation Program	11,629,000	11,395,000	(234,000)
School System Capital Projects	14,475,000	24,420,000	9,945,000
School System Asset Preservation	14,277,500	24,261,000	9,983,500





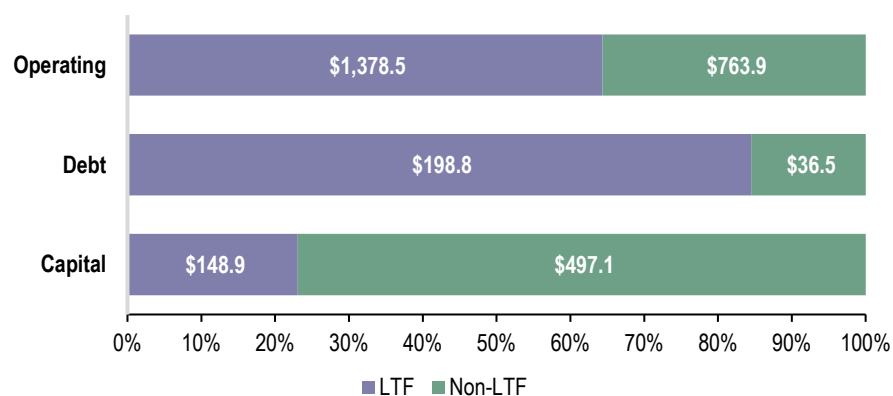
## Proposed Budget Overview

Appropriation Category	FY 2020 Adopted	FY 2021 Proposed	Variance
Capital Projects Financing Fund	0	0	0
Major Equipment Replacement Fund	4,000,000	2,000,000	(2,000,000)
Public Facilities Trust Fund	0	0	0
Transportation District Fund	17,395,000	18,637,573	1,242,573
<b>Subtotal – Capital Appropriations</b>	<b>\$109,974,890</b>	<b>\$148,947,093</b>	<b>\$38,972,203</b>
<b>Total Local Tax Funding</b>	<b>\$1,562,106,727</b>	<b>\$1,726,288,510</b>	<b>\$164,181,783</b>



### Comparison of Local Tax Funding Sources

Substantial growth in the data center industry is reflected in the year-over-year increase in budgeted personal property taxes (especially on computer equipment).



### Comparison of Funding Sources by Appropriations Category

Capital funds leverage substantial non-local tax funding sources.



## Proposed Budget Overview

### General Fund Summary

The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government except for those required to be accounted for in other funds. The General Fund totals \$1,951,213,367 for the FY 2021 Proposed Budget. The majority of the County's revenues flow through the General Fund and fund salaries, benefits, internal service charges, materials and supplies, and other typical operating costs. The General Fund's main source of revenue is property taxes, which are levied on residential and commercial property as well as vehicles, machinery, and other personal property. The *General Fund Revenue and Trends* section of this document details each of the General Fund's revenue sources, and a brief overview of expenditures can be found below.

FY 2022 Projected is shown for illustrative purposes only. Personnel has been escalated by 3 percent, which is consistent with year-over-year changes in this category. Operating and maintenance has been escalated by 1 percent, consistent with inflation. Capital outlay in FY 2022 is likely to have similar one-time capital expenditures to FY 2021. Revenue remains unchanged consistent with conservative projections.

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$346,638,785	\$376,228,502	\$416,272,949	\$452,231,149	\$465,798,083
Operating and Maintenance	921,548,864	984,369,977	1,076,076,452	1,184,899,646	1,196,748,642
Capital Outlay	2,970,946	2,771,220	5,250,725	3,777,950	3,777,950
Other Uses of Funds	285,326,877	300,951,367	281,254,169	310,304,522	310,304,522
<b>Total – Expenditures</b>	<b>\$1,556,485,472</b>	<b>\$1,664,321,067</b>	<b>\$1,778,854,295</b>	<b>\$1,951,213,267</b>	<b>\$1,976,629,198</b>
<b>Revenues</b>					
General Property Taxes	\$1,203,943,441	\$1,304,612,507	\$1,381,142,800	\$1,542,122,670	\$1,542,122,670
Other Local Taxes	160,587,446	163,901,668	165,135,250	170,242,740	170,242,740
Permits, Fees, and Licenses	26,413,319	25,850,493	23,794,484	23,874,129	23,874,129
Fines and Forfeitures	2,059,764	1,929,794	1,982,701	1,652,700	1,652,700
Use of Money and Property	14,018,102	24,414,455	13,176,167	14,927,544	14,927,544
Changes for Services	39,286,622	41,576,182	44,409,268	49,213,428	49,213,428
Miscellaneous Revenue	16,786,369	8,640,741	1,580,748	706,900	706,900
Recovered Costs	11,708,666	10,684,252	9,892,184	9,806,821	9,806,821
Intergovernmental – Commonwealth	87,771,391	88,088,068	88,033,189	88,415,916	88,415,916
Intergovernmental – Federal	9,662,906	10,448,333	9,139,790	9,129,371	9,129,371
Other Financing Sources	7,856,807	7,986,566	40,567,714	41,121,048	41,121,048
<b>Total – Revenues</b>	<b>\$1,580,094,833</b>	<b>\$1,688,133,058</b>	<b>\$1,778,854,295</b>	<b>\$1,951,213,267</b>	<b>\$1,951,213,267</b>



## Summary of Proposed Resource Requests

As part of the budget development process, departments proposed prioritized resource requests to be considered for funding in FY 2021. Based on the Board's guidance, the County Administrator prepared prioritized groupings of resource requests that could be funded within Proposed Budget at the proposed real property tax rate of \$1.035 as well as those that could be funded within the Board's two other tax rate scenarios at one cent above and below the proposed tax rate. The most critical organizational needs were prioritized within the revenue available at the rate of \$1.025. Those critical needs include fully funding implementation of classification and compensation, opening new facilities, supporting the execution of the capital improvement program (CIP), and Department's first priority resource requests.

The FY 2021 Proposed Budget continues the FY 2020 concept of funding all positions that support the development and execution of the CIP within the Capital Projects Fund. Previously, those positions were budgeted in the General Fund and offset by a transfer from the Capital Projects Fund. These existing positions will now be charged directly to the Capital Projects Fund and can be funded by a variety of revenue sources; previously, the positions were funded exclusively by local tax funding. One new CIP support position is presented within the FY 2021 Proposed Budget of the Department of Finance and Budget.

### Concepts

#### Resource Requests

Additional funding requests, or *resource requests*, are detailed for the Board's consideration during budget deliberations and are summarized in the Proposed Budget document, with further detail included in each department's narratives found in Volume 1. Resource requests are needed to either maintain or enhance a program's service level. Current service level requests are different from base budget adjustments in that they have additional positions for the Board's consideration or are of a significant cost impact needing the Board's authorization.

### Requests within Tax Rate Scenarios

The FY 2021 Proposed Budget is balanced and proposed to be funded at the real property tax rate of \$1.035. If the real property tax rate were decreased to \$1.025, requests have been identified to be funded within that rate. If the real property tax rate remained at the current (Tax Year 2020) rate of \$1.045, additional requests have been identified for funding as well. The \$1.025 scenario requires a reduction from the \$1.035 Proposed Budget of \$3.3 million of County-only resources; the \$1.045 scenario adds \$6.0 million of County-only resources to the \$1.035 scenario.

Each scenario prioritizes and funds requests that support the opening of new capital facilities, the CIP, Board strategic initiatives, and those which require only FTE authority. These four categories total \$5.8 million and 54.88 FTE. The table below further summarizes the additional resource requests that are funded within each of these tax rate scenarios.



## Summary of Proposed Resource Requests

	\$1.025 Scenario	\$1.035 Proposed Budget	\$1.045 Scenario
<b>Value of Requests</b>	\$11.6 million	\$14.9 million	\$20.9 million
<b>FTE</b>	103.41 FTE	125.88 FTE	164.88 FTE
<b>Pay</b>	3.5% Merit and Step Increase	3.5% Merit and Step Increase	3.5% Merit and Step Increase
<b>Details</b>	<ul style="list-style-type: none"><li>• New capital facilities</li><li>• Base budget increases</li><li>• Support to the CIP</li><li>• Support to Board Strategic Initiatives</li><li>• FTE authority</li><li>• All departments' 1st priorities, some 2nd priorities</li></ul>	<ul style="list-style-type: none"><li>• \$1.025 Scenario, plus:</li><li>• All of departments' 2nd priorities</li></ul>	<ul style="list-style-type: none"><li>• The \$1.035 Scenario, plus:</li><li>• Most departments' 3rd priorities</li></ul>

Resources funded at \$1.025 real property tax rate support critical services and are vital to County operations. The resources funded within the \$1.035 proposed budget are intended to be supportive of the Board's potential strategies and initiatives and will be advantageous to execute programs prioritized by the Board. The additional resources included in the \$1.045 scenario will further enable departments to execute Board priorities and continue to maintain or enhance service levels to County residents.

The requests included in the \$1.025 scenario are critical to County operations. The County grows by approximately 11,000 residents every year, requiring additional resources to continue current service levels and programs. Additionally, as the County population grows, so do the complexity of services needed and issues County staff must face. County staff continues to perform at ever-increasing levels to address Board strategic goals, creating the need for additional positions to share increasingly complex workloads. In addition to implementing classification and compensation, opening new facilities, and supporting the CIP and other Board-directed programs, the \$1.025 scenario funds all departments' first priorities and a few second priorities.

The FY 2021 Proposed Budget is based upon the \$1.035 tax rate. The Board will have to take action to add requests not funded within the \$1.035 Proposed Budget or to remove requests included in the Proposed Budget. As noted earlier, the Proposed Budget at the \$1.035 tax rate allows the County to be in an advantageous position to address anticipated Board initiatives and organizational needs.

The tables on the following pages delineate which resources are funded within each of the tax rates in the Board's guidance (\$1.025, \$1.035, and \$1.045), including the half cent between the scenarios (\$1.03, \$1.04). As noted earlier, prioritized above all others are those resources needed to 1) open capital facilities, 2) support development and execution of the CIP, 3) implement Board-directed programs, and 4) add FTE authority (no or positive local tax funding impact). All of these four categories can be funded within the \$1.025 scenario, in addition to departments' first priorities and the second priorities of the Sheriff's Office and Fire and Rescue. Because Loudoun has traditionally adopted a real property tax rate rounded to the half cent, there is no additional prioritization within each half cent tax rate.



## Summary of Proposed Resource Requests

### Summary of Resource Requests Included in the Proposed Budget

Tax Rate Scenario	FTE	LTF	Department	Request
<b>\$1.025 Scenario</b>				
Capital Facility Openings	6.47	\$539,803	Animal Services	Animal Shelter Staffing
	2.00	\$317,222	General Services	System Maintenance Technician and Facilities Security Technician
	1.00	\$0	General Services	Metro Parking Operations Manager
	7.53	\$626,055	Parks, Recreation, and Community Services (PRCS)	Ashburn Senior Center Staffing
	1.00	\$221,885	Sheriff's Office	School Resource Officer
	16.00	\$1,572,518	Sheriff's Office	Courthouse Expansion
	0.00	\$2,288,619	Transportation and Capital Infrastructure	Post-Metrorail Transit Routes
<b>Subtotal</b>	<b>34.00</b>	<b>\$5,566,101</b>		
Support to the CIP	1.00	\$17,370	Finance and Budget	Management Analyst I (Budget Technician) for Capital Budget Division
Board Strategic Initiatives	3.00	\$407,165	Board of Supervisors <sup>1</sup>	Strategic Initiatives Communication Team
FTE Authority	1.00	\$0	County Administrator	Emergency Preparedness Specialist
	1.00	\$0	Fire and Rescue	EMS Clinical Coordinator
	1.00	\$0	General Services	Stormwater Civil Engineer
	2.80	\$0	General Services	Resources for Scale Operations and CDD Unit
	0.53	\$0	Mental Health, Substance Abuse, and Developmental Services (MHSADS)	Licensed Clinical Psychologist
	2.86	(\$50,251)	PRCS	CASA Academies - Supervisor/ Leaders
	1.00	(\$54,258)	PRCS	Children's Program Manager
	4.69	(\$17,846)	PRCS	Summer Camp Staff - Licensed Programs
	2.00	(\$23,881)	PRCS	Licensed Program Assistants (Preschools)
<b>Subtotal</b>	<b>16.88</b>	<b>(\$146,236)</b>		
First Priorities	1.00	\$89,644	Building and Development	Technology Support Specialist
	1.00	\$149,384	Circuit Court Judges Office	Chief of Staff
	1.00	\$102,798	Clerk of the Circuit Court	Courtroom Clerk Supervisor

<sup>1</sup> 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.



## Summary of Proposed Resource Requests

Tax Rate Scenario	FTE	LTF	Department	Request
	1.00	\$97,511	Commissioner of the Revenue	Residential Real Property Appraiser
	1.00	\$156,760	Commonwealth's Attorney	Deputy Commonwealth's Attorney
	1.00	\$103,655	Community Corrections	Financial Manager
	0.53	\$72,452	County Administrator	Television and Video Production Specialist
	1.00	\$152,108	County Attorney	Assistant County Attorney
	1.00	\$84,247	Elections and Voter Registration	Training and Compliance Specialist
	4.00	\$469,471	Family Services	Finance Division Supervisor and Staff
	1.00	\$112,780	Finance and Budget	Functional Systems Analyst (Oracle Report Writer/Tester)
	1.00	\$151,611	Fire and Rescue	Technology Manager
	1.00	\$77,899	General Services	Administrative Assistant
	3.00	\$298,684	Health Department	Clinic Support
	1.00	\$440,526	Information Technology	Public Safety Communications and Engineering Support
	2.00	\$220,221	Library Services	Systemwide Support Staff - Programming Division
	1.00	\$109,486	Mapping and Geographic Information	GIS Programmer Analyst
	12.00	\$1,240,507	MHSADS	Case Management
	1.00	\$111,469	Planning and Zoning	Long-term temporary conversion (Zoning Administration planner)
	3.00	\$347,724	PRCS	HR Staff
	1.00	\$98,259	Sheriff's Office	Latent Print Examiner
	1.00	\$118,597	Transportation and Capital Infrastructure	Procurement and Accounting Support Specialist
	1.00	\$117,012	Treasurer	Investment Analyst
<b>Subtotal</b>	<b>41.53</b>	<b>\$4,922,805</b>		
Second Priorities	1.00	\$106,302	Community Corrections	Domestic Violence Probation Officer
	2.00	\$234,129	Family Services	Foster Care Supervisor & Kinship Care Specialist
	1.00	\$113,734	Fire and Rescue	Payroll Specialist
	2.00	\$285,480	Health	Urban Environmental Health Support
	1.00	\$92,898	Sheriff's Office	Property Evidence Technician
<b>Subtotal</b>	<b>7.00</b>	<b>\$832,543</b>		



## Summary of Proposed Resource Requests

Tax Rate Scenario	FTE	LTF	Department	Request
<b>\$1.030 Scenario</b>				
Second Priorities (continued)	1.00	\$107,517	Building and Development	Natural Resources Engineer
	2.00	\$235,407	Commissioner of the Revenue	Technical and Operational Support – Systems Analysts
	2.00	\$276,361	Finance and Budget	Grants Program – Grants Management Analyst and Grants Financial Analyst
	1.00	\$128,216	Information Technology	Network Engineer
	4.47	\$721,040	MHSADS	Emergency Services (ES)
	1.00	\$122,132	Transportation and Capital Infrastructure	GIS Analyst
	1.00	\$93,390	Treasurer	Program Specialist
	<b>Subtotal</b>	<b>12.47</b>		<b>\$1,684,063</b>
<b>\$1.035 Proposed Budget</b>				
Second Priorities (Continued)	2.00	\$322,046	Commonwealth's Attorney	Senior Assistant Commonwealth's Attorneys
	1.00	\$283,954	County Administrator	Equity Officer
	1.00	\$163,984	General Services	Division Manager - Fleet
	2.00	\$240,676	Library Services	Systemwide Support Staff - Technology Division
	1.00	\$102,660	Planning and Zoning	Planning Analyst
	3.00	\$523,339	PRCS	Re-Org Administration
	<b>Subtotal</b>	<b>10.00</b>		<b>\$1,636,659</b>
<i>The Proposed Budget comprises all of the requests listed in the table above to include those requests in the \$1.025 and \$1.030 scenarios.</i>				

In the following summary table, resource requests are prioritized by the incremental half cent tax rate in which they fit within the \$1.045 tax rate scenario. As previously stated, because Loudoun has traditionally adopted a real property tax rate rounded to the half cent, there is no additional prioritization within each half cent tax rate. Staff's recommendation is that the resource requests listed in the \$1.040 and \$1.045 scenarios should be considered only as additions to the budget, not as substitutions for higher priority items that are included in the \$1.035 Proposed Budget.

The following table also includes two unfunded resource requests. First, the County received a request from the Office of the Public Defender to provide a contribution for 20 percent salary supplements for both attorney and non-attorney staff. Funding for the Office of the Public Defender is an obligation of the Commonwealth of Virginia, and the request is based upon concerns that provided state resources do not keep pace with market compensation for employees of the Office. The second request is for a one-time expenditure to fund a facilitated community process regarding the courthouse grounds. Due to both the timing of these requests and the Board's guidance, these requests are not funded in the FY 2021 Proposed Budget or in the \$1.045 scenario. If the Board decides to fund these resource requests, the Board will need to reduce funding for an existing County resource in the Proposed Budget, allocate new revenue for these purposes, or direct the item(s) to an alternative process for funding.



## Summary of Proposed Resource Requests

### Resource Requests in the \$1.04 and \$1.045 Tax Rate Scenarios

Tax Rate Scenario	FTE	LTF	Department	Request
<b>\$1.040 Scenario</b>				
Third Priorities				
	1.00	\$146,892	Building and Development	Assistant Erosion and Sediment Control Program Manager
	1.00	\$113,950	Commissioner of the Revenue	Business Tax Assessor
	1.00	\$94,820	Commonwealth's Attorney	Chief of Staff
	2.00	\$217,953	Community Corrections	Pretrial Officers
	2.00	\$273,664	Family Services	Homeless Assistance Team
	1.00	\$127,791	Fire and Rescue	Logistics Technician – Delivery Driver
	1.00	\$82,570	General Services	Support Services Technician
	1.00	\$106,402	Library Services	Systemwide Support Staff - Communications Division
	10.00	\$957,338	MHSADS	Residential Services
	1.00	\$91,342	Planning and Zoning	Supervisory Planning Assistant
<b>Subtotal</b>	<b>21.00</b>	<b>\$2,212,722</b>		
<b>\$1.045 Scenario</b>				
Third Priorities (continued)				
	1.00	\$94,890	PRCS	BRNP Maintenance Supervisor
	16.00	\$3,535,477	Sheriff's Office	Elementary School SRO Phase 1
	1.00	\$83,589	Transportation and Capital Infrastructure	Administrative Assistant
<b>Subtotal</b>	<b>18.00</b>	<b>\$3,791,956</b>		
Additional Request	0.00	\$78,000	Loudoun Museum	Contribution Increase
<b>Unfunded Requests</b>				
	0.00	\$197,788	Office of the Public Defender	Contribution for Salary Supplements
	0.00	\$75,000	Miscellaneous	Courthouse Grounds – Facilitated Community Process





## Resource Requests by Functional Area

The following tables list all resource requests that are included in the incremental tax rate scenarios as described earlier in this document. The resources are identified based on the tax rate scenario in which they are funded. Requests are organized by functional area in alphabetical order by department; within each department, requests associated with capital facility openings are shown first, followed by requests which require FTE Authority only, then requests requiring local tax funding (LTF) in the priority order determined by the requesting department. Those resources funded at the proposed rate of \$1.035 are included within the FY 2021 Proposed Budget and total \$14.9 million and 125.88 FTE. This scenario recommends and prioritizes requests that support the opening of new capital facilities, support the CIP, support to Board strategic initiatives, require only FTE authority, and departments' first and second priorities.

In the following pages, the resource request summaries indicate which half penny tax rate scenario the request fits within. The tax rate scenarios are sequential and build off each other, so if a resource request is funded in a lower tax rate scenario, it is also funded in all higher tax rate scenarios. For example, if a specific resource request is funded at the \$1.025 scenario, it is also included at the \$1.030, \$1.035 (Proposed Budget), \$1.040, and \$1.045 scenarios. The table below provides a guide for how requests are displayed within various scenarios.

<b>Department Name Priority #: Request</b>	<b>\$1.0XX</b>	Request is funded within \$1.025, \$1.030, and \$1.035 scenarios and included in the Proposed Budget (base tax rate request included within noted on right hand side of heading).
<b>Department Name Priority #: Request</b>	<b>\$1.0XX</b>	Request is only funded within the \$1.040 and \$1.045 tax rate scenarios with headings this color.
<b>Department Name Priority #: Request</b>	<b>Unfunded</b>	Unfunded requests are indicated in this color.

### Summary of Resource Requests by Functional Area<sup>1</sup>

	\$1.025		\$1.035		\$1.045	
	LTF	FTE	LTF	FTE	LTF	FTE
General Government Administration	\$1,896,291	19.33	\$3,077,604	27.33	\$3,274,124	29.33
Public Safety and Judicial Administration	\$3,409,605	33.47	\$3,731,651	35.47	\$7,707,694	55.47
Health and Welfare	\$2,528,171	23.53	\$3,249,311	28.00	\$4,480,313	40.00
Parks, Recreation, and Culture	\$1,047,765	23.08	\$1,811,779	28.08	\$2,013,072	30.08
Community Development	\$2,717,813	4.00	\$3,050,121	7.00	\$3,371,945	10.00
Miscellaneous	\$0	0.00	\$0	0.00	\$78,000	0.00
<b>Total</b>	<b>\$11,599,645</b>	<b>103.41</b>	<b>\$14,920,466</b>	<b>125.88</b>	<b>\$20,925,149</b>	<b>164.88</b>

<sup>1</sup> Sums may not equal due to rounding.



## Resource Requests by Functional Area

## General Government Resource Requests

Board of Supervisors' Support to Board Strategic Initiatives: Strategic Initiatives Communication Team						\$1.025
<b>Personnel:</b> \$337,320	<b>O&amp;M:</b> \$32,345	<b>Capital:</b> \$37,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$407,165	<b>FTE:</b> 3.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level		<ul style="list-style-type: none"><li>• This request addresses an identified need in providing support to the Board's strategic initiatives.</li><li>• This team will support day-to-day activities that help strategically communicate Board actions and priorities, through media relations, social media, and video content.</li><li>• 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.</li><li>• Another communication manager will develop, implement, and manage a strategic social media program.</li><li>• A communications specialist-videographer will develop video content for the Board, County Administration, and all County departments.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Public Affairs and Communications					
<b>Positions:</b>	Communications Manager, Communications Manager-Social Media, Communication Specialist-Videographer					
<b>Theme:</b>	Support to Board Strategic Initiatives					
<b>One-time Costs:</b>	\$58,320					
<b>Recurring Costs:</b>	\$348,845					

Commissioner of Revenue Priority 1: Residential Real Property Appraiser						\$1.025
<b>Personnel:</b> \$88,146	<b>O&amp;M:</b> \$9,365	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$97,511	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level		<ul style="list-style-type: none"><li>• The backlog of structures to be sketched into the system is approximately 40,000.</li><li>• Timeliness of neighborhood reviews has improved but is still behind schedule (every 6-7 years compared to every 5 years).</li><li>• 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.</li><li>• The Office is in year three of four for the phased in staffing solution for the Real Property Tax Assessment activity.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Percent of Permitted Improvements Validated through Site Visits; Backlog of Residential Parcels to be Sketched					
<b>Program:</b>	Tax Assessment/Residential Real Property Tax Assessment					
<b>Positions:</b>	1 Residential Appraiser I					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$6,265					
<b>Recurring Costs:</b>	\$91,246					

<sup>1</sup> These positions will be structured and budgeted in the Office of the County Administrator.



## Resource Requests by Functional Area

### Commissioner of Revenue Priority 2: Technical and Operational Support - Systems Analysts \$1.030

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$204,891	\$18,016	\$12,500	\$0	\$0	\$235,407	2.00

Details		Overview
<b>Service Level:</b>	Current Service Level	<ul style="list-style-type: none"><li>• One systems analyst will support the real property mass appraisal system.</li><li>• 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.</li><li>• 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.</li></ul>
<b>Mandates:</b>	Not mandated	
<b>PM Highlight:</b>	None	
<b>Program:</b>	Administration – Technical and Operational	
<b>Positions:</b>	2 Systems Analysts	
<b>Theme:</b>	Fiscal Responsibility	
<b>One-time Costs:</b>	\$23,470	
<b>Recurring Costs:</b>	\$211,937	

### Commissioner of the Revenue Priority 3: Business Tax Assessor \$1.040

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$95,660	\$5,790	\$12,500	\$0	\$0	\$113,950	1.00

Details		Overview
<b>Service Level:</b>	Current Service Level Request	<ul style="list-style-type: none"><li>• From CY 2016 to CY 2019, Business Tangible Personal Property (BTPP) tax filings increased 31 percent, and taxes assessed increased over 105 percent (\$157.9 million to \$326.5 million).</li><li>• Because business taxes are self-reported, staff must review individual filings to verify accuracy.</li><li>• The position will improve the activity's ability to thoroughly and accurately review BTPP filings and increase the number of audits by 600 annually.</li></ul>
<b>Mandates:</b>	Not mandated	
<b>PM Highlight:</b>	Percent of BTPP Filings with Desk Audits	
<b>Program:</b>	Tax Assessment/Business Tax Assessment	
<b>Positions:</b>	1 Senior Business Tax Assessor	
<b>Theme:</b>	Fiscal Responsibility	
<b>One-time Costs:</b>	\$5,015	
<b>Recurring Costs:</b>	\$96,435	

### County Administrator FTE Authority: Emergency Preparedness Specialist \$1.025

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$0	\$0	\$0	\$0	\$0	\$0	1.00

Details		Overview
Service Level:	Current Service Level	<ul style="list-style-type: none"><li>• FTE authority for one federally-funded emergency preparedness position.</li><li>• Duties are currently performed by a temporary position in place since 2007.</li><li>• FTE authority status is expected to improve recruitment and retention for the position.</li></ul>
Mandates:	Not mandated	
PM Highlight:	Number of planning hours; Number of training and exercise hours	
Program:	Emergency Management	
Positions:	Emergency Preparedness Specialist	
Theme:	FTE Authority	
One-time Costs:	\$0	
Recurring Costs:	\$0	



## Resource Requests by Functional Area

County Administrator Priority 1: Television and Video Production Specialist						\$1.025
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$51,242	\$51,242	\$12,500	\$0	\$0	\$72,452	0.53
Details			Overview			
Service Level:	Current Service Level		<ul style="list-style-type: none"><li>• The County requires 100 percent of Board of Supervisors and Planning Commission meetings be televised, webcasted, and recorded.</li><li>• 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.</li><li>• The position will allow for proactive equipment maintenance and refurbishment and will support troubleshooting equipment during meetings.</li></ul>			
Mandates:	County Practice					
PM Highlight:	None					
Program:	Public Affairs and Communications					
Positions:	TV and Video Production Specialist					
Theme:	Technology					
One-time Costs:	\$18,840					
Recurring Costs:	\$69,572					

County Administrator Priority 2: Equity Officer						\$1.035
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$134,594	\$136,860	\$12,500	\$0	\$0	\$283,954	1.00
Details			Overview			
Service Level:	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• The position, in conjunction with 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.</li></ul>			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Executive Management					
Positions:	Equity Officer					
Theme:	Community Wellness and Resiliency					
One-time Costs:	\$143,385					
Recurring Costs:	\$140,569					



## Resource Requests by Functional Area

County Attorney Priority 1: Assistant County Attorney						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$140,653	\$11,455	\$0	\$0	\$0	\$152,108	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level		<ul style="list-style-type: none"><li>• 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.</li><li>• Position maintains processing time in tax collection enforcement and transactional work in the review of leases or contracts and property acquisition.</li><li>• Position maintains the Office's ability to respond to internal clients in a timely manner.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of transactional matters per attorney; Number of Emergency Services hearings					
<b>Program:</b>	Litigation and Transactions					
<b>Positions:</b>	1 Assistant County Attorney					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$5,290					
<b>Recurring Costs:</b>	\$144,818					

Elections and Voter Registration Priority 1: Training and Compliance Specialist						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$76,317	\$7,930	\$0	\$0	\$0	\$84,247	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level		<ul style="list-style-type: none"><li>• As the County population and the number of voting precincts have grown, the number of election officers and temporary workers have increased.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of Election Officers Used; Number of Registered Voters					
<b>Program:</b>	Elections					
<b>Positions:</b>	1 Training and Compliance Specialist					
<b>Theme:</b>	Community Outreach and Education					
<b>One-time Costs:</b>	\$5,255					
<b>Recurring Costs:</b>	\$78,992					

Finance and Budget Support to the CIP: Management Analyst I (Budget Technician) for Capital Budget Division						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$76,317	\$7,370	\$10,000	\$0	\$76,317	\$17,370	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This request converts a temporary budget technician to a regular management analyst I position.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of budget adjustments					
<b>Program:</b>	Capital Budget Planning and Policy					
<b>Positions:</b>	1 Budget Technician					
<b>Theme:</b>	Support to the CIP					
<b>One-time Costs:</b>	\$15,595					
<b>Recurring Costs:</b>	\$78,092					



## Resource Requests by Functional Area

Finance and Budget Priority 1: Functional Systems Analyst (Oracle Report Writer/Tester)						\$1.025
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"><li>• 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.</li><li>• 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.</li></ul>			
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					

Finance and Budget Priority 2: Grants Program – Grants Management Analyst and Grants Financial Analyst						\$1.030
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$201,025	\$75,336	\$0	\$0	\$0	\$276,361	2.00
Details			Overview			
Service Level:	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>			
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					



## Resource Requests by Functional Area

General Services Capital Facility Openings: System Maintenance Technician and Facilities Security Technician						\$1.025
<b>Personnel:</b> \$166,882	<b>O&amp;M:</b> \$52,440	<b>Capital:</b> \$97,900	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$317,222	<b>FTE:</b> 2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• DGS continues to adopt the IFMA standard of 1 technician per 45,000 square feet.</li><li>• These positions will maintain County facilities, including security equipment, and prevent the deferral of non-critical maintenance.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	County square footage					
<b>Program:</b>	Facilities Support					
<b>Positions:</b>	1 Systems Maintenance Technician, 1 Facilities Security Technician					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$103,840					
<b>Recurring Costs:</b>	\$213,382					

General Services Capital Facility Openings: Metro Parking Operations Manager						\$1.025
<b>Personnel:</b> \$95,660	<b>O&amp;M:</b> \$9,320	<b>Capital:</b> \$11,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$116,480	<b>LTF:</b> \$0	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This request is related to the Metro Silver Line.</li><li>• 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&amp;M programs will fail absent this dedicated oversight.</li><li>• This position will be responsible for working with various departments to ensure effective interoperability related to the success of the Parking Garage programs</li><li>• Position will be funded through the Metro Garages Fund.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, or local laws					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Management Support Services					
<b>Positions:</b>	1 Parking Garage Operations Manager					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$7,045					
<b>Recurring Costs:</b>	\$109,435					

General Services FTE Authority: Stormwater Civil Engineer						\$1.025
<b>Personnel:</b> \$114,751	<b>O&amp;M:</b> \$10,050	<b>Capital:</b> \$0	<b>Reallocation:</b> \$124,801	<b>Revenue:</b> \$0	<b>LTF:</b> \$0	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• Civil engineering services that cannot be completed by staff are currently contracted out, which is more expensive.</li><li>• This position will reduce the need for contractual services and will be offset by a reduction in contractual services.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, or local laws					
<b>PM Highlight:</b>	Number of stormwater structures and BMPs					
<b>Program:</b>	Water and Environmental					
<b>Positions:</b>	1 Stormwater Civil Engineer					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$6,775					
<b>Recurring Costs:</b>	\$118,026					





## Resource Requests by Functional Area

General Services FTE Authority: Resources for Scale Operations and CDD Unit						\$1.025
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		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>			
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					

General Services Priority 1: Administrative Assistant						\$1.025
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"><li>• This would convert a temporary position into a regular position FTE.</li><li>• 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.</li><li>• 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.</li></ul>			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Management Services					
Positions:	1 Administrative Assistant					
Theme:	Internal Support					
One-time Costs:	\$0					
Recurring Costs:	\$77,899					





## Resource Requests by Functional Area

General Services Priority 2: Division Manager - Fleet						\$1.035
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$118,101	\$14,383	\$31,500	\$0	\$0	\$163,984	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Since FY 2018, the County fleet has grown by 40 percent. This includes general fleet, public safety, and transit vehicles.</li><li>• 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</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of County vehicles in service					
<b>Program:</b>	Fleet Management					
<b>Positions:</b>	1 Fleet Division Manager					
<b>Theme:</b>	Span of Control					
<b>One-time Costs:</b>	\$37,095					
<b>Recurring Costs:</b>	\$126,889					

General Services Priority 3: Support Services Technician						\$1.040
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$74,380	\$8,190	\$0	\$0	\$0	\$82,570	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Converts a temporary, part-time position into a permanent full-time position.</li><li>• Work orders related to the removal of surplus inventory increased 29 percent since FY 2018 and is projected to continue to increase.</li><li>• Surplus items are either redistributed or auctioned. Auctions have increased by 23 percent and revenue from these sales helps to offset the cost of future purchases.</li><li>• Because of the level of surplus equipment, there is a backlog of inventory in the warehouse. This backlog will continue to grow without this position, which would delay the sales.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of surplus sales transactions					
<b>Program:</b>	Surplus Property					
<b>Positions:</b>	1 Support Services Technician					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$4,915					
<b>Recurring Costs:</b>	\$77,655					



## Resource Requests by Functional Area

Information Technology Priority 1: Public Safety Communications and Engineering Support						\$1.025
<b>Personnel:</b> \$115,757	<b>O&amp;M:</b> \$272,504	<b>Capital:</b> \$52,265	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$440,526	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• In addition, the radio communications engineer will assist with implementation of previously approved CIP projects and department projects:<ul style="list-style-type: none"><li>• School Radio Coverage Program</li><li>• Handheld Radio Replacements</li><li>• Redundant Master/Prime Site</li><li>• Radio Tower Expansion Program</li><li>• School Bus Radio System Replacement</li></ul></li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of subscriber radios per engineer, Number of radio sites per engineer					
<b>Program:</b>	Public Safety Communications and Engineering Support					
<b>Theme:</b>	Public Safety					
<b>Positions:</b>	1 Radio Engineer					
<b>One-time Costs:</b>	\$61,100					
<b>Recurring Costs:</b>	\$379,426					

Information Technology Priority 2: Network Engineer						\$1.030
<b>Personnel:</b> \$115,757	<b>O&amp;M:</b> \$12,459	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$128,216	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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"><li>• Implementation of the Technology Roadmap architecting the network for a resilient data center architecture</li><li>• Migration of the County's existing WAN to a Lumos-leased dark fiber solution</li><li>• Improvement of wireless network coverage at County facilities</li><li>• 30+ facility adds/renovations</li></ul></li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Core backbone availability, Number of devices on network per engineer					
<b>Program:</b>	Network Services					
<b>Positions:</b>	1 Network Engineer					
<b>Theme:</b>	Technology					
<b>One-time Costs:</b>	\$5,740					
<b>Recurring Costs:</b>	\$121,157					



## Resource Requests by Functional Area

Treasurer Priority 1: Investment Analyst						\$1.025
<b>Personnel:</b> \$108,387	<b>O&amp;M:</b> \$8,625	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$117,012	<b>FTE:</b> 1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Investment Portfolio; Available Funds Maintained for Liquidity					
<b>Program:</b>	Administration of Revenue					
<b>Positions:</b>	1 Investment Analyst					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$6,750					
<b>Recurring Costs:</b>	\$110,262					



## Resource Requests by Functional Area

Treasurer Priority 2: Program Specialist						\$1.030
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$83,550	\$7,340	\$2,500	\$0	\$0	\$93,390	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• The requested program specialist would be structured to support the various divisions of the Office as needs change throughout the year.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of delinquent collections actions taken					
<b>Program:</b>	Administration of Revenue					
<b>Positions:</b>	1 Program Specialist					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$9,165					
<b>Recurring Costs:</b>	\$84,225					



## Resource Requests by Functional Area

### Public Safety and Judicial Administration

Animal Services Capital Facility Openings: Animal Shelter Staffing						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$502,718	\$37,085	\$0	\$0	\$0	\$539,803	6.47
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>Current service level for the Department of Animal Services necessitates adequate staff to maintain positive customer service experiences; and humane animal care, including medical care, recordkeeping and housing in accordance with state code and Department of Agriculture requirements. The new shelter is expected to open fall 2020 in a more central location in Leesburg; volume is expected to increase as a result.</li><li>Humane education coordinator position would take a current part-time animal care tech mobile unit position (0.53 FTE) and convert it to a full-time position to maintain service delivery of humane education and outreach events with volume growth.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	Number of Humane Education Activities					
<b>Program:</b>	Animal Shelter					
<b>Positions:</b>	3 Animal Care Technicians, 2 Customer Service Assistants, 1 Animal Health and Wellness Technician, 1 Volunteer and Humane Education Coordinator					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$31,185					
<b>Recurring Costs:</b>	\$507,818					

Clerk of the Circuit Court Priority 1: Courtroom Clerk Supervisor						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$93,068	\$5,980	\$3,750	\$0	\$0	\$102,798	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The number of criminal, civil, and juvenile appeals court hearings is expected to increase with the addition of a fifth judge regularly presiding in the Loudoun County Circuit Court and the continued use of retired and visiting judges to assist with the court docket.</li><li>• Position will maintain service level less of than 2,000 court hearings per courtroom clerk.</li><li>• Position will make courtroom assignments, schedule court reporters and foreign language interpreters, and perform other essential supervisory duties.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of Criminal, Civil, and Juvenile Appeal Court Hearings per Courtroom Clerk					
<b>Program:</b>	Judicial Services					
<b>Positions:</b>	1 Courtroom Clerk Supervisor					
<b>Theme:</b>	Judicial Administration					
<b>One-time Costs:</b>	\$9,005					
<b>Recurring Costs:</b>	\$93,793					



## Resource Requests by Functional Area

Commonwealth's Attorney Priority 1: Deputy Commonwealth's Attorney						\$1.025
<b>Personnel:</b> \$144,910	<b>O&amp;M:</b> \$11,850	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$156,760	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Distributes portfolios amongst all Deputy Commonwealth Attorneys in a more efficient and effective way.</li><li>• Addresses the Office's identified need for additional support to the specialty dockets.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Office of the Commonwealth's Attorney					
<b>Positions:</b>	1 Deputy Commonwealth's Attorney					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$7,075					
<b>Recurring Costs:</b>	\$149,685					

Commonwealth's Attorney Priority 2: Senior Assistant Commonwealth's Attorneys						\$1.035
<b>Personnel:</b> \$130,686	<b>O&amp;M:</b> \$16,360	<b>Capital:</b> \$175,000	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$322,046	<b>FTE:</b> 2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Two additional attorneys provide the bandwidth needed to efficiently and appropriately manage all cases in the County.</li><li>• Office space will be leased to provide for space needs. This build-out will require up to 6 months to complete (July 2020-December 2020).</li><li>• Funding for positions begins January 1, 2021 in order to provide time to lease and build-out office space.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Office of the Commonwealth's Attorney					
<b>Positions:</b>	2 Senior Assistant Attorneys					
<b>Theme:</b>	Public and Life Safety					
<b>One-time Costs:</b>	\$187,810					
<b>Recurring Costs:</b>	\$134,236					

Commonwealth's Attorney Priority 3: Chief of Staff						\$1.040
<b>Personnel:</b> \$75,775	<b>O&amp;M:</b> \$9,045	<b>Capital:</b> \$10,000	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$94,820	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Provide management support for the 16 non-attorney staff.</li><li>• Funding this request is provided for 6 months: staff onboard date of January 1, 2021 or later.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Office of the Commonwealth Attorney					
<b>Positions:</b>	1 Chief of Staff					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$17,270					
<b>Recurring Costs:</b>	\$77,550					



## Resource Requests by Functional Area

Community Corrections Priority 1: Financial Manager						\$1.025
<b>Personnel:</b> \$95,660	<b>O&amp;M:</b> \$7,995	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$103,655	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• The growth in financial management responsibilities in the last few fiscal years (more than 104 percent growth in program-generated and grant-related revenue managed between FY 2018 to FY 2020), in addition to growing operational duties, necessitates a need for a financial management staff member to alleviate workload needs on the administrative manager.</li><li>• Recent grants of note include the Drug Court Grant, the Mental Health Docket Grant, and the OVW/LAWs Grant.</li><li>• As proposed, the financial manager position would be responsible for financial management (to include grant reporting and oversight), procurement/accounts receivable and payable, and budget management-ensuring that key financial management needs are met.</li><li>• If not approved, there are concerns that the Department might run into significant difficulties managing various financial management needs, which could put several multi-departmental grants and/or grant-funded positions at risk.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	Net revenue and grant revenue budget managed					
<b>Program:</b>	Multiple Programs					
<b>Positions:</b>	1 Financial Manager					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$5,570					
<b>Recurring Costs:</b>	\$98,085					

Community Corrections Priority 2: Domestic Violence Probation Officer						\$1.025
<b>Personnel:</b> \$98,342	<b>O&amp;M:</b> \$7,960	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$106,302	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• A Domestic Violence Probation will alleviate caseloads impacting both the Deputy Director and Probation Manager who have been carrying significant caseloads (80+ cases in FY 2019) in addition to their supervisory duties.</li><li>• The position will help keep up with anticipated workloads arising from domestic violence referrals based on the increased services possible under the OVW/LAWS Grant (\$750K) and based on the addition of a new magistrate and enhanced referrals from the Courts.</li><li>• An additional officer will also enable the Department to manage anticipated growth while getting closer to the state-recommended caseload of 60 cases per officer.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Average daily number of DV cases under supervision; Number of offenders per DV Probation Officer (excluding managers)					
<b>Program:</b>	Probation Services Program (Domestic Violence Supervision Activity)					
<b>Positions:</b>	1 Domestic Violence Probation Officer					
<b>Theme:</b>	Public and Life Safety					
<b>One-time Costs:</b>	\$5,335					
<b>Recurring Costs:</b>	\$100,967					

## Resource Requests by Functional Area

Community Corrections Priority 3: Pretrial Officers						1.040
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$196,683	\$15,920	\$5,350	\$0	\$0	\$217,953	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"> <li>• The two requested pretrial officer positions respond to the growing demands for service on the Pretrial Services Division and will allow the Division to manage a growing caseload, which significantly exceeds the state-recommended caseload of 40 defendants per officer.</li> <li>• The addition of two positions will allow the Department to remove caseload burdens from the Pretrial Manager who has carried a full caseload, while managing and supervising appropriate staff.</li> <li>• It will also allow the Department to manage referrals and conduct investigations, which have grown significantly in line with growing caseload demands.                             <ul style="list-style-type: none"> <li>» Referrals are projected to increase by 16.5 percent in FY 2020 from FY 2019 alone</li> <li>» Investigations have increased by 16 percent since FY 2017</li> </ul> </li> <li>• Without additional resources, individuals who might qualify for pretrial release could be incarcerated in the Adult Detention Center (ADC) pending their court dates, further burdening partner County agencies and facilities (such as the Sheriff's Office and ADC).</li> </ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Average daily caseload per officer					
<b>Program:</b>	Pretrial Services Program (Pretrial Services Activity)					
<b>Positions:</b>	2 Pretrial Officer III					
<b>Theme:</b>	Public/Life Safety					
<b>One-time Costs:</b>	\$16,020					
<b>Recurring Costs:</b>	\$201,933					

Circuit Court Judges Priority 1: Chief of Staff						\$1.025
<b>Personnel:</b> \$149,316	<b>O&amp;M:</b> \$68	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$149,384	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"> <li>• This position's need is necessitated by the increased workload associated with the addition of a fifth judge in the 20th Judicial Circuit and the increased focus by the new Chief Judge to carry out his duties as prescribed by the state code.</li> <li>• The new Chief Judge, as part of the majority of Circuit judges, has identified the need to better organize administrative operations, which will be greatly enhanced with the addition of this position providing managerial oversight of several key Circuit Court staff in addition to the overall operations of the Circuit Court on his behalf.</li> <li>• This position will assist the Chief Judge to fulfill many statutory responsibilities.</li> </ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Circuit Court					
<b>Positions:</b>	1 Chief of Staff					
<b>Theme:</b>	Judicial Administration					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$149,384					





## Resource Requests by Functional Area

Fire and Rescue FTE Authority: EMS Clinical Coordinator						\$1.025
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$103,629	\$13,010	\$0	\$0	\$116,639	\$0	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• Position will manage clinical assignments for EMS students, including hospital rotations and mandated field hours/ capstone requirements.</li><li>• Currently, these duties are primarily handled by the EMS training specialist. Clinical hours have increased such that an additional position is needed to maintain the current service level.</li><li>• This position will provide increased capacity for on-site monitoring of students during clinicals, which are required for LCFR to form agreements with new host sites.</li></ul>			
Mandates:	Not Mandated					
PM Highlight:	Total Number of Clinical Hours					
Program:	Fire and Rescue Training					
Positions:	1 EMS Clinical Coordinator					
Theme:	FTE Authority					
One-time Costs:	\$8,135					
Recurring Costs:	\$108,504					

Fire and Rescue Priority 1: Technology Manager						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$124,706	\$11,905	\$15,000	\$0	\$0	\$151,611	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• LCFR has elements of technology spread widely across the Department, resulting in inefficiencies. This request represents a step toward consolidating technology efforts and re-aligning reporting structures by creating a single position responsible for overseeing all aspects of technology within the Department.</li><li>• Position would be responsible for: managing the design, configuration, and implementation of technology solutions across the Department; developing and implementing technology-related policies and procedures, and serving as a primary liaison for the Department of Information Technology. This position would supervise the Department's existing records security systems administrator, and application managers (approved FY 2019).</li><li>• Some of these functions are currently performed by a uniformed Battalion Chief, but technology-related needs have grown to the point where a civilian position is needed to formalize this function and set it up for long-term sustainability.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Total Number of Incidents Created in Computer-Aided Dispatch (CAD) System					
<b>Program:</b>	Communications and Technology Support Services					
<b>Positions:</b>	1 Technology Manager					
<b>Theme:</b>	Span of Control					
<b>One-time Costs:</b>	\$20,615					
<b>Recurring Costs:</b>	\$130,996					



## Resource Requests by Functional Area

Fire and Rescue Priority 2: Payroll Specialist						\$1.025
<b>Personnel:</b> \$103,629	<b>O&amp;M:</b> \$10,105	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$113,734	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Role will centralize LCFR payroll functions currently shared between technology, HR, and finance/ administration personnel.</li><li>• Provides capacity to address increasingly technical issues between Orion, LCFR's electronic time management system, and Oracle, the County's payroll system.</li><li>• Duties would include auditing the bi-weekly payroll export file and making corrections; writing/validating reports to track worker's comp, disability, FMLA, etc.; advising employees on time/leave entry; resolving pay discrepancies; and serving as central liaison for all payroll matters.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	Personnel Expenditures (in millions)					
<b>Program:</b>	Communications and Technology Support Services					
<b>Positions:</b>	1 Payroll Specialist					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$5,615					
<b>Recurring Costs:</b>	\$108,119					
Fire and Rescue Priority 3: Logistics Technician - Delivery Driver						\$1.040
<b>Personnel:</b> \$63,866	<b>O&amp;M:</b> \$15,925	<b>Capital:</b> \$48,000	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$127,791	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Requested civilian position will be responsible for delivering equipment/supplies to LCFR stations and other worksites, including warehouse stock items, turnout gear, and respiratory equipment.</li><li>• Position will centralize the delivery function, currently shared among restricted duty personnel, LCFR program staff, and central courier in an inefficient manner.</li><li>• A van is requested to serve as a pool vehicle for staff at 751 Miller Drive (Logistics, Fleet, and Respiratory Protection).</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of Warehouse Items Delivered					
<b>Program:</b>	Personnel and Asset Management - Logistics					
<b>Positions:</b>	1 Logistics Technician					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$50,110					
<b>Recurring Costs:</b>	\$77,681					
Sheriff's Office Capital Facility Openings: School Resource Officer						\$1.025
<b>Personnel:</b> \$95,424	<b>O&amp;M:</b> \$52,031	<b>Capital:</b> \$74,430	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$221,885	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This request provides for an SRO to staff Lightridge High School, which opens in the Fall of 2020.</li><li>• The addition of another SRO allows the Sheriff's Office to maintain a current service level of one dedicated SRO per middle or high school in the County.</li><li>• Service needs associated with the school system will continue to grow as the school-age population in the County grows.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	High School calls for service					
<b>Program:</b>	Operational Support Program: Juvenile Programs Activity					
<b>Positions:</b>	1 School Resource Officer (SRO)					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$97,141					
<b>Recurring Costs:</b>	\$124,744					



## Resource Requests by Functional Area

Sheriff's Office Capital Facility Openings: Courthouse Expansion						\$1.025
<b>Personnel<sup>1</sup>:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,105,077	\$331,911	\$135,530	\$0	\$0	\$1,572,518	16.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• This request represents the second phase of a three-year request for staffing associated with the Courthouse Expansion project (as discussed during the FY 2020 budget process, which included Phase 1).</li><li>• These additional staff (12 Deputies, three Sergeants, and one IT Technician) will be critical to securing the Courts Complex as mandated by the Code of Virginia § 53.1-120, when the related capital project is completed.</li><li>• The proposed staffing request for this facility allows for sworn staff to attend required academy training to ensure adequate court security personnel in time for completion of the related capital project.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of persons screened					
<b>Program:</b>	Court Services Program: Courthouse Security & Civil Process Activities					
<b>Positions:</b>	12 Deputies, 3 Sergeants, 1 IT Technician					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$280,455					
<b>Recurring Costs:</b>	\$1,292,063					

Sheriff's Office Priority 1: Latent Print Examiner						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$85,809	\$12,450	\$0	\$0	\$0	\$98,259	1.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• This resource request would provide an additional full-time latent print examiner for the Biometric Examination Unit (BEU) in the Forensic Services Activity.</li><li>• The BEU is staffed with one full-time latent print examiner and two part-time examiners in a "pooled" position.</li><li>• Existing staffing resources require the County to submit latent print lifts to the state Department of Forensic Science for processing with a wait time of 2 to 6 months.</li><li>• This resource would allow for a fully functional latent print unit in-house and allow lift examinations to be turned around within days.</li><li>• It would also allow the BEU to work on review needs associated with finger print submissions to the Northern Virginia Regional Identification System (NOVARIS).</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Criminal Investigations Program: Forensics Services Unit Activity					
<b>Positions:</b>	1 Latent Print Examiner					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$8,245					
<b>Recurring Costs:</b>	\$90,014					

<sup>1</sup> Personnel costs shown reflect six-month costs for deputy positions.



## Resource Requests by Functional Area

**Sheriff's Office Priority 2: Property Evidence Technician** **\$1.025**

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$81,198	\$11,700	\$0	\$0	\$0	\$92,898	1.00

**Details**

<b>Service Level:</b>	Current Service Level Request
<b>Mandates:</b>	Federal/State Mandate
<b>PM Highlight:</b>	Pieces of evidence stored/kept by LCSO
<b>Program:</b>	Administrative and Technical Services Program: Property and Evidence Activity
<b>Positions:</b>	1 Property Evidence Technician
<b>Theme:</b>	Internal Support
<b>One-time Costs:</b>	\$6,245
<b>Recurring Costs:</b>	\$86,653

**Overview**

- This resource request would provide a regular, full-time property evidence technician to complement the two existing technicians, one quartermaster, and one working supervisor currently managing the property and evidence activity.
- The proposed position would also provide additional efficiency in coordinating evidence management when staff are required to attend court-related appearances.
- This resource request would help maintain current service levels by replacing a temporary staff position expiring in June 2020. The temporary position has played a key role in supplementing existing full-time staff in meeting evidence management mandates, while also helping to limit over-time demands on staff.
- Without this resource, existing staff would accrue additional overtime to meet federal and state evidence mandates.

**Sheriff's Office Priority 3: Elementary School SRO Phase 1** **\$1.045**

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,527,379	\$813,468	\$1,194,630	\$0	\$0	\$3,535,477	16.00

**Details**

<b>Service Level:</b>	Enhanced Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	Average calls per SRO
<b>Program:</b>	Operational Support Program: Juvenile Programs Activity
<b>Positions:</b>	15 Elementary School Resource Officers, 1 Elementary SRO Sergeant
<b>Theme:</b>	Public and Life Safety
<b>One-time Costs:</b>	\$1,538,978
<b>Recurring Costs:</b>	\$1,996,499

**Overview**

- This resource request would provide the first of four proposed phases of elementary School Resource Officer (SRO) staffing and responds to interest from the Board of Supervisors for additional security resources in County elementary schools (which serve approximately 46 percent of County school students).
- The request includes 15 Elementary SROs and one Elementary SRO Sergeant to maintain appropriate span of control for the program.
- Additional staffing will be requested over the next few fiscal years to provide an SRO for each elementary school in the County, and existing DARE instructors/Juvenile Resource Officers (eight as of FY 2020) will be converted into elementary SROs.



## Resource Requests by Functional Area

### Health and Welfare

Family Services Priority 1: Finance Division Supervisor and Staff						\$1.025
<b>Personnel:</b> \$401,793	<b>O&amp;M:</b> \$41,178	<b>Capital:</b> \$26,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$469,471	<b>FTE:</b> 4.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The Finance Division has remained the same size (6.00 FTE) since FY 2006 despite growth in DFS (\$28 million budget in FY 2006 compared to \$43 million FY 2020).</li><li>• Each transaction also represents greater complexity and time requirements as increased reporting scrutiny of state and federal revenues has put additional demands on the unit, including mandatory monthly reconciliation requirements for \$9 million in Children Services Act funds.</li><li>• The proposed Finance Division restructuring will mirror the segregation of duties of the Department of Finance and Budget: Operations Unit and Accounting/Reporting Unit</li><li>• Advanced accounting expertise is needed for the supervisor and accountant positions.</li><li>• Accounts Payables require manual review in order to process invoice payments, and meanwhile financial transactions continue to increase.</li><li>• Some accounts/receivable responsibilities are currently performed by the Finance Manager and should be allocated elsewhere to ensure proper segregation of duties.</li><li>• DFS is the lead agency responsible for ESF-6/Mass Care, Emergency Assistance, Housing and Human services during all-hazardous events, weather or mass casualty related while also coordinating with General Services.</li><li>• The facility-safety coordinator will ensure dedicated Continuing of Operations (COOP) responsibilities - currently, these duties are spread amongst the Department Director, Deputy Director, Finance Unit, and line staff.</li><li>• The coordinator also will ensure safe, effective, and regulatory compliant operations for seven DFS facilities and a fleet of 41 vehicles.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	Number of Harmony financial transactions					
<b>Program:</b>	Administration, Finance, and Quality Management					
<b>Positions:</b>	1 Supervisor, 1 Accountant, 1 Foster Care A/P Assistant, 1 Facility/Safety Coordinator					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$48,015					
<b>Recurring Costs:</b>	\$421,456					



## Resource Requests by Functional Area

Family Services Priority 2: Foster Care Supervisor & Kinship Care Specialist						\$1.025
<b>Personnel:</b> \$204,046	<b>O&amp;M:</b> \$23,133	<b>Capital:</b> \$32,750	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$25,800	<b>LTF:</b> \$234,129	<b>FTE:</b> 2.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• A supervisor is needed to maintain the ratio of one supervisor to every six workers; Current staffing reflects 14 workers with one program manager and one supervisor.</li><li>• Support is needed so that the program manager is able to perform strategic management duties as opposed to directly supervising seven front line staff.</li><li>• This request supports the federal requirements of the Family First Prevention Services Act (effective July 1, 2020), which places additional compliance requirements upon service delivery to facilitate federal reimbursement, including the demand for placement of children in foster care with relatives and fictive kin<sup>1</sup>.</li><li>• The placement of children now requires more intensive research to meet the state guideline of 25 percent of placements being with a relative.</li><li>• Resources will address the compliance measure for an individualized action plan within 30 days of child's entry into foster care.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of certified foster homes; Percentage of relative placements					
<b>Program:</b>	Clinical Programs & Protective Services - Foster Care and Adoptions					
<b>Positions:</b>	1 Foster Care Supervisor, 1 Kinship Care Specialist					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$45,120					
<b>Recurring Costs:</b>	\$214,809					

<sup>1</sup> Identified as someone who, though unrelated by birth or marriage, has such a close emotional relationship with another that they may be considered part of the family



## Resource Requests by Functional Area

Family Services Priority 3: Homeless Assistance Team						\$1.040
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$191,319	\$29,345	\$53,000	\$0	\$0	\$273,664	2.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>Population of homeless adults/families is growing (26 percent increase in Loudoun County from 2018 to 2019; data generated from the National Alliance to End Homelessness via the HUD Point-In-Time Homelessness Count).</li><li>Case Manager will support individuals with unique needs and barriers in order to place them in appropriate housing options.</li><li>Housing Locator/Navigator will maintain a relationship with the community in order to identify appropriate housing options for those unique needs and high barriers to entry.</li><li>Resources will allow for improved oversight of all homeless services.</li><li>Resources will align with the Human Services Strategic Plan by closing critical service gaps, this team is a liaison to First Responders (in conjunction with the LCFR, LCSO, LCPS and the public) to coordinate support and response.</li><li>In first quarter of FY 2020, 145 households reached out to DFS for affordable rental housing.</li><li>DFS receives approximately 63 inquiries per week related to housing.</li><li>This team will facilitate the collection of data needed to apply for future grant opportunities</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Community Services & Outreach					
<b>Positions:</b>	1 Case Manager, 1 Housing Locator/Navigator					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$64,070					
<b>Recurring Costs:</b>	\$209,594					

Health Priority 1: Clinic Support						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$275,344	\$20,215	\$3,125	\$0	\$0	\$298,684	3.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• HealthWorks is the sole-source, family planning contract for the Health Department. However, the number of women served has decreased. The number is currently less than half of when these services were provided in-house in FY 2017 despite a consistent need. Patients served has decreased from approximately 600 to less than 300.</li><li>• If low-income women are not able to receive family planning services, unintended pregnancies may increase, which may burden County services.</li><li>• Two nurses and one administrative assistant will allow the Department to serve closer to 600 low-income patients again.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of low- income, uninsured women who receive family planning services under the Health Department					
<b>Program:</b>	Community Health					
<b>Positions:</b>	2 Nurses, 1 Administrative Assistant					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$17,915					
<b>Recurring Costs:</b>	\$280,769					



## Resource Requests by Functional Area

Health Priority 2: Urban Environmental Health Support						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$201,025	\$28,005	\$56,450	\$0	\$0	\$285,480	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>Between FY 2017 and FY 2021, the number of permitted food establishments is expected to increase by 17 percent and permitted pools by 15 percent. Inspection of facilities is critical to the health of anyone who eats at a Loudoun County restaurant or swims in a community or commercial swimming pool. The environmental health specialist position would provide support for pool and food inspections.</li><li>The types of facilities have broadened recently: a wide variety of children's interactive water features are being proposed and permitted, which requires increased levels of plan-review and inspections. This enhanced difficulty has resulted in the need for a pool specialist position with in-depth pool knowledge.</li></ul>			
<b>Mandates:</b>	County Mandate					
<b>PM Highlight:</b>	Number of permitted food and pool facilities					
<b>Program:</b>	Environmental Health					
<b>Positions:</b>	1 Environmental Health Specialist, 1 Pool Specialist					
<b>One-time Costs:</b>	\$67,480					
<b>Recurring Costs:</b>	\$218,000					

MHSADS FTE Authority: Licensed Clinical Psychologist						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$50,000	\$5,000	\$0	\$55,000	\$0	\$0	0.53
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>Conversion of contractual funds to personnel funds for a licensed clinical psychologist to support response to court-ordered evaluations.</li><li>Licensed clinical psychologist to support MHSADS response to court-ordered evaluations. Reallocating O&amp;M funding from the performance contract to support this request for personnel.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of Extensions Requested of the Court					
<b>Program:</b>	Outreach and Coordination					
<b>Positions:</b>	1 Psychologist					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$5,000					
<b>Recurring Costs:</b>	\$50,000					





## Resource Requests by Functional Area

MHSADS Priority 1: Case Management						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,098,035	\$165,824	\$258,750	\$0	\$282,102	\$1,240,507	12.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This request supports the case management function across MHSADS. In addition to case managers, this request includes the support staff in Business Operations to support these activities.</li><li>• Care coordination is case management for youth who have serious emotional disturbance and adults who have serious mental illness, a substance use disorder, and/or are dually diagnosed. MHSADS is the sole licensed provider for this service.</li><li>• Mental Health Docket and Adult Drug Court have each been assigned one care coordinator. Needs of those dockets require additional resources.</li><li>• Early Intervention (EI) service coordination provides case management for infants and families referred and receiving EI services to facilitate and coordinate evaluation and service planning. MHSADS is required to provide service coordination for the EI Program.</li><li>• EI saw a 10 percent increase in active service plans in FY 2019.</li><li>• SC is case management for individuals with a developmental disability. MHSADS is the sole licensed provider for SC. Two support coordinators will address the current waitlist and additional waiver slots for FY 2021.</li><li>• Team coordinators provide supervision of staff and quality assurance oversight of services and documentation.</li><li>• Business operations support resources are needed to support these activities. Finance assistants are responsible for the day-to-day payables activity. Operations support assistants provide insurance verification, data entry, record maintenance, and state reporting to the service delivery programs.</li><li>• Reimbursement specialists process receivables to ensure maximization of revenue collection.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of individuals receiving Mental Health Substance Use Disorder Case Management, Number of individuals receiving Support Coordination (SC)					
<b>Program:</b>	Outreach and Coordination Services, Community-Based Support Services, Business Operations					
<b>Positions:</b>	5 Care Coordinators, 1 Early Intervention Service Coordinator, 2 Support Coordinators, 1 Team Coordinator, 1 Finance Assistant, 1 Operations Assistant, 1 Reimbursement Specialist					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$326,240					
<b>Recurring Costs:</b>	\$1,196,369					



## Resource Requests by Functional Area

MHSADS Priority 2: Emergency Services (ES)						\$1.030
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$485,968	\$142,322	\$92,750	\$0	\$0	\$721,040	4.47
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• ES operates 24 hours per day, 365 days per year providing crisis intervention, pre-screening for court-ordered care, as well as consultation and training to law enforcement.</li><li>• FY 2019 saw an increase of 19 percent in the number of crisis intervention service hours provided.</li><li>• Excess overtime is leading to staff burnout and an increase in turnover for ES.</li><li>• The systems administrator position configures the electronic health record and trains workforce members so they can meet regulatory documentation requirements while maximizing billing opportunities. The data analyst position conducts analyses and provides required reporting from multiple IT platforms used by ES which create a foundation for informed decision making and compliance with the state performance contract.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Outpatient Services, Outreach and Coordination, Business Operations					
<b>Positions:</b>	2 ES Clinicians, additional hours for an ES Clinician sub-pool, 1 Systems Administrator, 1 Data Analyst					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$128,635					
<b>Recurring Costs:</b>	\$592,405					

MHSADS Priority 3: Residential Services						\$1.040
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$866,523	\$37,815	\$53,000	\$0	\$0	\$957,338	10.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• MHSADS provides 24-hour residential supports to individuals with severe mental illness and intellectual developmental disabilities in eight group homes. While individual needs vary, services include staff support, supervision and skill building assistance with a goal to safely live in the community and develop skills for more independent living.</li><li>• There has been an increasing complexity of behavioral and medical conditions of those living in the Group Homes.</li><li>• Five of the eight MHSADS group homes now require two direct support professionals for overnight support based on the needs of the individuals residing in the homes. The budget reflects one overnight direct support professional for each home. As a result MHSADS has been relying on unbudgeted overtime.</li><li>• In support of Group Homes, but also Supervised Living, MHSADS also requests two nurses. The nurses provide medical, physical and nutritional assessment, monitoring and support for the individuals in the services as well as training, support and consultation for all residential workforce members. Nurses provide services at all 8 group homes and 11 supervised living facilities and provide medication administration refresher training to an estimated 200 MHSADS staff members annually.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	Group Home Capacity, Number of individualized with specialized supervision requirements					
<b>Program:</b>	Residential Services					
<b>Positions:</b>	8 Direct Support Specialists, 2 Nurses					
<b>One-time Costs:</b>	\$64,040					
<b>Recurring Costs:</b>	\$893,298					



## Resource Requests by Functional Area

### Parks, Recreation, and Culture

Library Services Priority 1: Systemwide Support Staff for the Programming Division						\$1.025
<b>Personnel:</b> \$191,319	<b>O&amp;M:</b> \$21,402	<b>Capital:</b> \$7,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$220,221	<b>FTE:</b> 2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Since 2011, LCPL has experienced significant growth, adding three branches and expanding two additional locations. The overall square footage of the library branches has increased 68.9 percent, from 129,840 to 219,260. Electronic circulation of items has grown by over 200 percent. The number of library programs has increased by 123 percent, from 4,612 to 10,289, and program attendance has grown 152 percent to over 370,000 attendees. The number of library staff has increased by 56.4 percent, with an additional 78 FTE. The number of the support staff has not kept pace with this growth, only increasing by 10 percent (3.00 FTE) during the same time period. Therefore two additional positions are now needed.</li><li>• These two positions will assist in the development, oversight, and support of library programs. The Division directs programming that runs countywide up to 11 hours per day, seven days per week, and works to ensure that these offerings meet quality standards and community demands.</li><li>• These positions, along with the existing two program coordinators, will provide central coordination and oversight of branch programming, ensuring a standardized patron experience across all branches.</li><li>• The additional resources will provide for community needs assessments, consistent program development and marketing across branches, program guidance and training of new programming staff, ongoing maintenance and updates of written programming standards, promotion of programs to targeted audiences, and coordination with community partners.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Program Attendance					
<b>Program:</b>	Public Services					
<b>Positions:</b>	2 Program Coordinators					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$18,980					
<b>Recurring Costs:</b>	\$201,241					



## Resource Requests by Functional Area

Library Services Priority 2: Systemwide Support Staff for the Technology Division						\$1.035
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$216,774	\$21,402	\$2,500	\$0	\$0	\$240,676	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Since the number of support staff has not kept pace with the growth, the FY 2021 budget includes the resource request for two systems analysts. Due to the increasing reliance on technology and the rapid growth of the LCPL and the number of library patrons using technology, two systems analysts are necessary to maintain current service levels.</li><li>• These two systems analysts will write technical documentation; provide tier one support for library hardware, software and the ILS issues (not supported by the Department of Information Technology); maintain databases; manage equipment inventory; perform installation and troubleshooting of library software and equipment; support website and development; and manage ILS supplies.</li><li>• Adding two additional positions will allow the department to meet the technological demands that come with growth; including maintaining response times to staff and customer issues, implementing large projects efficiently, and providing support for the ILS. To meet compliance with County policy, library services will be implementing a point of sale and print management solution across all branches. The new service will provide new software and hardware that will require ongoing support to keep systems operational.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Support Tickets					
<b>Program:</b>	Technology Services					
<b>Positions:</b>	Systems Analysts					
<b>Theme:</b>	Technology					
<b>One-time Costs:</b>	\$13,980					
<b>Recurring Costs:</b>	\$226,696					

Library Services Priority 3: Systemwide Support Staff for the Communications Division						\$1.040
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$88,146	\$10,756	\$7,500	\$0	\$0	106,402	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The Communications position is needed to help with the update of multiple websites that generate over 700,000 page views per month, managing 14 social media pages, and handling all public relations.</li><li>• Communications supports a staff spread out over 11 locations, including 56 social media team members, 104 users of Library Aware (design software for creating flyers, posters, digital displays, bookmarks and handouts), and 33 users of the MVIX digital display management system.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Program Attendance, Number of Support Tickets, and Number of Marketing Packages Created					
<b>Program:</b>	Public Services, Support Services/Technology, and Communications					
<b>Positions:</b>	Communications and Marketing Coordinator					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$13,145					
<b>Recurring Costs:</b>	\$93,257					



## Resource Requests by Functional Area

PRCS Capital Facility Openings: Ashburn Senior Center Staffing						\$1.025
<b>Personnel:</b> \$235,078	<b>O&amp;M:</b> \$228,977	<b>Capital:</b> \$208,000	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$46,000	<b>LTF:</b> \$626,055	<b>FTE:</b> 7.53
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>Ashburn Senior Center is projected to open in spring 2021 as PRCS's fifth senior center.</li><li>Manager and assistant manager are required for nine months of FY 2021; additional staff are needed for facility opening (three months of FY 2021).</li><li>Staffing pattern requested is consistent with all other senior centers as identified in positions.</li><li>Possible activities planned for seniors at this facility include: arts and fitness classes, pickleball, social engagement programs, card games, billiards, cooking classes, day trips, special events and other learning opportunities.</li><li>The unique attractions of this center are two full-size pickleball courts and its location central to large adult living communities in the County.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of Senior Center Activities					
<b>Program:</b>	Senior Centers					
<b>Positions:</b>	1 Manager, 1 Assistant Manager, 1 Recreation Programmer, 1 Customer Service Assistant, 2 Passenger Vehicle Operators, 1 Café Supervisor, 1 part-time Facility Supervisor					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$278,280					
<b>Recurring Costs:</b>	\$393,775					

PRCS FTE Authority: CASA Academies - Supervisor/ Leaders						\$1.025
<b>Personnel:</b> \$203,380	<b>O&amp;M:</b> \$70,020	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$323,650	<b>LTF:</b> (\$50,251)	<b>FTE:</b> 2.86
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>After-school programs (K-5th grade) are currently offered at recreation and community centers throughout the County. There currently is inconsistency in licensing of after-school programs where some, not all, are licensed.</li><li>Licensed programs ensure consistency in training (including CPR/ First Aid, MAT, and annual continuing education) and student/teacher ratios.</li><li>Request will increase capacity of after-school program and ensure licensing standards are consistent across sites (Dulles South, Claude Moore, and Philomont Community Center).</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>Program:</b>	Children's Programs / School Age Programs					
<b>Positions:</b>	3 Supervisors, 2 Leaders					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$54,000					
<b>Recurring Costs:</b>	\$219,399					

PRCS FTE Authority: Children's Program Manager						\$1.025
<b>Personnel:</b> \$108,387	<b>O&amp;M:</b> \$85,855	<b>Capital:</b> \$41,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$290,000	<b>LTF:</b> (\$54,258)	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>Currently one program manager oversees operations of CASA (47 sites, app. 2,900 students) and summer camp (app. 1,100 students).</li><li>Duties of position include: staff training, resolving parent issues, developing curriculum, monitoring expenditures, and hiring of site staff.</li><li>Position and requested operating expenses offset by program revenue. PRCS will increase CASA fees by \$10/ month (currently \$335/ month for 10 months).</li><li>Request includes expansion of BrightWheel licensing for CASA student check-in and out, currently in use in YAS.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of CASA Participants Annually					
<b>Program:</b>	Children's Services Administration					
<b>Positions:</b>	Children's Program Manager					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$47,095					
<b>Recurring Costs:</b>	\$188,647					



## Resource Requests by Functional Area

PRCS FTE Authority: Summer Camp Staff - Licensed Programs						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$248,004	\$0	\$0	\$0	\$265,850	(\$17,846)	4.69
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• New licensing regulation issued July 1, 2019 requires all of the pre-school age summer camps to follow new guidelines with regard to student/ teacher ratios.</li><li>• Best practice for pre-school age children is for them to be in licensed program when they are in the care of a facility for more than 6 hours weekly and classes are more than 1.5 hours per day.</li><li>• PRCS offered numerous classes in FY 2019 that are now not in compliance with current regulation. This request is bring the program into compliance on the pre-school camps offered at County sites, supporting maximum safety for a sensitive population (pre-school age participants).</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of Programs Held					
<b>Program:</b>	Pre-School Services					
<b>Positions:</b>	4.69 FTE across six sites					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$248,004					

PRCS FTE Authority: Licensed Program Assistants (Preschools)						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$147,259	\$11,946	\$0	\$0	\$183,086	(\$23,881)	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Two licensed program assistants requested for (1) Claude Moore Recreation and Community Center and (2) Dulles South Recreation and Community Center to facilitate improvements with the efficiency of licensed programs.</li><li>• Proposed duties include: reviewing required paperwork, maintaining waitlists and medication intake, following up with parents regarding payments, assisting in classrooms on a daily basis, organizing volunteer program for preschool classes and giving tours on a regular basis.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Children Served - Preschools					
<b>Program:</b>	Recreation Center Facilities					
<b>Positions:</b>	2 Licensed Program Assistants					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$9,910					
<b>Recurring Costs:</b>	\$149,295					



## Resource Requests by Functional Area

PRCS Priority 1: HR Staff						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$250,163	\$49,561	\$48,000	\$0	\$0	\$347,724	3.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Two HR assistants will manage routine workload associated with hiring, creating new positions approved annually, turnover of existing staff, and responding to staff inquiries in a timely fashion. The majority of these tasks require submission of employee actions (EAs), which can take anywhere from 5-30 minutes to complete. Total number of employees on-boarded annually is 2,800 (FY 2020).</li><li>• In FY 2021, the number of EAs is expected to increase 58 percent (1,900) from FY 2018 (1,200).</li><li>• Volume of EAs per HR staff member detracts from employee recognition and retention, as well as ongoing projects to streamline PRCS HR operations, document and communicate process changes, and ensure quality of HR actions.</li><li>• HR specialist is requested to serve as a recruiter to focus on outreach for key, hard to fill PRCS positions. Job duties include: attending special job fairs, targeted advertising and developing creative marketing tools as well as increasing use of social media resources.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Employee Actions Processed					
<b>Program:</b>	Human Resources and Performance Management					
<b>Positions:</b>	2 HR Assistants, 1 HR Specialist					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$81,530					
<b>Recurring Costs:</b>	\$266,194					

PRCS Priority 2: Re-Org Administration						\$1.035
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$403,997	\$47,842	\$71,500	\$0	\$0	\$523,339	3.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• GreenPlay organizational analysis conducted in FY 2019 recommended organizational changes including the reduction in the total number of divisions and additional management staff. This is the first request in the phased implementation of the GreenPlay recommendations.</li><li>• Each assistant manager will oversee three PRCS program areas, freeing up capacity for division managers to focus on routine program operations.</li><li>• Aquatics manager will oversee all PRCS aquatic operations, leading to more streamlined operations.</li><li>• Requested positions are expected to increase satisfaction of PRCS recreation and community center participants.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Satisfaction Rate of Center Participants					
<b>Program:</b>	PRCS Administration					
<b>Positions:</b>	2 Assistant Managers, 1 Aquatics Manager					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$89,880					
<b>Recurring Costs:</b>	\$433,459					



**Resource Requests by Functional Area**

PRCS Priority 3: BRNP Maintenance Supervisor						\$1.045
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$83,550	\$8,840	\$2,500	\$0	\$0	\$94,890	1.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Maintenance supervisor requested for Banshee Reeks Nature Preserve, comprised of approximately 700 acres and 26 miles of trails, which is the largest County property.</li><li>• Position responsible for: preventative maintenance on all field equipment (tractors, mowers, UTV's and tractor implements), management of natural resources for the removal of invasive plant species, assisting in habitat restoration, snow removal, and administrative duties.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Daily Visits Annually					
<b>Program:</b>	Park Maintenance					
<b>Positions:</b>	1 Maintenance Supervisor					
<b>Theme:</b>	Span of Control					
<b>One-time Costs:</b>	\$8,265					
<b>Recurring Costs:</b>	\$86,625					





## Resource Requests by Functional Area

### Community Development

Building and Development Priority 1: Technology Support Specialist						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$81,369	\$8,275	\$0	\$0	\$0	\$89,644	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level		<ul style="list-style-type: none"><li>• B&amp;D has had embedded IT staff to resolve hardware, software, and connectivity issues quickly due to staff and customer's high reliance on technology to conduct business; however, these staff currently provide support to the implementation of a replacement LMIS system, EnerGov. Due to the increased complexity of the system, these staff will need to continue to support EnerGov after go-live.</li><li>• A temporary position for the EnerGov project currently providing tech support is a permanent need since the previous staff will need to continue to maintain EnerGov, its associated systems, and workflow processes.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, or local laws					
<b>PM Highlight:</b>	Supports Critical Functions: Number of Code Inspections.					
<b>Program:</b>	Customer service/information technology/hardware/software/cell phones					
<b>Positions:</b>	1 Technology support specialist					
<b>Theme:</b>	Technology					
<b>One-time Costs:</b>	\$6,350					
<b>Recurring Costs:</b>	\$83,294					

Building and Development Priority 2: Natural Resources Engineer						\$1.030
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$9,175	\$0	\$0	\$0	\$107,517	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The Natural Resources Team reviews all land development applications, and reviews zoning permits for compliance with environmental overlays.</li><li>• The number of reviews increased 45 percent between FY 2018 and FY 2019, prompting the need for this additional engineer position.</li><li>• In FY 2018, Natural Resources staff met review timelines 92 percent of the time for all plans and permits. The percent dropped to 66 percent in FY 2019, and it is not anticipated that the rate will improve with current staffing levels.</li></ul>			
<b>Mandates:</b>	County Mandate					
<b>PM Highlight:</b>	Application reviews, Percentage of reviews within timelines					
<b>Program:</b>	Natural Resources					
<b>Positions:</b>	1 Natural resources engineer					
<b>Theme:</b>	Evolving Development Patterns					
<b>One-time Costs:</b>	\$8,450					
<b>Recurring Costs:</b>	\$99,067					



## Resource Requests by Functional Area

Building and Development Priority 3: Assistant Erosion and Sediment Control Program Manager						\$1.040
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$105,365	\$13,227	\$28,300	\$0	\$0	\$146,892	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• This position will oversee and conduct grading permit reviews, onsite trouble shooting and oversight for permitted sites, site inspections, ESC plan review oversight, complaint follow-up, stop work orders for non-compliant sites, and customer service follow up. Assistant ESC program managers ensure compliance for reviews and for state mandated programs and conduct supervisory work.</li><li>• The amount of supervisory duties required for staff levels keep current program managers away from crucial compliance and audit functions, prompting the need for an additional program manager.</li></ul>			
Mandates:	Federal/State Mandate					
PM Highlight:	Number of Grading Permits					
Program:	Natural Resources: Erosion and Sediment Control					
Positions:	Assistant ESC program manager					
One-time Costs:	\$35,075					
Recurring Costs:	\$111,817					

Mapping and Geographic Information Priority 1: GIS Programmer Analyst						\$1.025
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$98,342	\$10,394	\$750	\$0	\$0	\$109,486	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• The programmer analyst position conducts advanced spatial analysis, solves complex GIS problems, and assists staff throughout the County in efficiently delivering services through application development or programming.</li><li>• An increased demand from the EnerGov project, which is replacing the current Land Management Information System, requires MAGI to redirect an existing programmer analyst towards a number of tasks, including project administration, establishing appropriate GIS workflows in support of the project, and finding a geospatial solution for tracking spatial parcel history.</li><li>• MAGI does not anticipate a decrease in demand from EnerGov with go-live of the product, thus the Office has identified this position as a permanent need.</li></ul>			
Mandates:	Not mandated					
PM Highlight:	Number of applications developed, Number of applications supported					
Program:	Development and Support Services					
Positions:	1 GIS Programmer Analyst					
One-time Costs:	\$10,500					
Recurring Costs:	\$98,342					



## Resource Requests by Functional Area

Planning and Zoning Priority 1: Long-Term Temporary Conversion (Zoning Administration Planner)						\$1.025
<b>Personnel:</b> \$98,342	<b>O&amp;M:</b> \$13,127	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$111,469	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• In Zoning Administration, a current two-year temporary position has allowed senior planners to focus on increasingly complicated applications, Board-directed initiatives, Fast-Track projects, including complex zoning ordinance amendments.</li><li>• This position is needed to maintain Department current service levels for day-to-day legislative and administrative application reviews.</li><li>• As applications increase in complexity with the changing development landscape, and as the Division continues work on the Zoning Ordinance rewrite, this position will be vital to maintain current service levels and responsiveness to customer inquiries.</li></ul>			
<b>Mandates:</b>	County Mandate					
<b>PM Highlight:</b>	Percent requests for correspondence responses to within 30 days if approved					
<b>Program:</b>	Zoning Administration					
<b>Positions:</b>	1 Planner III					
<b>Theme:</b>	Evolving Development Patterns					
<b>One-time Costs:</b>	\$6,820					
<b>Recurring Costs:</b>	\$104,649					

Planning and Zoning Priority 2: Planning Analyst						\$1.035
<b>Personnel:</b> \$90,565	<b>O&amp;M:</b> \$12,095	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$102,660	<b>FTE:</b> 1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The position will track residential and commercial pipeline development (development that has been approved, but not yet built). This work is currently being performed by a recent temporary position within the department, but is a permanent need. The pipeline data need to be updated frequently, but were last updated July 2017.</li><li>• This position will create, update, and produce reports used by County staff, elected and appointed officials, and outside entities. Currently, multiple positions conduct these reporting activities, resulting in a lack of coordination. Centralized reporting will ensure quality control over information produced and distributed.</li><li>• This position will assist with intake and checklist review of applications and will close out cases entered in the County system to ensure accurate data and information.</li><li>• This position will allow the department to use a data-driven approach to inform strategic plans.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Customer Service Center					
<b>Positions:</b>	1 Planner I					
<b>Theme:</b>	Evolving Development Patterns					
<b>One-time Costs:</b>	\$6,820					
<b>Recurring Costs:</b>	\$96,165					



## Resource Requests by Functional Area

Planning and Zoning Priority 3: Supervisory Planning Assistant						\$1.040
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$83,550	\$7,792	\$0	\$0	\$0	\$91,342	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This request is for a supervisory planning assistant in the Administration Division to assist Zoning Enforcement, which has 10 inspectors and 2 managers, and Department-wide distribution of administrative work so administrative tasks conducted by management, zoning inspectors, and compliance specialists can be reassigned.</li><li>• This will allow staff to maintain service levels to respond to increasing service demands with zoning, property maintenance, and codified ordinance complaints; field inspections; case resolution; permit renewal for both haulers and facilities; and FOIA assistance.</li><li>• This position would supervise two administrative staff and provide high level support to Zoning Enforcement staff, which may include composing memoranda/letters to elected officials and monitoring resident inquiries.</li></ul>			
<b>Mandates:</b>	County Mandate					
<b>PM Highlight:</b>	Zoning enforcement turnaround times					
<b>Program:</b>	Planning Administration					
<b>Positions:</b>	Supervisory Planning Assistant					
<b>One-time Costs:</b>	\$5,885					
<b>Recurring Costs:</b>	\$85,457					

Transportation and Capital Infrastructure Capital Facility Openings: Post-Metrorail Transit Routes						\$1.025
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$0	\$2,288,619	\$0	\$0	\$0	\$2,288,619	0.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• This includes the local tax funding necessary to operate seven new routes that were discussed at the 2019 Transit Summit.</li><li>• These routes will provide neighborhood connectivity via the local fixed route service with the two Loudoun Metrorail stations.</li><li>• Service on these routes will begin when Metro revenue service begins, currently estimated at the second quarter of FY 2021.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Transportation Planning and Operations					
<b>Positions:</b>	None					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$2,288,619					



## Resource Requests by Functional Area

### Transportation and Capital Infrastructure Priority 1: Procurement and Accounting Support Specialist \$1.025

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$7,755	\$12,500	\$0	\$0	\$118,597	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• There has been an increased volume of purchase orders, change orders, invoices, and construction pay applications tied to the execution of the CIP.</li><li>• With the growth of this work, the error rate associated with data entry for these processes has also increased due to a static administrative staff. This has caused delays.</li><li>• This position will provide quality control over these financial and procurement processes and provide needed guidance on errors as they arise.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Average time it takes in days for entry of commitment invoices into Oracle from start to finish in e-Builder					
<b>Program:</b>	Capital Construction					
<b>Positions:</b>	1 Procurement and Accounting Support Specialist					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$19,540					
<b>Recurring Costs:</b>	\$99,057					

### Transportation and Capital Infrastructure Priority 2: GIS Analyst \$1.030

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$11,290	\$12,500	\$0	\$0	\$122,132	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• This position will provide needed services in the areas of data organization, data collection, and spatial analysis to support all aspects of the DTCI operation.</li><li>• With the growing need for mapping data across the department, having an internal resource would create a great efficiency for the department. In particular, there is an anticipated increase in demand for these services with the arrival of Metro.</li><li>• While the department would still work with MAGI, it would not have to rely so heavily on MAGI staff.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Capital Construction					
<b>Positions:</b>	1 GIS Analyst					
<b>Theme:</b>	Evolving Development Patterns					
<b>One-time Costs:</b>	\$23,075					
<b>Recurring Costs:</b>	\$99,057					

### Transportation and Capital Infrastructure Priority 3: Administrative Assistant \$1.045

Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$77,224	\$6,365	\$0	\$0	\$0	\$83,589	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• Currently there are 3.00 FTE dedicated to provide payroll, human resources activities, management of the DTCL Board Item Development Program, Freedom of Information Act request management/response, executive assistance to the Department Director, front counter receptionist and customer service duties, records management/archiving, and other operational and administrative tasks.</li><li>• Since FY 2013, workload has increased with additional program staff, County growth, and the increasing complexity of the CIP; however, no new administrative staff has been added.</li><li>• Using the Internal Support Staffing model developed by DFB, 1.00 FTE is needed to address the workload.</li></ul>			
Mandates:	Not mandated, but necessary for compliance, with federal, state, or local laws					
PM Highlight:	n/a					
Program:	Transportation Operations					
Positions:	1 Administrative Assistant					
One-time Costs:	\$5,690					
Recurring Costs:	\$77,899					



## Resource Requests by Functional Area

## Miscellaneous

Loudoun Museum: Contribution Increase						\$1.045
Personnel: \$0	O&M: \$78,000	Capital: \$0	Reallocation: \$0	Revenue: \$0	LTF: \$78,000	FTE: 0.00
Details			Overview			
Service Level:	n/a		<ul style="list-style-type: none"><li>This request is for an additional one-time allocation of \$78,000 above the County's currently budgeted funding level, which would increase the annual contribution from \$156,000 to \$234,000 for FY 2021.</li><li>Loudoun Museum proposes to use this funding to expand their service to the community by establishing a formal education and partnership program. This will also allow the Museum Director to assist the Board of Trustees with the capital campaign.</li><li>The additional funding would be utilized to support an additional staff member as well as the materials and technical support to develop and implement the education and partnership program.</li></ul>			
Mandates:	None					
PM Highlight:	None					
Program:	None					
Positions:	None					
Theme:	Community Outreach and Education					
One-time Costs:	\$78,000					
Recurring Costs:	\$0					

Courthouse Grounds: Facilitated Public Engagement Process					Unfunded Request	
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$0	\$75,000	\$0	\$0	\$0	\$75,000	0.00
Details			Overview			
Service Level:	n/a		<ul style="list-style-type: none"><li>This request will provide support for a process to allow the County to engage with the Heritage Commission, stakeholders, and the community to create a shared vision for memorials, monuments, or commemorative features on the Courthouse Grounds.</li><li>This request will provide for an engagement guide for public sessions and professionally led public sessions to understand content and personal experiences with the history and sites.</li><li>A preliminary schematic design will be produced with a draft plan after the conclusion of the public sessions. The draft plan will be completed within 360-450 days.</li></ul>			
Mandates:	None					
PM Highlight:	None					
Program:	None					
Positions:	None					
Theme:	Community Outreach and Education					
One-time Costs:	\$0					
Recurring Costs:	\$75,000					



## Resource Requests by Functional Area

Office of the Public Defender: Contribution for Salary Supplements					Unfunded Request	
<b>Personnel:</b> \$0	<b>O&amp;M:</b> \$197,788	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$197,788	<b>FTE:</b> 0.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	n/a		<ul style="list-style-type: none"> <li>• Code of Virginia § 19.2-163.01 allows counties to supplemental the salaries of Public Defenders.</li> <li>• The request is to provide 20 percent supplements for both the attorney and non-attorney positions in the local office to assist with the recruitment and retention of personnel.</li> <li>• The Public Defender's Office is a state agency – its employees are not connected to County's personnel system, and the Office does not receive County central services funding.</li> <li>• Public Defenders provide services to Loudoun's residents as part of criminal justice proceedings to ensure rights are protected.</li> </ul>			
<b>Mandates:</b>	None					
<b>PM Highlight:</b>	None					
<b>Program:</b>	None					
<b>Positions:</b>	None					
<b>Theme:</b>	Judicial Administration					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$197,788					







## History of Expenditures by Department<sup>1</sup>

Department	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Animal Services	3,206,134	3,417,551	3,718,093	4,494,468	4,616,945
Board of Supervisors	2,376,663	2,360,838	2,896,440	3,721,642	3,729,871
Building and Development	20,594,117	21,198,266	23,602,759	25,925,023	26,672,293
Clerk of the Circuit Court	4,491,462	4,720,294	4,885,203	5,231,082	5,382,500
Commissioner of the Revenue	6,783,764	7,643,292	8,826,743	9,433,078	9,702,730
Commonwealth's Attorney	3,746,736	4,073,646	4,307,381	4,824,399	4,965,942
Community Corrections	2,342,859	2,646,345	2,871,815	3,234,162	3,325,847
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
Courts	1,450,007	1,510,833	1,706,920	1,928,138	1,978,073
Economic Development	3,512,414	3,289,305	4,092,485	4,462,435	4,573,989
Elections and Voter Registration	1,751,784	1,998,267	2,250,311	2,342,838	2,399,196
Extension Services	419,769	456,305	553,940	584,888	600,137
Family Services	33,972,738	35,301,725	43,077,179	45,295,101	46,229,013
Finance and Budget	7,506,994	8,177,619	8,856,964	9,682,077	9,949,310
Fire and Rescue	79,210,722	86,689,848	95,815,139	106,597,749	109,480,162
General Services	42,970,916	51,144,276	49,757,223	55,265,215	56,075,010
Health	4,899,397	5,466,022	5,894,627	6,926,794	7,077,907
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
Juvenile Court Service Unit	2,019,993	1,959,888	2,400,539	2,378,819	2,442,628
Library Services	15,831,917	18,403,425	21,020,535	21,982,310	22,560,832
Mapping and Geographic Information	2,331,901	2,396,861	2,853,449	3,154,857	3,245,338
MH, SA, and Developmental Services	40,085,398	43,828,400	49,868,199	53,868,280	55,281,557
Non-Departmental	1,074,458,882	1,141,782,879	1,218,067,849	1,328,635,412	1,336,007,756
Parks, Recreation, and Community Services	40,927,788	47,212,658	52,967,866	58,098,907	59,671,064
Planning and Zoning	7,462,969	7,499,747	8,615,962	9,292,929	9,560,467
Sheriff's Office	86,040,283	87,219,387	95,982,180	104,240,543	109,144,866
Transportation and Capital Infrastructure	26,807,165	28,582,349	29,056,666	32,771,756	33,189,898
Treasurer	6,148,661	5,813,598	6,766,938	7,249,046	7,430,041
<b>County Total</b>	<b>\$1,569,321,345</b>	<b>\$1,677,888,663</b>	<b>\$1,805,766,154</b>	<b>\$1,974,190,636</b>	<b>\$1,998,887,264</b>

<sup>1</sup> This table reflects the General Fund and State and Federal Grants Fund.



## History of Expenditures and FTE

History of FTE by Department<sup>1</sup>

Department	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Animal Services	35.49	34.53	35.53	42.00	42.00
Board of Supervisors	0.00	0.00	0.00	0.00	0.00
Building and Development	199.80	198.80	199.80	201.80	201.80
Clerk of the Circuit Court	48.00	49.00	50.00	51.00	51.00
Commissioner of the Revenue	68.93	73.93	78.93	81.93	81.93
Commonwealth's Attorney	36.00	36.00	36.00	39.00	39.00
Community Corrections	24.80	26.33	28.33	30.33	30.33
County Administrator	33.27	38.00	43.00	49.53	49.53
County Attorney	22.00	23.00	24.00	25.00	25.00
Courts	10.00	10.00	10.00	11.00	11.00
Economic Development	22.77	24.00	25.00	25.00	25.00
Elections and Voter Registration	12.00	12.00	12.00	13.00	13.00
Extension Services	4.00	4.00	5.00	5.00	5.00
Family Services	201.84	215.23	241.23	247.69	247.69
Finance and Budget	68.00	73.00	81.00	85.00	85.00
Fire and Rescue	696.50	649.14	673.14	682.14	682.14
General Services	118.26	130.26	138.26	148.06	148.06
Health	30.00	32.00	35.00	40.00	40.00
Human Resources	32.00	33.00	38.00	38.00	38.00
Information Technology	106.47	108.47	109.47	111.47	111.47
Juvenile Court Service Unit	18.72	17.53	17.53	16.53	16.53
Library Services	216.47	220.06	220.06	224.06	224.06
Mapping and Geographic Information	23.00	23.00	24.00	25.00	25.00
MH, SA, and Developmental Services	372.90	387.43	406.43	428.63	428.63
Non-Departmental <sup>2</sup>	0.00	0.00	8.00	0.00	0.00
Parks, Recreation, and Community Services	608.77	620.22	654.05	678.13	679.63
Planning and Zoning	60.47	60.47	66.00	68.00	68.00
Sheriff's Office	794.95	730.85	758.48	788.49	803.49
Transportation and Capital Infrastructure	63.00	71.00	81.00	83.00	83.00
Treasurer	50.00	51.00	53.00	55.00	55.00
<b>County Total</b>	<b>3,978.41</b>	<b>3,952.05</b>	<b>4,152.24</b>	<b>4,293.79</b>	<b>4,310.29</b>

<sup>1</sup> Table reflects FTE in the General Fund, State and Federal Grants Fund, Metro Parking Garage Fund, Legal Resource Center Fund, Rental Assistance Fund, EMS Fund, and Central Services Fund.

<sup>2</sup> In FY 2020, 8.00 FTE were originally added in Non-Departmental for the Emergency Call-taker Program. In FY 2021 and beyond, these FTE are shown in their respective departments: 7.00 FTE to the Sheriff's Office, 1.00 FTE for Fire and Rescue.



# Fiscal Policy

**County Of Loudoun, Virginia**

**Board of Supervisors**

**Fiscal Policy**

**Originally adopted December 17, 1984**

**Revised through January 6, 2016**

## Statement of Policy Purpose

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

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

## Policy Goals

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

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

To these ends, the following 12 fiscal policy goal statements are presented.

### 1. Operating Budget Policies

- The operating budget is intended to implement the Board’s service priorities and vision for the County.
- The budget is a plan for raising and allocating resources. The objective is to enable service delivery with allocated resources. Services must be delivered to the citizens at a level which will meet real needs as efficiently and effectively as possible.
- The County's goal is to pay for all recurring expenditures with recurring revenues and to use nonrecurring revenues for nonrecurring expenditures.



## Fiscal Policy

- It is important that a positive unassigned fund balance in the general fund and a positive cash balance in all governmental funds be shown at the end of each fiscal year.
- When deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be reduced sufficiently to create a positive unassigned fund balance and a positive cash balance.
- Where possible, the County will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the productivity of County programs and employees. Productivity analysis is a dynamic part of County Administration.
- The budget must be structured so that the Board and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives. The budget document will include data that illustrates the link and impact of resource investments on service delivery.
- The individual agency budget submissions must be prepared with the basic assumption that the Board will always attempt to minimize the local tax burden.
- The County will avoid tax anticipation borrowing and maintain adequate fiscal reserves in accordance with the fund balance policy.
- The County will annually seek the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

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

### Staff Levels

The number and distribution of staff will be reviewed and evaluated in the context of service delivery. The Board will seek to limit staff increases to areas where approved growth and support necessitates additional staff; and to reduce staff, if needed, where this can be done without adversely affecting approved service levels. When feasible and cost effective, contracting out services will be considered.

### Capital Construction

Emphasis will be placed upon continued reliance on a viable level of "pay-as-you-go" capital construction to fulfill needs in a Board-approved comprehensive Capital Improvements Program. The Board will attempt to fund not less than 10 percent of the total cost of the Capital Improvements Program through the use of local tax funding, fund balance, and other recurring local revenue sources.

### Program Expansions

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

### New Programs

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



## Fiscal Policy

### Existing Service Costs

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

### Fiscal Guidelines

- The level of proposed investment in services will be evaluated within the context of the Board's vision for service delivery and established programmatic priorities. In all program areas, administrative overhead costs should be kept to the absolute minimum.
- Functions should be reviewed in an effort toward reducing duplicative activities within the County government and the autonomous and semiautonomous agencies, which receive appropriations from the governmental funds.
- The budget will provide for adequate maintenance of capital, plant and equipment and for its orderly replacement.
- The County will maintain budgetary controls at the Division/Department level within each organizational unit, although more restrictive controls may be instituted as fiscal circumstances, management prerogatives and programmatic requirements dictate.
- The County will also maintain control between major categories of expenditures (i.e. Personnel, operations and maintenance, capital outlay, etc.).
- The County Administrator will provide quarterly reporting to the Board on the County's financial condition and debt position.
- The County will remain current in payments to its employee and volunteer retirement systems.
- The County will endeavor to comply in all material respects with both funded and unfunded mandates.
- The County will, at a minimum, every four years, produce a report describing major programs including mandates (federal, state, local or other), budgetary information, staffing, and other details, and will provide this report for public review.
- Capital projects in the County government and schools will be reviewed and reconciled annually as part of the fiscal year-end financial closing procedure. A capital project will be closed in the financial records of the County within two years after the project opening or occupancy unless mitigating circumstances exist and approval of the County Administrator has occurred. Subsequent funding after project closing will be addressed as part of the annual appropriation process for the County or Schools.
- The County will annually update a long range (3-5 year) financial forecasting system which will include projections of revenues, expenditures, and future costs and financing of capital improvements and other projects that are included in the capital budget and the operating budget.
- The County will annually update a financial trend monitoring system which will examine fiscal trends from the preceding five years (trends such as revenues and expenditures per capita and adjusted for inflation, liquidity, operating deficits, etc.). Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.
- The County will regularly update a series of financial and planning tools to evaluate long term land use, fiscal and demographic issues. Those tools include: the County's Fiscal Impact Model (FIM), Capital Intensity Factor (CIF), the Board-adopted Service Plans and levels, the 20-year growth projections, and the 10-Year Capital Needs Assessment (CNA) document. The review and update cycle of these tools is as follows:

**Fiscal Policy**

Tool	Review Process (All subject to adoption by Board of Supervisors)	
	Update Cycle	
Fiscal Impact Model (FIM)	Fiscal Impact Committee	Annual
Capital Intensity Factor	Fiscal Impact Committee	Minimally every 4 years, preferably every 2 years
Service Plans and Levels	Board Committee	Every 4 years, on 2nd year of Board Term
20-Year Growth Projections	Fiscal Impact Committee	Biannual Update of Inputs
10-Year Capital Needs Assessment (CNA)	Planning Commission	Every 4 years, on 2nd year of Board Term

**2. Debt Management Policies**

- The County will not fund current operations from the proceeds of borrowed funds.
- The County will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- The County will analyze market conditions prior to debt issuance to determine the most advantageous average life. When financing capital improvements, or other projects or equipment, the County will repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- The County will not use swaps (i.e. interest rate exchange agreements) as a method of financing debt until such time as the Board of Supervisors adopts a specific policy on swap practices.
- The County will attempt to repay debt using a level principal repayment structure.
- The County may, at its discretion, on a project-by-project basis, subject to a public hearing of the Board on the proposed financing if applicable, use alternative financing mechanisms to the issuance of general obligation (GO) bonds that require a referendum. These alternative financing mechanisms include, but are not limited to: the Virginia Public School Authority (VPSA), the Virginia Resources Authority (VRA), revenue bonds (for revenue supported activities), lease revenue bonds, certificates of participation, letters of credit, commercial paper, private placements, lease purchase agreements, master lease agreement, additional appropriation-based financing or other financing mechanisms that may be created. The policy is to use these financing mechanisms for total project costs as follows:



## Fiscal Policy

Total Cost of Project	General Government	School System
\$200,000, up to the cost of a new elementary school for specialized vehicular equipment (e.g., school buses, landfill equipment or fire and rescue vehicles) and information technology equipment and software systems (1)	Lease-Purchase Financing	Lease-Purchase Financing
\$500,000 up to the cost of a new elementary school for constructing and equipping additions or renovations to existing facilities or acquiring, constructing, and equipping new facilities (1)(2)	Alternative Financing Mechanisms	Alternative Financing Mechanisms
Over the cost of a new elementary school for additions, renovations, etc. or new facilities (1)	Alternative Financing Mechanisms	Alternative Financing Mechanisms
NOTES:		
(1) The cost of a new elementary school is estimated in each year of the adopted Capital Improvements Program.		
(2) In some instances, a referendum for general obligation bond financing may be the only alternative at these levels		

- The County will explore the cost effectiveness of issuing refunding bonds when market conditions are such that a minimum of 3% net present value savings in debt service payments will be achieved.
- The County may assist volunteer fire and rescue companies through the Revolving Loan Program. These loans are the preferred method to assist the organization in funding their capital construction and renovation needs greater than \$500,000. Apparatus acquisition assistance will be made through the Capital Projects Fund. Companies requesting a revolving loan must show credit worthiness by providing a current financial statement and IRS Form 990. The loans will bear interest at the AAA/Aaa tax exempt rate at the time of the loan approval. Such loans will be made from and remain an asset of the General Fund.
- The County will annually calculate target debt ratios and include those ratios in the review of financial trends.
- The County's debt capacity shall be maintained within the following primary goals:
  - o Annual debt issuance guideline of \$225 million. The debt issuance guideline will be adjusted every five years based on the Consumer Price Index five year rolling average beginning with FY 2017. The debt issuance guideline will be reviewed every five years beginning in FY 2022.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%.
- The affordability index, consisting of the weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%) shall be updated annually.
- The annual debt issuance guideline encompasses all traditional County infrastructure projects (e.g. public safety facilities, schools, libraries, equipment, transportation, etc.). Not included in the annual debt issuance calculations are issuances for projects supported by a specific revenue source, major economic development/regional partnership projects (e.g. rail), Community Development Authorities and Special Assessment Districts, etc. When appropriate, these debt offerings will be factored into the overall debt ratios and financial condition of the County.
- The County recognizes the importance of underlying and overlapping debt in analyzing financial condition. The County will regularly analyze total indebtedness including underlying and overlapping debt. Total overlapping debt should not exceed 0.75% of the total assessed value of taxable property within the County during any year of the County's Six Year Capital Improvement Program.



## Fiscal Policy

- The County shall comply with all U.S. Internal Revenue Service rules and regulations regarding issuance of tax-exempt debt, including arbitrage rebate requirements for bonded indebtedness and with all Securities and Exchange Commission requirements for continuing disclosure of the County's financial condition as well as all applicable Municipal Securities Rulemaking Board requirements.
- The County shall comply with all requirements of the Public Finance Act as set forth in Title 15.2, Chapter 26 of the Code of Virginia and with any other legal requirements regarding the issuance of bonds or its debt issuing authorities.

### 3. Revenue Policies

- The County will maintain and monitor a diversified and stable revenue structure to shelter it from short-run fluctuations in any one revenue source.
- The County will estimate its annual revenues by an objective, analytical process.
- The County will develop, and annually update, an Indirect Cost Allocation Plan to document overhead costs for all County agencies to aid in the recovery of indirect costs incurred by the County to support and administer Federal and State grant programs and to provide indirect costs information for a County-wide user fee study.
- The County, where possible, will institute user fees and charges for specialized programs and services in the County. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs. Fees will be regularly reviewed and updated and where applicable, determine if pre-established recovery goals are being met.
- The County will follow an aggressive policy of collecting tax revenues. The annual level of uncollected current property taxes should not exceed 3% unless caused by conditions beyond the control of the County.
- The County should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the County will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary enhancement. Therefore:
  - All grant applications, prior to submission, must be approved by the County Administrator upon recommendation by the Budget Officer.
  - Grants may be accepted only by the Board.
  - No grant will be accepted that will incur management and reporting costs greater than the grant amount.
- The County will accrue and designate all land use valuation rollback resulting from a granted rezoning in the Capital Project Fund. These funds are to be dedicated for projects within the impacted subarea of development unless the Board, after considering current fiscal conditions, approves an alternative designation of the funds.

### 4. Non-Tax Accounts Receivable Policies

- The County will use proper internal controls to protect its non-tax accounts receivable reflecting amounts owed the County from people, firms and other governmental entities.
- The County will record receivables in a timely manner and provide for appropriate collection methods.
- All non-tax accounts unpaid after one year must be written off, if deemed uncollectible unless otherwise provided for under law or by written agreement.





## Fiscal Policy

### 5. Investment Policies

- The County will maintain an investment policy based on the GFOA Model Investment Policy and the amended and adopted Investment Policy of the Treasurer, which was last amended in December 2015 by the County's Finance Board.
- The County will conduct an analysis of cash flow needs on an annual basis. Disbursements, collections, and deposits of all funds will be scheduled to ensure maximum cash availability and investment potential.
- The County will, where permitted by law, pool cash from its various funds for investment purposes.
- The County will invest County revenue to maximize the rate of return while preserving the safety of the principal at all times. The prudent person rule shall apply in investing of all County funds.
- The County will regularly review contractual, consolidated banking services.
- The County will invest proceeds from general obligation bonds with an emphasis on minimizing any arbitrage rebate liability.

### 6. Accounting, Auditing, and Financial Reporting Policies

- The County will establish and maintain a high standard of accounting practices in conformance with uniform financial reporting in Virginia and Generally Accepted Accounting Principles (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board (GASB).
- The County's financial accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB).
- The County's annual financial reports will present a summary of financial activity by governmental funds and all funds respectively.
- The County's reporting system will also provide monthly information on the total cost of specific services by type of expenditure and revenue, and if necessary, by fund.
- The County will retain the right to perform financial, compliance and performance audits on any entity receiving funds or grants from the County.
- The County will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to Generally Accepted Auditing Standards (GAAS) and will have these accountants publicly issue an opinion which will be incorporated in the Comprehensive Annual Financial Report.
- The Board's Finance/Government Services and Operations Committee (FGSO) will serve as the Board's Audit Committee and is responsible for approving the selection of the independent firm of certified public accountants (the Board's external auditor) to perform the annual financial and compliance audit, defining the audit scope and receiving the report of the auditor. The County will also maintain an ongoing internal audit function for the performance of fiscal, programmatic and operational audits, as determined by the Board's FGSO Committee.
- The County will annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting.

### 7. Capital Budget Policies

- The County will make all capital improvements in accordance with an adopted Capital Improvements Program.
- The County will develop a multi-year plan for capital improvements (CIP), which considers the County's development policies and links development proffers resulting from conditional zonings with the capital plan.
- The County will enact a biennial capital budget based on the multi-year Capital Improvements Program.
- The County will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.



## Fiscal Policy

- The County will identify the "full-life" estimated cost and potential funding source for each capital project proposal before it is submitted to the Board for approval.
- The County will determine the total cost for each potential financing method for capital project proposals.
- The County will identify the cash flow needs for all new projects and determine which financing method best meets the cash flow needs of the project.
- When restricted, committed and assigned amounts are available, restricted funds (such as proffers, grants, NVT and bond proceeds) will be spent first. When more than one category of restricted funds is available for any aspect of a project, the more restrictive of the available funds shall be spent first.
- As part of the capital project closeout process, unspent local tax funding will be transferred to the County or School capital project contingency account to be used at the discretion of the Board of Supervisors. Unspent restricted assets, such as bond proceeds, are required to be reviewed by the Controller's Office prior to closeout. All transfers between projects are required to be approved by the Board of Supervisors.
- The County will strive to update the capital intensity factor every two years, but no less than four years.
- When a project is subject to capital standards, the capital project should first be approved in the Capital Needs Assessment prior to proposal in the Capital Improvements Plan.
- The County will maximize the use of non-debt capital financing sources through the use of alternate sources of funding, including proffers, grants, and other sources of non-local tax funding revenues. The County will attempt to fund not less than 10% of the total cost of the Capital Improvement Program from local tax funding, fund balance and other recurring local revenue sources. The 10% cash provided may be applied equally to all projects or only to specific projects.

### 8. Asset Maintenance, Replacement, and Enhancement Policies

- The operating budget will provide for minor and preventive maintenance.
- The capital asset preservation budget will provide for the structural, site, major mechanical/electrical rehabilitation, preservation or replacement to the County and School physical plant which requires a total expenditure of \$10,000 or more and has a useful life of ten years or more.
- The appropriations to the fund will be targeted to the annual depreciation of the total County and School physical plant (buildings and improvements, exclusive of land and mobile equipment).
- The capital projects budget will provide for the acquisition, construction, or total replacement of physical facilities to include additions to existing facilities which increase the square footage or asset value of that facility.
- The County will capitalize certain classes of intangible assets per the following guidelines:
- Easements and rights-of-way with a value greater than \$1,000,000 and an expected life of 3 years or more.
- Internally generated computer software with a value greater than \$1,000,000 and an expected useful life of 3 years or more. Staff time must be 100% dedicated to a specific project for internal costs to be considered in the calculation of the capitalization threshold.
- The County will capitalize all other tangible and intangible fixed assets with a value greater than \$5,000 and an expected life of 5 years or more.
- Replacement of major technology systems (software) will be included in the planning for asset replacements in the Computer System Replacement Fund.



## Fiscal Policy

### 9. Risk Management Policies

- The County will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.
- The County will reserve an amount adequate to insulate itself from predictable losses when risk cannot be diverted through conventional methods.

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

The County has five categories of Fund Balance for financial reporting: 1) Nonspendable; 2) Restricted; 3) Committed; 4) Assigned; and 5) Unassigned. These categories are defined below.

- 1) **Nonspendable Fund Balance:** Nonspendable Fund Balance in any fund includes amounts that cannot be spent because the funds are either not in spendable form such as prepaid expenditures and inventories or legally contracted to be maintained intact such as principal of a permanent fund or capital of a revolving loan fund. Nonspendable fund balance is not available for appropriation.
- 2) **Restricted Fund Balance:** Restricted Fund Balance in any fund includes amounts that are subject to externally enforceable legal restrictions set by creditors, grantors, contributors, federal or state law, or adopted policies regarding special revenue funds.

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

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

- The committed portion of Unrestricted Fund Balance at the close of each fiscal year shall be equal to no less than 10% of operating revenues of the General Fund. This portion of Unrestricted Fund Balance is not maintained for funding recurring expenditures during the normal business cycle and is to be used only in the event of unexpected and non-routine circumstances.
  - A withdrawal of the Unrestricted Fund Balance resulting in the remaining balance at less than the targeted 10% level of revenue may be considered if the total projected general fund revenues reflect a decrease from the total current year estimated general fund revenues of at least 3% or in the event of a federally declared natural or national disaster/emergency. Any withdrawal of this type shall be approved by the Board.
  - If circumstances require the use of the Unrestricted Fund Balance to a point below the targeted level, the County will develop a plan during the annual appropriations process to replenish the Unrestricted Fund Balance to the 10% targeted level over a period of not more than three (3) years.
- 3) **Committed Fund Balance:** Committed Fund Balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board. Board adoption of the Fiscal Policy commits the 10% targeted level of Unrestricted Fund Balance. Formal Board action includes the annual adoption of the appropriations resolution and subsequent budget amendments. As stated in the appropriations resolution, encumbrances remaining at year-end will be carried over to the next fiscal year. Formal action to commit fund balance must be taken prior to the end of the fiscal year.



## Fiscal Policy

- 4) **Assigned Fund Balance:** Assigned Fund Balance includes amounts that reflect an intended or planned use of fund balance for specific purposes but are neither restricted nor committed. Assigned Fund Balance does not require formal action of the Board and may be assigned by the County Administrator or his designee. Assigned Fund Balance could be used to fill the gap between projected revenues and expenditures in the following fiscal year.
- 5) **Unassigned Fund Balance:** Unassigned Fund Balance represents the residual fund balance remaining after non-spendable, restricted, committed, and assigned fund balance is deducted. Unassigned Fund Balance is available for appropriation by the Board with first priority given to nonrecurring expenditures or as an addition to fund balance. The General Fund is the only fund that can have a positive Unassigned Fund Balance.

**The order of spending resources:** When an expenditure is incurred for purposes for which restricted, committed, assigned and unassigned amounts are available for use, the County considers restricted fund balance to be spent first, then committed fund balance, then assigned fund balance, and lastly unassigned fund balance.

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

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

### 11. Criteria Policy for Establishment of Special Assessment Districts

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

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

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

Limited to Projects which Advance County’s Plans. The proposed project or purpose for establishing a District must advance the County’s adopted comprehensive plan or provide greater benefit to the ultimate property owners utilizing the proposed facilities and be in line with the Board’s Vision and Strategic Goals.

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



## Fiscal Policy

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

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

- The special assessment district's proposed petition to the County Board of Supervisors;
- A map of district boundaries and properties served;
- A general development plan of the district;
- Proposed district infrastructure including probable cost;
- A preliminary feasibility analysis showing project phasing, if applicable, and projected land absorption with the district;
- A schedule of proposed special assessment district financings and their purpose;
- A discussion of the special assessment district's proposed financing structure and how debt service is paid;
- The methodology for determining special assessments within the district;
- Background information on the developers and/or property owners in the current proposal or previous involvement with other districts in Virginia and elsewhere; and,
- Level of equity to be provided and when such equity would be incorporated into the proposed Plan of Finance.

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

The petition must address:

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

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

**Impact on County Credit Rating.** The District, either individually or when considered in aggregate with previously approved Districts, shall not have a negative impact upon the County's debt capacity or credit rating. The majority of this debt will be considered and treated as overlapping debt. In order to protect the County's long term fiscal stability and credit standing, all proposed debt must be in conformance with the County's Debt Management Policies (section #2). Exemptions to this policy may be made if the projects to be financed directly replace capital projects in the current Capital Improvement Program, or the Capital Needs Assessment Document. Maturities of special district debt shall approximate the average of the County's other special assessment debt.



## Fiscal Policy

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

**Due Diligence.** A due diligence investigation performed by the County or its agents must confirm petition information regarding the developers, property owners, and/or underwriting team, and the adequacy of the developer's or property owner's financial resources to sustain the project's proposed financing. Developers will be required to grant full access to all accounting records, project pro formas and any other required financial information for any project involving a financial partnership with the County.

**Project Review and Analysis.** A financial and land use assessment performed by the County or its agents must demonstrate that the District's proposed development, financial, and business plan is sound, and the proposed project or purpose for establishing a District is economically feasible and has a high likelihood of success. The analysis must confirm why establishing a District is superior to other financing mechanisms from a public interest perspective.

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

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

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

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



## Fiscal Policy

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

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

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

### 12. Policy for Public-Private Solicitations

The Board has adopted guidelines within Article 7 of the County's Procurement Resolution to implement the Public-Private Education Facilities and Infrastructure Act of 2002, Va. Code § 56-575.1, et seq. ("PPEA"), and the Public-Private Transportation Act of 1995, Va. Code §33.2-1800, et seq. (as re-codified effective October 14, 2014, formerly codified as §56-556, et seq.) ("PPTA") (individually an "Act"; together, the "Acts"). These guidelines apply to all procurements under the PPEA and PPTA where the County is the "responsible public entity" (RPE), the "affected jurisdiction" or the "affected locality or public entity" within the meaning of Virginia Code § 56-575.1 and Va. Code § 33.2-1800 (formally §56-557.)

Individually-negotiated comprehensive agreements between private entities and the County ultimately will define the respective rights and obligations of the parties for Public-Private projects. The version of the Acts that is in effect (at the time of execution of a comprehensive agreement under procurement as to that procurement) is controlling in the event of any conflict.

The Acts allow private entities to include innovative financing methods, including the imposition of user fees or service payments, tax overlay districts, special assessment districts, land swaps, property up-zonings or TIF-like mechanisms, etc. in a proposal. However, the County reserves the right to utilize its own financing mechanism as a less costly alternative. Any/all partnership solicitations shall not have a negative impact upon the County's debt capacity or credit rating.

Any debt issued by the partnership must conform to the County's Debt Management Policies (section #2). Solicitations wherein the County provides all or a substantial portion of the funding must include financial protections for the County as the "First Tier" lender meant to give the County first priority, ahead of other potential financial lenders, to take possession of assets or revenues in the event of a default to mitigate this risk.

Solicitations should include a "Security Reserve" that would provide immediate cash flow for the County to pay financial obligations should there be delinquency in any payments. This cash flow will supplement continued tax revenues that are collected from activities that continue to occur in the development area during any financial challenges. Any excess funds in the security reserve will be used to prepay the public investment.

A Public-Private Partnership should result in a fair contract that balances the needs of both partners while ultimately protecting the public's interest. There are six critical components of any successful partnership: political leadership, public sector involvement, comprehensive plan, dedicated income stream, stakeholder communication, and proper partner selection.





## Fiscal Policy

Preference will be afforded Public-Private solicitations that are fiscally prudent and in line with the Board's Vision and Strategic Goals. The petitioner must demonstrate how the solicitation will advance the County's adopted Comprehensive Plan or provide greater benefit to the ultimate property owners utilizing the proposed facilities. Public Improvements specified within the solicitation must be related to and guided by standards and policies approved by the Board as identified in the Capital Improvements Program, Capital Needs Assessment Document, or the County's adopted Capital Facility Standards.

The County is seeking private partners that will bring the best value to projects as opposed to the lowest bidder. Factors that can contribute "value" to a project include, but are not limited to: project design, project delivery schedule, use of innovation, access to expertise, project financing, risk transference and user fee schedule (if applicable) over the duration of the partnership.

The County will conduct an in depth examination and evaluation of potential private partners and their proposed projects including, but not limited to, qualifications & experience, financial capability, references, risk transference and any litigation and/or controversy that the potential partners and their key staff members may be involved in. This information will assist the County in finding partners that are experienced and will bring the "best value" to the partnership, and ultimately the residents of Loudoun County over the course of the long-term partnership.

The County will consider the relevancy and extent of specific technical experience and expertise of the designated key staff members of the submission team, not simply the entity as a whole. The County will also analyze how this experience and expertise benefits the County and the project. Benefits of the partnership may include accelerated project delivery, greater access to technology and innovation, risk transference, alternative financing methods and cost-efficiencies that result in lower operating costs. Ultimately, the partnership must provide some measurable public benefit that the residents of Loudoun cannot access or achieve without the private partner.

A Financial Due Diligence investigation performed by the County or its agents must confirm solicitation information regarding the adequacy of the private partner's financial resources to sustain the project's proposed financing. Private partners will be required to grant full access to all accounting records, project pro formas and any other required financial information for any project involving a financial partnership with the County.

Any/all costs incurred by the County during the examination, evaluation and due diligence investigations will be advanced or reimbursed by the solicitor in accordance with the Acts.

Risk should be assigned to the partner that is best equipped to manage or prevent that risk from occurring or that is in a better position to recover the costs associated with the risk. The goal of the partnership should be to combine the best capabilities of the public and private sectors for mutual benefit. It is the intention of the County to maintain control of the asset or enterprise produced by the partnership, oversee the operation and maintenance, and regulate the amount of private involvement to protect the integrity of any public asset. The County will set the parameters and expectations for the partnership to address the public's needs. If the partnership does not live up to its contractual expectations, the County will regain ownership of the asset or enterprise system.

It should be noted that Risk is not limited to just liability but includes the assumption of responsibility for uncertainties conceptual, operational and financial that could threaten the goals of the partnership, including, but not limited to, design and construction costs, regulatory compliance, environmental clearance, performance, and customer satisfaction.

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





# General Fund Revenue and Trends FY 2021 Proposed Budget

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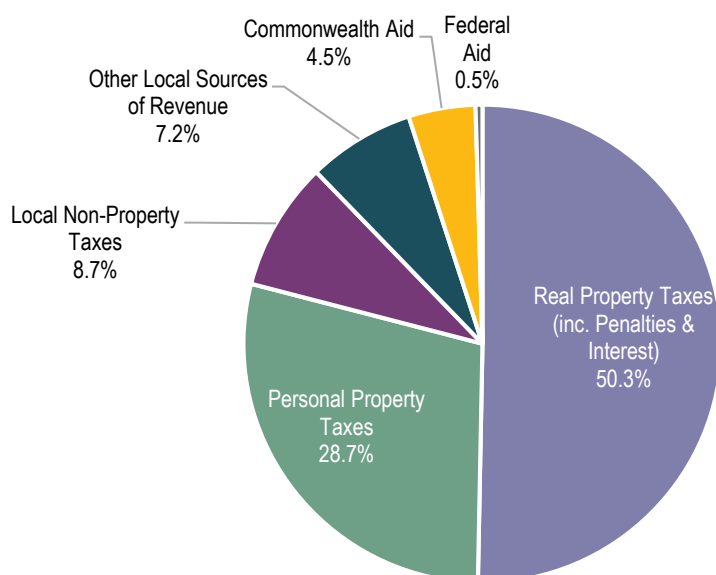




## General Fund Revenue and Trends

The General Fund is one of multiple funds that exist within the County's accounting and budgeting systems. It is the largest such fund in terms of dollars; and it is the primary financing source for annual appropriations related to the ordinary, jurisdiction-wide operations of County government. "Revenue" in the General Fund consists of money that goes directly to the Fund when realized by the County and money initially appropriated in other funds that are transferred into the General Fund during the fiscal year. There are five major categories of General Fund Revenue: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Commonwealth Aid, and Federal Aid. The chart below shows the percentage contribution of each of these five categories to FY 2021 Proposed General Fund Revenue, the largest being General Property Tax revenues (separated into its Real and Personal Property tax components) at 79 percent.

### FY 2021 Proposed Budget General Fund Revenue



The County's Revenue Committee reviews all estimates of local tax revenues. The Revenue Committee consists of the Commissioner of the Revenue, the County Treasurer, the Clerk of the Circuit Court, the Chief Financial Officer, and representatives of several County operating departments. The Revenue Committee also reviews projected revenues from several non-tax sources that represent substantial amounts of revenue (e.g., building permits, court fines, and interest on investments).

The following table<sup>1</sup> presents the five major General Fund revenue categories and related subcategories. The following pages present historic and projected revenues for each subcategory at a greater level of detail along with brief descriptions of each. The actual amounts shown for Total General Fund Revenue for past years may exceed the corresponding values reported in Schedule 1 and Exhibit V of the County's Comprehensive Annual Financial Report (CAFR). The CAFR does not classify inter-fund transfers (here included within 'Other Financing Sources') or proceeds from asset sales (here included in 'Miscellaneous') as revenue.

<sup>1</sup>In all tables in this chapter, the sum of the individual revenue lines may not equal the totals due to rounding.

**General Property Taxes****General Fund Revenue Summary**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>General Property Taxes</b>					
Real Property	\$820,954,120	\$859,469,049	\$880,687,704	\$909,154,300	\$972,456,700
Personal Property	280,250,324	334,761,967	414,487,395	464,830,500	560,515,840
Penalties & Interest	12,721,331	9,712,425	9,437,408	7,158,000	9,150,000
<b>Total General Property</b>	<b>\$1,113,925,774</b>	<b>\$1,203,943,441</b>	<b>\$1,304,612,507</b>	<b>\$1,381,142,800</b>	<b>\$1,542,122,540</b>
<b>Local Non-Property Taxes</b>					
Sales & Use Tax	\$72,469,150	\$74,095,287	\$77,782,399	\$78,850,000	\$81,311,500
Consumers Utility Taxes	21,807,354	22,094,646	22,173,117	22,637,000	21,359,600
Business License (BPOL)	35,210,681	36,760,291	39,895,906	37,523,250	42,162,900
Franchise Fees & Misc.	31,992,966	27,637,222	24,050,246	26,125,000	25,408,740
<b>Total Non-Property Taxes</b>	<b>\$161,480,152</b>	<b>\$160,587,446</b>	<b>\$163,901,668</b>	<b>\$165,135,250</b>	<b>\$170,242,740</b>
<b>Total Local Tax Revenue</b>	<b>\$1,275,405,926</b>	<b>\$1,364,530,887</b>	<b>\$1,468,514,175</b>	<b>\$1,546,278,050</b>	<b>\$1,712,365,280</b>
<b>Other Local Sources of Revenue</b>					
Permits, Fees, & Licenses	\$24,158,503	\$26,413,319	\$25,850,493	\$23,794,484	\$23,874,129
Fines & Forfeitures	2,068,578	2,059,764	1,929,794	1,982,701	1,652,700
Use of Money & Property	8,569,985	14,018,102	24,414,455	13,176,167	14,927,544
Charges for Services	36,969,037	39,286,622	41,576,182	44,409,268	49,213,428
Miscellaneous Revenue	28,925,802	16,786,369	8,640,741	1,580,748	706,900
Recovered Costs	9,674,223	11,708,666	10,684,252	9,892,184	9,806,821
Other Financing Sources	13,129,985	7,856,807	7,986,566	40,567,714	41,121,048
<b>Total Other Local Revenue</b>	<b>\$123,496,113</b>	<b>\$118,129,649</b>	<b>\$121,082,483</b>	<b>\$135,403,266</b>	<b>\$141,302,570</b>
<b>Total Local Revenue</b>	<b>\$1,398,902,039</b>	<b>\$1,482,660,536</b>	<b>\$1,589,596,658</b>	<b>\$1,681,681,316</b>	<b>\$1,853,667,850</b>
<b>Commonwealth Aid</b>					
Non-Categorical	\$57,861,493	\$58,382,879	\$57,717,002	\$58,121,693	\$58,034,693
Shared Expenses	15,578,644	16,153,368	16,485,903	17,160,105	17,160,105
Categorical – Unrestricted	2,737,965	2,711,430	3,020,784	3,319,460	5,361,343
Categorical – Restricted	9,688,241	10,523,714	10,864,378	9,431,931	7,859,775
<b>Total Commonwealth Aid</b>	<b>\$85,866,343</b>	<b>\$87,771,391</b>	<b>\$88,088,068</b>	<b>\$88,033,189</b>	<b>\$88,415,916</b>
<b>Federal Aid</b>					
Payment in Lieu of Taxes	\$3,292	\$3,360	\$3,435	\$1,800	\$1,800
Categorical Aid	8,187,401	9,659,546	10,444,898	9,137,990	9,127,571
<b>Total Federal Aid</b>	<b>\$8,190,693</b>	<b>\$9,662,906</b>	<b>\$10,448,333</b>	<b>\$9,139,790</b>	<b>\$9,129,371</b>
<b>Total General Fund Revenue</b>	<b>\$1,492,959,075</b>	<b>\$1,580,094,833</b>	<b>\$1,688,133,058</b>	<b>\$1,778,854,295</b>	<b>\$1,951,213,137</b>



## General Property Taxes

### General Property Taxes

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Real Property Taxes</b>					
Current Real Property Taxes	\$806,932,680	\$837,436,076	\$858,338,398	\$892,395,000	\$951,765,460
Real Property – Rollback	455,790	2,802,935	1,365,967	0	0
Relief for Elderly & Disabled	(10,571,362)	(8,913,786)	(10,900,358)	(12,420,000)	(12,420,000)
Payment in Lieu of Taxes	227,900	234,800	241,900	249,300	256,680
<b>Total – Real Property Taxes</b>	<b>\$797,045,008</b>	<b>\$831,560,026</b>	<b>\$849,045,907</b>	<b>\$880,224,300</b>	<b>\$939,602,140</b>
<b>Public Service Corp. (PSC) Property Taxes</b>					
PSC Real Property Taxes <sup>1</sup>	\$23,909,112	\$27,909,023	\$31,641,796	\$28,930,000	\$32,854,560
PSC Vehicle Taxes	39,422	33,144	72,410	30,000	65,000
<b>Total – PSC Property Taxes</b>	<b>\$23,948,534</b>	<b>\$27,942,167</b>	<b>\$31,714,206</b>	<b>\$28,960,000</b>	<b>\$32,919,560</b>
<b>Personal Property Taxes</b>					
Aircraft Taxes	\$28,870	\$30,624	\$42,673	\$30,000	\$50,000
Computer Equipment	150,543,010	195,159,471	257,737,943	313,450,000	394,508,100
Furniture & Fixtures	23,595,330	26,541,445	28,694,465	30,960,000	32,297,400
Heavy Equipment Taxes	2,075,124	2,026,607	1,972,747	1,900,000	1,862,000
Machinery & Tools Taxes	1,627,470	1,967,965	2,336,310	1,700,000	2,430,900
Mobile Home Taxes	13,579	14,560	13,877	11,300	13,870
Satellite Mfg. Equipment	4,284	4,980	5,297	4,200	5,000
Vehicle Taxes	102,323,235	108,921,319	123,543,662	116,680,000	129,218,700
Broadband Wireless Business Equipment	0	61,854	68,010	65,000	65,000
<b>Total – Personal Property</b>	<b>\$280,210,902</b>	<b>\$334,728,823</b>	<b>\$414,414,985</b>	<b>\$464,800,500</b>	<b>\$560,450,970</b>
<b>Property Tax Penalties &amp; Interest</b>					
Penalties	\$4,757,153	\$7,699,490	\$7,256,080	\$4,158,000	\$7,500,000
Super Penalty	2,616,060	0	0	0	0
Interest	5,348,118	2,012,935	2,181,328	3,000,000	1,650,000
<b>Total – Penalties &amp; Interest</b>	<b>\$12,721,331</b>	<b>\$9,712,425</b>	<b>\$9,437,408</b>	<b>\$7,158,000</b>	<b>\$9,150,000</b>
<b>Total – General Property Taxes</b>	<b>\$1,113,925,774</b>	<b>\$1,203,943,441</b>	<b>\$1,304,612,507</b>	<b>\$1,381,142,800</b>	<b>\$1,542,122,540</b>

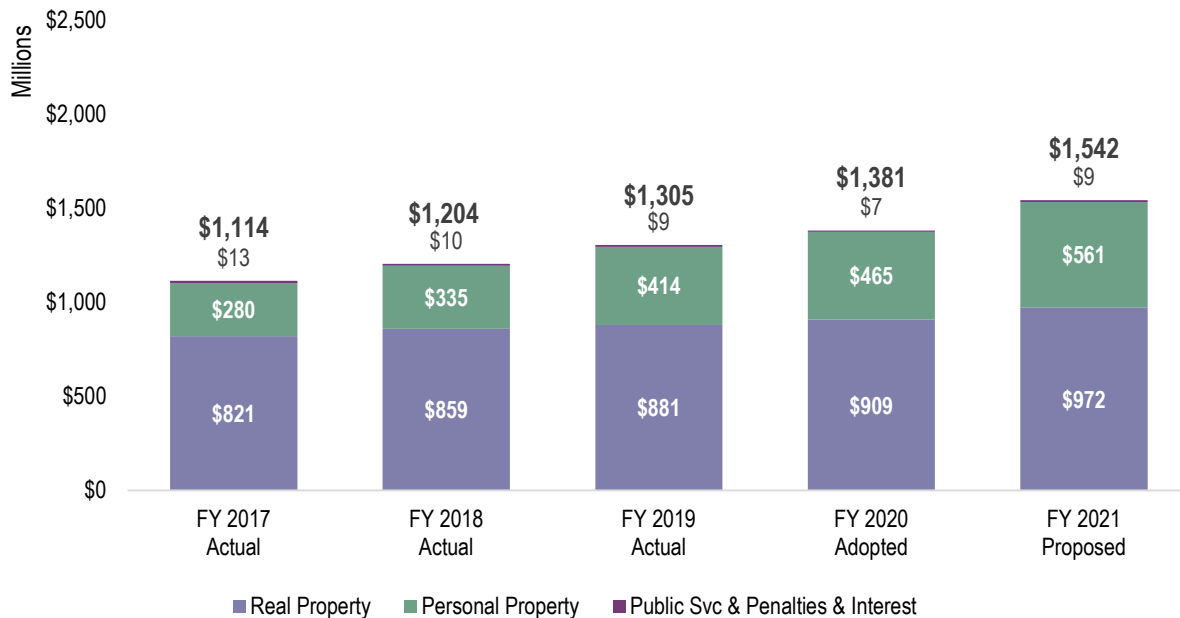
Note: The descriptions of local taxes that follow are general in nature and include main features only. Readers should refer to the statutory references provided or the County website for additional details.

<sup>1</sup> All PSC personal property other than motor vehicles is taxed at the real property tax rate and included in the PSC Real Property total.



## General Property Taxes

### General Property Tax Revenue



### Real Property Taxes

- Legal Authority** – Article X of the Constitution of Virginia; Code of Virginia § 58.1-3200 et seq.; Loudoun County Ordinances § 4-860, 864, 870, and 872.
- Description** – All land, structures, improvements, mineral deposits, and timber which are not exempted by State law are subject to local taxation at 100 percent of the fair market value as of January 1 of the calendar year in which the tax is levied. The methods used to assess fair market value must comport with State law. Taxable real property includes the value of leasehold interests and concessions located on land that is exempt from property tax. Exempt real property includes government-owned real estate, property devoted to religious purposes, and property meeting certain other eligibility criteria specified in the Code of Virginia, including ownership by elderly and disabled individuals or disabled military veterans. In calendar year 2019 an estimated 7.7 percent or \$7.5 billion of the county's real property assets qualified for tax exemption. Real property zoned for agricultural use may qualify for the County's land use program. Under this program the property tax due on the difference between the fair market value of the land in its highest and best use and its value in agriculture, horticulture, or open space is deferred until such time as the property is re-zoned to a high-density, non-agricultural use. Such conversion requires the payment of deferred taxes (plus interest) for the past five years (shown as Rollback revenue in the above table). In 2019, the County's land use program permitted deferral of taxes on approximately \$1.3 billion or 1.5 percent of Loudoun's taxable real property. Tax is also not levied on the difference between the "use value" and the fair market value of land subject to permanent easement.
- Administration** – Loudoun's Commissioner of the Revenue assesses the fair market value of all real property other than property owned by public service corporations (which is assessed by the Virginia State Corporation Commission), and the operating property of railroads and interstate pipelines (which is assessed by the Virginia Department of Taxation). The State Land Advisory Council provides recommended valuations to the Commissioner of the Revenue for agricultural property enrolled in the land use program. Assessments are performed each year and are subject to appeal. Property owners are informed of results by mail in March. Loudoun's Treasurer bills and collects real property taxes semiannually with payments due on June 5 and December 5. Owners of new structures under construction may receive supplemental tax bills at other times based upon the state of completion with the amount prorated to cover the remaining portion of the calendar year. The County Treasurer issues property tax bills and collects the levies.



## General Property Taxes

- Tax Rate** – The FY 2021 Proposed real property tax revenue estimate reflects a real property tax rate of \$1.035 per \$100 of assessed value on and after January 1, 2020, one cent below the current real property tax rate of \$1.045. During calendar 2019, the Commissioner of the Revenue estimates that apart from the value of new construction and improvements, the fair market value of taxable property that existed in the County at the start of 2019 increased by approximately 3.97 percent. The equalized tax rate offsets the change in market value of all real property over the previous calendar year that is not attributable to new structures and parcel development. The Board of Supervisors establishes the real property tax rate, which is uniform for all real property in the jurisdiction. By law, any real property tax rate that would yield revenue in the current calendar year that is greater than 101 percent of the revenue levied in the prior year can only be approved after public notice and hearing. Historic real property tax rates are shown in the table on page R-8. The County also establishes special tax districts, each with its own special tax levy and associated special district fund. The table on page R-8 also shows real property tax rates for the special purpose tax districts. Owners of non-exempt real property within a special tax district pay the special levy in addition to the general property tax; the special levy revenue is dedicated to the specific purpose for which the tax district was created.
- Supplemental Information** – Additional information on the real property tax revenue forecast appears in the last section of the chapter entitled ‘Forecast Discussion and Analysis’. Adopted FY 2020 real property revenue reflects the purchase in November 2018 of 423 acres of previously tax-exempt vacant land near Dulles Airport from the Metropolitan Washington Airports Authority by a private developer. This property is taxable in 2019 with an assessed value of approximately \$200 million.

Real Property Tax Relief – Foregone Revenue	Tax Year 2017 Actual	Tax Year 2018 Actual	Tax Year 2019 Actual	Tax Year 2020 Est.	Tax Year 2021 Est.
Elderly & Disabled	\$7,800,029	\$7,681,038	\$7,893,615	\$9,884,000	\$8,980,000
Disabled Veterans/KIA Spouse	1,923,119	2,540,768	3,093,968	2,596,000	3,500,000
<b>Total – Real Property Tax Relief</b>	<b>\$9,723,148</b>	<b>\$10,221,806</b>	<b>\$10,987,583</b>	<b>\$12,480,000</b>	<b>\$12,480,000</b>

### Real Property Tax Relief

- Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-3210 et seq., § 58.1-3219.5 et seq.; Loudoun County Ordinances § 4-872.
- Description** – Real property owners who are at least 65 years of age or who are totally and permanently disabled may qualify for 100 percent relief from the tax on their principle residence and up to three acres of land provided their total combined (i.e., including their spouse) income and financial net worth (excluding the value of the home and up to 10 acres) are less than \$72,000 and \$440,000, respectively. Effective January 1, 2019, eligibility for partial relief is also extended to property owners having net worth exceeding \$440,000 but less than \$920,000.01 and who meet the age or disability criteria. Such property owners may qualify for 50 percent tax relief provided their income does not exceed the limit associated with their net worth. Military veterans having 100 percent service-connected, total and permanent disability may qualify for 100 percent property tax exemption irrespective of their financial status. The surviving spouse of a disabled veteran is also eligible for real property tax exemption if the veteran died after December 31, 2010, the surviving spouse maintains the property as a principal residence, and he or she does not remarry. Beginning January 1, 2015, State law provides local property tax exemption on the primary residence of the surviving spouse of a service member killed in action. Tax relief is provided on a tax year basis.
- Administration** – The Commissioner of the Revenue administers applications for and determines eligibility for real property tax relief. Application forms and additional information are available on the Loudoun County website.
- Tax Rate** – The real property tax revenue foregone due to these exemptions is calculated using the real property tax rate in effect at the time.



## General Property Taxes

- **Supplemental Information** – The fiscal year values shown for FY 2020 and FY 2021 in the above table for ‘Elderly & Disabled’ and for ‘Disabled Veterans/KIA spouse’ are estimates derived from calendar-year values compiled by the Commissioner of the Revenue. The estimated amount of tax relief for these years includes an estimated \$3 million in relief associated with the four new income-net worth eligibility brackets adopted by the Board of Supervisors on December 13, 2017. The four new partial relief brackets became effective on January 1, 2019.

### Personal Property Taxes

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-3500 et seq.; Loudoun County Ordinances § 4-860, 864, and 873.
- **Description** – This tax applies to 100 percent of the fair market value of all tangible personal property as of January 1 of the calendar year in which the tax is levied. Tangible personal property includes all personal property not classified as intangible (e.g., computer software, accounts receivable, equipment used in manufacturing), merchant’s capital (e.g., inventory of stock for sale, daily rental motor vehicles), or as short-term rental property. State law establishes a set of personal property categories for the purpose of assessing value and another set of categories for applying tax rates. Different valuation methods may be used for different classes of property but the same method must be used for all types of property within the same category. Likewise, the same tax rate must be applied to all personal property within a given tax category. This procedure ensures that the same amount of tax will be collected from similar types of personal property having equal value, thereby promoting equity across property owners. State law also provides for exemptions from the personal property tax under specified conditions and for tax rates below the general personal property tax rate for certain categories of personal property. The categories of personal property having the largest valuations in Loudoun County are motor vehicles and computer equipment.
- **Administration** – Loudoun’s Commissioner of the Revenue determines the value of all tangible personal property other than property owned by public service corporations (which is assessed by the Virginia State Corporation Commission). New businesses and individuals are required to file a personal property tax return with the Commissioner of the Revenue within 60 days of acquiring or bringing such property into Loudoun County or one of its seven incorporated towns. Thereafter, all owners of tangible personal property are required to file annual declarations identifying the stock and condition of all tangible personal property as of January 1. Loudoun’s Treasurer bills and collects the personal property tax semiannually with payments due by May 5 and October 5 for property located in Loudoun on January 1.
- **Tax Rate** – The table on the following page shows historic and current personal property tax rates applicable to the tangible personal property sub-categories shown in the previous table. For sub-categories, the general personal property tax rate applies unless indicated otherwise. The table of tax rates also shows the rates applicable to more specific property categories (e.g., motor vehicles owned by volunteer fire and rescue personnel) that are included in the categories reported in the revenue table.
- **Supplemental Information** – Additional information regarding the derivation of the forecast of personal property tax revenues appears at the end of the chapter in the section labelled ‘Forecast Discussion and Analysis’.





## General Property Taxes

### Real and Personal Property Tax Rates by Tax Year (Calendar Year)

\$Tax per \$100 Assessed Value

Property Tax Category	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020
<b>Taxable Real Property</b>					
Real Property – General	1.145	1.125	1.085	1.045	1.035 <sup>1</sup>
Public Utility Property – General	1.145	1.125	1.085	1.045	1.035 <sup>1</sup>
Route 28 Highway Transportation Improvement District	0.180	0.180	0.180	0.180	0.180
Hamilton Sewer Service District	0.000	0.000	0.000	0.000	0.000
Metrorail Service Tax District	0.200	0.200	0.200	0.200	0.200
Rt. 606 Airport Stations Services Tax District	0.000	0.000	0.000	0.000	0.000
Rt. 772 Station Services Tax District	0.000	0.000	0.000	0.000	0.000
<b>Taxable Personal Property</b>					
Personal Property – General	4.200	4.200	4.200	4.200	4.200
Personal Property – Vehicles	4.200	4.200	4.200	4.200	4.200
Personal Property – Furniture & Fixtures	4.200	4.200	4.200	4.200	4.200
Personal Property – Computer Equipment	4.200	4.200	4.200	4.200	4.200
Personal Property – Wireless Broadband Equip.	4.200	4.200	2.100	2.100	2.100
PSC Personal Property (Vehicles Only)	4.200	4.200	4.200	4.200	4.200
PSC Personal Property (Aircraft Only)	0.010	0.010	0.010	0.010	0.010
PSC Personal Property (Excluding Aircraft & Vehicles) – General	1.145	1.125	1.085	1.045	1.035 <sup>1</sup>
Personal Property – Special Fuels Vehicles	4.200	4.200	4.200	4.200	4.200
Personal Property – Eligible Vehicles of Fire and Rescue Services and Sheriff's Auxiliary	0.010	0.010	0.010	0.010	0.010
Personal Property – Vehicles of Active Virginia Defense Force	4.200	4.200	0.010	0.010	0.010
Personal Property – Eligible Vehicle of Permanently Qualifying Disabled Veteran	n/a	0.010	0.010	0.010	0.010
Personal Property – Vehicles of Eligible Elderly and Handicapped	2.100	2.100	2.100	2.100	2.100
Personal Property – Vehicles Specially Equipped for Handicapped Transport	2.100	2.100	0.010	0.010	0.010
Personal Property – Four-Wheeled Electrically-Powered Low Speed Vehicles	1.000	1.000	0.010	0.010	0.010
Personal Property – Vehicles Powered Solely by Electricity	4.200	4.200	4.200	4.200	4.200
Mobile Homes Used as Residences – General	1.145	1.125	1.085	1.045	1.035 <sup>1</sup>
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (VA Code § 58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment <sup>2</sup>	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000

<sup>1</sup> Proposed real property tax rate.

<sup>2</sup> Legislation enabling this separate category for purposes of taxation expired July 1, 2019. The FY 2021 Proposed Budget assumes the General Assembly amends Virginia Code §58.1-3506(A)(21) to retroactively extend/remove the sunset provision.



## Local Non-Property Taxes

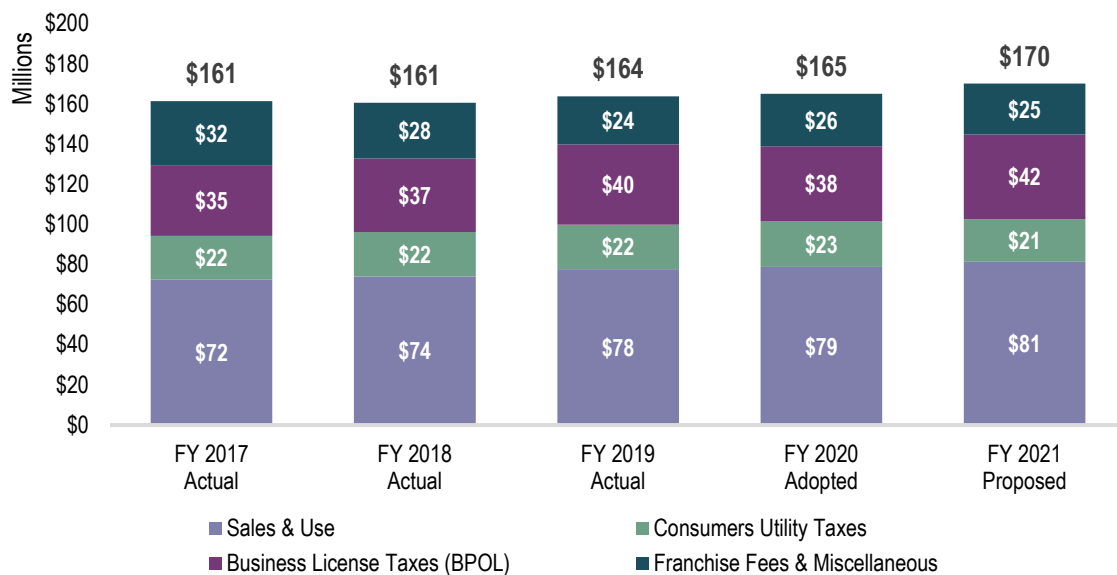
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Sales and Use Tax</b>	<b>\$72,469,150</b>	<b>\$74,095,287</b>	<b>\$77,782,399</b>	<b>\$78,850,000</b>	<b>\$81,311,500</b>
<b>Consumers Utility</b>					
Electric – State	\$1,569,948	\$1,855,076	\$2,101,424	\$1,879,000	\$2,164,900
Natural Gas – State	218,336	263,133	261,772	250,000	269,700
Electric – Local	6,112,651	6,204,469	6,323,690	6,510,000	6,418,800
Natural Gas – Local	2,312,536	2,449,897	2,505,441	2,500,000	2,581,100
Communication Tax – State	10,977,461	10,634,284	9,865,473	10,450,000	8,809,800
PSAP E-911	616,421	687,787	1,115,317	1,048,000	1,115,300
<b>Total – Utility Taxes</b>	<b>\$21,807,354</b>	<b>\$22,094,646</b>	<b>\$22,173,117</b>	<b>\$22,637,000</b>	<b>\$21,359,600</b>
<b>Business License (BPOL)</b>					
Amusements	\$113,854	\$99,773	\$151,011	\$118,000	\$123,700
Business Svc Occupations	8,613,837	8,861,464	9,116,016	9,210,000	9,679,500
Business Svc Aircraft Lease	10,721	8,991	8,618	10,000	10,000
Business Svc Computer Info	605,266	600,452	670,270	600,000	650,000
Federal R&D	22,951	41,299	26,614	40,000	30,000
Personal Svc Occupations	1,702,163	1,786,669	1,908,196	1,890,000	2,064,100
Contractors & Contracting	7,875,757	9,935,272	10,444,056	9,860,000	11,203,800
Hotels and Motels	362,273	363,259	380,299	375,000	395,800
Professional & Specialized	3,002,078	2,832,624	3,300,373	3,180,000	3,455,300
Renting by Owner	1,519,193	1,732,360	1,879,353	1,770,000	2,032,200
Repair Service Occupation	482,966	459,044	718,662	502,000	502,000
Retail Merchant	7,587,958	7,503,199	8,323,367	8,040,000	8,665,900
Retail Merchant Cert STR	82,621	99,683	124,880	94,000	134,900
Wholesale Merchant	962,448	136,713	554,820	150,000	555,000
Money Lenders	445,010	431,975	452,212	425,000	493,800
Coin Operated Machines	350	1,000	200	150	0
Fortune Tellers and Related	0	0	500	100	0
Itinerant Merchants	15,500	15,000	13,500	14,000	12,500
Professional Bondsmen	50	0	0	0	0
Other Business	64,190	330,291	(30,875)	0	221,500
Satellite Imaging Services	64,952	71,898	1,865	70,000	70,000
Going out of Business Sales	0	0	130	0	0
Mixed Beverage Licenses	67,975	65,300	69,450	65,000	65,000
Public Svc. Corp. License Tax	816,443	733,125	854,446	700,000	816,000
Short-Term Rental (STR)	329,397	395,316	526,971	310,000	564,400
Penalties and Interest	462,728	255,585	400,971	100,000	417,500
<b>Total – BPOL</b>	<b>\$35,210,681</b>	<b>\$36,760,291</b>	<b>\$39,895,906</b>	<b>\$37,523,250</b>	<b>\$42,162,900</b>



## Local Non-Property Taxes

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Franchise Fees &amp; Miscellaneous</b>					
Motor Vehicle License Fees	\$7,091,919	\$7,096,295	\$7,096,118	\$7,475,000	\$7,475,000
Bank Franchise Tax	8,916,977	6,113,457	4,012,088	3,100,000	3,100,000
Recordation Taxes	13,444,167	11,664,184	10,244,703	12,500,000	12,000,000
Taxes On Wills	51,372	51,287	45,165	50,000	50,000
Hotel and Motel Room Tax	2,488,530	2,711,998	2,652,172	3,000,000	2,783,740
<b>Total – Franchise Fees &amp; Misc.</b>	<b>\$31,992,966</b>	<b>\$27,637,222</b>	<b>\$24,050,246</b>	<b>\$26,125,000</b>	<b>\$25,408,740</b>
<b>Total – Local Non-Property Taxes</b>					
	<b>\$161,480,152</b>	<b>\$160,587,446</b>	<b>\$163,901,668</b>	<b>\$165,135,250</b>	<b>\$170,242,740</b>

Note: The descriptions of local taxes that follow are general in nature and include main features only. Readers should refer to the statutory references provided or the County website for additional details.



### Sales and Use Tax

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-605 et seq.; Loudoun County Ordinance adopted May 24, 1966 (uncodified).
- **Description** – A general tax of one percent on the retail price of non-exempt goods and services purchased for use within Loudoun County to provide revenue for the general fund. This tax is also referred to as the one percent local option tax because state law gives counties and cities the option of levying this tax within their jurisdictions. The revenue reported in the above table represents only the County's share (currently around 91.4 percent) of the revenue collected in each fiscal year. The proceeds of the one percent sales and use tax are allocated between the Loudoun County government and the towns located within the county on the basis of school age population.



## Local Non-Property Taxes

- **Administration** – The tax is collected by businesses at the time of sale (or lease) and remitted to the Tax Commissioner of the Commonwealth of Virginia by the 20th day of the month following its collection. The Tax Commissioner deposits the funds into an account administered by the State Comptroller who distributes the proceeds to each county or city. The distribution of tax proceeds collected for a given month generally occurs during the first few days of the second calendar month following the month of collection. The Commonwealth's Auditor of Public Accounts regularly audits the tax collection process. Any errors detected in past distributions are corrected via rebates or refunds in future distributions.
- **Tax Rate** – One percent of the sale price of any non-exempt retail good or service sold or used (i.e., consumed or stored) within the county.
- **Supplemental Information** – Sales and Use Tax revenue tends to grow over time at a rate commensurate with the percentage change in the number of households in the county plus the rate of consumer price inflation, which impacts the prices of the goods and service purchases to which the tax applies. A substantial change in local retail facilities will also impact this revenue. However, during economic recessions consumers tend to economize on purchases of goods and services which can cause this revenue to actually decline. Refunds and/or receipts resulting from audits of prior year collections significantly impacted reported revenue in a given year. In 2012, for example, the County received \$3.2 million in added revenue from an audit. In FY 2018, Loudoun was required to refund approximately \$1.84 million.

### State Taxes on Retail Electricity and Natural Gas Consumption

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-2900 – 2907; Loudoun County Ordinances not applicable.
- **Description** – Taxes levied by the Commonwealth on electricity and on natural gas consumed by retail utility customers in Loudoun County. Electricity consumption is measured in kilowatt-hours (kWh); natural gas consumption is measured in units of 100 cubic feet (CCF). The per-kWh tax rate and the per-CCF tax rate each consists of three components: a state component, a local component, and a special regulatory component. Loudoun only receives revenue from the local component.
- **Administration** – These taxes appear as separate charges on the monthly bills of retail electric and natural gas utility customers. The utilities (or their billing agent) collect the tax and remit the local portion of the tax proceeds to the Loudoun County Treasurer by the last day of the month following the month of collection.
- **Tax Rate** – The local portion of the total tax rate for electricity is \$0.00038/kWh for the first 2,500 kWh per month; \$0.00024/kWh for the next 47,500 kWh per month, and \$0.00018/kWh for all monthly usage in excess of 50,000 kWh. For the natural gas tax the local component is \$0.004 per CCF on the first 500 CCF consumed in a month.
- **Supplemental Information** – These taxes became effective on January 1, 2001 and replaced the state gross receipts tax and the local license tax on electric and gas utilities.

### Local Taxes on Retail Electricity and Natural Gas Consumption

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-3812 et seq.; Loudoun County Ordinances § 4-844.
- **Description** – Taxes levied by Loudoun County on electricity and on natural gas consumed by retail utility customers in Loudoun County outside of towns which impose their own levy on these services. Monthly electricity use is measured in kilowatt-hours (kWh); natural gas consumption is measured in units of 100 cubic feet (CCF). The tax rate varies according to the characteristics of the service.
- **Administration** – These local taxes on utility services appear on the monthly retail bills of consumers and are collected by the utility service providers (or their billing service) who remit the proceeds to the locality.



## Local Non-Property Taxes

- **Tax Rate** – Tax rates for individually metered non-interruptible service are as follows:

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

- **Supplemental Information** - The \$2.70 monthly limit for the residential tax corresponds to 304 kWh for electricity and 32 CCF for natural gas. These levels are sufficiently low that nearly all residential users should pay the maximum tax each month irrespective of weather conditions and the resulting space conditioning demand. The same is not necessarily true for the Commercial segment with maximum taxable levels of 13,180 kWh and 2,326 CCF. Some smaller commercial establishments may only reach these levels under extreme temperatures.

## State Communications Tax

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-648 et seq.; Loudoun County Ordinances not applicable.
- **Description** – The Communications Tax refers to a set of levies imposed by the Commonwealth on various communication services sourced to Virginia. The current set of levies dates to January 1, 2007 when a set of statewide communications taxes replaced a number of state and local communications taxes and fees. Communications taxes currently include a communications sales and use tax (5 percent of sales), an E-911 tax on landline telephone services (\$0.75 per access line), and a public rights-of-way use fee for cable television providers (\$0.75 per access line). The sales and use tax applies to a host of communications services, including: landline, wireless, and satellite phone services; teleconferencing services, voice-over-internet protocol; and 800 number services, to name a few.
- **Administration** – Communication service providers collect the taxes from their customers each month and remit the proceeds to the Virginia Department of Taxation. The Department of Taxation then distributes the revenues to localities. Loudoun receives a fixed percentage (2.78 percent) of Commonwealth collections for state-wide communications taxes less an administrative fee.
- **Tax Rate** – Refer to the above description.
- **Supplemental Information** – Communications Tax revenues have not increased over time for two main reasons: a growing number of cell phone subscribers have discontinued landline phone service and the growing popularity of pre-paid cell phones which are exempt from this tax. See the Virginia Department of Taxation's "Report of the 2015 Communications Sales and Use Tax Study". In FY 2018, the State required Loudoun County to refund \$257,000 in prior-year distributions that were received in error.

## PSAP E-911 Tax

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-484 et seq.; Loudoun County Ordinances are not applicable.
- **Description** – A surcharge imposed on each end user of wireless communications services. End users that are government agencies are exempt. The proceeds are used to support 911 emergency call centers.



## Local Non-Property Taxes

- **Administration** – Communications service providers collect the tax each month from end users in Virginia and remit the proceeds to the Virginia Department of Taxation which then distributes 60 percent of the proceeds to localities to support their emergency call center or “public safety answering point” (PSAP).
- **Tax Rate** – The tax is \$0.75 per month on each wireless end user having service that is billed monthly and a one-time \$0.50 charge on wireless end users having pre-paid service.
- **Supplemental Information** – Loudoun currently receives 3.559 percent of the funds distributed to localities in Virginia from this tax. The State’s E-911 Services Board reviews the allocation formula every five years with recommended changes subject to legislative approval. The last review was in 2018.

### Business & Professional License Tax (BPOL)

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-3700 et seq.; Loudoun County Ordinances § 4-840.
- **Description** – The County levies this tax annually on the prior-year gross receipts of all businesses located within the County, including home-based businesses having annual gross receipts exceeding \$4,000. Owners of businesses located within the County (excluding home-based businesses with annual receipts not exceeding \$4,000) must register their business with the Commissioner of the Revenue within 30 days of commencing operations and must renew their registration every year. Each registered business is assigned to one of 23 classifications, each with its own rate of tax. The county may not impose this tax on a business located within a town that imposes its own version of this tax unless the town authorizes the county to do so.
- **Administration** – The tax is collected by the Commissioner of the Revenue. Business owners are required to file their annual tax return and make payment by March 1 of each year.
- **Tax Rate** – The gross receipts tax for the first year of operation is \$30 (except for contractors headquartered outside the County who are taxed on their estimated first-year gross receipts on business within the County). Businesses in operation for more than one year and having gross receipts not exceeding \$200,000 also pay \$30 in tax. Most other registered businesses pay tax on a rate per \$100 of gross receipts according to their business classification. The following table shows the rates for each classification. Several classes are subject to flat rates independent of their gross receipts.

Business Class	Tax Rate	Business Class	Tax Rate
Amusements	\$0.21/\$100	Retail Merchant/Cert Short-term Rental	\$0.20/\$100
Business Service Occupations	0.17/100	Wholesale Merchant	0.05/100
Business Services/Aircraft Lease	0.05/100	Money Lenders	0.16/100
Business Services /Computer Info	0.15/100	Coin Operated Machines, 10 or fewer	150/year
Federal R&D	0.03/100	Coin Operated Machines, 10 or more	200/year
Personal Service Occupations	0.23/100	Fortune Tellers	500/year
Contractors & Contracting	0.13/100	Itinerant Merchants	500/year
Hotels and Motels	0.23/100	Satellite Imaging Services	0.15/100
Professional & Specialized	0.33/100	Going Out of Business Sale Permits	65
Renting by Owner	0.16/100	Mixed Beverage Licenses	200-500
Repair Service Occupation	0.16/100	Public Svc Corporations. License	0.50/100
Retail Merchant	0.17/100	Short-term Rental	0.20/100

- **Supplemental Information** – Business registration fees are included as BPOL revenue within each business class and are not reported as a separate revenue item.



## Local Non-Property Taxes

### Vehicle License Fee

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 46.2-752 et seq.; Loudoun County Ordinances § 4-852.
- **Description** – Owners of all motor vehicles regularly housed or stored in the County and slated for regular operation on County highways must pay an annual vehicle license fee to the County. Prior to July 1, 2018 vehicle owners were required display a window decal on the vehicle to signify payment of the license fee and of vehicle personal property tax. The Board of Supervisors eliminated the decal requirement effective July 1, 2018, but the license fee remains in effect. Owners of vehicles housed in an incorporated town obtain their decal from the town, if required. Motor vehicles comprising the inventory of car dealers and vehicles owned by common carriers are exempt.
- **Administration** – Owners must register their vehicle(s) with the Commissioner of the Revenue.
- **Tax Rate** – Effective November 15, 2003, the annual fee for an automobile is \$25 and for a motorcycle is \$16. The fee for military personnel residing in the County is \$1 per vehicle. On April 10, 2019, the Board approved a \$100 annual license tax on vehicles garaged in the County but failing to display current Virginia license plates and not otherwise exempt from registering the vehicle in Virginia.
- **Supplemental Information** – Limited exceptions exist for active volunteer members of fire departments and rescue squads and certain other public safety personnel.

### Bank Franchise Tax

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-1200 et seq.; Loudoun County Ordinances § 4-876.
- **Description** – The County imposes an annual tax on the value of each bank's operations within the county but outside of incorporated towns. Federal and State banking regulations require banks to report their assets, liabilities and equity values at the end of each calendar year. The dollar value of each bank's "net capital" is calculated from this information. "Net capital" is the value of the bank's operations. Banks that operate in multiple states and/or local jurisdictions must allocate their net capital to individual jurisdictions, including Loudoun County, in order to determine the amount of the franchise tax owed.
- **Administration** – Banks must file their annual tax return with the Commissioner of the Revenue by March 1 of each year and pay the tax due by June 1.
- **Tax Rate** – The tax rate is 80 percent of the bank franchise tax rate imposed by the Commonwealth which is currently \$1 for every \$100 of franchise value.
- **Supplemental Information** – The value of bank net capital subject to Loudoun's franchise tax depends on a variety of factors, including bank location decisions, the financial health of banks, and the method of allocating net capital among jurisdictions in which a bank operates. As these factors change over time, the amount of tax collected by the County will change. In Virginia, the net capital of banks operating in multiple jurisdictions was allocated according to the volume of a bank's deposits originating in each locality. However, a bank that only made loans in Virginia but did not take deposits challenged the practice of equating "bank operations" with "taking deposits" in court and prevailed. By paying this franchise tax, a bank is exempt from paying certain other taxes under Virginia law.

### Recordation Tax

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. §§ 58.1-814, 58.1-3800 et seq.; Loudoun County Ordinances § 4-842.





## Local Non-Property Taxes

- **Description** – This tax is levied on the dollar value of all estates, deeds of trust, mortgages, leases, contracts and agreements that are recorded by the Loudoun County Clerk of the Circuit Court.
- **Administration** – The tax is collected by the Clerk of the Circuit Court, who remits the County's portion of the funds to the County Treasurer.
- **Tax Rate** – Since September 2004, Loudoun's tax rate has been \$0.083 per \$100 of recorded value. As required by State Code, Loudoun's rate is one-third of the State's recordation rate of \$0.25 per \$100 of value.
- **Supplemental Information** – State law provides some exceptions to this tax (e.g., the recording of a deed to which a husband and wife are the only parties).

### Taxes on Wills

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-3805 et seq.; Loudoun County Ordinances § 4-843.
- **Description** – This tax is imposed on the value of a will probated by the Circuit Court and on grants of administration by the Circuit Court involving estates having no will in effect.
- **Administration** – The tax is collected by the Clerk of the Circuit Court, who remits the County's portion of the funds to the County Treasurer.
- **Tax Rate** – Loudoun's tax rate has been \$0.033 per \$100 of recorded value. As required by State Code, Loudoun's rate is one-third of the State's recordation rate of \$0.10 per \$100 of value.
- **Supplemental Information** – This tax does not apply to estates of \$15,000 or less in value.

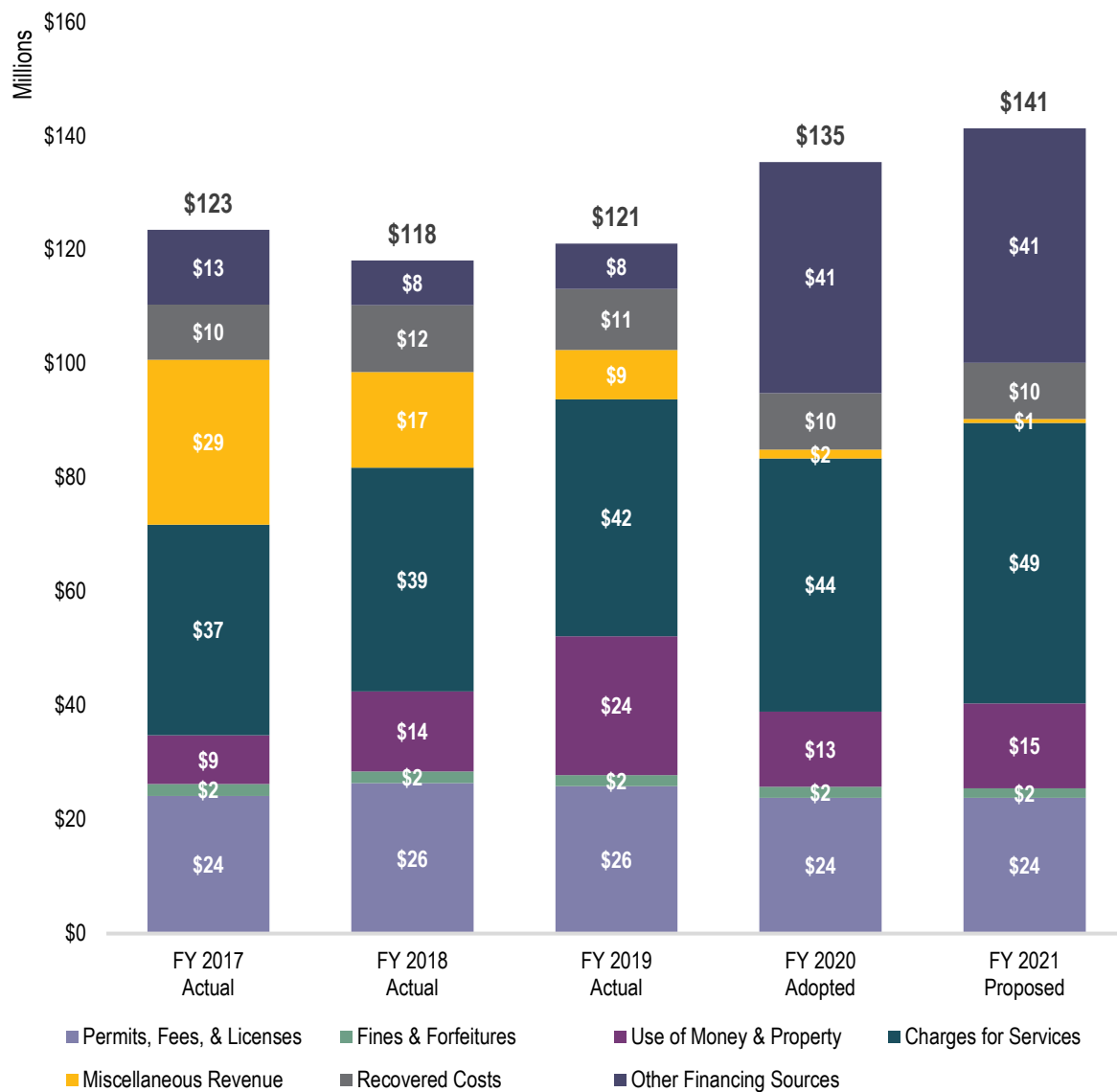
### Transient Occupancy Tax

- **Legal Authority** – Article X of the Constitution of Virginia; Code of Va. § 58.1-3819 et seq.; Loudoun County Ordinances § 4-878.
- **Description** – This tax is imposed on the rental of lodging or sleeping accommodation for fewer than thirty consecutive days by hotels, motels, boarding houses, campgrounds, and other such facilities provided the facility is able to house four or more persons simultaneously. The County is not authorized to levy this tax within incorporated towns which impose their own transient occupancy tax unless the town allows it to do so.
- **Administration** – Businesses subject to this tax file a return with the Commissioner of the Revenue in the month following the end of each calendar quarter with the tax proceeds remitted to the County Treasurer.
- **Tax Rate** – The tax rate is 5 percent of the proceeds from lodging room rental. Two-fifths of the revenue accrues to the General Fund, while the remaining three-fifths is directed to the Restricted Use Transient Occupancy Tax Fund which must be used to promote travel and tourism to the County. Beginning in July 2013, an additional 2 percent regional transient occupancy tax is levied on all hospitality facilities within the County. Through FY 2018 the proceeds of this regional tax were directed to the Northern Virginia Transportation Authority to fund regional and local transportation improvements. Beginning in FY 2019, the regional TOT revenue is remitted to the Northern Virginia Transportation Commission to be used for capital expenditures for the Washington Metropolitan Area Transit Authority (WMATA).
- **Supplemental Information** – This tax does not apply to the use of meeting or conference rooms (§ 58.1-3826). Nor does Loudoun County apply the tax to facilities capable of accommodating fewer than four persons. In 2018, the Board of Supervisors adopted a new chapter to the Codified Ordinances entitled Short-term Residential Rental Registration Ordinance to cover homeowners or long-term leaseholders, etc. who host short-term rentals out of their homes, which is often done through internet-based platforms such as Airbnb. These individuals will be required to register annually with the County and to collect and remit TOT taxes from their rental operations.





## Other Local Sources of Revenue



**Charges for Services** for FY 2021 includes increases of approximately \$600,000 for commuter bus fares, \$1.0 million for landfill operations (restricted for use at the landfill), and \$2.3 million for services through the Department of Parks, Recreation, and Community Services (PRCS). The increased revenue for PRCS maintains the Board's cost-recovery guidelines for programs receiving additional resources in the proposed budget. **Miscellaneous Revenue** in FY 2017 included a \$28.4 million return of excess fund balance by Loudoun County Public Schools (LCPS) from its Self-Insurance Fund. Likewise, nearly all of the Miscellaneous Revenue in FY 2018 and FY 2019 represents return of funds to the County by LCPS.

The increase in **Other Financing Sources** reflected in the FY 2020 Adopted and FY 2021 Proposed Budget is the result of the use of prior-year fund balance in the amount of \$39.6 million and \$40 million, respectively. Additionally, prior years included a transfer from the Capital Projects Fund to fund staff associated with the Capital Improvement Program (CIP). Beginning in FY 2020, those staff are directly funded in the CIP.

**Other Local Sources of Revenue**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Permits, Fees, &amp; Licenses</b>					
<b>Animal Services</b>					
Dog Licenses	\$464,095	\$469,235	\$487,065	\$430,000	\$430,000
Pet Shop and Dealer Fees	350	250	550	250	250
Vicious & Dangerous Dog Lic.	4,295	4,460	4,470	2,500	2,500
<b>Subtotal – Animal Services</b>	<b>\$468,740</b>	<b>\$473,945</b>	<b>\$492,085</b>	<b>\$432,750</b>	<b>\$432,750</b>
<b>Sheriff</b>					
False Alarm Fee	\$216,831	\$259,808	\$297,098	\$225,000	\$225,000
Massage Parlor Permits	16,800	15	0	0	0
Pawn Broker License Fees	1,800	2,000	2,000	1,200	1,200
Solicitor Permits	3,695	3,165	3,045	4,000	4,000
Weapons Permits	81,099	81,584	70,614	70,000	70,000
E-Citation Service Fee	0	39,871	116,438	0	0
LEOSA <sup>1</sup> Fees	0	80	100	0	0
<b>Subtotal – Sheriff</b>	<b>\$320,225</b>	<b>\$386,522</b>	<b>\$489,294</b>	<b>\$300,200</b>	<b>\$300,200</b>
<b>Health</b>					
BOCA Clearance Fees	\$12,875	\$11,075	\$10,525	\$11,000	\$10,000
Health and Sites Evaluation	2,238	4,912	6,207	2,000	4,000
Perc Test Monitor Fees	0	0	0	1,000	1,000
Replacement Well Fees	1,600	1,202	600	500	500
Sanitation and Water Permits/Fees	38,430	50,692	53,790	40,000	40,000
Sanitation Licenses	10,082	8,946	8,520	14,200	14,200
Septic Tank Permits	42,350	40,850	42,050	44,000	40,000
Swimming Pool and Permits	57,200	63,030	63,580	49,799	55,000
Tech Sewage Plan Review	10,200	9,150	13,800	5,250	8,000
Water Supply Licenses	3,302	3,697	4,090	4,000	4,000
Well and Septic Re-inspection	725	525	475	1,500	400
<b>Subtotal – Health</b>	<b>\$179,002</b>	<b>\$194,079</b>	<b>\$203,637</b>	<b>\$173,249</b>	<b>\$177,100</b>
<b>Building</b>					
Appeals	\$2,450	\$1,050	\$2,800	\$1,676	\$1,640
As-Built Submission Fees	33,300	33,300	28,500	33,000	33,000
Boundary Line Adjustments	89,700	94,950	103,775	94,222	94,022
Bond Final Release Fees	207,196	232,254	184,156	200,000	218,000
Bond Reduction Processing Fees	57,575	52,865	34,460	64,893	65,000
Building Permits	13,409,799	15,844,922	14,474,666	13,500,000	13,810,000

<sup>1</sup> LEOSA: Law Enforcement Officers Safety Act



## Other Local Sources of Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Cert of Approp. Amend.	0	0	0	186	0
Cert of Approp. Admin.	420	480	900	0	0
CAPP-Cert of Appropriateness-HDRC <sup>1</sup>	540	780	720	703	0
Commission Permits	27,960	0	13,980	19,161	19,080
Construction Plans & Profiles	312,611	272,245	313,055	251,893	272,200
Electrical Permits	698,225	739,650	791,055	700,000	720,000
Erosion & Sediment Control Permits	1,135,029	1,048,789	878,452	1,003,000	1,002,000
Easement	40,940	90,165	66,530	48,438	48,250
Final Development Plan Fee	45,007	0	24,020	9,684	9,990
Fire Permits	476,780	492,578	545,973	500,000	490,000
Floodplain Alterations	22,100	23,200	40,050	19,436	21,600
Floodplain Study Fees	8,650	26,425	47,800	6,348	15,700
Base Density Division	14,115	1,094	5,470	6,460	3,875
Mechanical Fees	374,365	384,825	380,410	370,000	360,000
Occupancy Permits	289,160	313,810	317,640	299,850	299,650
Overlot Grading Fees	684,170	646,350	591,480	666,588	490,000
Performance Bond Ext. Fees	161,100	145,500	164,100	160,000	160,000
Plumbing Permits	695,380	693,639	728,095	686,000	660,000
Plat of Correction	9,450	5,670	7,875	9,461	8,300
Rural Site Plan Fees	2,300	9,200	4,600	2,706	2,722
Road Dedication Plats	45,081	53,945	39,275	50,053	50,150
Preliminary Subdivisions	89,100	64,415	162,476	50,317	105,650
Preliminary Record Subdivisions	157,335	112,480	256,040	207,914	127,170
Record Subdivisions	212,420	191,824	122,380	158,916	116,504
Subdivision Waiver	44,760	52,865	42,345	56,950	40,470
Special Exception – Sign Dev Plan	20,480	21,504	15,360	20,000	20,000
Sign Permits	104,130	101,360	118,635	105,000	100,000
Soils Map Reviews and Map Fees	9,065	7,125	11,538	5,000	10,000
Site Plan Amendments	291,468	374,550	322,113	357,549	330,685
Special Exception Error – Bldg Loc	460	920	0	0	0
Special Exceptions	185,895	140,434	139,140	179,854	180,354
Minor Special Exception	11,485	27,635	26,010	35,773	24,978
Final Site Plans	587,060	585,657	802,235	506,634	525,200
Zoning Variances	1,610	805	805	805	810

<sup>1</sup> HDRC: Historic District Review Committee

**Other Local Sources of Revenue**

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>
FMS Waiver Fees	36,890	53,550	49,980	51,430	51,430
Zoning Correspondence	64,455	61,955	65,435	64,675	64,000
Zoning Concept Plan Amend.	164,594	150,030	247,081	185,279	189,965
Rezoning	431,590	171,700	574,605	342,541	400,470
Rezoning Ordinance Modification	30,340	60,680	40,570	32,210	32,954
Zoning Permits	1,320,845	1,369,715	1,345,132	1,300,000	1,300,000
Rezone – Rt. 28 Tax District	29,631	16,660	11,900	0	9,580
VSMP <sup>1</sup> Application Fee	266,369	242,741	175,075	250,000	205,000
VSMP Modification Transfer	119,950	156,035	164,588	125,000	125,000
VSMP Renewal – Annual	11,860	11,470	19,552	12,000	12,000
VSMP Renewal – 5 Year	1,500	440	0	0	0
FMS Waiver Fees – PZ	5,950	9,520	4,760	0	0
<b>Subtotal – Building</b>	<b>\$23,042,645</b>	<b>\$25,193,755</b>	<b>\$24,507,592</b>	<b>\$22,751,605</b>	<b>\$22,827,399</b>
<b>Other</b>					
Agricultural and Forestal District Withdraw Fee	\$1,000	\$1,000	\$500	\$0	\$0
Alcohol Permit Fee	0	100	\$100	0	0
Land Use Tax Application Fee	106,327	113,239	\$109,743	\$100,000	\$100,000
Refuse Vehicle Hauling Licenses	17,170	26,700	\$24,440	\$12,180	\$12,180
Residential Parking Permits – Decals	0	0	\$1,565	0	0
Residential Parking Permits – Fees	0	0	45	0	0
Solid Waste Facility Permits	9,110	11,590	\$9,432	\$14,500	\$14,500
Transfer Fees	14,284	12,389	\$12,060	\$10,000	\$10,000
<b>Subtotal – Other</b>	<b>\$147,891</b>	<b>\$165,018</b>	<b>\$157,885</b>	<b>\$136,680</b>	<b>\$136,680</b>
<b>Total – Permits, Fees, &amp; Licenses</b>	<b>\$24,158,503</b>	<b>\$26,413,319</b>	<b>\$25,850,493</b>	<b>\$23,794,484</b>	<b>\$23,874,129</b>

**Permits, Fees, and Licenses**

- **Description** – The County charges fees for permits and licenses required to administer a variety of activities within the County related to building construction, public health, and public safety. The permit fees are listed in the table above and are organized into five groups according to their purpose and/or permitting source. Of the five groups, Building fees represent the greatest amount of revenue, with Building Permits being the largest single source of annual permit revenue.
- **Administration** – Fees for licenses and permits are approved by the Board of Supervisors and are collected by the County departments having issuing authority for a particular activity.

<sup>1</sup> VSMP: Virginia Stormwater Management Program



## Other Local Sources of Revenue

- **Supplemental Information** – Forecasts of future permit and privilege fee revenue are prepared by the departments that are responsible for issuing the permit(s) based upon their expertise and knowledge of the activities for which they are responsible. Building Permit revenue projections are reviewed by the County’s Revenue Committee.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Fines &amp; Forfeitures</b>					
Animal Law Violation Fees	\$4,363	\$4,657	\$6,388	\$6,000	\$6,000
Court Fines and Forfeitures	1,187,279	1,243,868	1,141,822	1,240,000	1,240,000
Delinquent Charges/Late Fees	15,428	12,929	11,977	15,000	15,000
Environmental Health Violation Fines	4,550	8,687	19,666	50	50
Fire Lane Violation Fines	268,958	245,305	207,105	221,650	221,650
Overdue Book Fines <sup>1</sup>	281,522	286,230	254,755	315,000	0
Parking and Traffic Fines – Dulles Airport	164,151	184,033	218,056	140,000	140,000
Parking Fines	127,716	56,558	5,903	0	0
Zoning Violation Fines	14,611	17,499	64,124	45,001	30,000
<b>Total – Fines &amp; Forfeitures</b>	<b>\$2,068,578</b>	<b>\$2,059,764</b>	<b>\$1,929,794</b>	<b>\$1,982,701</b>	<b>\$1,652,700</b>

### Fines and Forfeitures

- **Description** – State law authorizes the County to impose various monetary fines for violating County ordinances and regulations. (The imposition of a fine is subject to judicial review if the party charged with a violation opts to appeal it.) Some violations of local law enable the County to take ownership of assets involved in the violation, and the proceeds from the sale of these “forfeited” assets is a source of revenue.
- **Administration** – Fines and forfeitures are imposed by the County department that is responsible for enforcing a particular area of law and/or regulation.
- **Supplemental Information** – Forecasts of future fine and forfeiture revenue are prepared by the department that is responsible for enforcing County laws and regulations.

<sup>1</sup> In May 2019, the Board of Supervisors approved the elimination of fines for overdue library materials effective July 1, 2019.

**Other Local Sources of Revenue**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Use of Money &amp; Property</b>					
Interest on Investment	\$5,592,088	\$11,498,950	\$20,920,524	\$9,000,000	\$12,000,000
Interest on Loans	43,012	40,043	27,236	2,546	0
Gain on Sale of Investments – Realized	(9,339)	173,184	837	0	0
Gain on Sale of Investments – Unrealized	23,064	(354,937)	543,263	0	0
Interest on Investment Contra Account	(62,412)	(39,563)	(17,368)	0	0
General Property Rental	1,347,732	1,160,194	1,124,006	1,754,167	437,977
Recreational Property Rental	1,347,760	1,153,451	1,468,841	2,142,732	2,168,967
Concessions and Commissions	9,472	6,011	30,433	14,030	23,703
Sale of Artwork	1,733	500	4,539	0	4,000
Sale of Concessions	66,567	54,062	65,367	99,984	88,189
Sale of Materials & Supplies	49,610	54,077	60,441	54,708	54,708
Sale of Salvage & Surplus	160,697	272,130	186,335	108,000	150,000
<b>Total – Use of Money &amp; Property</b>	<b>\$8,569,985</b>	<b>\$14,018,102</b>	<b>\$24,414,455</b>	<b>\$13,176,167</b>	<b>\$14,927,544</b>

**Use of Money and Property**

- **Description** – The County realizes revenue from the investment of General Fund balances during the fiscal year. The rental of County facilities for public use and the sale of concessions at various events also generate revenue for the County.
- **Administration** – Individual departments administer the realization of money from the use of County money and property. Historic and projected revenue from this source is reported in the budget pages on the various departments involved. The Department of Parks, Recreation, and Community Services and the Office of the Treasurer are the two largest sources of this revenue.
- **Supplemental Information** – Forecasts of future revenue from the use of money and property are prepared by the responsible department in County government. The forecast of revenue from Interest on Investments is regularly reviewed by the Revenue Committee of County government.



## Other Local Sources of Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Charges for Services</b>					
<b>Clerk of the Circuit Court</b>					
Clerk of Court Copy Fees	\$40,218	\$27,827	\$33,214	\$45,000	\$45,000
Excess Fees of Clerks	1,006,790	905,861	768,661	950,000	950,000
<b>Subtotal – Clerk of the Circuit Court</b>	<b>\$1,047,008</b>	<b>\$933,688</b>	<b>\$801,875</b>	<b>\$995,000</b>	<b>\$995,000</b>
<b>Sheriff</b>					
Accident Report Charges	\$30,890	\$31,910	\$34,750	\$27,000	\$27,000
ATF Form	200	0	0	2,000	2,000
Courthouse Security Fees	399,975	406,139	424,218	500,000	500,000
DNA Analysis Fees	2,486	2,385	5,079	2,200	2,200
Fingerprinting	7,940	6,954	4,852	9,900	9,900
Good Conduct Letters	453	450	280	550	550
House Arrest Fees	9,075	7,275	2,145	9,000	9,000
Incident Reports	1,560	2,160	1,970	2,000	2,000
Loss of Summons Copy	15	20	25	30	30
Record Checks	4,665	4,276	4,405	6,400	6,400
Adult Detention Center Fees	20,354	19,053	20,166	23,000	23,000
Civil Process Fees	7,907	7,907	7,907	7,907	7,907
Supervision Fees	65,645	63,253	59,425	65,000	65,000
<b>Subtotal – Sheriff</b>	<b>\$551,166</b>	<b>\$551,781</b>	<b>\$565,222</b>	<b>\$654,987</b>	<b>\$654,987</b>
<b>Other Protection</b>					
Animal Adoption Fees	\$98,137	\$114,906	\$115,418	\$75,000	\$75,000
Animal Protection Charges	9,545	10,550	14,887	15,200	15,200
Board of Animals	5,868	4,668	5,870	8,000	8,000
ORE Disposal Fees	1,079	1,620	1,175	750	750
<b>Subtotal – Other Protection</b>	<b>\$114,628</b>	<b>\$131,744</b>	<b>\$137,350</b>	<b>\$98,950</b>	<b>\$98,950</b>
<b>Landfill</b>					
Contract MSW <sup>1</sup>	\$10	\$0	\$0	\$0	\$0
Construction	544	485	0	0	0
Construction 2	0	438	0	0	0
MSW	7,124,006	7,535,146	8,554,772	7,537,683	8,605,658
Sale/Recycle – Scrap Metal	113,750	245,853	202,727	100,000	100,000
Sale/Recycle – Oil/Battery/ Antifreeze	5,074	2,979	3,133	5,000	5,000
<b>Subtotal - Landfill</b>	<b>\$7,243,384</b>	<b>\$7,784,901</b>	<b>\$8,760,632</b>	<b>\$7,642,683</b>	<b>\$8,710,658</b>

<sup>1</sup> MSW: Municipal Solid Waste

**Other Local Sources of Revenue**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Library</b>					
Inter-Library Loan Fees	\$1,770	\$2,636	\$2,676	\$4,674	\$4,674
Damaged & Lost Book Fees	33,872	41,071	39,171	35,049	35,049
Passport Processing Fees <sup>1</sup>	0	0	126,900	221,995	174,085
Passport Application Photo <sup>1</sup>	0	0	23,790	37,257	31,155
<b>Subtotal – Library</b>	<b>\$35,642</b>	<b>\$43,707</b>	<b>\$192,537</b>	<b>\$298,975</b>	<b>\$244,963</b>
<b>Mental Health, Substance Abuse, and Developmental Services (MHSADS)</b>					
Aftercare Service Fees	\$4,689	\$2,846	\$1,832	\$5,000	\$4,000
Court Evaluation Charges	76,229	73,316	93,999	76,000	100,000
Day Treatment Clinic Fees	7,738	7,187	6,448	8,500	5,000
JobLink Fees	0	0	0	500	0
Labs and Meds	5,485	1,599	956	5,000	0
Outpatient Clinic Fees	131,545	95,000	78,872	135,000	78,000
Parent-Infant Development	118,771	112,051	115,373	110,000	110,000
Residential Services	331,968	299,277	289,673	338,000	300,000
Substance Abuse Counselor	81,616	78,580	48,644	110,000	50,000
<b>Subtotal – MHSADS</b>	<b>\$758,042</b>	<b>\$669,856</b>	<b>\$635,797</b>	<b>\$788,000</b>	<b>\$647,000</b>
<b>Parks, Recreation, and Community Services (PRCS)</b>					
Admission Charges	\$826,221	\$2,483,629	\$1,818,747	\$3,868,660	\$3,475,282
After School Activities	6,373,084	6,829,815	7,025,615	8,414,844	9,107,493
Cafeteria Sales	2,162	1,721	20,461	22,544	22,544
Community Center Fees	1,706,959	1,487,693	1,954,376	1,915,229	2,854,074
Daycare Fees	882,967	1,007,105	1,016,659	1,454,697	1,424,697
Group Events	797,531	610,016	943,336	554,062	567,189
League Sports	176,773	247,730	170,686	300,556	315,556
Preschool Fees	2,132,324	2,181,935	2,332,329	2,850,838	3,228,201
Recreation Fees	858,360	830,319	827,216	322,745	623,375
Respite Care Fees	390,981	385,125	413,050	326,636	326,636
Summer Camp	1,710,371	1,937,144	2,229,789	2,525,264	2,982,479
Swimming Pool	381,704	314,882	355,789	278,422	278,658
Tournaments	22,298	60,695	56,834	55,019	57,535
Transportation Fees – Group Events	57,620	50,130	41,989	113,013	75,174
Youth Sports User Fees	606,252	618,255	575,449	955,310	934,486
<b>Subtotal – PRCS</b>	<b>\$16,925,605</b>	<b>\$19,046,192</b>	<b>\$19,782,323</b>	<b>\$23,957,839</b>	<b>\$26,273,379</b>

<sup>1</sup> Passport services were first offered by Library Services in FY 2019.





## Other Local Sources of Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Other</b>					
Administration Fees	\$9,837	\$7,535	\$11,027	\$0	\$2,500
Case Management Fees	110,246	63,432	53,540	15,500	65,000
Collection Fees – Bad Checks	13,368	12,514	14,856	12,500	13,000
Collection Fees – Delinquent Taxes	542,779	484,024	567,546	300,000	400,000
Commonwealth's Attorney Fees	10,678	9,626	9,739	10,000	10,000
Commuter Bus Advertising	93,856	121,968	105,829	100,000	735,700
Commuter Bus Fares	9,098,510	9,008,850	9,406,245	9,044,000	9,640,057
Court Fines	229,890	204,665	239,128	250,000	200,000
DMV Select Services Fees	1,326	0	0	0	0
Electric Vehicle Charging Service Fees	246	21	43	5,100	5,000
Emergency Service Fees	52,909	66,971	76,876	10,000	99,800
Freedom of Information Fees	16,407	29,459	36,606	6,600	9,100
Hydrogeologic Fees	1,742	1,742	5,226	850	850
Well and Septic Evaluation	3,520	3,850	3,300	5,300	5,300
Credit Card Fees	60,807	78,239	57,092	85,500	85,500
Cartographic Map Sales	2,311	2,403	3,754	1,500	1,500
Digital Data Sales	5,527	3,675	3,470	7,500	7,500
Maps, Plats, Survey Sales	27	420	0	0	0
Publication Sales	37,115	24,745	12,125	19,000	4,000
Other Charges for Services	2,460	616	4,377	99,484	99,484
Collection Fees – Towns <sup>1</sup>	0	0	89,669	0	204,200
<b>Subtotal – Other</b>	<b>\$10,293,562</b>	<b>\$10,124,754</b>	<b>\$10,700,447</b>	<b>\$9,972,834</b>	<b>\$11,588,491</b>
<b>Total – Charges for Services</b>	<b>\$36,969,037</b>	<b>\$39,286,622</b>	<b>\$41,576,182</b>	<b>\$44,409,268</b>	<b>\$49,213,428</b>

### Charges for Services

- **Description** – A number of County agencies provide services to residents and others for which the user pays a fee to defray the cost. The magnitude and structure of these charges depends on the nature of the service. The table above is organized in eight segments largely according to department.
- **Administration** – Individual departments administer the charges for the services that they provide. Historic and projected revenue from this source is reported in the budget pages of the responsible department. The Department of Parks, Recreation, and Community Service and the Office of the Treasurer are the largest source of this revenue.
- **Supplemental Information** – Forecasts of future revenue from charges for services are prepared by the responsible department in County government.

<sup>1</sup> In the FY 2020 Adopted Budget, Collection Fees – Towns was budgeted under recovered costs for the same amount reflected in the FY 2021 Proposed column.

**Other Local Sources of Revenue**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Miscellaneous Revenue</b>					
Private Donations	\$162,436	\$106,498	\$172,075	\$38,600	\$40,500
Donations from Other Organizations	30,129	871	0	0	0
Sale of Machinery & Equipment	47,716	167,149	183,040	0	9,000
Sale of Vehicles	0	172,052	79,100	0	0
Rebate – Solar Energy Credits	6,073	4,800	4,054	6,000	6,000
Other Rebate	89,402	242,658	252,643	120,000	120,000
Insurance Recovery	88,816	0	0	0	0
Overpayment to be Refunded	2,520	4,847	104	0	0
Payments for Damaged Property	3,725	200	4	0	0
Primary Fees	1,058	0	12,475	0	0
Repayment of Loans – Principal Only	0	13,990	0	0	0
Other Misc. Revenue	76,814	125,153	122,081	34,071	21,400
Payment from LCPS	28,417,114	15,674,101	6,881,758	0	0
I-66 Toll Revenue	0	274,051	933,407	1,382,077	510,000
<b>Total – Misc. Revenue</b>	<b>\$28,925,802</b>	<b>\$16,786,369</b>	<b>\$8,640,741</b>	<b>\$1,580,748</b>	<b>\$706,900</b>

**Miscellaneous Revenue**

- **Description** – Miscellaneous Revenue includes any source of funds that does not fit into any of the other revenue categories. Revenues in this category include such items as monetary gifts from private donors (typically made to County libraries, community centers, or recreation programs).
- **Administration** – These revenues are administered by individual departments.
- **Supplemental Information** – In the current accounting system which commenced with FY 2014 (Oracle), Miscellaneous Revenue includes proceeds from the sale of county assets. Before FY 2014, these revenues were included in Other Financing.



## Other Local Sources of Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Recovered Costs</b>					
Extradition of Prisoners	\$22,482	\$41,650	\$49,543	\$85,000	\$85,000
Housing of Prisoners (Federal)	1,430	550	990	1,000	1,000
Housing of Prisoners (State)	970,920	770,948	856,607	950,000	950,000
Medical Co-Payments	9,062	11,936	12,106	37,000	9,000
Prisoner Per-Diem (State)	105,568	125,838	117,369	115,000	115,000
Work Release Room & Board	69,182	56,547	63,257	78,000	78,000
DOC Inmate Medical Care Reimbursements	66,454	4,573	(1,691)	5,000	5,000
Inmate Medical Transport Fee	0	0	500	0	0
CSA – Mental Health Svc	48,461	64,431	26,374	69,000	30,000
Medicaid Reimbursements	4,528,579	4,691,400	3,308,482	4,549,479	3,813,800
Charges to Other Insurance	587,434	570,284	393,664	551,500	375,000
Friendship House Food Unit	375	915	1,135	14,000	0
Juvenile Detention Center – Contract	120,645	120,846	60,225	120,450	84,315
Juvenile Detention Center – Food	50,776	31,548	9,504	25,644	10,644
Loudoun Hospital	(5,141)	496	837	13,000	0
MHSADS Services	50,070	23,429	16,846	43,000	22,500
Duplicating	0	(26)	0	0	0
SWCD <sup>1</sup> Personnel	453,054	476,541	504,161	529,062	568,778
PRCS Facility Supervisors	201,833	196,527	218,384	184,575	204,700
Protective Services	1,287,924	813,278	967,092	750,000	750,000
Misc. Recovered Costs	1,092,607	3,684,703	4,053,902	1,771,474	2,704,084
Task Force Reimbursement	12,509	22,251	24,966	0	0
<b>Total – Recovered Costs</b>	<b>\$9,674,223</b>	<b>\$11,708,666</b>	<b>\$10,684,252</b>	<b>\$9,892,184</b>	<b>\$9,806,821</b>

### Recovered Costs

- **Description** – A number of County departments perform services on behalf of the Federal Government, the Commonwealth, and other entities. The housing of Federal and State prisoners in Loudoun's jail is an example of such services. Incorporated towns within Loudoun reimburse the County for providing services related to municipal elections, criminal prosecutions, extraditions, etc.
- **Administration** – These revenues are administered by individual departments. Historic and projected revenue from this source is reported in the budget pages of the responsible departments.
- **Supplemental Information** – The largest source of Recovered Cost revenue is money paid to the County by insurance companies and the Federal Government for medical services provided by the County, principally Medicaid. All of the individual Medicaid reimbursements categories are grouped here into a single total called Medicaid Reimbursements.

<sup>1</sup> SWCDB: Soil and Water Conservation District

**Other Local Sources of Revenue**

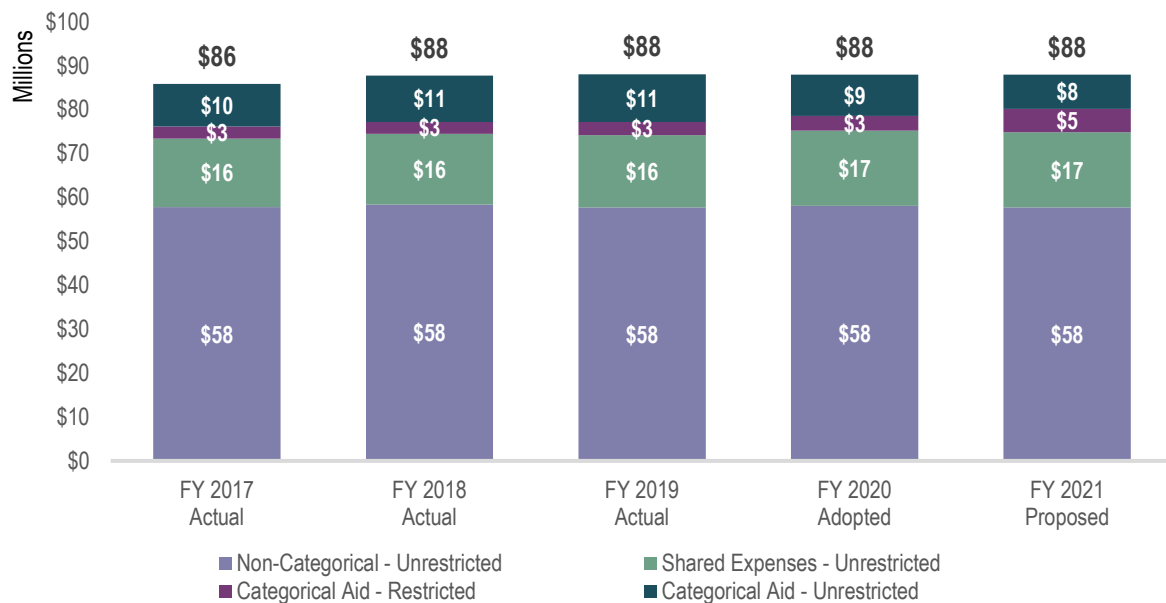
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Other Financing Sources-</b>					
Transfer from the CSA Fund	\$183,000	\$183,000	\$0	\$0	\$0
Transfer from the TOT Fund	398,223	404,045	415,817	412,119	429,869
Transfer from the Animal Trust Fund	39,119	29,871	19,611	0	0
Transfer from the TDF	6,316,957	0	0	0	0
Transfer from EMS Transport Fund	200,000	903,289	768,355	419,045	540,462
Transfer from the Capital Projects Fund	5,867,576	6,206,181	6,645,632	0	0
Transfer from the Debt Service Fund	125,110	130,421	137,151	143,323	150,718
<b>Total – Other Financing Sources</b>	<b>\$13,129,985</b>	<b>\$7,856,807</b>	<b>\$7,986,566</b>	<b>\$40,567,714</b>	<b>\$41,121,048</b>

**Other Financing Sources**

- **Description** – Other Financing Sources is revenue arising from the issuance of bonds, capital leasing agreements, as well as transfers of money between the General Fund and various other funds. The Adopted FY 2020 budget transfers \$0.97 million from other funds into the General Fund during the fiscal year. It also authorizes the use of \$39.6 million of unused money (fund balance) from prior years.
- **Administration** – Fund transfers are approved by the Board of Supervisors when adopting the final budget.
- **Supplemental Information** – The CSA Fund refers to the Children’s Services Act Fund; the TOT Fund is the Restricted Use Transient Occupancy Tax Fund; the TDF is the Transportation District Fund; and EMS refers to the Emergency Medical Services (EMS) Transport Fund.



## Commonwealth Aid



	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Commonwealth Aid</b>					
Non-Categorical Aid – Unrestricted	\$57,861,493	\$58,382,879	\$57,717,002	\$58,121,693	\$58,034,693
Shared Expenses – Unrestricted	15,578,644	16,153,368	16,485,903	17,160,105	17,160,105
Categorical Aid – Unrestricted	2,737,965	2,711,430	3,020,784	3,319,460	5,361,343
Categorical Aid – Restricted	9,688,241	10,523,714	10,864,378	9,431,931	7,859,775
<b>Total – Commonwealth Aid</b>	<b>\$85,866,343</b>	<b>\$87,771,391</b>	<b>\$88,088,068</b>	<b>\$88,033,189</b>	<b>\$88,415,916</b>

### Commonwealth Aid

- Description** – The Commonwealth of Virginia provides four types of aid to the County where the types are based upon the conditions, if any, attached to the County’s use of the funds. “Categorical Aid” must be used for State-designated programs or purposes. The Board of Supervisors determines the programs that will receive “Non-Categorical Aid.” “Unrestricted” aid gives local authorities discretion as to how funds are used, while “restricted” aid specifies how the funds must be spent (e.g., to hire additional personal, to give pay raises to existing personnel, or to purchase a designated type of equipment).
- Administration** – The County obtains some of this aid on a recurring basis, while other forms of aid represent grants for which the County must apply based on the criteria of the specific aid program.
- Supplemental Information** – State Non-Categorical Aid - Unrestricted includes the State’s annual payment to Loudoun of \$48,070,700 as reimbursement to offset a portion of the personal property tax on the first \$20,000 of assessed value on

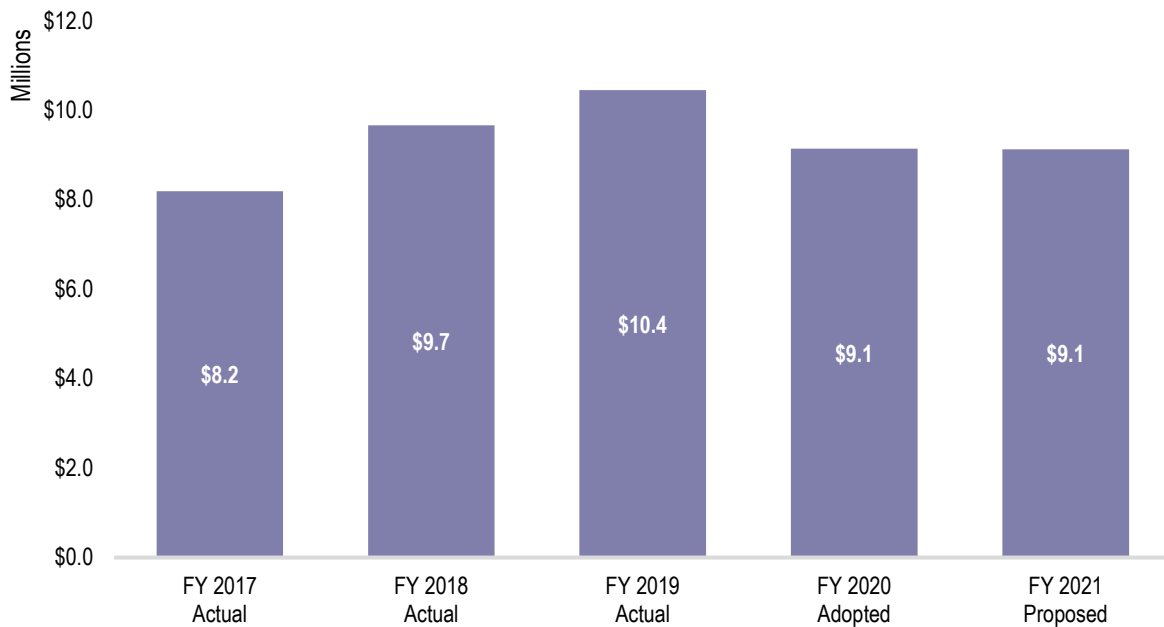


## Commonwealth Aid

personal-use vehicles housed within the County. In calendar 2019, the State's contribution covered an estimated 38 percent of the personal property tax levy on qualifying vehicle value. Over time, this percentage will decline as the fixed value of the State's annual contribution is spread across a growing number of vehicles registered in the County. This aid category also includes revenue from a State-imposed 4 percent tax on daily vehicle rentals in Loudoun, a 3 percent tax on the filing of mobile home titles, and half of the revenue collected by Loudoun's Clerk of the Circuit Court for the filing of deeds of real property. State Shared Expenses – Unrestricted is revenue provided by the State Compensation Board to partially fund the operation of county offices established in the State Constitution (i.e., Commissioner of the Revenue, Treasurer, Clerk of the Circuit Court, Sheriff, and the Commonwealth's Attorney).



## Federal Aid



	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Federal Aid</b>					
Non Categorical Aid- Unrestricted	\$3,292	\$3,360	\$3,435	\$1,800	\$1,800
Categorical Aid - Restricted	8,187,401	9,659,546	10,444,898	9,137,990	9,127,571
<b>Total – Federal Aid</b>	<b>\$8,190,693</b>	<b>\$9,662,906</b>	<b>\$10,448,333</b>	<b>\$9,139,790</b>	<b>\$9,129,371</b>

### Federal Aid

- **Description** – The Federal Government currently provides two types of aid to the County where the types are based upon the conditions, if any, attached to the County’s use of the Funds. “Categorical Aid” must be used for Federally-designated programs or purposes. The Board of Supervisors determines the programs that will receive “Non-Categorical Aid.” “Unrestricted” aid gives local authorities discretion as to how funds are used, while “restricted” aid specifies how the funds must be spent (e.g., to hire additional personal, to give pay raises to existing personnel, or to purchase a designated type of equipment).
- **Administration** – The County obtains some of this aid “automatically” on a recurring basis, while other forms of aid represent grants for which the County must apply based on the criteria of the aid program. Most of the Categorical Aid – Restricted is administered by the Department of Family Services.
- **Supplemental Information** – Federal Aid comprises a negligible portion of General Fund revenue, and it has generally declined over the last several years. The Non Categorical Aid– Unrestricted is a payment from the Federal Bureau of Land Management related to tax-exempt parcels of land owned by the National Park Service.



## School Fund<sup>1</sup>

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Local Funding</b>					
General Fund Transfer	\$681,864,398	\$732,512,736	\$797,325,815	\$873,658,353	\$951,961,063 <sup>2</sup>
Rebates and Refunds	65,109	291,859	339,644	50,000	335,000
Sales of Textbooks	0	723	7,792	15,000	10,000
E-Rate Reimbursement	1,642,457	1,346,551	0	1,500,000	1,500,000
Tuition	1,647,996	1,822,049	1,858,511	1,900,000	2,001,000
Use of Buildings	1,124,234	1,272,679	1,151,429	1,500,000	1,250,000
Athletic, Parking, AP Test Fee	3,473,381	3,551,793	3,539,399	3,625,000	2,860,000
Hughes Foundation	852,327	854,554	2,019,180	1,000,000	1,000,000
PAVAN <sup>1</sup>	35,753	0	12,980	18,800	0
Local Grants & Contributions	168,413	211,462	665,506	22,483	70,186
Sales of Equip. & Supplies	344,465	209,174	152,383	365,000	365,000
Miscellaneous	1,977,434	1,432,729	2,748,009	2,179,343	2,400,000
<b>Subtotal – Local Funding</b>	<b>\$693,195,967</b>	<b>\$743,506,309</b>	<b>\$809,820,648</b>	<b>\$885,833,979</b>	<b>\$963,752,249</b>
<b>Commonwealth Funding</b>					
Sales Tax	\$77,150,605	\$76,573,689	\$82,103,621	\$90,481,812	\$95,800,455
Basic Aid	171,381,162	175,187,156	190,636,555	191,624,914	205,391,880
Fringe Benefits	30,990,397	34,194,124	35,510,830	36,113,305	40,242,522
Textbooks	3,866,051	3,968,109	3,791,713	3,843,815	4,126,778
Special Education	19,844,084	20,409,791	22,639,742	21,960,280	24,737,434
Vocation Education	1,333,443	1,418,775	1,494,030	1,615,559	1,875,837
Supplemental Support	2,188,472	11,582,728	13,712,904	25,783,279	14,859,271
SOL Materials/Training	163,613	266,207	292,472	299,452	341,432
Technology Plan	3,617,057	544,526	4,536,306	2,390,000	2,494,000
Other	12,752,764	13,427,051	15,114,436	16,624,463	20,044,876
<b>Subtotal – Commonwealth</b>	<b>\$323,287,648</b>	<b>\$337,572,156</b>	<b>\$369,832,609</b>	<b>\$390,736,879</b>	<b>\$409,914,485</b>
<b>Federal Funding</b>					
Title I	\$2,138,156	\$2,137,848	\$1,653,902	\$1,832,788	\$1,999,821
Head Start	904,413	856,333	923,972	893,638	950,657
Handicapped Education	9,622,926	9,971,680	12,430,708	12,764,516	13,027,941
Other	3,337,276	4,092,849	4,793,052	5,495,936	5,319,776

<sup>1</sup> Sums may not equal due to rounding.

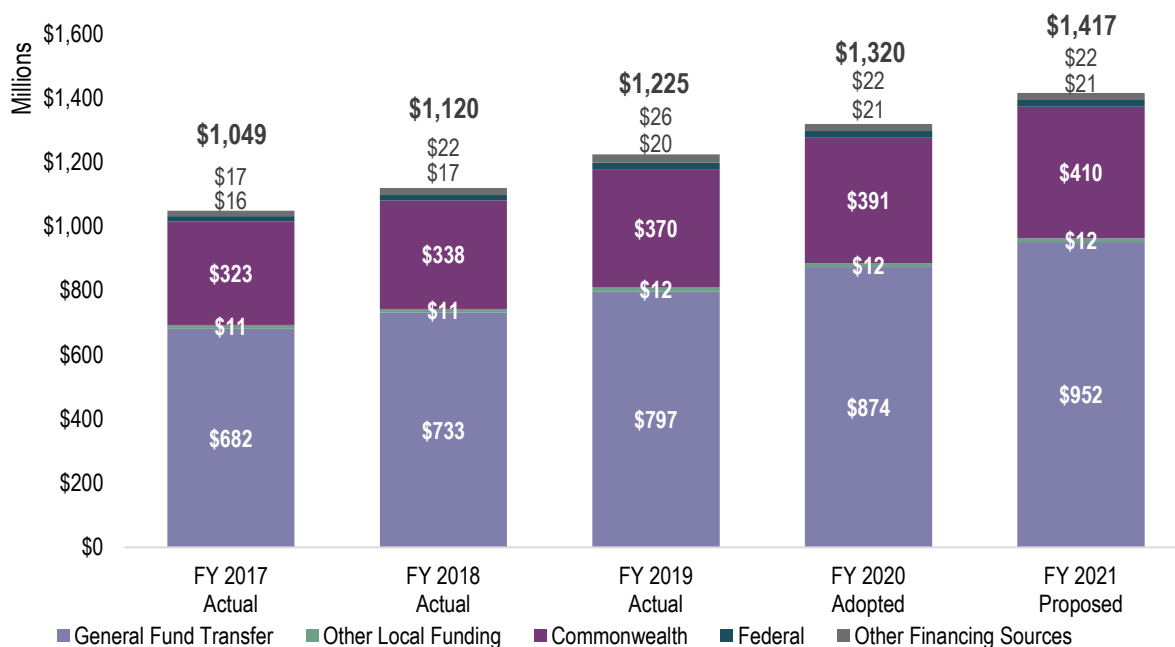
<sup>2</sup> The County Administrator's FY 2021 Proposed Budget includes a General Fund transfer of \$949,461,823 reflecting a shortfall of approximately \$2.5 million.





## School Fund

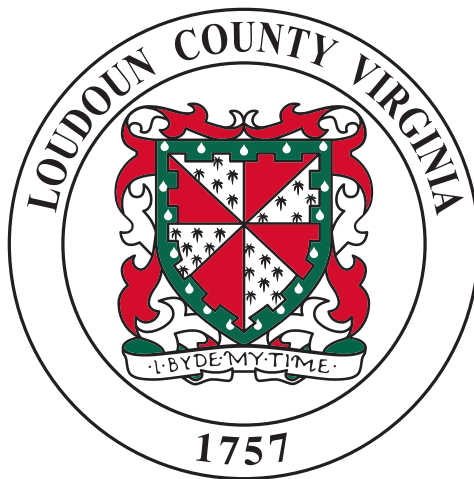
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<b>Subtotal – Federal</b>	<b>\$16,002,771</b>	<b>\$17,058,710</b>	<b>\$19,801,634</b>	<b>\$20,986,878</b>	<b>\$21,298,195</b>
<b>Other Financing Sources<sup>1,2</sup></b>	<b>\$17,000,000</b>	<b>\$22,000,000</b>	<b>\$25,630,206</b>	<b>\$22,002,000</b>	<b>\$22,002,000</b>
<b>Total – School Fund</b>	<b>\$1,049,486,386</b>	<b>\$1,120,137,175</b>	<b>\$1,225,085,097</b>	<b>\$1,319,559,736</b>	<b>\$1,416,966,929</b>
<b>General Fund Transfer – Percent of Total</b>	<b>65.0%</b>	<b>65.4%</b>	<b>65.1%</b>	<b>66.2%</b>	<b>67.2%</b>



- **Description** – The above table shows the various sources of annual operating revenues for the Loudoun County Public School System. FY 2021 revenues are from the School Board’s adopted FY 2021 budget request. The County provides approximately two-thirds of the annual funding for the School System.
- **Administration** – The School Superintendent first presents a proposed budget to the School Board. The Board may adopt or modify the Superintendent’s FY 2021 revenue proposal to arrive at its own proposed budget, including the General Fund Transfer amount. The Board of Supervisors must appropriate the General Fund Transfer from the County to the School System, and the Board of Supervisors may or may not fully fund the School Board’s request.
- **Supplemental Information** – Between September 2000 and September 2019, enrollment in Loudoun County Public Schools increased by 165 percent from 31,804 students to 84,175. Over the next five years, the Superintendent’s Recommended FY 2021-2026 Capital Improvement Program anticipates annual enrollment growth averaging approximately 1.0 percent or 805 students per year. The decline in enrollment growth has reduced, but not eliminated, the need to construct and operate additional schools.

<sup>1</sup> Other Financing Sources includes funding for school bus and vehicle leases.

<sup>2</sup> Includes fund balance rollovers.





# Forecast Discussion and Analysis

## The Economic Outlook

The forecast of FY 2021 General Fund Revenue assumes that the U.S. economy will continue to expand in 2020 and 2021 with real Gross Domestic Product (GDP) increasing at approximately 2.0 percent annually. The *Wall Street Journal* Economic Survey of January 2020 shows average GDP growth in 2020 of 1.9 percent followed by 2.0 percent in 2021. During 2019, the U.S. economy continued to add jobs at a healthy pace and the unemployment rate declined to 3.3 percent as of November 2019. Sales of new cars and trucks in 2019 were slightly below 17 million units following three consecutive years of over 17 million units. New single-family home construction in 2019 was fairly consistent with the level seen in 2018 despite lower median home prices such homes. Existing single-family homes saw a median increase in sales prices of 4.8 percent. Following four increases in the target range for the federal funds rate in 2018, the Federal Reserve decreased the target range three times during 2019 restoring the target rate from March 2018. A number of equity market indicators (e.g., DOW, S&P 500) reached record levels in 2019.

The FY 2021 Proposed revenue forecast also assumes that Loudoun's economy will continue to expand in 2020 and 2021, as it has for the past several years. Prior to 2015, the Washington, D.C. regional economy experienced two years of slow employment growth which coincided with Federal spending cuts mandated by the Budget Control Act of 2011. Except for occasional government shutdowns, Federal spending has stabilized and regional job growth accelerated as the economy continues a transition to less reliance on Federal government spending. Employment in Loudoun in the first half of 2019 was approximately 3.8 percent higher than in the first half of 2018, compared to a 1.4 percent increase for the U.S. Meanwhile, the unemployment rate for Loudoun residents continues to be lower than those of the U.S. and the Washington, DC region. Loudoun's November 2019 unemployment rate was 2.0 percent while the corresponding rates for the U.S. and the Washington, D.C. region were 3.3 and 2.8 percent, respectively.

In 2019, Loudoun County issued building permits for 3,035 new residential dwelling units (preliminary value excluding group quarters units). This is the eighth consecutive year in which 3,000 or more new residential permits were issued by the County. Sales of existing homes in the County increased by less than 1 percent in 2019. Similar to 2018, the lack of inventory was a limiting factor in the sales of existing homes. The Dulles Association of Realtors remarked that December 2019 marked the lowest year-end inventory of active listings in at least a decade. This assessment of the local housing market is evidenced by the fact that median sale price increased by 8.0 percent between December 2018 and December 2019. The assessed value of taxable commercial and industrial property in the County increased by 12.0 percent in 2019, the fourth consecutive year of increase in excess of 9 percent. The County continues to attract data centers with several site acquisitions and development plans announced in the past year. During 2019, the County issued building permits for approximately 3.4 million square feet of new data center space. The data center industry appears poised for continued future growth as more companies transition to cloud IT services.

## General Property Taxes – Methodology

Forecasts for both real and personal property tax revenues are developed in consultation with the Commissioner of the Revenue, the Clerk of the Circuit Court, and the County Treasurer. Forecasts are based on current estimates of respective tax bases, coupled with forecasts of growth or decline. Forecasts incorporate historical analysis, expected growth and business activity, and information regarding broader trends in market values. For real property, the County's automated assessment system serves as a crucial tool in the analysis of ongoing reassessment trends and the current status of the County's total valuation. Assessment data is consolidated in the County's Land Management Information System. Taxable assessments are adjusted for deferrals, new construction forecasts, tax relief programs, and the tax collection rate, prior to developing revenue forecasts for the fiscal year. The FY 2021 (July 1, 2020 to June 30, 2021) forecast combines the forecasts for Tax (Calendar)



## Forecast Discussion and Analysis

Year 2020 and Tax (Calendar) Year 2021. For vehicles, valuation trend data from the National Automobile Dealers' Association, fuel prices, and new vehicle registration trends are evaluated to provide a basis for the forecast for Tax Years 2020 and 2021.

### Real Property Taxes – Assessed Value, Equalization, and Rates

Real property taxes are levied on the value of land and structures (improvements). All real property is classified according to its mode of use as residential, commercial/industrial, or agricultural. The following table shows the assessed valuations of taxable real property within the County (exclusive of Public Service property, both real and non-motor vehicle personal, valued at \$2.9 billion on January 1, 2019). Valuations reflecting the condition of the property and market valuations are shown as of January 1 for each calendar year or tax year (TY) as required by the Code of Virginia. The table also shows the estimated contributions of property equalization (or revaluation) and new development to the change in assessed value. During TY 2019, the taxable value of real property is estimated to have increased by \$6.3 billion or 7.6 percent. The value of residential property increased by 5.5 percent of which 2.2 percentage points were due to new development while existing properties appreciated in value by 3.3 percent. In TY 2019, the rate of appreciation for commercial/industrial property was 7.4 percent, 0.8 percentage points below the rate of appreciation in TY 2018.

Real Property Class	Taxable Assessed Value (Billions)		Value \$	Value %	Equalized %	Develop. %
	Jan 1, 2019	Jan 1, 2020 <sup>1</sup>	Change	Change	Change	Change
Residential – Single Family and Condo	\$62.18	\$65.59	\$3.41	5.5%	3.3%	2.2%
Comm. & Industrial <sup>2</sup>	19.86	22.95	3.09	15.6%	6.8%	8.7%
Agricultural <sup>3</sup>	1.47	1.32	(0.16)	(10.6%)	(7.1%)	(3.5%)
<b>Total Taxable</b>	<b>\$83.51</b>	<b>\$89.86</b>	<b>\$6.34</b>	<b>7.6%</b>	<b>4.0%</b>	<b>3.6%</b>

The “Equalized % Change” in the value of real property results from market forces as properties are transferred from sellers to buyers at sale prices negotiated in arms-length transactions. A positive (negative) equalized change indicates that recent buyers of properties have generally paid more (less) for the property than was true a year ago, even in the absence of significant property improvements. The remainder of the increase in property value is labeled “Development % Change” which reflects the building of new structures, the sub-division of large parcels of land, and improvements such as grading and landscaping. The percentage change in taxable value due to development during TY 2019 is 3.6 percent overall and 2.2 percent for the residential class. The equalized percentage increase for all property classes combined was an estimated 4.0 percent in TY 2019<sup>4</sup>. The FY 2021 Proposed Budget is predicated on a real property tax rate of \$1.035 effective January 1, 2020. The estimated equalized tax rate – the rate that would yield approximately the same tax revenue in 2020 from

<sup>1</sup> Source: Commissioner of the Revenue's Loudoun County Assessment Summary (1/24/2020). Individual values may not sum to totals due to rounding.

<sup>2</sup> Includes commercial apartment buildings.

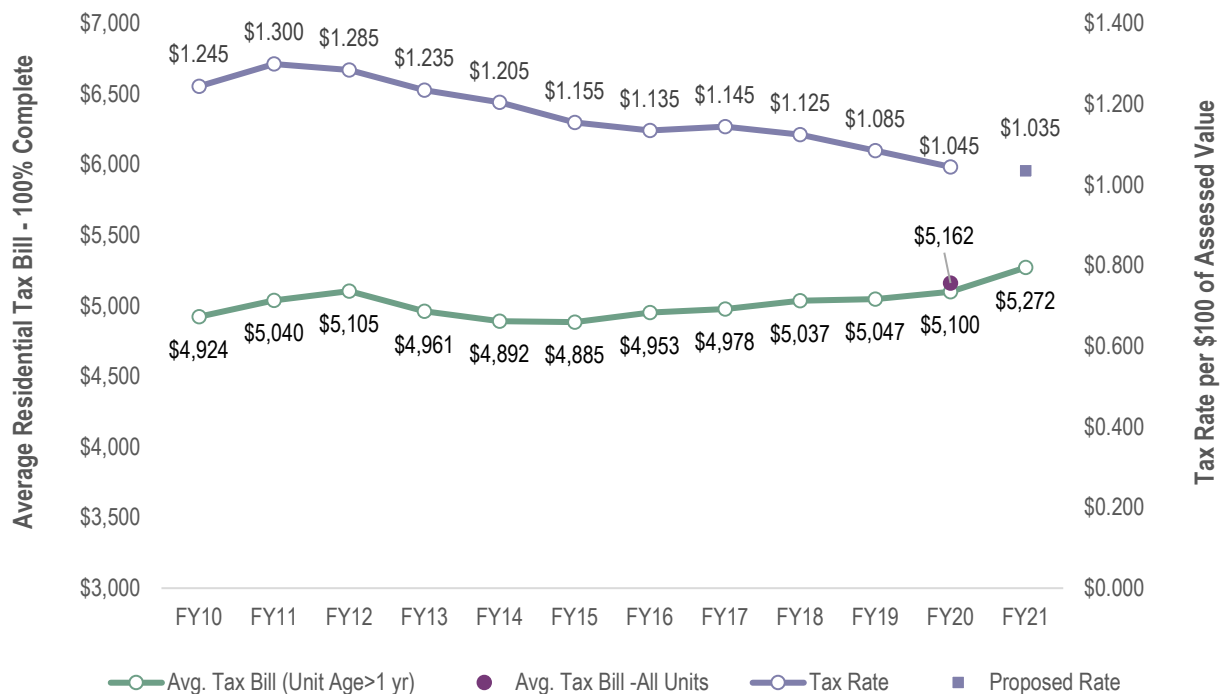
<sup>3</sup> Taxable value is land use value, not fair market value for properties in the land use program.

<sup>4</sup> The equalized percentage change is an *average* value for the set of properties being assessed. The equalized change in value of individual properties will generally differ from the average depending upon the specific characteristics of the property (e.g., location, age, size, condition).



## Forecast Discussion and Analysis

completed properties in existence in 2019 as that yielded by the actual 2019 tax rate – is \$1.010<sup>1</sup>. Even at the equalized tax rate, new revenue is generated as a result of new construction and improvements. If overall equalization in 2019 had been 2.0 percent, the 2020 equalized tax rate would have been 2 percent below the existing tax rate. The graph below shows the history of Loudoun’s real property tax rate (purple line) along with the associated average tax bill for homes that were completed at least one year prior to January 1 of the year shown (green line).



The graph shows that the tax rate of \$1.035 increases the annual tax bill for the average home in existence as of January 1, 2019 by \$110, from \$5,162 in 2019 to \$5,272 in 2020.

### Personal Property Taxes

The table of General Property Taxes on page R-2 contains nine different categories of personal property tax revenues each corresponding to a specific category of personal property specified in State law. The two largest categories are “Vehicles” and “Computer Equipment.” State law specifies at least 20 categories of tangible personal property for the purpose of assessing market value. For example, automobiles and light trucks are distinct categories for valuation purposes. State law also allows local authorities to set the tax rate on general personal property and permits them to set tax rates below the general rate for specific categories of personal property and/or for taxpayers meeting designated criteria (e.g., elderly and disabled, charitable, volunteer).

Business tangible personal property is assessed at 50 percent of original cost in the first year, decreasing each year to 10 percent for property at least five years old. Within business tangible property, personal property tax receipts from the computer equipment category has accelerated with the increase in data center construction. In 2019, an estimated 4 million in square footage related to data centers came online, bringing the total estimate to 18 million square feet of data center facilities.

<sup>1</sup> The County’s practice is to round the tax rate to an even half-cent value which can cause the percentage difference between the existing and equalized tax rate to differ slightly from the reported equalized percentage for taxable real property.



## Forecast Discussion and Analysis

During 2019 developers obtained building permits for another 3.4 million square feet of space. In each of the past seven fiscal years, “Computer Equipment” revenue has increased by more than 20 percent over the previous year, with increases ranging from 23 percent to 38 percent. This forecast assumes annual growth in 2020 and 2021 of 23 and 21 percent, respectively. Although the County can track new data center construction through the zoning and building permit processes, there is no practical way to monitor installations of computer equipment between annual personal property filings. For this reason, starting in FY 2020, a portion of the business personal property tax (BPPT) rate on computer equipment has been programmed into the 6-Year Capital Improvement Program each year for use in the renovation, alteration, and renewal program. This strategy continues in the FY 2021 Proposed Budget, with the allocation of \$16.4 million for the renovation, alteration, and renewal program and for County land acquisition. This strategy provides an opportunity to program an incremental amount of BPPT revenue while providing maximum flexibility. Should BPPT experience a decline due to market or economic changes, these one-time expenditures can be scaled back rather than reducing operating expenditures in the General Fund. Staff believes this is a prudent and conservative use of the additional expected incremental increase of BPPT.

Vehicle personal property revenue depends upon the number and characteristics (e.g., age, make, and model) of the vehicles registered with the County, since these factors determine their assessed value. The number of vehicles in the County tends to increase over time along with the growth in population. Data for recent years indicates an approximately constant average vehicle age of eight years, implying that residents replace old vehicles with newer ones at an approximately constant rate. The purchase of newer and/or more expensive vehicles tends to increase the assessed value, while retention of existing vehicles tends to reduce it due to depreciation (as determined by the used car market). In FY 1999, the State began a phased reduction of personal property taxes on the first \$20,000 in value of private vehicles. During the 2004 General Assembly session, the reduction was held to 70 percent, with the foregone revenue reimbursed to localities. In 2006, the State’s reimbursement to localities was capped, with Loudoun’s set at \$48,070,701. Consequently, the percentage reduction on each citizen’s tax bill will decline over time as the value of the vehicle stock continues to increase. For Tax (calendar) Year 2019, the estimated percentage in Loudoun was 38 percent. This percentage is recalculated each spring once vehicle assessments for the previous January 1 are available.



# General Government Administration FY 2021 Proposed Budget

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## General Government Administration Summary

### FY 2021 Proposed Expenditures<sup>1</sup>

	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
<b>Total</b>	<b>\$115,508,694</b>	<b>\$130,232,929</b>	<b>\$134,407,369</b>	<b>\$150,261,585</b>	<b>\$152,880,050</b>

<sup>1</sup> 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 Summary<sup>1</sup>**

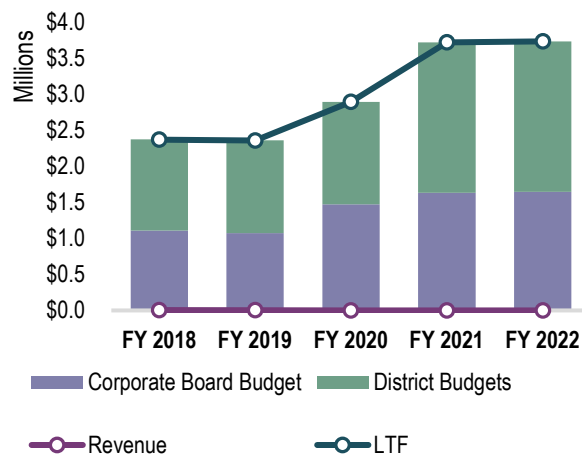
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Corporate Board Budget	\$1,108,351	\$1,075,514	\$1,474,241	\$1,633,693	\$1,647,222
District Budgets	1,268,312	1,284,874	1,422,199	2,087,949	2,087,949
<b>Total – Expenditures</b>	<b>\$2,376,663</b>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

<sup>1</sup> Sums may not equal due to rounding.



## Board of Supervisors

### Revenue and Expenditure History



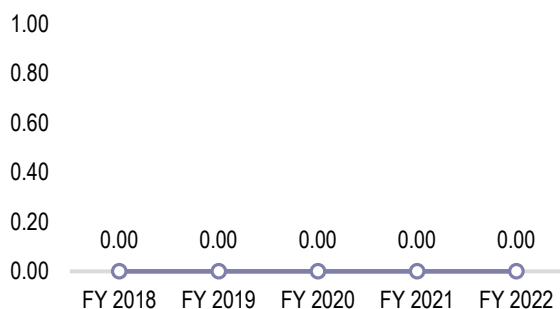
#### Revenue/Local Tax Funding

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.<sup>1</sup> 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

<sup>1</sup> 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.

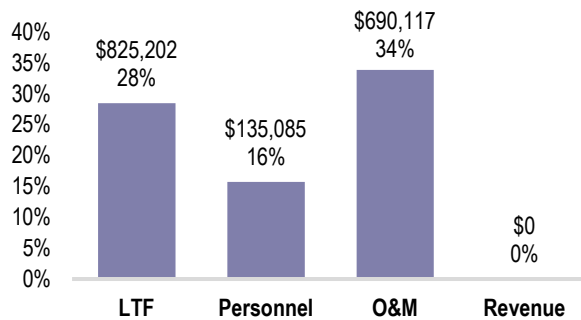
A second communications manager position is requested to develop, implement, and manage a strategic social media program. A resource dedicated to social media has become critical, in part, due to the establishment of social media as a primary communications channel. Focusing on social media communication, 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

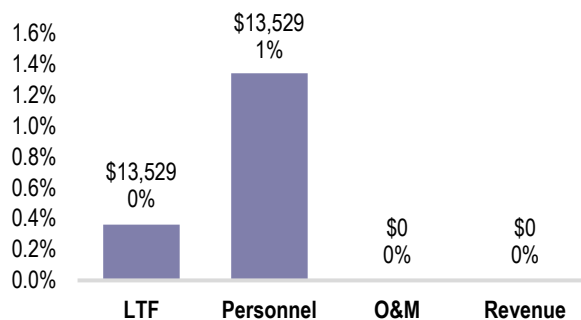
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### 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 Requests<sup>1</sup>Support to Board Strategic Initiatives: Strategic Initiatives Communication Team<sup>2</sup>

<b>Personnel:</b> \$337,320	<b>O&amp;M:</b> \$32,345	<b>Capital:</b> \$37,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$407,165	<b>FTE:</b> 3.00
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## Details

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

<b>Personnel:</b> \$337,320	<b>O&amp;M:</b> \$32,345	<b>Capital:</b> \$37,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$407,165	<b>FTE:</b> 3.00
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<sup>1</sup> 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.

<sup>2</sup> 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 Summary<sup>1</sup>**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>	<b>FY 2022 Projected</b>
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$6,783,764</b>	<b>\$7,643,292</b>	<b>\$8,826,743</b>	<b>\$9,433,078</b>	<b>\$9,702,730</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$455,543</b>	<b>\$451,694</b>	<b>\$455,122</b>	<b>\$455,122</b>	<b>\$455,122</b>
<b>Local Tax Funding</b>	<b>\$6,328,222</b>	<b>\$7,191,598</b>	<b>\$8,371,621</b>	<b>\$8,977,956</b>	<b>\$9,247,608</b>
<b>FTE</b>	<b>68.93</b>	<b>73.93</b>	<b>78.93</b>	<b>81.93</b>	<b>81.93</b>

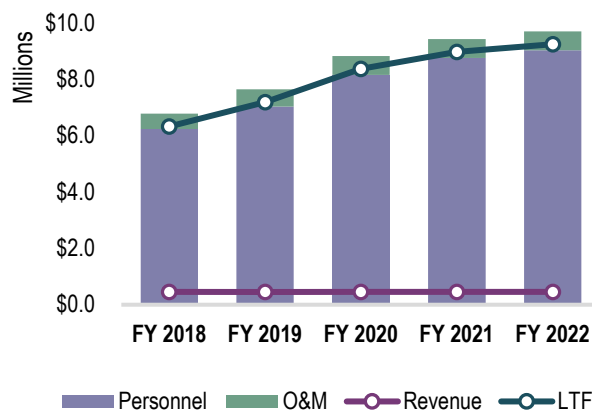
<sup>1</sup> Sums may not equal due to rounding.





## Commissioner of the Revenue

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

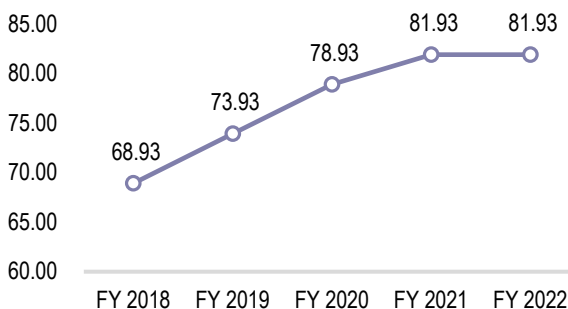
As shown, the Office of the Commissioner of the Revenue operates primarily with local tax funding (over 95 percent). Program-generated revenue consists of land use application fees and reimbursements from the Virginia Compensation Board.

#### 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.

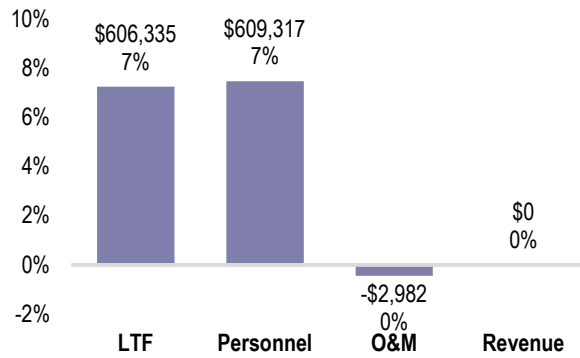
The FY 2021 Proposed Budget includes one residential appraiser. Work assignments, on average, have exceeded 8,200 parcels per appraiser, significantly above the industry standard of 5,000. Additional staff capacity will help to address the sketching backlog and increase the frequency of parcel and field 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



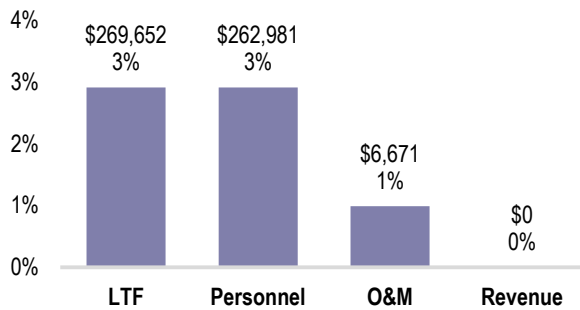
#### Reasons for Change:

**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 Requests<sup>1</sup>

## Priority 1: Residential Real Property Appraiser

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$88,146	\$9,365	\$0	\$0	\$0	\$97,511	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The backlog of structures to be sketched into the system is approximately 40,000.</li><li>• Timeliness of neighborhood reviews has improved but is still behind schedule (every 6-7 years compared to every 5 years).</li><li>• 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.</li><li>• The Office is in year three of four for the phased in staffing solution for the Real Property Tax Assessment activity.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Percent of Permitted Improvements Validated through Site Visits; Backlog of Residential Parcels to be Sketched					
<b>Program:</b>	Tax Assessment/Residential Real Property Tax Assessment					
<b>Positions:</b>	1 Residential Appraiser I					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$6,265					
<b>Recurring Costs:</b>	\$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"><li>• One systems analyst will support the real property mass appraisal system.</li><li>• 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.</li><li>• 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.</li></ul>			
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

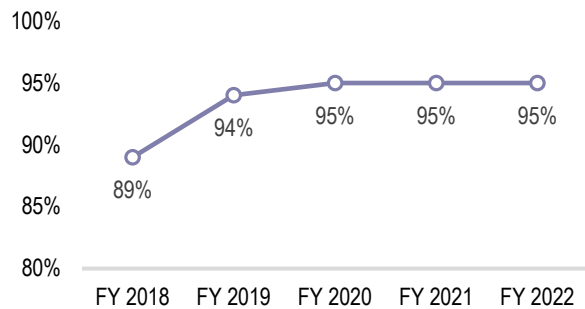
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$293,037	\$27,381	\$12,500	\$0	\$0	\$332,918	3.00

<sup>1</sup> 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

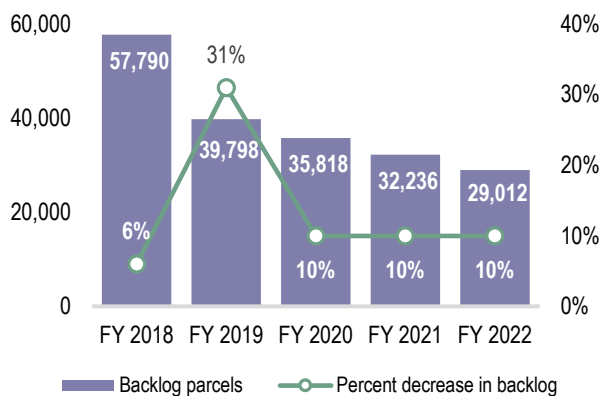
### Key Measures<sup>1</sup>



**Objective:** Verify 96 percent of sales annually.

**Measure:** Percent of sales verified.

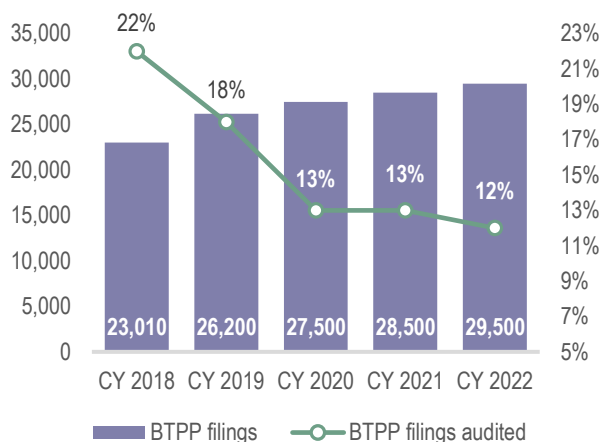
*With appraisers approved in FY 2020 Adopted Budget and the additional appraiser requested in FY 2021, the Office will continue to verify an estimated 95 percent of sales. Without additional appraisers, this rate would decrease. An inability to verify sales could result in less accurate assessments.*



**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.

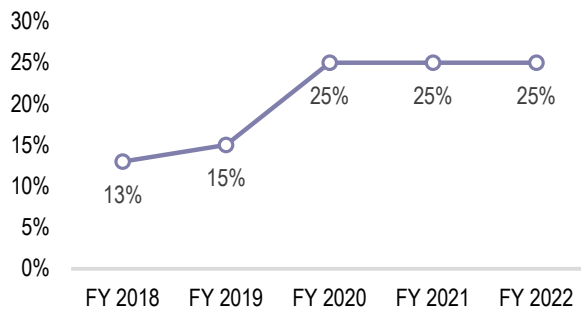
**Measure:** Number of BTPP filings; Percent of BTPP with desk audits.

*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.*

<sup>1</sup> 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 Administrator<sup>1</sup>

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.

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<sup>1</sup> 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 Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$5,351,417</b>	<b>\$5,890,339</b>	<b>\$6,720,506</b>	<b>\$7,959,735</b>	<b>\$8,173,109</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$445,303</b>	<b>\$274,124</b>	<b>\$100,140</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>Local Tax Funding</b>	<b>\$4,906,114</b>	<b>\$5,616,214</b>	<b>\$6,620,366</b>	<b>\$7,869,735</b>	<b>\$8,083,109</b>
<b>FTE</b>	<b>33.27</b>	<b>38.00</b>	<b>43.00</b>	<b>49.53</b>	<b>49.53</b>

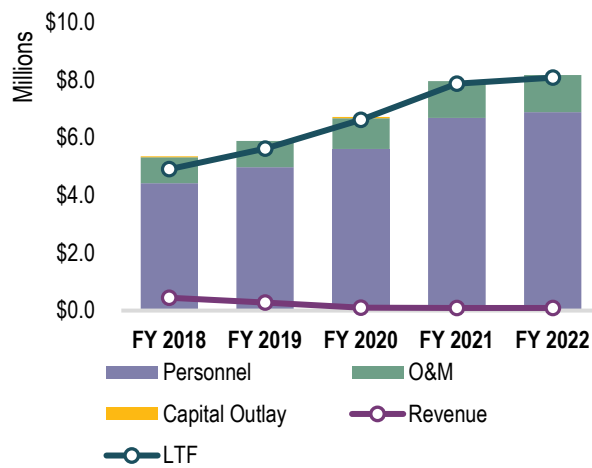
<sup>1</sup> Sums may not equal due to rounding.





## County Administrator

### Revenue and Expenditure History



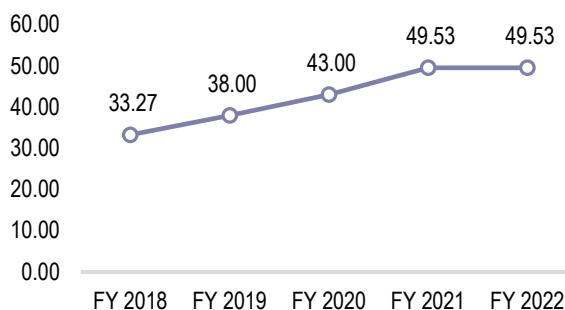
#### Revenue/Local Tax Funding

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

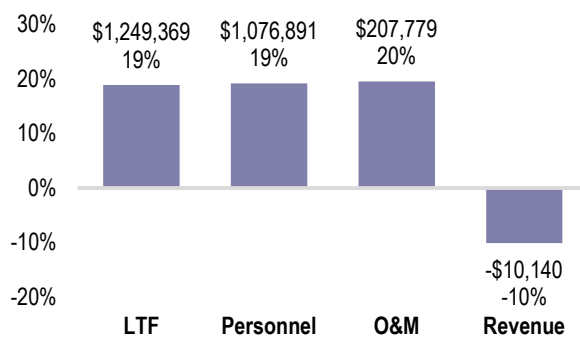


## County Administrator

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.

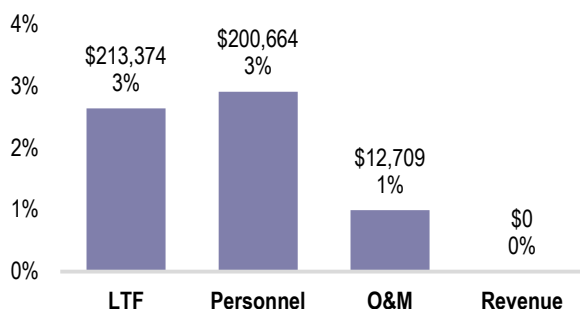
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### 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 Requests<sup>1</sup>

## FTE Authority: Emergency Preparedness Specialist

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$0	\$0	\$0	\$0	\$0	\$0	1.00

## Details

<b>Service Level:</b>	Current Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	Number of planning hours; Number of training and exercise hours
<b>Program:</b>	Emergency Management
<b>Positions:</b>	1 Emergency Preparedness Specialist
<b>Theme:</b>	FTE Authority
<b>One-time Costs:</b>	\$0
<b>Recurring Costs:</b>	\$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 Team<sup>2</sup>

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$337,320	\$32,345	\$37,500	\$0	\$0	\$407,165	3.00

## Details

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

<sup>1</sup> 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.

<sup>2</sup> 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

<b>Personnel:</b> \$51,242	<b>O&amp;M:</b> \$8,710	<b>Capital:</b> \$12,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$72,452	<b>FTE:</b> 0.53
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Details		Overview
<b>Service Level:</b>	Current Service Level Request	<ul style="list-style-type: none"><li>• The County requires 100 percent of Board of Supervisors and Planning Commission meetings be televised, webcasted, and recorded.</li><li>• 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.</li><li>• The position will allow for proactive equipment maintenance and refurbishment and will support troubleshooting equipment during meetings.</li></ul>
<b>Mandates:</b>	County Practice	
<b>PM Highlight:</b>	None	
<b>Program:</b>	Public Affairs and Communications	
<b>Positions:</b>	1 TV and Video Production Specialist	
<b>Theme:</b>	Technology	
<b>One-time Costs:</b>	\$18,840	
<b>Recurring Costs:</b>	\$69,572	

### Priority 2: Equity Officer

<b>Personnel:</b> \$134,594	<b>O&amp;M:</b> \$136,860	<b>Capital:</b> \$12,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$283,954	<b>FTE:</b> 1.00
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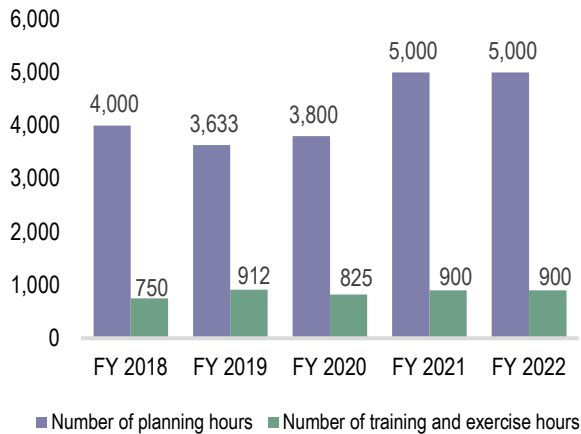
Details		Overview
<b>Service Level:</b>	Enhanced Service Level Request	<ul style="list-style-type: none"><li>• The Equity Officer will collaborate with County departments, community members, and other stakeholders to develop a work plan to make the County organization and community more equitable.</li><li>• 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.</li><li>• 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.</li></ul>
<b>Mandates:</b>	Not mandated	
<b>PM Highlight:</b>	None	
<b>Program:</b>	Executive Management	
<b>Positions:</b>	1 Equity Officer	
<b>Theme:</b>	Community Wellness and Resiliency	
<b>One-time Costs:</b>	\$143,385	
<b>Recurring Costs:</b>	\$140,569	

### Department Total

<b>Personnel:</b> \$523,156	<b>O&amp;M:</b> \$177,915	<b>Capital:</b> \$62,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$763,571	<b>FTE:</b> 5.53
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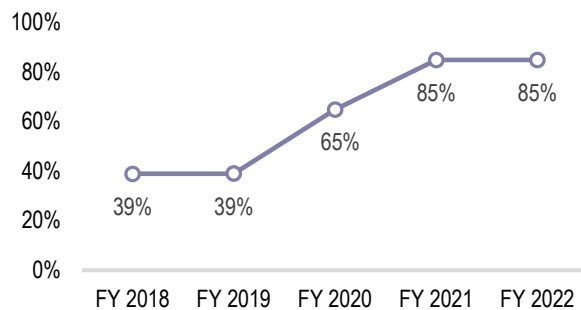
## County Administrator

Key Measures<sup>1</sup>

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

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

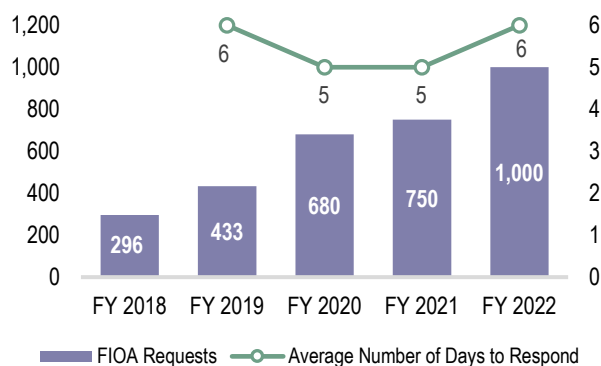
*In FY 2019, the number of planning hours decreased because of vacant emergency preparedness specialist positions. The proposed FTE authority will improve recruitment efforts. This position is a substantial contributor to planning hours.*



**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.

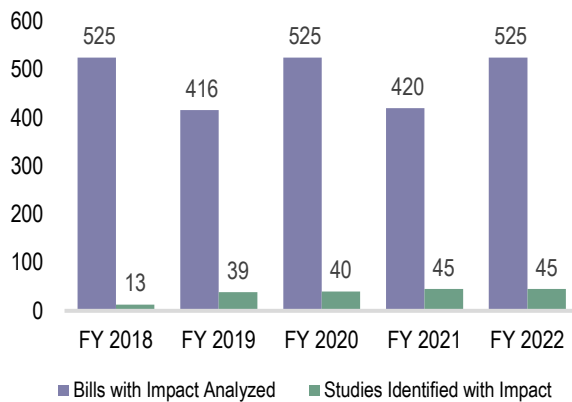
**Measure:** Number of FOIA requests coordinated by the FOIA officer; Average number of days to respond to FOIA requests.

*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.*

<sup>1</sup> 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.



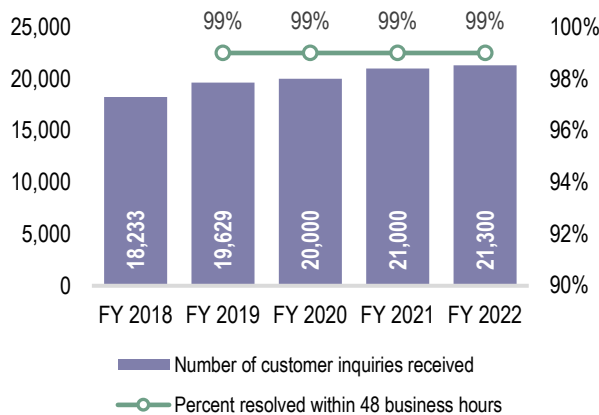
## County Administrator



**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.

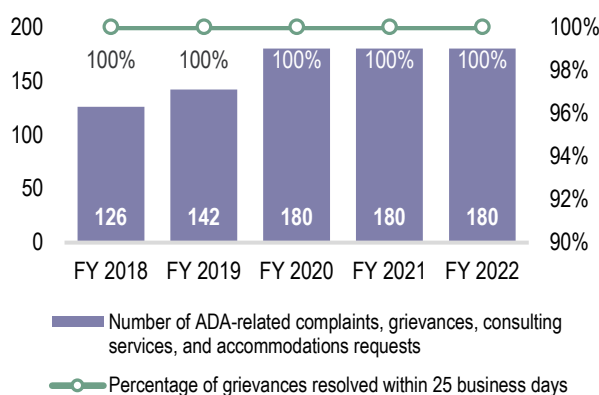
*All introduced state bills, approximately 3,000 bills during both the short and long sessions, are screened and approximately 400 or 500 pieces of legislation are analyzed for impact. The number of work group, studies, reports, or regulations occurring between sessions that could impact the County outcome 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 Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$5,351,417</b>	<b>\$5,890,339</b>	<b>\$6,720,506</b>	<b>\$7,959,735</b>	<b>\$8,173,109</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$445,303</b>	<b>\$274,124</b>	<b>\$100,140</b>	<b>\$90,000</b>	<b>\$90,000</b>
<b>Local Tax Funding</b>					
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
<b>Total – Local Tax Funding</b>	<b>\$4,906,114</b>	<b>\$5,616,214</b>	<b>\$6,620,366</b>	<b>\$7,869,735</b>	<b>\$8,083,109</b>
<b>FTE</b>					
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
<b>Total – FTE</b>	<b>33.27</b>	<b>38.00</b>	<b>43.00</b>	<b>49.53</b>	<b>49.53</b>

<sup>1</sup> 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 Summary<sup>1</sup>

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Estimated
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$3,456,178</b>	<b>\$3,897,664</b>	<b>\$3,518,029</b>	<b>\$3,846,270</b>	<b>\$3,957,835</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$477,308</b>	<b>\$476,568</b>	<b>\$314,169</b>	<b>\$217,179</b>	<b>\$217,179</b>
<b>Local Tax Funding</b>	<b>\$2,978,870</b>	<b>\$3,421,096</b>	<b>\$3,203,860</b>	<b>\$3,629,091</b>	<b>\$3,740,656</b>
<b>FTE</b>	<b>22.00</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>	<b>24.00</b>

### Department Financial and FTE Summary – Capital Projects Fund<sup>1</sup>

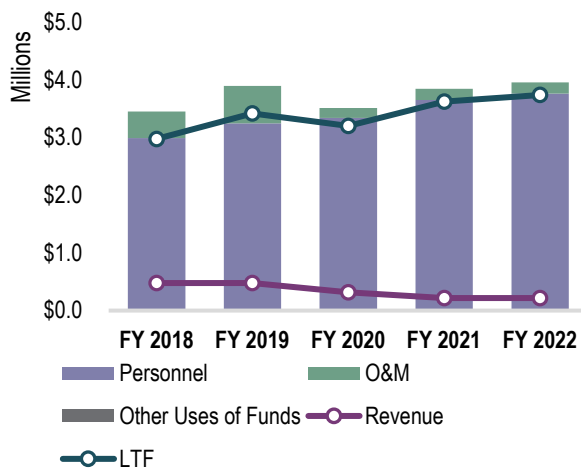
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$0	\$0	\$166,694	\$170,684	\$175,805
<b>Total – Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$166,694</b>	<b>\$170,684</b>	<b>\$175,805</b>
<b>Revenue</b>					
Revenue	\$0	\$0	\$166,694	\$170,684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

<sup>1</sup> Sums may not equal due to rounding.



## County Attorney

### Revenue and Expenditure History



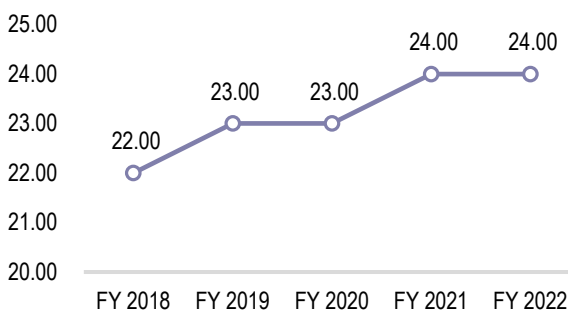
#### Revenue/Local Tax Funding

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.

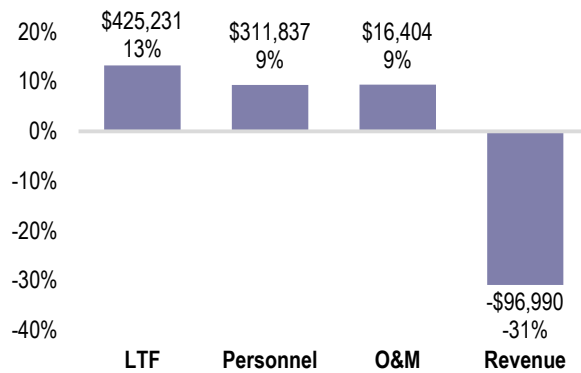
The litigation and transactions section provides legal support for real estate transactions, contracts and procurement, and matters pertaining to taxes, budget, and finance, as well as legal advice and services to County agencies, including litigation support to the Department of Mental Health, Substance 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



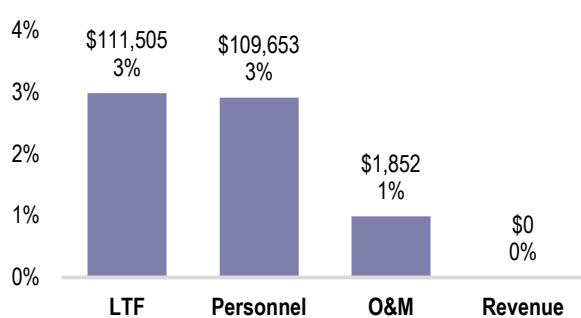
#### Reasons for Change:

**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 Requests<sup>1</sup>

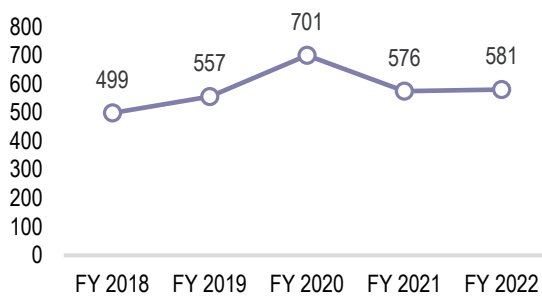
Priority 1: Assistant County Attorney						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$140,653	\$11,455	\$0	\$0	\$0	\$152,108	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• Position maintains processing time in tax collection enforcement and transactional work in the review of leases or contracts and property acquisition.</li><li>• Position maintains the Office's ability to respond to internal clients in a timely manner.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of transactional matters per attorney; Number of Emergency Services hearings					
<b>Program:</b>	Litigation and Transactions					
<b>Positions:</b>	1 Assistant County Attorney					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$5,290					
<b>Recurring Costs:</b>	\$144,818					
<b>Department Total</b>						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$140,653	\$9,455	\$0	\$0	\$0	\$150,108	1.00

<sup>1</sup> 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

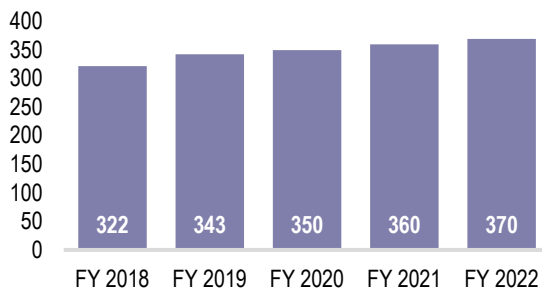
### Key Measures<sup>1</sup>



**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.

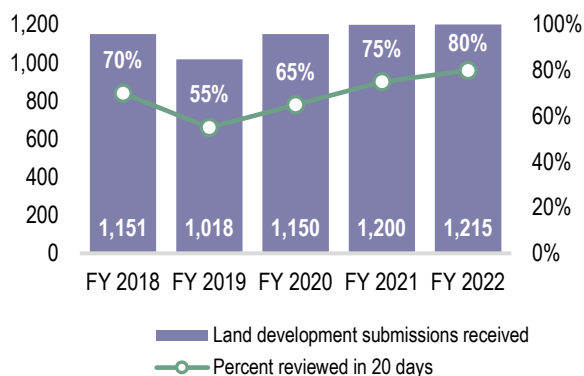
*The requested assistant county attorney will maintain the FY 2019 service level of less than 600 transactional matters per attorney.*



**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.*

<sup>1</sup> 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 Summary<sup>1</sup>**

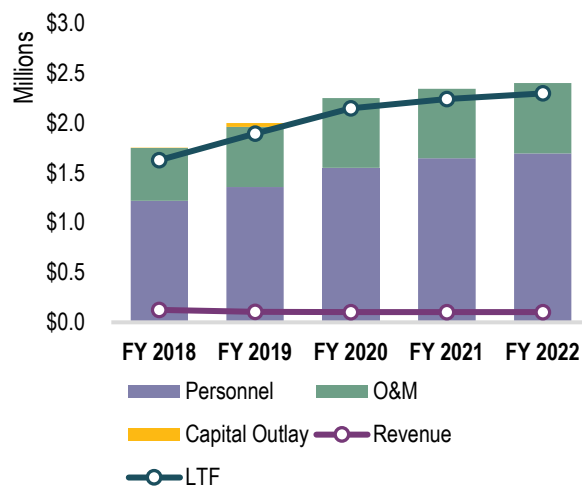
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$1,219,950	\$1,357,241	\$1,549,538	\$1,646,470	\$1,695,864
Operating and Maintenance	528,094	604,786	700,773	696,368	703,332
Capital Outlay	3,740	36,240	0	0	0
<b>Total – Expenditures</b>	<b>\$1,751,784</b>	<b>\$1,998,267</b>	<b>\$2,250,311</b>	<b>\$2,342,838</b>	<b>\$2,399,196</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$124,844</b>	<b>\$105,320</b>	<b>\$102,762</b>	<b>\$102,762</b>	<b>\$102,762</b>
<b>Local Tax Funding</b>	<b>\$1,626,941</b>	<b>\$1,892,948</b>	<b>\$2,147,549</b>	<b>\$2,240,076</b>	<b>\$2,296,434</b>
<b>FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Elections and Voter Registration

### Revenue and Expenditure History



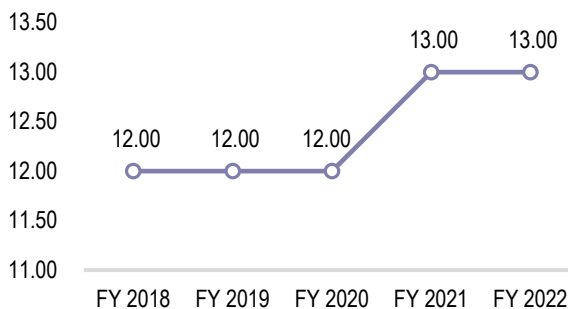
#### Revenue/Local Tax Funding

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.

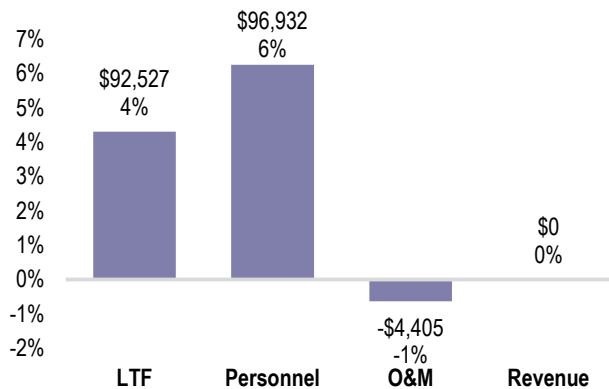
### Community Outreach and Education

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

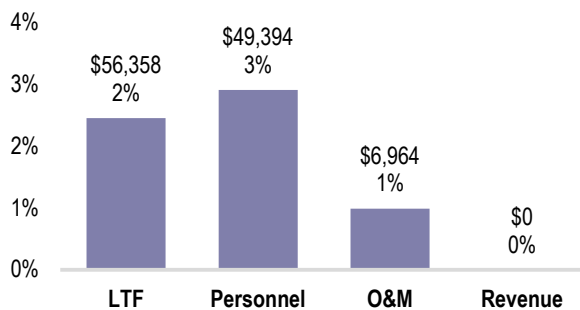
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### 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 Request<sup>1</sup>**

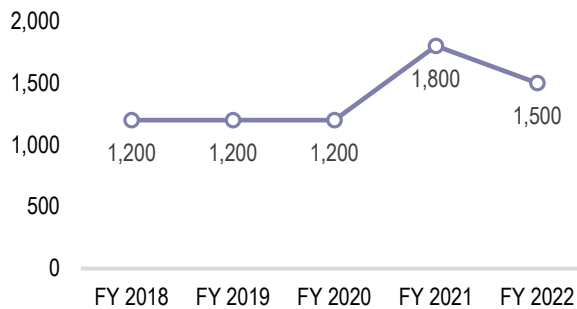
Priority 1: Training and Compliance Specialist						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$76,317	\$7,930	\$0	\$0	\$0	\$84,247	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• As the County population and the number of voting precincts have grown, the number of election officers and temporary workers have increased.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of Election Officers Used; Number of Registered Voters					
<b>Program:</b>	Elections					
<b>Positions:</b>	1 Training and Compliance Specialist					
<b>Theme:</b>	Community Outreach and Education					
<b>One-time Costs:</b>	\$5,255					
<b>Recurring Costs:</b>	\$78,992					
<b>Department Total</b>						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$76,317	\$7,930	\$0	\$0	\$0	\$84,247	1.00

<sup>1</sup> 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

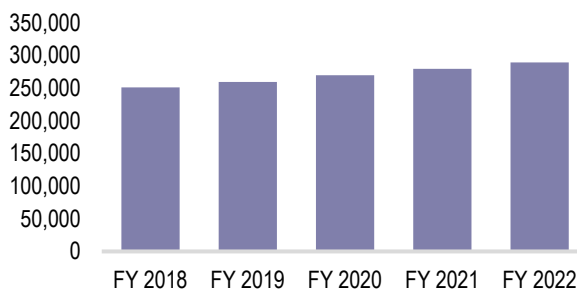
### Key Measures



**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 Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$1,751,784</b>	<b>\$1,998,267</b>	<b>\$2,250,311</b>	<b>\$2,342,838</b>	<b>\$2,399,196</b>
<b>Revenues</b>					
Voter Registration	\$27,697	\$72,261	\$73,720	\$73,720	\$73,720
Elections	97,147	33,059	29,042	29,042	29,042
<b>Total – Revenues</b>	<b>\$124,844</b>	<b>\$105,320</b>	<b>\$102,762</b>	<b>\$102,762</b>	<b>\$102,762</b>
<b>Local Tax Funding</b>					
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
<b>Total – Local Tax Funding</b>	<b>\$1,626,941</b>	<b>\$1,892,948</b>	<b>\$2,147,549</b>	<b>\$2,240,076</b>	<b>\$2,296,434</b>
<b>FTE</b>					
Voter Registration	11.00	10.00	10.00	10.00	10.00
Elections	1.00	2.00	2.00	3.00	3.00
<b>Total – FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>

<sup>1</sup> 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 Summary<sup>1</sup>**

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$7,506,994</b>	<b>\$8,177,619</b>	<b>\$8,856,964</b>	<b>\$9,682,077</b>	<b>\$9,949,310</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$929,939</b>	<b>\$1,125,316</b>	<b>\$267,823</b>	<b>\$275,218</b>	<b>\$279,739</b>
<b>Local Tax Funding</b>	<b>\$6,577,055</b>	<b>\$7,052,303</b>	<b>\$8,589,141</b>	<b>\$9,406,859</b>	<b>\$9,669,571</b>
<b>FTE</b>	<b>68.00</b>	<b>73.00</b>	<b>72.00</b>	<b>75.00</b>	<b>75.00</b>

**Department Financial and FTE Summary – Capital Improvement Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$0	\$0	\$1,086,743	\$1,189,074	\$1,224,746
<b>Total – Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,086,743</b>	<b>\$1,189,074</b>	<b>\$1,224,746</b>
<b>Revenue</b>					
Revenue	\$0	\$0	\$1,086,743	\$1,189,074	\$1,224,746
<b>Total – Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,086,743</b>	<b>\$1,189,074</b>	<b>\$1,224,746</b>
<b>Local Tax Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FTE<sup>2</sup></b>	<b>0.00</b>	<b>0.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>

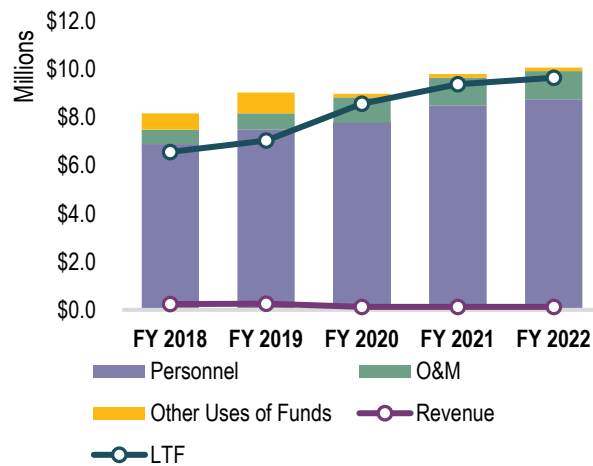
**Revenue and Expenditure History**

<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> 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



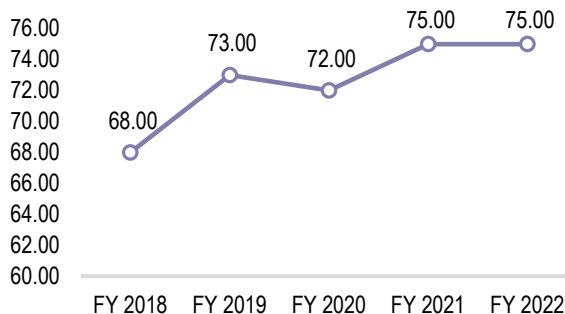
### Revenue/Local Tax Funding

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.<sup>1</sup> 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

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



## Finance and Budget

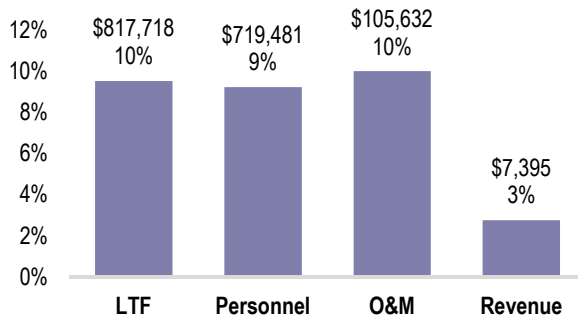
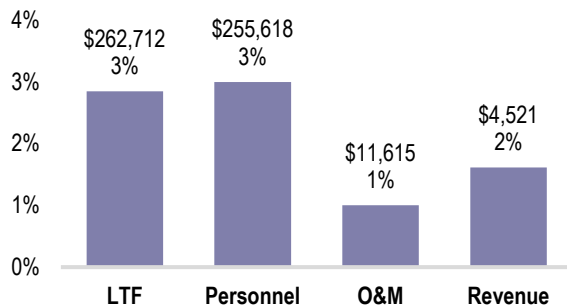
improve the efficiency of operations. The department currently has a long-term temporary position to support reporting, but the position is vacant since it turned over within the first year and the department has not been able to re-fill the position. Current resources are often not able to address the 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 Request<sup>1</sup>

#### Support to the CIP: Budget Technician<sup>2</sup>

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$76,317	\$7,370	\$10,000	\$0	\$76,317	\$17,370	1.00

#### Details

<b>Service Level:</b>	Current Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	Number of budget adjustments
<b>Program:</b>	Capital Budget Planning and Policy
<b>Positions:</b>	1 Budget Technician
<b>Theme:</b>	Support to the CIP
<b>One-time Costs:</b>	\$15,595
<b>Recurring Costs:</b>	\$78,092

#### Overview

- 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.

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

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$105,365	\$7,415	\$0	\$0	\$0	\$112,780	1.00

#### Details

<b>Service Level:</b>	Current Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	Number of test scripts per analyst
<b>Program:</b>	Accounting, Financial Reporting, and Financial Systems Support
<b>Positions:</b>	1 Functional Systems Analyst
<b>Theme:</b>	Internal Support
<b>One-time Costs:</b>	\$5,290
<b>Recurring Costs:</b>	\$107,490

#### Overview

- 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.

<sup>1</sup> 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.

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



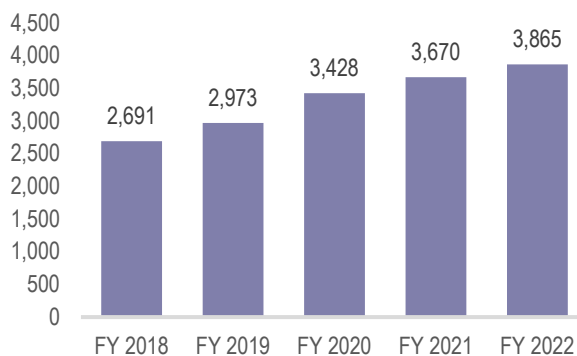
## Finance and Budget

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

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$201,025	\$75,335	\$0	\$0	\$0	\$276,360	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, and local laws					
<b>PM Highlight:</b>	Number of active grant awards					
<b>Program:</b>	Accounting, Financial Reporting, and Financial Systems Support and Program Evaluation and Research					
<b>Positions:</b>	1 Grants Management Analyst, 1 Grants Financial Analyst					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$11,335					
<b>Recurring Costs:</b>	\$265,025					

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

### Key Measures<sup>2</sup>



**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.*

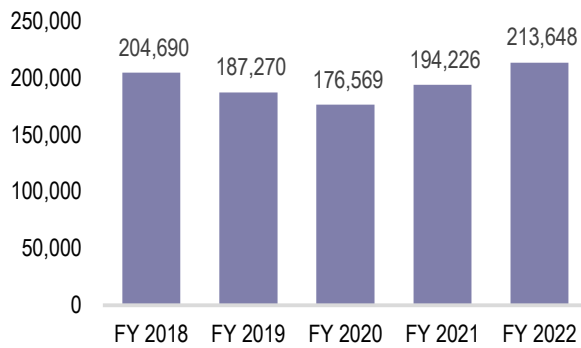
<sup>1</sup> One position (1.00 FTE) will be funded through the Capital Projects Fund because it supports capital projects and three positions (3.00 FTE) are budgeted in the General Fund.

<sup>2</sup> 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.





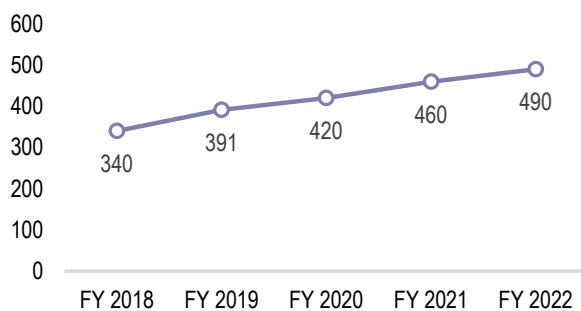
## Finance and Budget



**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.

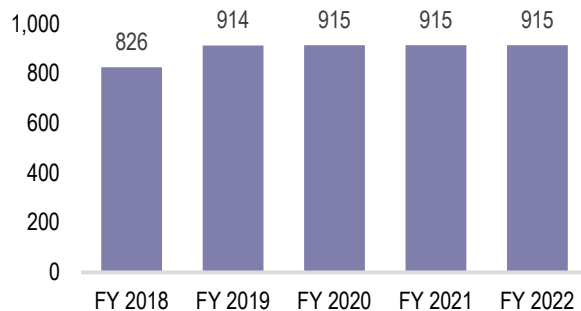
*In FY 2020, the Board approved one financial analyst to address the increasing volume and complexity of accounting transactions. This position will help the department to continue to meet the objective of less than 200,000 transactions reviewed and reconciled per analyst.*



**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<sup>1, 2, 3</sup>**

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$7,506,994</b>	<b>\$8,177,619</b>	<b>\$8,856,964</b>	<b>\$9,682,077</b>	<b>\$9,949,310</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$929,939</b>	<b>\$1,125,316</b>	<b>\$267,823</b>	<b>\$275,218</b>	<b>\$279,739</b>
<b>Local Tax Funding</b>					
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
<b>Total – Local Tax Funding</b>	<b>\$6,577,055</b>	<b>\$7,052,303</b>	<b>\$8,589,141</b>	<b>\$9,406,859</b>	<b>\$9,669,571</b>

<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> 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.

<sup>3</sup> 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
<b>FTE</b>					
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 <sup>1</sup>	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
<b>Total – FTE</b>	<b>68.00</b>	<b>73.00</b>	<b>72.00</b>	<b>75.00</b>	<b>75.00</b>

<sup>1</sup> 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 Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditure</b>	<b>\$42,970,916</b>	<b>\$51,144,276</b>	<b>\$49,757,223</b>	<b>\$55,264,215</b>	<b>\$56,075,010</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$9,922,475</b>	<b>\$10,246,441</b>	<b>\$9,570,784</b>	<b>\$9,373,461</b>	<b>\$9,373,461</b>
<b>Local Tax Funding</b>	<b>\$33,048,440</b>	<b>\$40,897,834</b>	<b>\$40,186,439</b>	<b>\$45,890,754</b>	<b>\$46,701,549</b>
<b>FTE</b>	<b>114.73</b>	<b>126.73</b>	<b>133.73</b>	<b>142.53</b>	<b>142.53</b>

**Department Financial and FTE Summary – Metro Garages Fund**

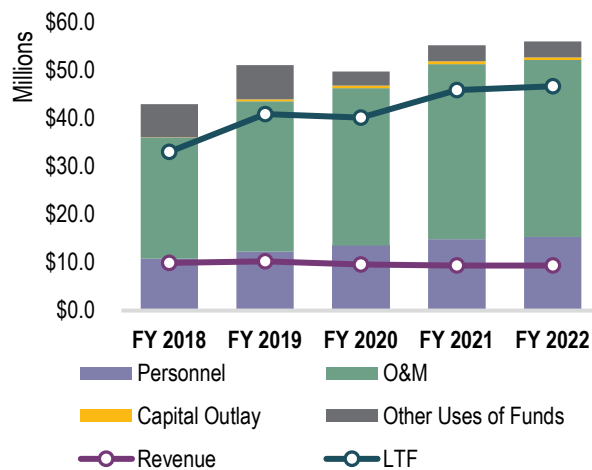
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$0	\$0	\$93,118	\$209,598	\$215,889
<b>Total – Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93,118</b>	<b>\$209,598</b>	<b>\$215,886</b>
<b>Revenues</b>					
Revenue	\$0	\$0	\$93,118	\$209,598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

<sup>1</sup> Sums may not equal due to rounding.



## General Services

### Revenue and Expenditure History



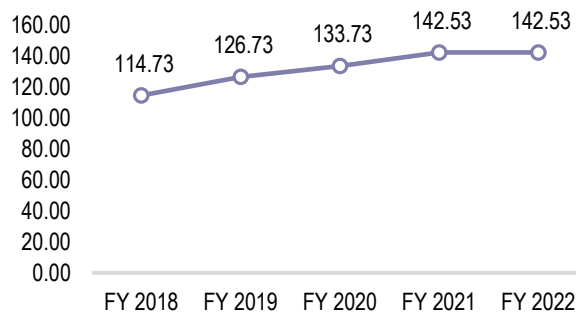
#### Revenue/Local Tax Funding

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



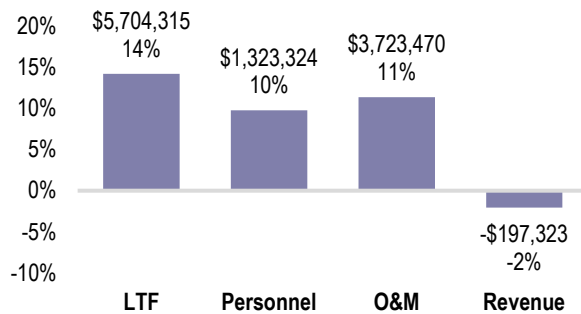
## General Services

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.



## General Services

### Percent Change from Adopted FY 2020 to Proposed FY 2021



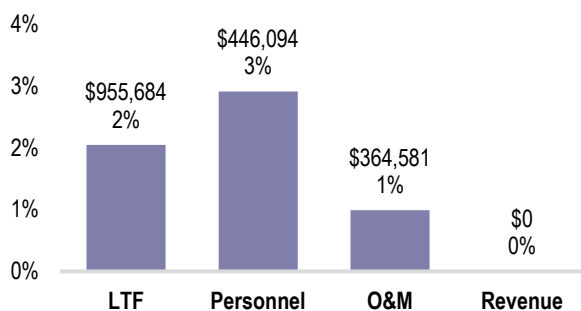
#### Reasons for Change:

**Personnel:** ↑ 7.80 FTE<sup>1</sup>, 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:** ↔

<sup>1</sup> 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 Requests<sup>1</sup>

## Capital Facility Openings: System Maintenance Technician and Facilities Security Technician

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$166,882	\$52,440	\$97,900	\$0	\$0	\$317,222	2.00

## Details

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

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$95,660	\$9,320	\$11,500	\$0	\$116,480	\$0	1.00

## Details

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

<sup>1</sup> 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

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$114,751	\$10,050	\$0	\$124,801	\$0	\$0	1.00

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

### FTE Authority: Resources for Scale Operations and CDD Unit

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$208,390	\$12,565	\$18,500	\$0	\$239,455	\$0	2.80

Details	Overview
<b>Service Level:</b> Enhanced Service Level Request <b>Mandates:</b> Not mandated, but necessary for compliance with federal, state, or local laws <b>PM Highlight:</b> Tons of CDD waste processed <b>Program:</b> Waste Management <b>Positions:</b> 1.80 Scale Operator, 1 Flagger <b>Theme:</b> FTE Authority <b>One-time Costs:</b> \$24,140 <b>Recurring Costs:</b> \$215,315	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>



## General Services

### Priority 1: Administrative Assistant

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$77,224	\$675	\$0	\$0	\$0	\$77,899	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This would convert a temporary position into a regular position FTE.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Management Services					
<b>Positions:</b>	1 Administrative Assistant					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$77,899					

### Priority 2: Division Manager - Fleet

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$118,101	\$14,383	\$31,500	\$0	\$0	\$163,984	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Since FY 2018, the County fleet has grown by 40 percent. This includes general fleet, public safety, and transit vehicles.</li><li>• 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</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Number of County vehicles in service					
<b>Program:</b>	Fleet Management					
<b>Positions:</b>	1 Fleet Division Manager					
<b>Theme:</b>	Span of Control					
<b>One-time Costs:</b>	\$37,095					
<b>Recurring Costs:</b>	\$126,889					

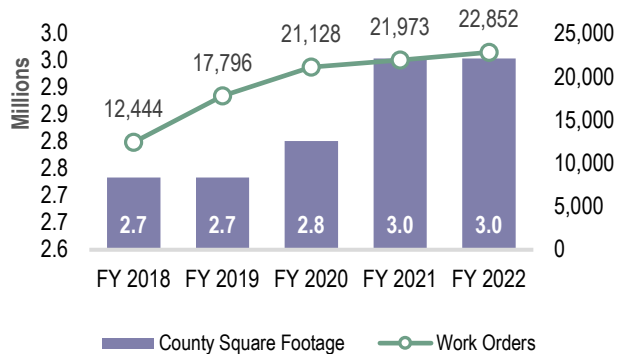
### Department Total

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



## General Services

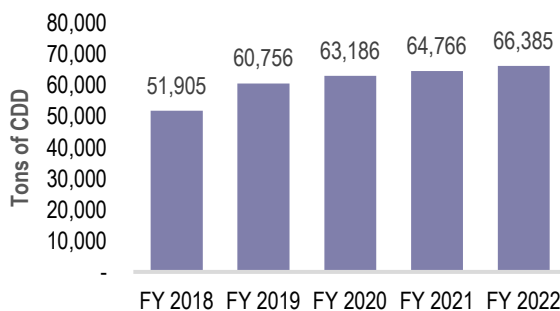
### Key Measures



**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.

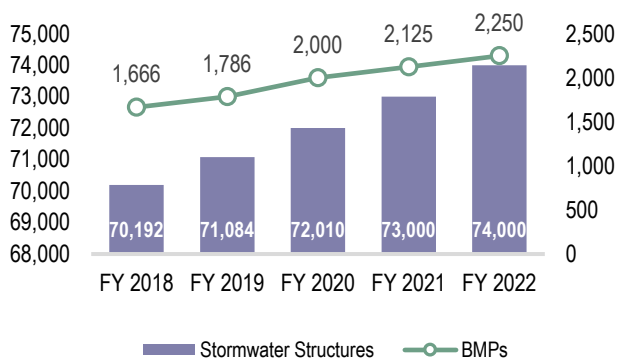
*This measure shows the growth in the number of work orders over the years. This is anticipated to increase as square footage increases and as facilities age. This also shows the need for more maintenance technicians as square footage increases.*



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

**Measure:** Tons of CDD processed.

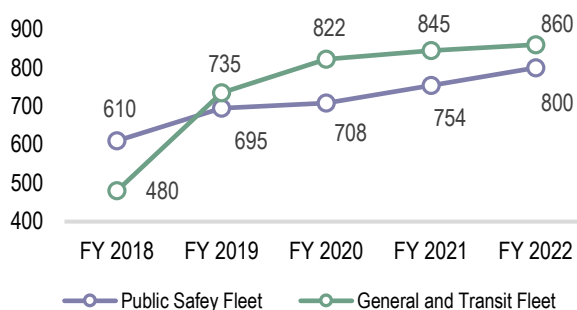
*This measure shows the anticipated demand for CDD waste disposal. The growth of this type of waste necessitates the new CDD staffing.*



**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 Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$42,970,916</b>	<b>\$51,144,276</b>	<b>\$49,757,223</b>	<b>\$55,264,215</b>	<b>\$56,075,010</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$9,922,475</b>	<b>\$10,246,441</b>	<b>\$9,570,784</b>	<b>\$9,373,461</b>	<b>\$9,373,461</b>
<b>Local Tax Funding</b>					
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
<b>Total – Local Tax Funding</b>	<b>\$33,048,440</b>	<b>\$40,897,834</b>	<b>\$40,186,439</b>	<b>\$45,890,754</b>	<b>\$46,701,549</b>
<b>FTE</b>					
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
<b>Total – FTE</b>	<b>114.73</b>	<b>126.73</b>	<b>133.73</b>	<b>142.53</b>	<b>142.53</b>

<sup>1</sup> 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

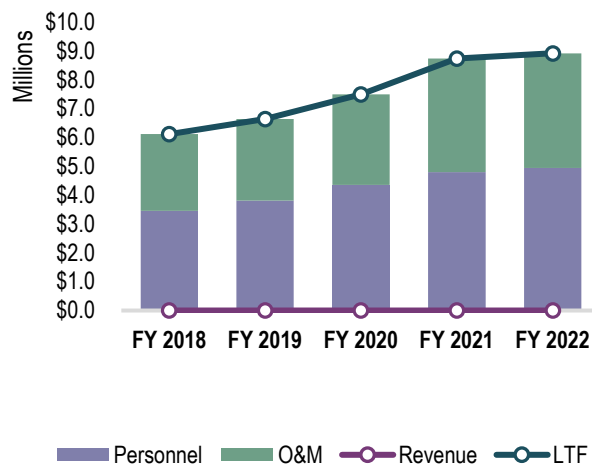
Provide human resources related customer service to employees and management.

#### 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 Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$6,120,714</b>	<b>\$6,650,844</b>	<b>\$7,499,104</b>	<b>\$8,745,102</b>	<b>\$8,928,538</b>
<b>Revenues</b>					
Charges for Services	\$42	\$0	\$0	\$0	\$0
<b>Total – Revenues</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$6,120,672</b>	<b>\$6,650,844</b>	<b>\$7,499,104</b>	<b>\$8,745,102</b>	<b>\$8,928,538</b>
<b>FTE</b>	<b>32.00</b>	<b>33.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>

**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**

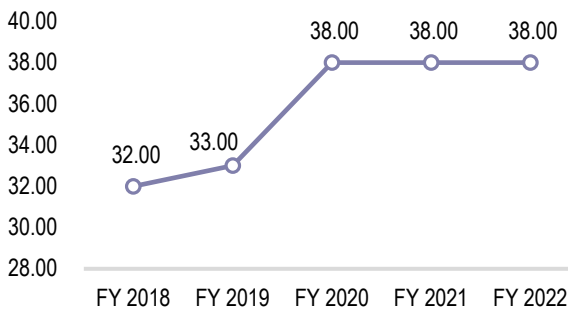
The majority of the Department's expenditure budget is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase in FY 2019, a 2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

<sup>1</sup> 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.

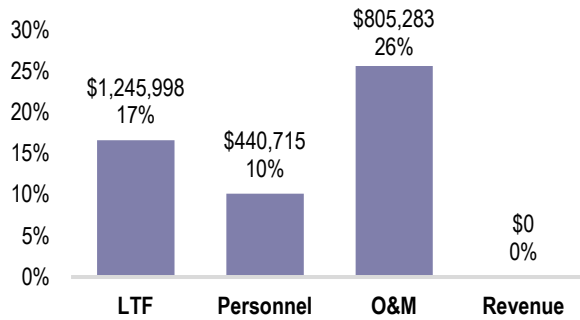
As shown in the revenue and expenditure history chart, personnel costs have increased. This increase can be attributed to the additional staffing needs, primarily driven by growth in the organization, approved by the Board of Supervisors (Board) in prior fiscal years and the merit increases and market 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.<sup>1</sup> 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.

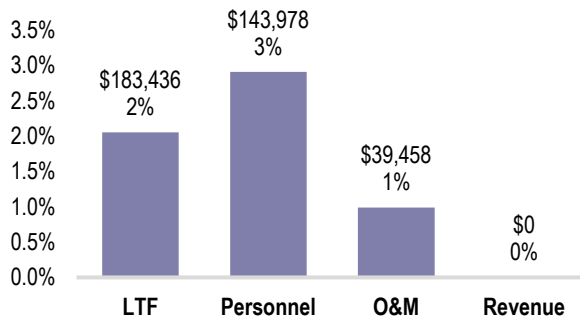
In FY 2021, Human Resources will continue to provide internal support services across the County. Additional staff may be needed in future fiscal years to continue supporting the County as the organization continues to grow and evolve.

<sup>1</sup> 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:**

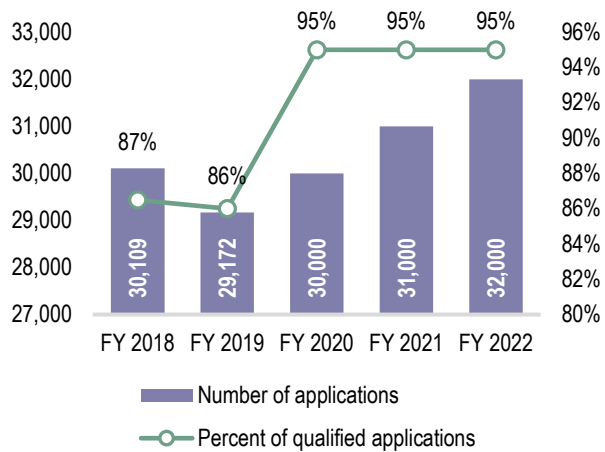
**Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent

**Revenue:** ↔



## Human Resources

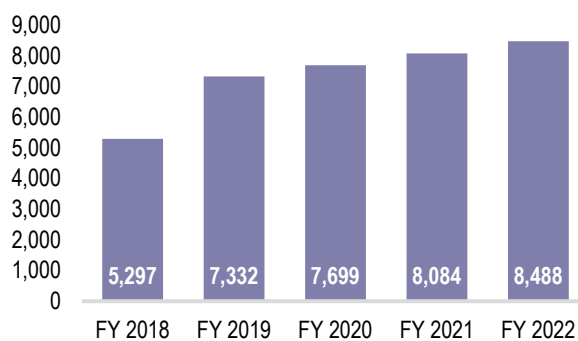
### Key Measures



**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.

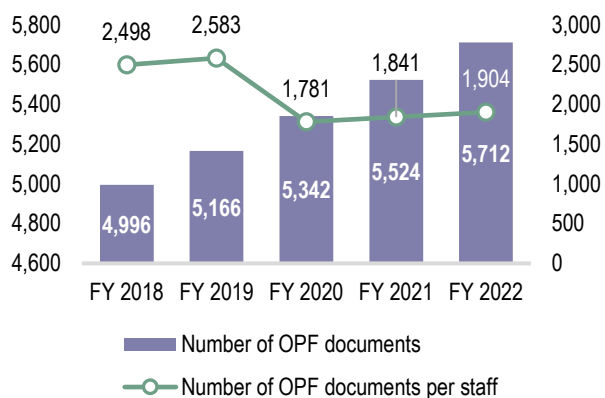
*HR processes all job applications received for positions in the County to ensure essential qualifications are met. With the completion of the classification and compensation study in FY 2020, staff can better process qualified applications to County departments.*



**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.*



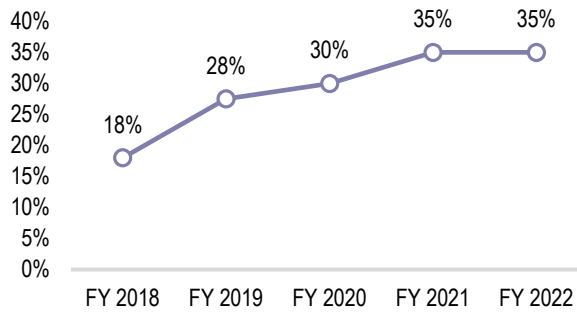
**Objective:** Efficiently process all Official Personnel File (OPF) documentation.

**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 Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$6,120,714</b>	<b>\$6,650,844</b>	<b>\$7,499,104</b>	<b>\$8,745,102</b>	<b>\$8,928,538</b>
<b>Revenues</b>					
Operations	\$42	\$0	\$0	\$0	\$0
Benefits and Risk	0	0	0	0	0
Learning and Organizational Development	0	0	0	0	0
<b>Total – Revenues</b>	<b>\$42</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>					
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
<b>Total – Local Tax Funding</b>	<b>\$6,120,672</b>	<b>\$6,650,844</b>	<b>\$7,499,104</b>	<b>\$8,745,102</b>	<b>\$8,928,538</b>
<b>FTE</b>					
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
<b>Total – FTE</b>	<b>32.00</b>	<b>33.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>

<sup>1</sup> 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 Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$33,041,603</b>	<b>\$36,656,192</b>	<b>\$37,315,111</b>	<b>\$42,017,581</b>	<b>\$42,534,410</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$2,150,759</b>	<b>\$1,994,532</b>	<b>\$2,090,000</b>	<b>\$1,761,960</b>	<b>\$1,761,960</b>
<b>Local Tax Funding</b>	<b>\$30,890,845</b>	<b>\$34,661,661</b>	<b>\$35,225,111</b>	<b>\$40,255,621</b>	<b>\$40,772,450</b>
<b>FTE</b>	<b>106.47</b>	<b>108.47</b>	<b>108.47</b>	<b>110.47</b>	<b>110.47</b>

**Department Financial and FTE Summary – Capital Projects Fund<sup>2</sup>**

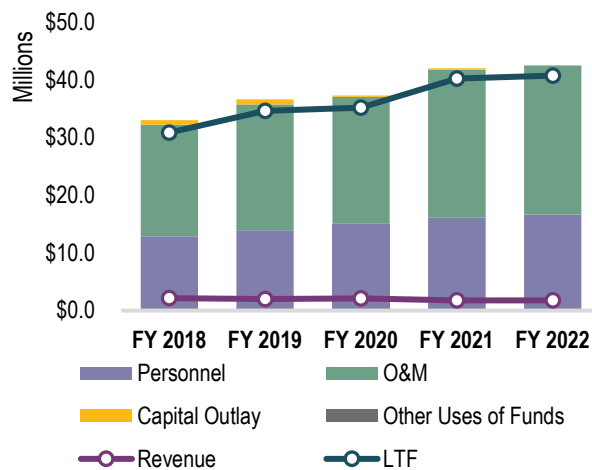
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$0	\$0	\$174,438	\$179,671	\$185,061
<b>Total – Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$174,438</b>	<b>\$179,671</b>	<b>\$185,061</b>
<b>Revenues</b>					
Revenue	\$0	\$0	\$174,438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

<sup>1</sup> Sums may not equal due to rounding.



## Information Technology

### Revenue and Expenditure History

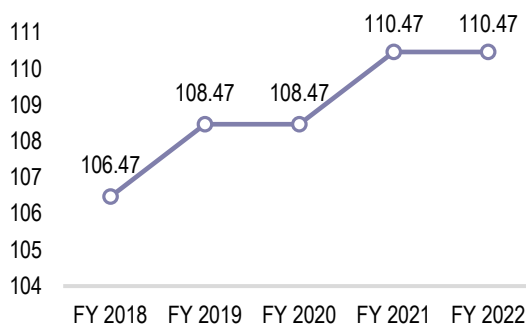


#### Revenue/Local Tax Funding

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

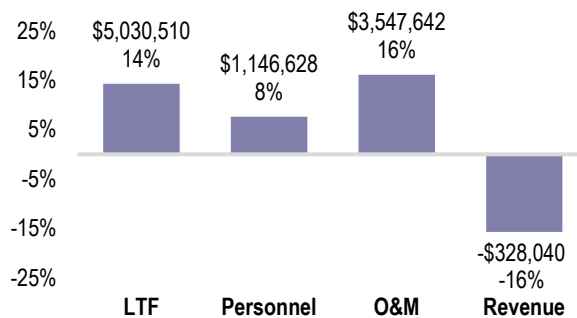
The FY 2021 Proposed Budget for DIT includes 1.00 FTE for a network engineer position to help manage the increased growth in size, complexity, and scope of the County's network, supporting the Technology theme. The County's network is the backbone for all automation and electronic communications. Sufficient 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.

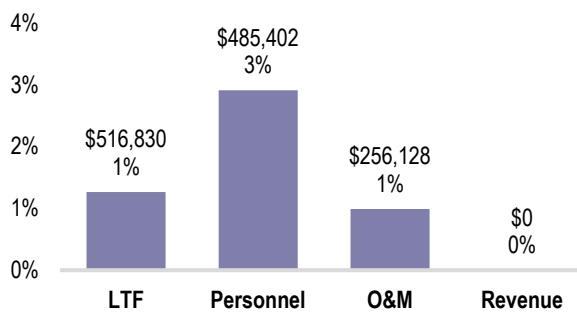
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### 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 Requests<sup>1</sup>****Priority 1: Public Safety Communications and Engineering Support**

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$115,757	\$272,504	\$52,265	\$0	\$0	\$440,526	1.00

<b>Details</b>		<b>Overview</b>
<b>Service Level:</b>	Current Service Level Request	<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• In addition, the radio communications engineer will assist with implementation of previously approved CIP projects and department projects:<ul style="list-style-type: none"><li>• School Radio Coverage Program</li><li>• Handheld Radio Replacements</li><li>• Redundant Master/Prime Site</li><li>• Radio Tower Expansion Program</li><li>• School Bus Radio System Replacement</li></ul></li></ul>
<b>Mandates:</b>	Federal/State Mandate	
<b>PM Highlight:</b>	Number of subscriber radios per engineer, Number of radio sites per engineer	
<b>Program:</b>	Public Safety Communications and Engineering Support	
<b>Theme:</b>	Public and Life Safety	
<b>Positions:</b>	1 Radio Engineer	
<b>One-time Costs:</b>	\$61,100	
<b>Recurring Costs:</b>	\$379,426	

<sup>1</sup> 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

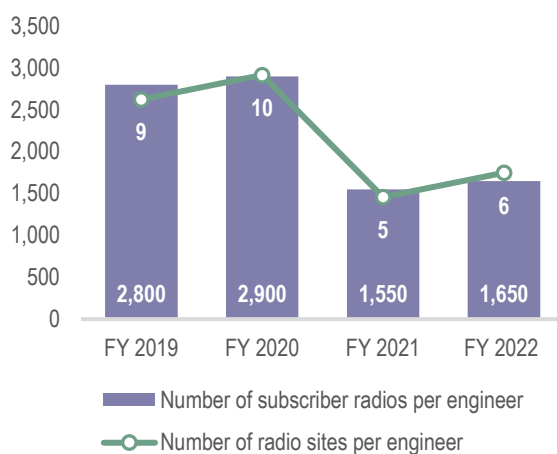
### Priority 2: Network Engineer

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

Details	Overview
<b>Service Level:</b> Current Service Level Request <b>Mandates:</b> Not mandated <b>PM Highlight:</b> Core backbone availability, Number of devices on network per engineer <b>Program:</b> Network Services <b>Positions:</b> 1 Network Engineer <b>Theme:</b> Technology <b>One-time Costs:</b> \$5,740 <b>Recurring Costs:</b> \$121,157	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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"> <li>Implementation of the Technology Roadmap architecting the network for a resilient data center architecture</li> <li>Migration of the County's existing WAN to a Lumos-leased dark fiber solution</li> <li>Improvement of wireless network coverage at County facilities</li> <li>30+ facility adds/renovations</li> </ul> </li> </ul>

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

### Key Measures<sup>1</sup>



**Objective:** Maintain minimum number of radio engineers per category.

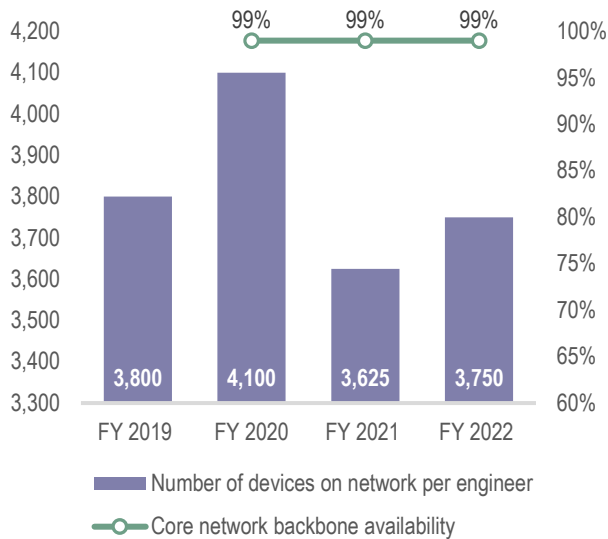
**Measure:** Number of subscriber radios per engineer, Number of subscriber radio sites per engineer.

*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.*

<sup>1</sup> 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.



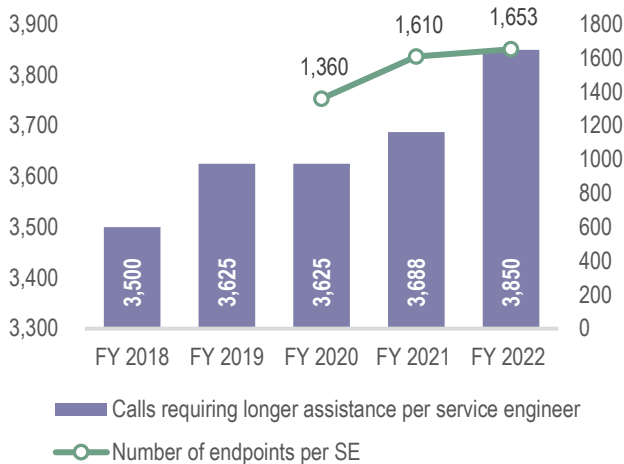
## Information Technology



**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 Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
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
<b>Total – Expenditures</b>	<b>\$33,041,603</b>	<b>\$36,656,192</b>	<b>\$37,315,111</b>	<b>\$42,017,581</b>	<b>\$42,534,410</b>
<b>Revenues</b>					
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
<b>Total – Revenues</b>	<b>\$2,150,759</b>	<b>\$1,994,532</b>	<b>\$2,090,000</b>	<b>\$1,761,960</b>	<b>\$1,761,960</b>
<b>Local Tax Funding</b>					
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
<b>Total – Local Tax Funding</b>	<b>\$30,890,845</b>	<b>\$34,661,661</b>	<b>\$35,225,111</b>	<b>\$40,255,621</b>	<b>\$40,772,450</b>
<b>FTE</b>					
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
<b>Total – FTE</b>	<b>106.47</b>	<b>108.47</b>	<b>108.47</b>	<b>110.47</b>	<b>110.47</b>

<sup>1</sup> 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 Summary<sup>1</sup>**

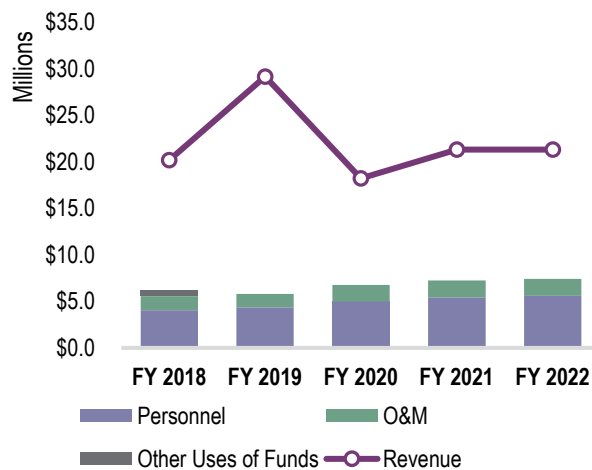
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$4,041,895	\$4,359,491	\$4,978,779	\$5,425,198	\$5,587,954
Operating and Maintenance	1,521,767	1,454,106	1,788,159	1,823,848	1,842,087
Other Uses of Funds	585,000	0	0	0	0
<b>Total – Expenditures</b>	<b>\$6,148,661</b>	<b>\$5,813,598</b>	<b>\$6,766,938</b>	<b>\$7,249,046</b>	<b>\$7,430,041</b>
<b>Revenues</b>					
General Property Taxes <sup>2</sup>	\$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 <sup>2</sup>	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
<b>Total – Revenues</b>	<b>\$20,206,157</b>	<b>\$29,177,532</b>	<b>\$18,227,974</b>	<b>\$21,327,474</b>	<b>\$21,327,474</b>
<b>Local Tax Funding</b>	<b>\$(14,057,496)</b>	<b>\$(23,363,934)</b>	<b>\$(11,461,036)</b>	<b>\$(14,078,428)</b>	<b>\$(13,897,433)</b>
<b>FTE</b>	<b>50.00</b>	<b>51.00</b>	<b>53.00</b>	<b>55.00</b>	<b>55.00</b>

<sup>1</sup> Sums may not equal due to rounding.<sup>2</sup> 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

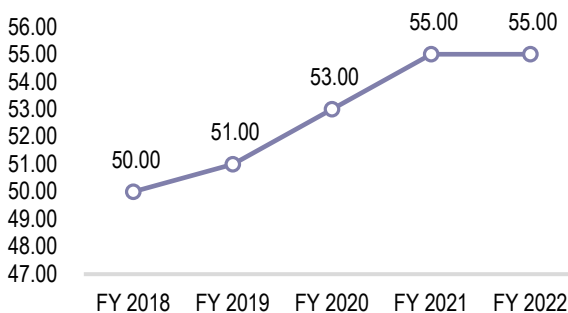
As shown, the Office of the Treasurer generates more revenue than necessary to support its own operations. The largest component of this revenue is interest revenue at \$12 million followed by vehicle license fees at \$7.5 million. Interest revenue in FY 2019 increased due to better rates on short-term 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 actions<sup>1</sup> taken by 6 percent. Managing appropriate actions for delinquent accounts ensures fair and equitable treatment of all taxpayers. Without this

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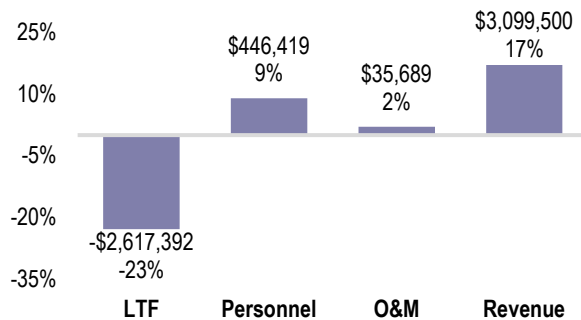
<sup>1</sup> Delinquent collection actions include liens, DMV stops, bankruptcy, court filings, etc. Multiple delinquent actions can be taken for a single account if it remains uncollected.



## 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



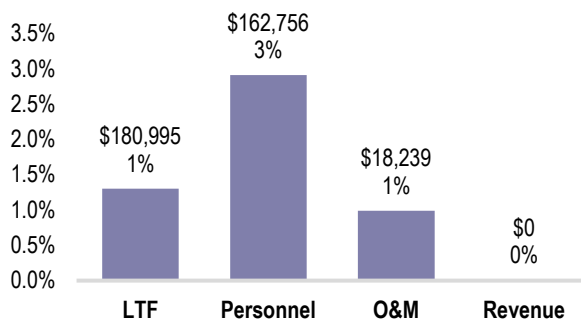
#### Reasons for Change:

**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 Requests<sup>1</sup>**

Priority 1: Investment Analyst						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$108,387	\$8,625	\$0	\$0	\$0	\$117,012	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• 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.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Investment Portfolio; Available Funds Maintained for Liquidity					
<b>Program:</b>	Administration of Revenue					
<b>Positions:</b>	1 Investment Analyst					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$6,750					
<b>Recurring Costs:</b>	\$110,262					

<sup>1</sup> 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

<b>Personnel:</b> \$83,550	<b>O&amp;M:</b> \$7,340	<b>Capital:</b> \$2,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$93,390	<b>FTE:</b> 1.00
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#### Details

<b>Service Level:</b>	Current Service Level Request
<b>Mandates:</b>	Federal/State Mandate
<b>PM Highlight:</b>	Number of delinquent collections actions taken
<b>Program:</b>	Administration of Revenue
<b>Positions:</b>	1 Program Specialist
<b>Theme:</b>	Fiscal Responsibility
<b>One-time Costs:</b>	\$9,165
<b>Recurring Costs:</b>	\$84,225

#### Overview

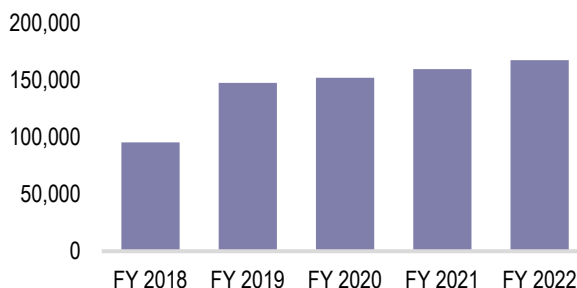
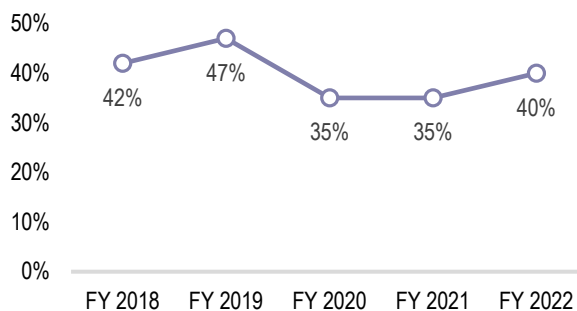
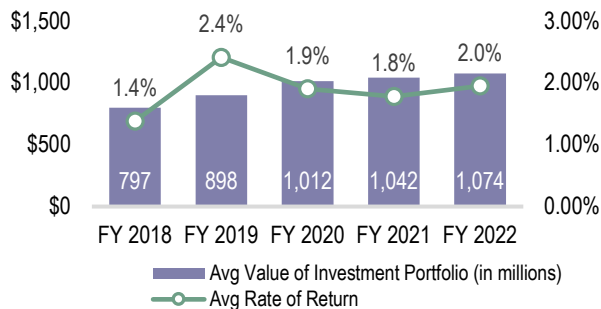
- Many activities within the Treasurer's Office are cyclical in nature as a result of different tax deadlines. To address demand at peak times, staff are typically diverted from primary duties to customer-facing responsibilities.
- Work within the activities from which resources are diverted, however, 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.

### Department Total

<b>Personnel:</b> \$191,937	<b>O&amp;M:</b> \$15,965	<b>Capital:</b> \$2,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$210,402	<b>FTE:</b> 2.00
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## Key Measures<sup>1</sup>



**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.<sup>2</sup>

**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.<sup>3</sup>

**Measure:** Number of delinquent collection actions taken.

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

<sup>1</sup> 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.

<sup>2</sup> 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 Program<sup>1</sup>

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

<sup>1</sup> Sums may not equal due to rounding.

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





# Public Safety and Judicial Administration FY 2021 Proposed Budget

## Contents

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## Public Safety and Judicial Administration Summary

### FY 2021 Proposed Expenditures<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Animal Services	\$3,206,134	\$3,417,551	\$3,718,093	\$4,494,468	\$4,616,945
Clerk of the Circuit Court	4,491,462	4,720,294	4,885,203	5,231,082	5,382,500
Commonwealth's Attorney	3,746,736	4,073,646	4,307,381	4,824,399	4,965,942
Community Corrections	2,342,859	2,646,345	2,871,815	3,234,162	3,325,847
Courts	1,450,007	1,510,833	1,706,920	1,928,138	1,978,073
Fire and Rescue	79,210,722	86,689,848	95,815,139	106,597,749	109,480,162
Juvenile Court Service Unit	2,019,993	1,959,888	2,400,539	2,378,819	2,442,628
Sheriff's Office	86,040,283	87,219,387	95,982,180	104,240,543	109,144,866
<b>Total</b>	<b>\$182,508,197</b>	<b>\$192,237,792</b>	<b>\$211,687,269</b>	<b>\$232,239,156</b>	<b>\$241,336,963</b>

<sup>1</sup> Sums may not equal due to rounding.



## Animal Services

The mission of Loudoun County Animal Services (LCAS) is to serve the community by promoting public safety and the compassionate treatment of all animals through humane education, community outreach, sheltering, and law enforcement. The vision of LCAS is to inspire Loudoun through proactive programming and thoughtful application of resources in order to lead the community's commitment of progressive animal services and public safety. LCAS engages extensively in community outreach efforts that support and promote pet adoptions, animal welfare, code compliance, and volunteerism. LCAS provides the community with guidance and support on a variety of animal related issues and utilizes educational and informational resources with the goal of informing the public on all aspects of the Department's work.

### Animal Services' Programs

#### Animal Shelter

Provides care and treatment for all unwanted, stray, abused, abandoned, and impounded companion and domestic animals and facilitates placement through a variety of adoption and alternative placement programs

#### Animal Control

Provides for the health, safety, and welfare of the residents and animals in Loudoun County through the enforcement of both state and local animal laws; protects the public's health and safety from sick, stray, injured, rabid, or dangerous animals; and investigates and resolves reports of animal cruelty, neglect, and abandonment.

**Animal Services****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$2,639,150	\$2,846,124	\$3,084,878	\$3,876,582	\$3,992,880
Operating and Maintenance	566,985	564,663	633,214	617,886	624,065
Capital Outlay	0	6,764	0	0	0
<b>Total – Expenditures</b>	<b>\$3,206,134</b>	<b>\$3,417,551</b>	<b>\$3,718,093</b>	<b>\$4,494,468</b>	<b>\$4,616,945</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$473,945	\$492,085	\$432,750	\$432,750	\$432,750
Fines and Forfeitures	4,657	6,388	6,000	6,000	6,000
Use of Money and Property	650	550	1,500	1,500	1,500
Charges for Services	133,924	139,547	101,950	101,950	101,950
Miscellaneous Revenue	3,203	0	0	0	0
Recovered Costs	6,342	6,913	0	0	0
Other Financing Sources	29,871	19,611	0	0	0
<b>Total – Revenues</b>	<b>\$652,592</b>	<b>\$665,095</b>	<b>\$542,200</b>	<b>\$542,200</b>	<b>\$542,200</b>
<b>Local Tax Funding</b>	<b>\$2,553,542</b>	<b>\$2,752,456</b>	<b>\$3,175,893</b>	<b>\$3,952,268</b>	<b>\$4,074,745</b>
<b>FTE<sup>2</sup></b>	<b>35.49</b>	<b>34.53</b>	<b>35.53</b>	<b>42.00</b>	<b>42.00</b>

<sup>1</sup> Sums may not equal due to rounding.

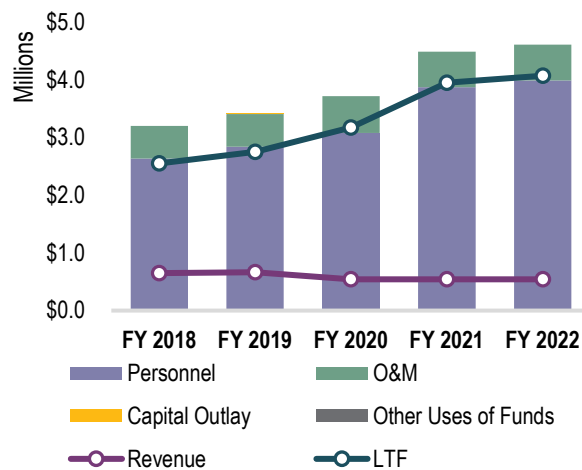
<sup>2</sup> Beginning in FY 2019 with the full implementation of the Human Capital Management module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater are now assigned an FTE value of 1.00. In prior years, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00.





## Animal Services

### Revenue and Expenditure History



Board in November 2019.

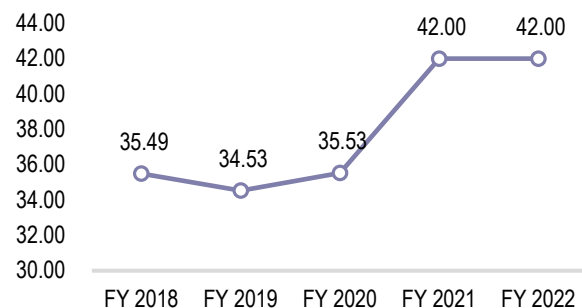
#### Revenue/Local Tax Funding

As shown, the Department of Animal Services is primarily funded by local tax funding (over 85 percent). Program-generated revenue consists primarily of permits, fees (including adoption), and licenses.

#### 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 3.5 percent merit increase and 3 percent market adjustment for FY 2019, a 3 percent merit increase and a 2 percent market adjustment for FY 2020, and adjustments in FY 2021 to reflect a new classification and compensation system approved by the

### Staffing/FTE History



FY 2020: 1.00 shelter veterinarian

FY 2019: 1.00 FTE customer services assistant. As previously noted, beginning in FY 2019 with the full implementation of the HCM module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater are assigned an FTE value of 1.00. In prior years, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00. This recalculation explains the difference in FTE counts between FY 2018 and FY 2019.

Loudoun County Animal Services' expenditures have grown steadily over the past few years. Increases in personnel are primarily due to a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase approved in FY 2019, and a 2 percent market-based, 3 percent merit increase in FY 2020, and adjustments in FY 2021 to reflect a new classification and compensation system approved by the Board in November 2019, in addition to the positions described in the staffing/ FTE History section. Personnel costs make up most of the Department's expenditures – over 80 percent.

The FY 2021 Proposed Budget includes base adjustments for increased contractual costs associated with animal care contracts, increased laundry and housekeeping needs for the new facility, and telecommunications service increases. The revenue in the FY 2021 Proposed Budget is consistent with revenue in the FY 2020 Adopted Budget.

In FY 2020, the Board approved 1.00 FTE for a shelter veterinarian associated with the new facility. Substantial completion of the animal shelter is anticipated in fall 2020 and the veterinarian needs to be hired six months prior to that date, by June 2020, thus this position is budgeted for only one month in FY 2020. The shelter veterinarian is responsible for preparing the facility for opening to the public in FY 2021.



## Animal Services

For the FY 2021 Proposed Budget, the Department's sole budget request is focused on staffing the new animal shelter (6.47 FTE).

### Capital Facility Openings

The Department is focused on meeting state requirements and complying with the Association of Shelter Veterinarians' (ASV) Animal Shelter Guidelines in preparing to open the new animal shelter in Leesburg in FY 2021. The new facility, twice the size of the current facility, will be the first publicly run animal shelter to meet all ASV guidelines. This includes providing basic preventative care to reduce transmission of disease and mitigate suffering for all animals who arrive at the new shelter. All animals adopted through the Department will continue to be vaccinated, microchipped, dewormed, and sterilized in accordance with the Code of Virginia.

The new facility will bring veterinary services into the control of the Department, rather than the current arrangement of enlisting these services through a contractor. Currently, animals must be transported to contracted clinics in Leesburg and Manassas for care multiple times per week. This shift will enable the Department to follow national standards as set forth in the ASV's Animal Shelter Guidelines, including upholding standards associated with sterilization, veterinary care of disease, and rabies inoculation for dogs and cats. Daily transport to and from clinics in Leesburg, and weekly transport to and from a spay/neuter clinic in Manassas will be eliminated, reducing travel expense, stress on the animals, county vehicle usage and staff workload. Length of stay for adoptable animals will be reduced, because cats, dogs, and rabbits will no longer have to wait for up to a week leading up to the next available sterilization appointment date, allowing for a potential reduction in animal care expenses. Veterinary costs in many areas have gone up exponentially every time the contract is out to bid. However, the costs of materials and labor have mostly stabilized in recent years, which would support the stabilization of treatment costs when profit margin from a contractor is not an added expense.

As previously noted, the new facility will be almost twice the size of the current facility and will have adequate staff to maintain service levels while expanding hours five days a week until 6:00 p.m. and maintaining weekend hours in order to provide licensing, lost pet reclaims and pet adoptions during hours when working citizens are most available.

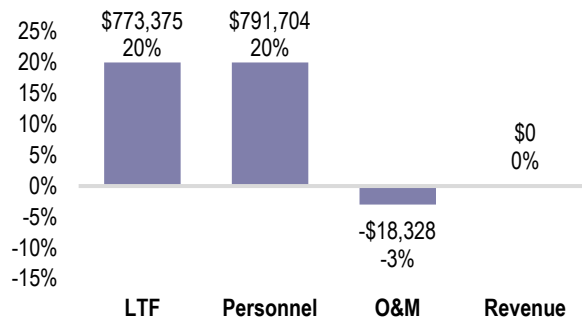
For a County average, animal intakes have remained at a steady per capita rate, however, intakes are significantly skewed to come from the population in the immediate vicinity of the animal shelter. With the facility relocating to a more population-dense area, an increase in visibility and accessibility is expected, leading to an unavoidable increase in demand for animal services. Three animal care technicians (3.00 FTE) are requested in the FY 2021 Proposed Budget to manage the additional capacity at the facility. Animal care technicians work one-on-one with animals to monitor and maintain the health of animals under their care. In addition, two front counter customer service assistants (2.00 FTE) are requested to receive stray animals, conduct general business, and support general customer service needs. A requested veterinary technician (1.00 FTE) will staff the clinic and will not need to be staffed until the new clinic opens.

Finally, the FY 2021 Proposed Budget includes a request to convert an existing part-time animal care technician position to a full-time volunteer and humane education coordinator (0.47 FTE). Currently, the humane education coordinator is split between humane education and volunteer coordination. The needs for humane education will increase with the new facility due to increased foot traffic and space such that a full-time position is needed.



## Animal Services

### Percent Change from Adopted FY 2020 to Proposed FY 2021

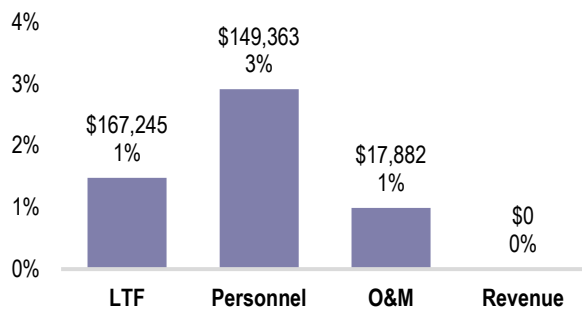


#### Reasons for Change:

**Personnel:** ↑ 6.47 FTE, general pay changes ||

**O&M:** ↓ internal services || **Revenue:** ↔

### Percent Change from Proposed FY 2021 to Projected FY 2022



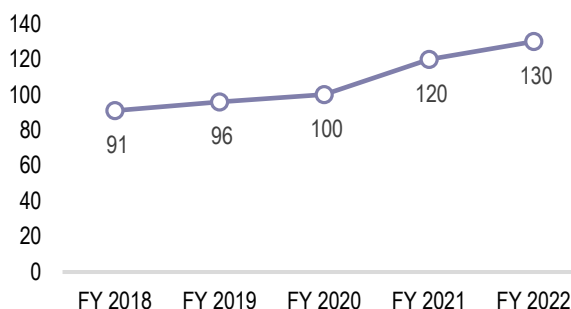
#### Reasons for Change:

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

**Revenue:** ↔

**Animal Services****FY 2021 Proposed Resource Requests<sup>1</sup>**

Capital Facility Openings: Animal Shelter Staffing						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$502,718	\$37,085	\$0	\$0	\$0	\$539,803	6.47
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Current service level for the Department of Animal Services necessitates adequate staff to maintain positive customer service experiences; and humane animal care, including medical care, recordkeeping and housing in accordance with state code and Department of Agriculture requirements. The new shelter is expected to open fall 2020 in a more central location in Leesburg; volume is expected to increase as a result.</li><li>• Humane education coordinator position would take a current part-time animal care tech mobile unit position (0.53 FTE) and convert it to a full-time position to maintain service delivery of humane education and outreach events with volume growth.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, or local laws					
<b>PM Highlight:</b>	Number of Humane Education Activities					
<b>Program:</b>	Animal Shelter					
<b>Positions:</b>	3 Animal Care Technicians, 2 Customer Service Assistants, 1 Animal Health and Wellness Technician, 1 Volunteer and Humane Education Coordinator					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$31,185					
<b>Recurring Costs:</b>	\$507,818					
<b>Department Total</b>						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$502,718	\$37,085	\$0	\$0	\$0	\$539,803	6.47

**Key Measures<sup>2</sup>**

**Objective:** Increase presence in community through social media, online, and outreach activities.

**Measure:** Number of humane education activities.

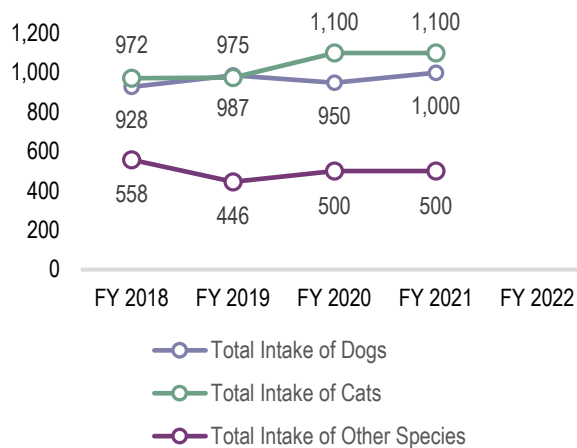
*Requested resources will enable the Department to keep up with the increase in demand for humane education activities and outreach programs in order to continue to sustain the volunteer program.*

<sup>1</sup> 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.

<sup>2</sup> 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.



## Animal Services



**Objective:** Achieve an 85 percent or higher rate of live animal outcomes.

**Measures:** Total intake of dogs, cats, and other species.

*The Department anticipates steady growth of intakes of dogs, cats, and other species. With the opening of the new shelter in FY 2021 in a larger, more centrally located facility, intake numbers may increase in future fiscal years. Projected data are not available for FY 2022.*

## Department Programs

### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Animal Shelter	\$1,770,363	\$1,825,000	\$1,917,166	\$2,639,583	\$2,709,910
Animal Control	1,435,771	1,592,551	1,800,927	1,854,885	1,907,034
<b>Total – Expenditures</b>	<b>\$3,206,134</b>	<b>\$3,417,551</b>	<b>\$3,718,093</b>	<b>\$4,494,468</b>	<b>\$4,616,945</b>
<b>Revenues</b>					
Animal Shelter	\$148,140	\$133,688	\$88,250	\$88,250	\$88,250
Animal Control	504,452	531,407	453,950	453,950	453,950
<b>Total – Revenues</b>	<b>\$652,592</b>	<b>\$665,095</b>	<b>\$542,200</b>	<b>\$542,200</b>	<b>\$542,200</b>
<b>Local Tax Funding</b>					
Animal Shelter	\$1,622,223	\$1,691,312	\$1,828,916	\$2,551,333	\$2,621,660
Animal Control	931,319	1,061,144	1,346,977	1,400,935	1,453,084
<b>Total – Local Tax Funding</b>	<b>\$2,553,542</b>	<b>\$2,752,456</b>	<b>\$3,175,893</b>	<b>\$3,952,268</b>	<b>\$4,074,745</b>
<b>FTE</b>					
Animal Shelter	18.51	18.53	19.53	26.00	26.00
Animal Control	16.98	16.00	16.00	16.00	16.00
<b>Total – FTE</b>	<b>35.49</b>	<b>34.53</b>	<b>35.53</b>	<b>42.00</b>	<b>42.00</b>

<sup>1</sup> Sums may not equal due to rounding.





## Clerk of the Circuit Court

The Clerk of the Circuit Court is a Constitutional Officer. The Clerk's Office performs multiple services for residents, business professionals, and judges. The Clerk's Office works to facilitate the orderly conduct of governmental, judicial, commercial, and quasi-legal affairs for the residents of Loudoun County by collecting the appropriate taxes and fees; processing legal documents; retaining permanent court records, land records, judgment records, and legal documents; providing public inspection of permanent records; and providing efficient administration of court cases and Clerk's Office services. The Code of Virginia mandates more than 800 duties for the Clerk of the Circuit Court meaning this entity offers a wide variety of services to the residents of Loudoun County.

### Clerk of the Circuit Court's Program

#### Clerk of the Circuit Court

Provides services including issuance of marriage licenses, recording of deeds and land documents, coordinating juror services for jury trials, probate of wills and estates, assisting judges with courtroom proceedings, managing court files and legal documents, preserving historic court papers and many other services. The Clerk of the Circuit Court is organized into nine divisions: Criminal Case Management, Civil Case Management, Deed and Judgment Recording, Probate, Judicial Services, Jury Management, Historic Records and Deed Research, Administrative, and Public Services.

**Clerk of the Circuit Court****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$4,216,886	\$4,444,793	\$4,612,017	\$4,955,326	\$5,103,986
Operating and Maintenance	274,576	275,501	273,186	275,756	278,514
<b>Total – Expenditures</b>	<b>\$4,491,462</b>	<b>\$4,720,294</b>	<b>\$4,885,203</b>	<b>\$5,231,082</b>	<b>\$5,382,500</b>
<b>Revenues</b>					
Other Local Taxes	\$11,715,471	\$10,289,868	\$12,550,000	\$12,050,000	\$12,050,000
Permits, Fees, and Licenses	12,389	12,060	10,000	10,000	10,000
Charges for Services	931,324	801,875	995,000	995,000	995,000
Recovered Costs	225,119	161,640	38,809	38,809	38,809
Intergovernmental – Commonwealth	4,559,292	4,302,883	4,936,585	4,536,585	4,536,585
<b>Total – Revenues</b>	<b>\$17,443,595</b>	<b>\$15,568,326</b>	<b>\$18,530,394</b>	<b>\$17,630,394</b>	<b>\$17,630,394</b>
<b>Local Tax Funding</b>	<b>\$(12,952,133)</b>	<b>\$(10,848,032)</b>	<b>\$(13,645,191)</b>	<b>\$(12,399,312)</b>	<b>\$(12,247,894)</b>
<b>FTE</b>	<b>48.00</b>	<b>49.00</b>	<b>50.00</b>	<b>51.00</b>	<b>51.00</b>

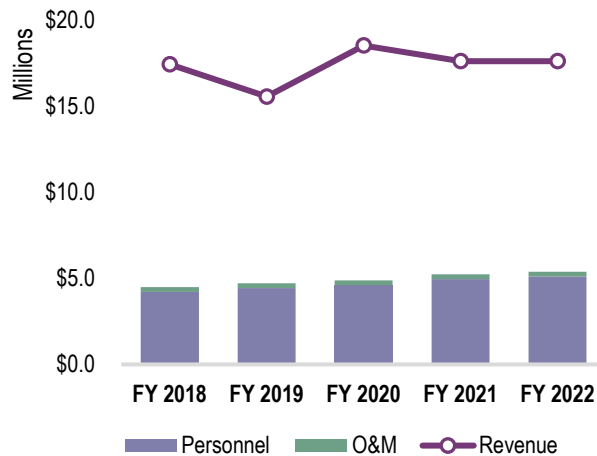
<sup>1</sup> Sums may not equal due to rounding.





## Clerk of the Circuit Court

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

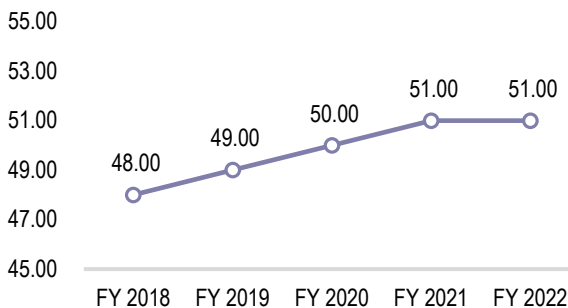
As shown, the Office of the Clerk of the Circuit Court is funded by program-generated revenue (100 percent). Program-generated revenue consists primarily of recordation taxes (68 percent).

#### Expenditure

The majority of the Clerk's expenditure budget (95 percent) is dedicated to personnel costs. Increases in personnel costs have been driven by additional staffing as outlined in the Staffing/FTE History section, a 3.5 percent merit increase and 3 percent market adjustment for FY 2019, a 3.0 percent merit increase and a 2 percent market adjustment for 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



FY 2018: 1.00 FTE civil case management clerk

FY 2019: 1.00 FTE historic records clerk

FY 2020: 1.00 FTE jury management team lead

The Clerk of the Circuit Court's expenditures have increased primarily due to personnel costs, which make up 95 percent of the Office's expenditures. Increases in personnel have been driven by higher compensation and the addition of new positions in the last several years. Revenue estimates for FY 2021 have been adjusted to reflect anticipated revenues based on historical trends, particularly for recordation taxes and grantor's taxes. As noted above, recordation taxes reflect 68 percent of the Clerk's revenue.

In FY 2020, the Board added 1.00 FTE for a jury management team lead. This position is filled and supports the primary functions of the Jury Services Division, which include ensuring that an adequate pool of jurors exists and assisting jurors through the process once they are present. Overall, this position allows for the workload to be better divided among staff and to maintain the current level of service as the demand for jury trials increases.

As the population of the County has grown, so has the number of cases being heard, and this number is anticipated to continue growing. Additionally, in FY 2020, the Circuit Court received an additional judge to hear cases in the 20<sup>th</sup> Judicial Circuit Court. The Clerk's Office is projecting a workload increase from both the growth in population and from the addition of a fifth judge regularly presiding in Loudoun County.

For FY 2021, the Office's budget request focuses on the thematic area of judicial administration.



## Clerk of the Circuit Court

### Judicial Administration

Loudoun, Fauquier, and Rappahannock counties are part of the 20<sup>th</sup> Judicial Circuit in Virginia. Circuit court judges appointed to the 20<sup>th</sup> Judicial Circuit are authorized to adjudicate cases in all three circuit courts. Previously, the judge in Fauquier County only presided over cases in Fauquier and Rappahannock counties while the four judges in Loudoun County typically remain exclusively in Loudoun. However, this approach changed when the judge in Fauquier County retired in November 2019 and Judge James E. Plowman commenced his tenure in the 20<sup>th</sup> Judicial Circuit as a circuit court judge. The 20<sup>th</sup> Judicial Circuit Court judges have decided to manage the docket differently, resulting in five resident judges regularly presiding at the Loudoun County Circuit Court. In addition to having five resident judges in the circuit court, the use of retired and visiting judges to assist with the court docket will continue in FY 2021. In FY 2019, visiting judges were deployed 222 days out of maximum 238 days that judges are present annually. The deployment of retired judges and the presence of five resident judges in the Loudoun County Circuit Court requires an additional resource for the judicial services team.

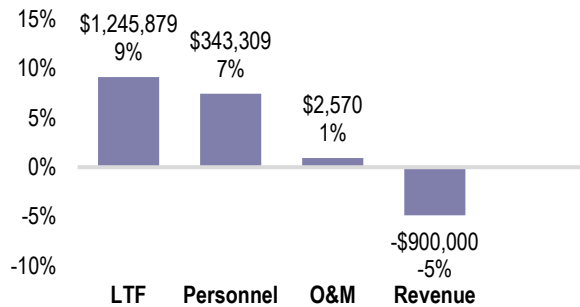
The Judicial Services Division includes a division manager and six (6.00 FTE) courtroom clerks. Each court proceeding (civil and criminal) requires the presence of a member of the courtroom clerk team to assist a judge with the proceedings. Courtroom clerks are responsible for monitoring the status of a criminal case, issuing relevant paperwork for the Sheriff's Office (jail transfer), preparation of conviction and sentencing orders, other criminal court orders, data entry of relevant court transactions in the case management database, operation of the digital audio recording system, administration of oaths, tracking status of jurors in a jury trial, and other relevant judicial support services during the court hearing, bench trial, or jury trial. Implemented in the Loudoun County Circuit Court in April 2019, the Adult Drug Court is held weekly and prior to the normal court dockets and requires a courtroom clerk to be present to assist the judges during these proceedings. Adult Drug Court requires the preparation of legal paperwork and court orders prior to and after each weekly hearing. As the number of court hearings and trials increases from the deployment of more judges in Loudoun County Circuit Court, other workload also increases including: scheduling court reporters for criminal court proceedings, coordinating foreign language interpreters for court hearings and trials, and preparing pre-trial paperwork.

With the number of judicial support activities increasing, the need for a new supervisorial position is critical. The proposed courtroom clerk supervisor position is requested to properly maintain service levels to meet judicial operation requirements for the judges as well as other county departments and other external agencies. This position will be responsible for making courtroom assignments for staff, scheduling court reporters and foreign language interpreters, and other essential supervisory duties. This position will assist the judges (resident and retired) when other team members are fully deployed or otherwise unavailable for courtroom assignments due to other court case commitments or out of the office. Without this resource, the Office expects overtime costs will increase over the next few fiscal years as there will be insufficient staff to provide courtroom proceeding support to the judges. In addition, without this position, the Office anticipates that customers will experience some impact on the processing time of critical legal processes. Delays in completing criminal case paperwork, criminal court orders, and criminal case financial oversight carries significant risks to due process and state mandates. This position is necessary to ensure efficient and accurate delivery of information and services, transmission of critical public safety information, dissemination of accurate sentencing and conviction data, and processing of accurate financial data for other internal divisions, external agencies, and internal county departments.



## Clerk of the Circuit Court

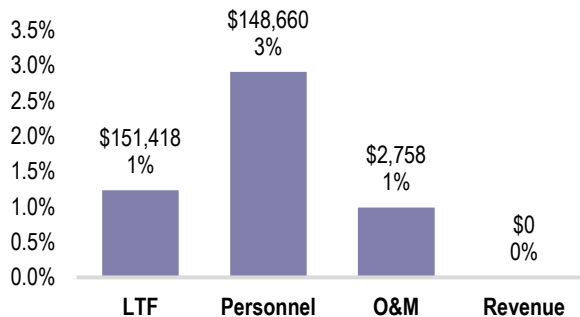
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ 1.00 FTE, general pay changes ||  
**O&M:** ↑ internal services || **Revenue:** ↓  
 adjustments to recordation taxes and grantor's taxes to align with historical trends

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

**Clerk of the Circuit Court****FY 2021 Proposed Resource Requests<sup>1</sup>**

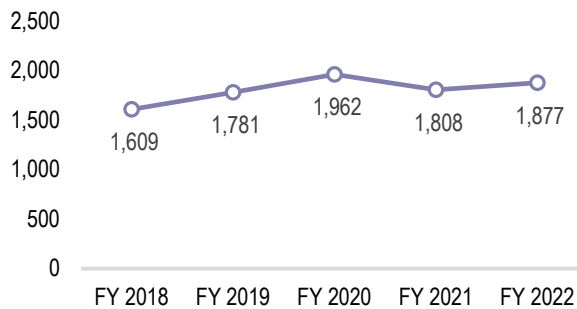
Priority 1: Courtroom Clerk Supervisor						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$93,068	\$5,980	\$3,750	\$0	\$0	\$102,798	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The number of criminal, civil, and juvenile appeals court hearings is expected to increase with the addition of a fifth judge regularly presiding in the Loudoun County Circuit Court and the continued use of retired and visiting judges to assist with the court docket.</li><li>• Position will maintain service level less of than 2,000 court hearings per courtroom clerk.</li><li>• Position will make courtroom assignments, schedule court reporters and foreign language interpreters, and perform other essential supervisory duties.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of court hearings (criminal, civil, and juvenile appeal) per courtroom clerk					
<b>Program:</b>	Judicial Services					
<b>Positions:</b>	1 Courtroom Clerk Supervisor					
<b>Theme:</b>	Judicial Administration					
<b>One-time Costs:</b>	\$9,005					
<b>Recurring Costs:</b>	\$93,793					
Department Total						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$93,068	\$5,980	\$3,750	\$0	\$0	\$102,798	1.00

<sup>1</sup> 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.



## Clerk of the Circuit Court

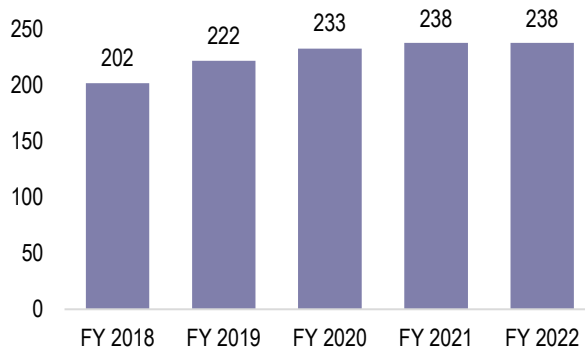
### Key Measures<sup>1</sup>



**Objective:** Support and assist the judges of the 20th judicial circuit in criminal and civil court hearings.

**Measure:** Number of court hearings (criminal, civil, and juvenile appeal) per courtroom clerk.

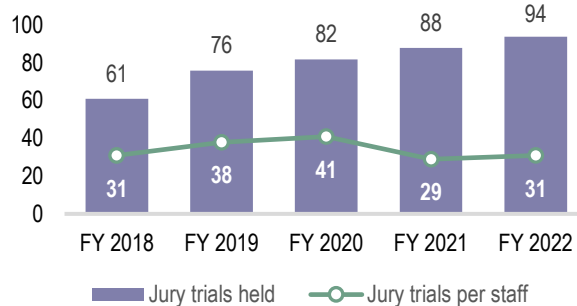
*The FY 2021 requested courtroom clerk supervisor position will maintain service level of less than 2,000 court hearings per courtroom clerk.*



**Objective:** Support and assist the judges of the 20th judicial circuit in criminal and civil court hearings.

**Measure:** Number of days annually with a visiting judge.<sup>2</sup>

*The requested courtroom clerk supervisor position will support the increased workload associated with regular deployment of visiting judges and the presence of five resident judges regularly presiding in the Loudoun County Circuit Court.*



**Objective:** Provide jury management services to support criminal and civil jury trials.

**Measure:** Jury trials held and jury trials per staff.

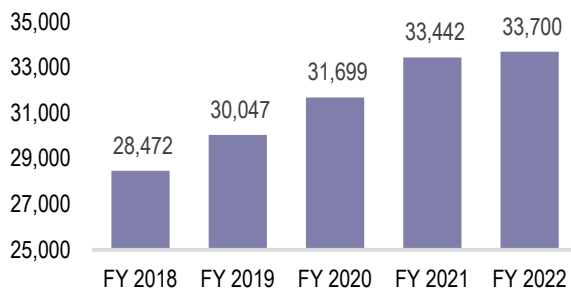
*The FY 2020 Adopted Budget added a jury management team lead position, reducing the workload per staff member.*

<sup>1</sup> 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.

<sup>2</sup> Court is held Monday through Friday except for County holidays. There is also no court held approximately 10 other days a year. The maximum number of days for a judge to be present is 238 days each year.



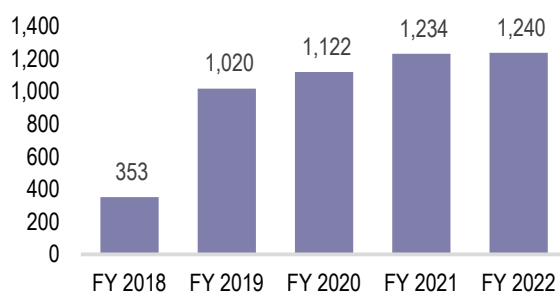
## Clerk of the Circuit Court



**Objective:** Support preservation and public access to historic court records of Loudoun through the use of the latest conservation, storage, and electronic technology.

**Measure:** Number of scanned images of historic court records.

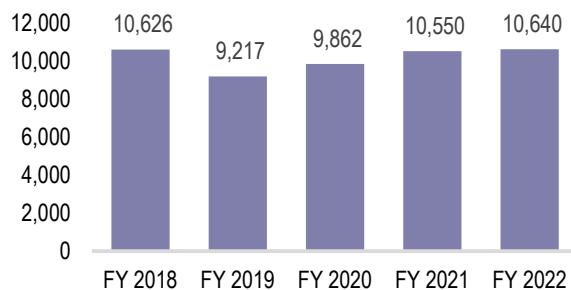
*This measure shows the increase in number of historic records that are being preserved through scanning technologies.*



**Objective:** Support preservation and public access to historic court records of Loudoun through the use of the latest conservation, storage, and electronic technology.

**Measure:** Number of visitors to historic records division public outreach and education programs.

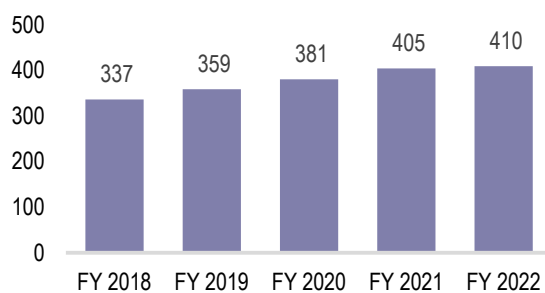
*The FY 2019 Adopted Budget added a historic records clerk, increasing public awareness of historic records through the use of public outreach and education.*



**Objective:** Review, process, and transmit court orders in civil court cases to counsel, litigants, and other appropriate local and state government agencies.

**Measure:** Number of civil court orders processed.

*The addition of a civil case management clerk in FY 2018 Adopted Budget helps ensure orders are processed and transmitted to appropriate parties in a timely manner and within the guidelines of the Code of Virginia.*



**Objective:** Provide IT Help Desk support to the Clerk of Circuit Court, other agencies of the courts complex and the Virginia Department of Judicial Information Technology

**Measure:** Number of Help Desk support requests.

*This measure demonstrates a steady increase in the number of Help Desk support requests.*



## Commonwealth's Attorney

The Commonwealth's Attorney is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia. The primary function of the Office of the Commonwealth's Attorney is to investigate and prosecute felony, misdemeanor, traffic, and juvenile criminal cases in concert with local and federal law enforcement agencies as well as complaints from private citizens. Prosecutors are available 24 hours per day to handle law enforcement emergencies or other situations that require immediate attention. The Office also provides domestic violence prosecution and multi-agency collaboration through the Domestic Violence Steering Committee and the Domestic Abuse Response Team.

A unique aspect of the Office is its proximity to Washington, D.C. and Dulles International Airport. As such, coordination with federal law enforcement agencies and the U.S. Attorney's Office is essential. To this end, attorneys are, at times, cross designated as Special Assistant U.S. Attorneys and are able to prosecute cases in federal courts. Additionally, Assistant U.S. Attorneys have, at times, been appointed as volunteer Assistant Commonwealth's Attorneys for Loudoun County. The use of a multi-jurisdictional grand jury is another tool often used cooperatively with neighboring jurisdictions.

The Office of the Commonwealth's Attorney also oversees the Loudoun County Victim and Witness Assistance Program. The Program serves as an interface between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution, to increase witness safety, and to reduce the level of trauma often associated with criminal cases.

There are over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia.

### Commonwealth's Attorney's Programs

#### Office of the Commonwealth's Attorney

Represent the interests of the Commonwealth of Virginia in a statutorily defined scope of duties.

#### Victim and Witness Assistance Program

Assist victims and witnesses of crime as they navigate the court system; seek to enhance witness safety and attempts to reduce the level of trauma often associated with criminal cases; advise victims of rights as outlined in the Code of Virginia.

**Commonwealth's Attorney****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$3,588,278	\$3,946,212	\$4,155,411	\$4,664,973	\$4,804,922
Operating and Maintenance	158,458	127,434	151,970	159,426	161,020
<b>Total – Expenditures</b>	<b>\$3,746,736</b>	<b>\$4,073,646</b>	<b>\$4,307,381</b>	<b>\$4,824,399</b>	<b>\$4,965,942</b>
<b>Revenues</b>					
Charges for Services	\$11,989	\$10,295	\$10,000	\$10,000	\$10,000
Intergovernmental – Commonwealth	933,739	939,403	965,589	965,589	965,589
<b>Total – Revenues</b>	<b>\$945,728</b>	<b>\$949,698</b>	<b>\$975,589</b>	<b>\$975,589</b>	<b>\$975,589</b>
<b>Local Tax Funding</b>	<b>\$2,801,008</b>	<b>\$3,123,948</b>	<b>\$3,331,792</b>	<b>\$3,848,810</b>	<b>\$3,990,353</b>
<b>FTE</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>39.00</b>	<b>39.00</b>

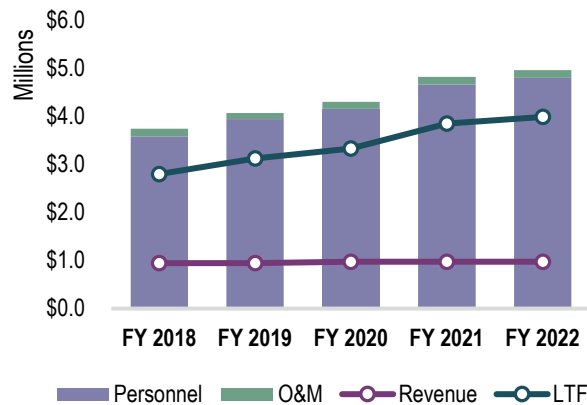
<sup>1</sup> Sums may not equal due to rounding.





## Commonwealth's Attorney

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

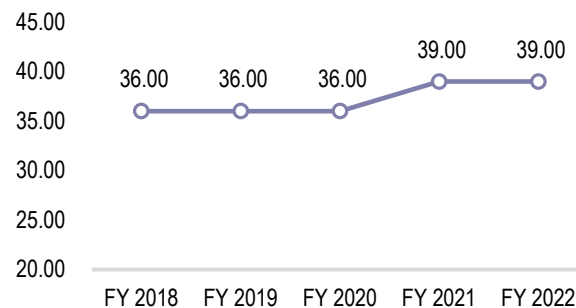
As shown, the Office of the Commonwealth's Attorney is primarily funded by local tax funding (over 77 percent). Program-generated revenue consists of attorney fees, reimbursements from the Virginia Compensation Board, and a \$45,000 State grant.

#### Expenditure

The majority of the Office's expenditure budget is dedicated to personnel costs (96 percent). The increase in personnel costs reflects additional staffing approved by the Board and included in the Proposed Budget, as well as a 3.5 percent merit increase and 3 percent market adjustment for FY 2019, a 2 percent market-based salary adjustment and 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 in November 2019.

### Staffing/FTE History



FY 2018: 1.00 FTE legal services assistant, 1.00 FTE victim witness case manager, 1.00 FTE domestic violence staff attorney

The Commonwealth's Attorney's Office manages a rather small operating budget, with the majority of its expenditure budget dedicated to personnel. While the Office had no resource requests for FY 2020, it continued to support the departments of Community Corrections and Mental Health, Substance Abuse, and Developmental Services in the implementation of an Adult Drug Court and a Mental Health (MH) Docket. Both specialty dockets began in FY 2019, with the MH Docket established at a service level of up to ten participants and the Adult Drug Court established at a service level of up to 25 participants. The FY 2020 Adopted Budget expanded the MH Docket to serve up to 25 participants. The Commonwealth's Attorney continues to analyze workload as these specialty dockets grow. The Department is also assessing and reevaluating the body-worn-camera support needs and requirements.

For the FY 2021 Proposed Budget, the Office's resource requests focus on the thematic areas of internal support and public and life safety.

### Internal Support

The FY 2021 Proposed Budget includes one Deputy Commonwealth Attorney (1.00 FTE) to address a need indicated by the Office for support to specialty dockets. It is the goal of the Office to redirect the County's criminal prosecutions from punitive to productive thus focusing resources toward encouraging court-involved persons into acts of community services in order to



## Commonwealth's Attorney

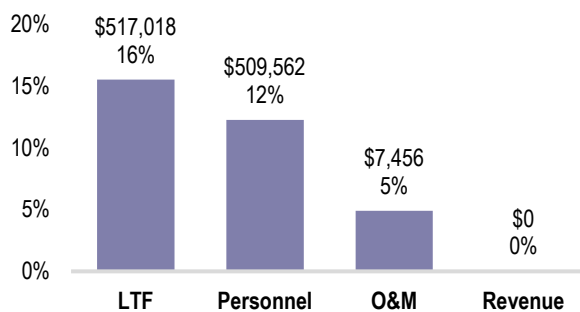
hold an offender accountable as well as reintegrate into the community and become contributors to a safe and successful community. This position builds on an identified need to bring staffing and support to levels that provide efficient and effective management of caseload for the County's growing population.

### Public and Life Safety

The Office of the Commonwealth's Attorney currently staffs 19 attorneys, five of which are supervisory, leaving 14 attorneys with the ability to carry full caseloads. In order to ensure attorney caseloads remain at a level that allows for thorough case preparation while also addressing the victims' and community's needs, the Proposed Budget includes two additional senior assistant attorneys (2.00 FTE). These two positions will add bandwidth to all attorneys in the Office as it relates to the time needed to interview witnesses, research the law, respond to discovery, review body/dash cam videos, and other essential case management duties. Two additional attorneys will also support the Office's commitment to better understanding the root causes of offenses, appreciating and supporting the delicate needs of the victims, and securing the resources necessary to achieve compliance and prevent recidivism.

The cost of additional leased office space is included in this request as the current space is insufficient to support current staff and the resources included in the proposed budget. In order to provide time for build-out and preparation of the space needed, the two positions are funded beginning January 1, 2021.

### Percent Change from Adopted FY 2020 to Proposed FY 2021



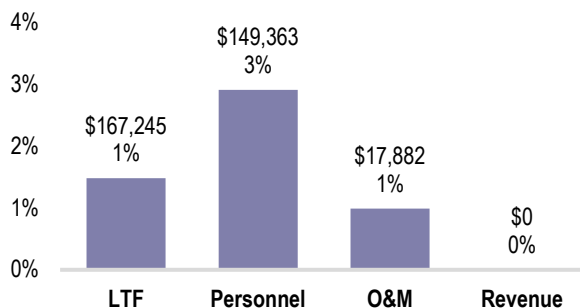
#### Reasons for Change:

**Personnel:** ↑ 3.00 FTE, general pay changes ||

**O&M:** ↑ internal services ||

**Revenue:** ↔

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

**Personnel:** ↑ 3 percent general pay changes ||

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



## Commonwealth's Attorney

### FY 2021 Proposed Resource Requests<sup>1</sup>

Priority 1: Deputy Commonwealth's Attorney						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$144,910	\$11,850	\$0	\$0	\$0	\$156,760	1.00
Details			Overview			
Service Level:	Current Service Level Request		• Distributes portfolios amongst all Deputy Commonwealth Attorneys in a more efficient and effective way. • Addresses the Office's identified need for additional support to the specialty dockets.			
Mandates:	Not mandated, but necessary for compliance with federal, state, or local laws					
PM Highlight:	None					
Program:	Office of the Commonwealth's Attorney					
Positions:	1 Deputy Commonwealth's Attorney					
Theme:	Internal Support					
One-time Costs:	\$7,075					
Recurring Costs:	\$149,685					
Priority 2: Senior Assistant Commonwealth's Attorneys						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$130,686	\$16,360	\$175,000	\$0	\$0	\$322,046	2.00
Details			Overview			
Service Level:	Current Service Level Request		• Two additional attorneys provide the bandwidth needed to efficiently and appropriately manage all cases in the County. • Office space will be leased to provide for space needs. This build-out will require up to 6 months to complete (July 2020-December 2020).			
Mandates:	Not mandated, but necessary for compliance with federal, state, or local laws					
PM Highlight:	None		• Funding for positions begins January 1, 2021 in order to provide time to lease and build-out office space.			
Program:	Office of the Commonwealth's Attorney					
Positions:	2 Senior Assistant Attorneys					
Theme:	Public and Life Safety					
One-time Costs:	\$187,810					
Recurring Costs:	\$134,236					
Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$275,596	\$28,210	\$175,000	\$0	\$0	\$478,806	3.00

<sup>1</sup> 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.





## Community Corrections

The Department of Community Corrections (DCC) is comprised of two primary duty areas responsible for providing pretrial and post-trial (Probation) services to the Loudoun County Courts by supervising defendants and offenders for whom Loudoun County is responsible. Probation and pretrial supervision provide alternatives to costly incarceration and promote public safety and offender accountability through various forms of intervention to correct offender behavior such as: community service, sex offender treatment, restitution to crime victims, substance abuse assessment and treatment, batterer intervention/domestic violence counseling, drug testing, GPS monitoring, remote breath alcohol monitoring, shoplifting group, life skills groups, anger management, and re-entry planning. Within the Department, specialized programs exist for Driving While Intoxicated (DWI)/victim impact panels and enhanced supervision for repeat DWI offenders, domestic violence supervision, Mental Health Docket, and Adult Drug Court.

### Department's Programs

#### Pretrial Services

Conducts pre-adjudication investigations, makes bond recommendations to the Courts concerning defendants' suitability for supervised release, and supervises defendants released to the custody of the Department by the Magistrate or any of the three Loudoun County Courts.

#### Probation Services

Supervises adult offenders referred for probation supervision by all three Loudoun County Courts. Probation officers supervise specialized caseloads of offenders with convictions such as domestic assault and battery, driving while intoxicated, and sex offenses. Additionally, there are designated probation officers for Spanish-speaking offenders, as well as Mental Health Docket and Adult Drug Court participants.

**Community Corrections****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

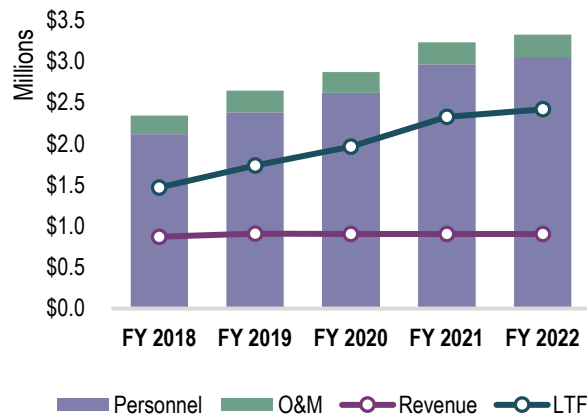
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$2,119,426	\$2,381,291	\$2,619,892	\$2,967,168	\$3,056,183
Operating and Maintenance	223,433	265,054	251,923	266,994	269,664
<b>Total – Expenditures</b>	<b>\$2,342,859</b>	<b>\$2,646,345</b>	<b>\$2,871,815</b>	<b>\$3,234,162</b>	<b>\$3,325,847</b>
<b>Revenues</b>					
Charges for Services	75,353	73,825	80,000	80,000	80,000
Recovered Costs	71,783	63,474	133,899	133,899	133,899
Intergovernmental – Commonwealth	665,986	686,709	691,511	691,511	691,511
Intergovernmental – Federal	59,478	86,433	0	0	0
<b>Total – Revenues</b>	<b>\$872,601</b>	<b>\$910,440</b>	<b>\$905,410</b>	<b>\$905,410</b>	<b>\$905,410</b>
<b>Local Tax Funding</b>	<b>\$1,470,259</b>	<b>\$1,735,905</b>	<b>\$1,966,405</b>	<b>\$2,328,752</b>	<b>\$2,420,437</b>
<b>FTE</b>	<b>24.80</b>	<b>26.33</b>	<b>28.33</b>	<b>30.33</b>	<b>30.33</b>

<sup>1</sup> Sums may not equal due to rounding.



## Community Corrections

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

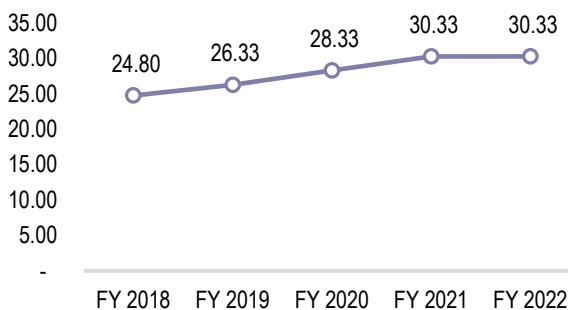
DCC is primarily funded by local tax funding. Program-generated and intergovernmental revenues are also significant sources of funding (offsetting approximately 28 percent of total expenditures). Intergovernmental revenue has grown as additional grants have been awarded to the Department.

#### Expenditure

The majority of DCC's expenditure budget is dedicated to personnel costs (more than 91 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 2021 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 probation officer, 1.00 FTE pretrial officer, and 0.94 FTE convert two part-time pretrial investigators to full-time

FY 2019: 1.00 FTE probation officer and 0.53 FTE part-time administrative assistant

FY 2019 Mid-Year: 1.00 FTE drug court coordinator and 1.00 FTE probation officer (Adult Drug Court)

The DCC's expenditures have increased due to personnel costs and programmatic demands from external stakeholders including the Circuit and District Courts and the Board of Supervisors (Board). Personnel costs make up most of the Department's expenditures (more than 91 percent) and some increases in prior fiscal years can be attributed to service demands resulting from new alternatives to incarceration, discussed below.

In FY 2019, the Board approved one mental health probation officer (1.00 FTE) to reduce direct case supervision demands on the Probation Division manager. This position provides probation supervision for participants on the Mental Health (MH) Docket in the General District Court. The MH Docket began operations in July 2018 and the Board of Supervisors expanded the program in the FY 2020 Adopted Budget to allow up to 25 participants. This specialty docket is a collaborative effort between the departments of Community Corrections and Mental Health, Substance Abuse, and Development Services. Other partner agencies include the Sheriff's Office, the Office of the Commonwealth Attorney, the Office of the Public Defender, and the General District Court.

Also in FY 2019, the Board approved a part-time administrative assistant to support the Department's administrative manager (0.53 FTE), because of growing revenue management needs, expanding management and inventory needs related to the electronic monitoring program, and increasing office contacts for offenders and defendants. This position was filled in the



## Community Corrections

second half of FY 2019. In addition, the FY 2020 Adopted Budget included 2.00 FTE related to Board-approved, mid-year requests associated with the re-establishment of an Adult Drug Court; a drug court coordinator and a drug court probation officer. The Department filled these positions in March 2019.

Revenue for the Department has also grown over the last few fiscal years through program-generated revenue and intergovernmental revenue from the Commonwealth and the federal government. Over the last few fiscal years, Community Corrections has secured several multi-year federal grants in support of specialty dockets and funding from the State for service needs associated with Department clients.

The FY 2021 Proposed Budget includes increases to the operating budget for uniform needs for probation and parole officers, and for equipment-support and supply needs.

In future fiscal years, the greatest challenges for the Department will be meeting the needs of external stakeholders, servicing specialty docket programs, and keeping up with internal support needs.

For FY 2021, the Department's budget requests focus on the thematic areas of fiscal responsibility and public and life safety.

### Fiscal Responsibility

The FY 2021 Proposed Budget includes a request for 1.00 FTE for a financial manager for the Department. The financial manager will enable DCC to meet financial management responsibilities, which have grown in volume and complexity in the last few fiscal years due to the increasing number of grants and programs the Department manages. From FY 2018 to FY 2020, program-generated and grant-related revenue has grown by more than 104 percent as the Department has secured several large grants including the Drug Court Grant secured in FY 2019 (four years, \$500,000) and the multi-departmental, multi-year Domestic Violence Grant secured in FY 2020 (three years, \$750,000).

Several of the grants secured by the Department involve collaborations with other County agencies and partner governments or nonprofits, and have complex reporting requirements. Without the addition of a financial manager, the Department's administrative manager will continue to manage complex financial reporting requirements and the day-to-day operations of the Department's operating locations.

In FY 2021 and beyond, the Department will continue to pursue grant funding in order to deliver robust services to the offenders and defendants that it serves. These grants may help establish new specialty dockets, increase service level options for existing dockets, or provide wrap-around services for the Department's clients. While the Department will continue to pursue grant funding where appropriate, the success in receiving additional awards is largely dependent on the availability of grant funding at the State and federal level.

### Public and Life Safety

The FY 2021 Proposed Budget also includes a request for 1.00 FTE for a domestic violence probation officer in support of the Department's public and life safety goals. The probation officer will enable DCC to reduce caseload demands being placed on the Department's deputy director and probation manager, who have previously maintained significant caseloads in addition to their supervisory duties. Additionally, the position will enable the Department to manage the anticipated caseload impacts expected from the multi-year Domestic Violence Grant awarded in FY 2020 and from increased referrals from partner agencies, including the Commonwealth's Attorney, and the Judiciary (the Courts and magistrates), which have added resources in recent years dedicated to domestic violence and public safety.

Domestic violence probation staff managed an average daily caseload of 220 offenders in FY 2018 and are expected to manage an average daily caseload of 250 offenders by FY 2021, an almost 14 percent growth in caseload demands. The approval of the requested probation officer will enable the Department to maintain case-related service levels, while also



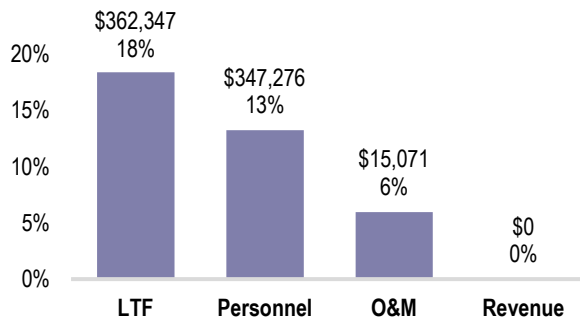


## Community Corrections

bringing the Department closer to the state recommended caseload of 60 offenders per officer. Conversely, if the requested resource is not provided, existing staff may face challenges in managing domestic violence-related case needs.

In FY 2021 and future fiscal years, DCC will continue to deliver probation and pretrial services while responding to service demands from external stakeholders, continuing to support specialty docket programs, and managing varied caseload needs. Additional resources may be needed in future fiscal years to manage growing caseload demands and to maintain support to existing or new programs.

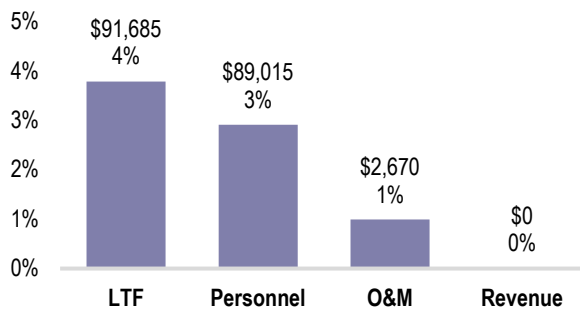
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ 2.00 FTE, general pay changes ||  
**O&M:** ↑ Base adjustments for uniform needs and equipment-support/supply needs || **Revenue:** ↔

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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



## Community Corrections

FY 2021 Proposed Resource Requests<sup>1</sup>

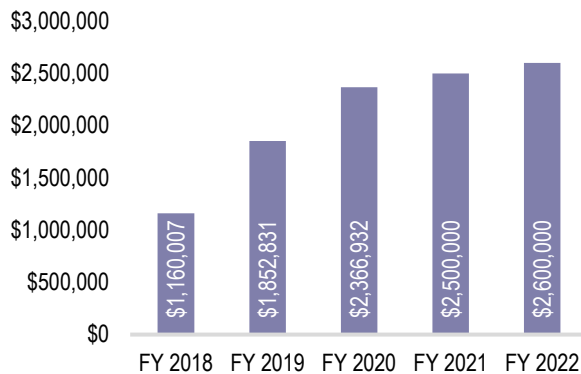
Priority 1: Financial Manager						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$95,660	\$7,995	\$0	\$0	\$0	\$103,655	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• The growth in financial management responsibilities in the last few fiscal years (more than 104% growth in program-generated and grant-related revenue managed between FY 2018-FY 2020), in addition to growing operational duties, necessitates a need for a financial management staff member to alleviate workload needs on the administrative manager.</li><li>• Recent grants of note include the Drug Court Grant, the Mental Health Docket Grant, and the OVW/LAWs Grant.</li><li>• As proposed, the financial manager position would be responsible for financial management (to include grant reporting and oversight), procurement/accounts receivable and payable, and budget management-ensuring that key financial management needs are met.</li><li>• If not approved, there are concerns that the Department might run into significant difficulties managing various financial management needs, which could put several multi-departmental grants and/or grant-funded positions at risk.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, or local laws					
<b>PM Highlight:</b>	Net revenue and grant revenue budget managed					
<b>Program:</b>	Multiple Programs					
<b>Positions:</b>	1 Financial Manager					
<b>Theme:</b>	Fiscal Responsibility					
<b>One-time Costs:</b>	\$5,570					
<b>Recurring Costs:</b>	\$98,085					
Priority 2: Domestic Violence Probation Officer						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$7,960	\$0	\$0	\$0	\$106,302	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• A Domestic Violence Probation will alleviate caseloads impacting both the Deputy Director and Probation Manager who have been carrying significant caseloads (80+ cases in FY19) in addition to their supervisory duties.</li><li>• The position will help keep up with anticipated workloads arising from domestic violence referrals based on the increased services possible under the OVW/LAWS Grant (\$750K) and based on the addition of a new magistrate and enhanced referrals from the Courts.</li><li>• An additional officer will also enable the Department to manage anticipated growth while getting closer to the state-recommended caseload of 60 cases per officer.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Average daily number of DV cases under supervision; Number of offenders per DV Probation Officer (excluding managers)					
<b>Program:</b>	Probation Services Program (Domestic Violence Supervision Activity)					
<b>Positions:</b>	1 Domestic Violence Probation Officer					
<b>Theme:</b>	Public and Life Safety					
<b>One-time Costs:</b>	\$5,335					
<b>Recurring Costs:</b>	\$100,967					
Department Total						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$ \$194,002	\$ 15,955	\$0	\$0	\$0	\$209,957	2.00

<sup>1</sup> 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.



## Community Corrections

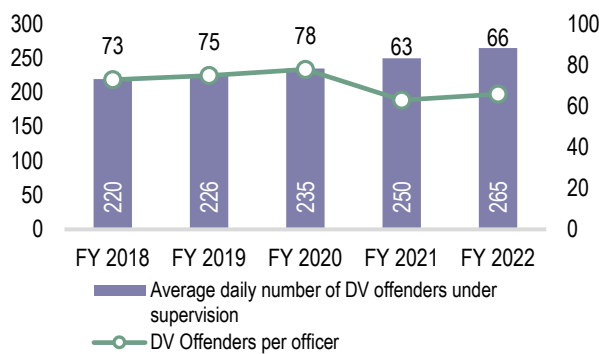
### Key Measures<sup>1</sup>



**Objective:** Pursue grant funding to support Department programs.

**Measure:** Net revenue and grant revenue budget managed.

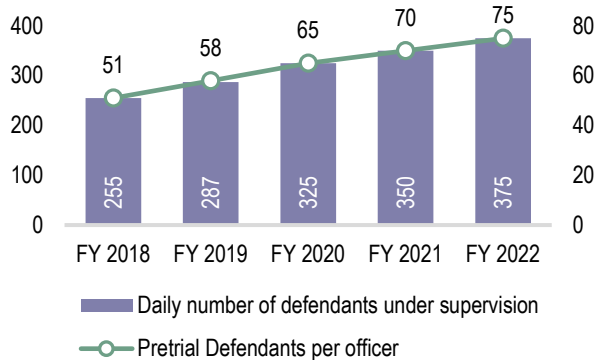
*DCC has secured significant multi-year grants. The Department will continue to pursue grant funding based on the availability of funds from the State and federal government. The growth in grants drives financial management and reporting needs.*



**Objective:** Achieve an 80 percent successful probation completion rate for DV offenders.

**Measure:** Average daily number of DV cases under supervision; Number of offenders per DV Probation Officer (excluding managers).

*Caseload demand for domestic violence supervision is expected to grow based on new referrals from grant-funded domestic violence positions and because of the increased potential referrals from the new magistrate and the Courts.*



**Objective:** Promote public safety by enforcing all conditions associated with pre-trial release.

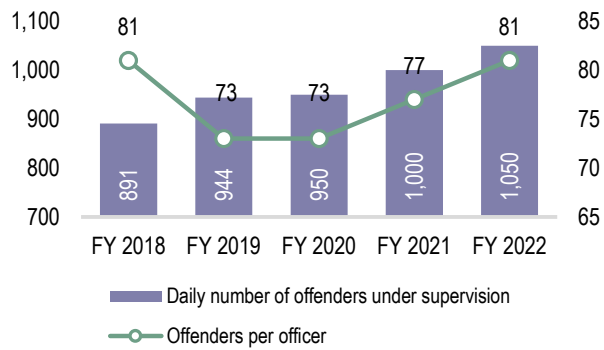
**Measure:** Average daily number of defendants; Average daily caseload per pretrial officer (excluding managers).

*Caseload demand for pretrial supervision is expected to grow as interest in pre-trial alternatives to incarceration grow in popularity (as a cost-saving tool to incarceration). The recommended caseload for pretrial supervision is 40 cases per officer.*

<sup>1</sup> 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.



## Community Corrections



**Objective:** Promote public safety by enforcing all general and special conditions of probation for offenders.

**Measure:** Average daily number of offenders under supervision; Average daily number of offenders under supervision per probation officer (excluding managers).

*Caseload demand for probation supervision is expected to grow as new inter-agency projects and programs drive additional referrals for supervision. The recommended caseload for probation supervision is 60 cases per officer.*



## Courts

To serve the public through support of the judicial system of Loudoun County by providing an independent, accessible, and responsive forum for the just resolution of disputes. Both the State Constitution and the Code of Virginia require the County to provide suitable facilities for the Courts, including the Circuit Court, General District Court, and the Juvenile and Domestic Relations Court, and the Magistrates, although the County is not required to provide any personnel or related expenses. The County provides employees for the Circuit Court while the Commonwealth of Virginia provides the employees to staff the General District Court, Juvenile and Domestic Relations Court, and the Magistrates Office. The Commonwealth also provides the judges for the courts.

### Courts' Programs

#### Circuit Court

Serves as the court of record with original jurisdiction (i.e. the matter can only originate in the Circuit Court); tries civil cases involving disputes between private parties with claims in excess of \$25,000, divorces, wills and estate cases, cases involving real property, felonies, and indicted misdemeanors. Criminal and civil appeals from the General District and the Juvenile and Domestic Relations District Courts are tried de novo, as new trials, in this court; and hears appeals from various administrative agencies.

#### General District Court

Tries criminal, civil, and traffic court cases and arrests; holds mental health hearings; conducts community relations and community services programs.

#### Juvenile and Domestic Relations Court

Hears delinquent and civil cases for any person under the age of 18, as well as juvenile civil commitment hearings and adult domestic relations criminal and civil cases.

#### Magistrates

Conducts probable cause and bail hearings; commits and releases offenders to and from jail; and issues arrest warrants, search warrants, emergency custody orders, temporary detention orders, medical emergency detention orders, and emergency protective orders.

**Courts****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

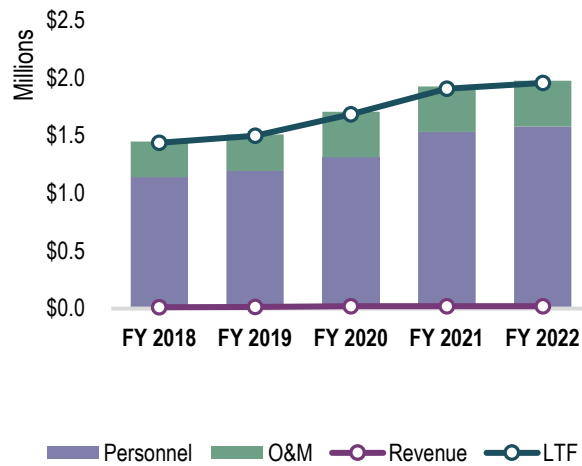
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$1,142,204	\$1,193,592	\$1,313,389	\$1,532,724	\$1,578,706
Operating and Maintenance	307,803	317,241	393,531	395,414	399,368
<b>Total – Expenditures</b>	<b>\$1,450,007</b>	<b>\$1,510,833</b>	<b>\$1,706,920</b>	<b>\$1,928,138</b>	<b>\$1,978,073</b>
<b>Revenues</b>					
Recovered Costs	\$11,664	\$12,593	\$20,768	\$20,768	20,768
<b>Total – Revenues</b>	<b>\$11,664</b>	<b>\$12,593</b>	<b>\$20,768</b>	<b>\$20,768</b>	<b>\$20,768</b>
<b>Local Tax Funding</b>	<b>\$1,438,343</b>	<b>\$1,498,240</b>	<b>\$1,686,152</b>	<b>\$1,907,370</b>	<b>\$1,957,305</b>
<b>FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Courts

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

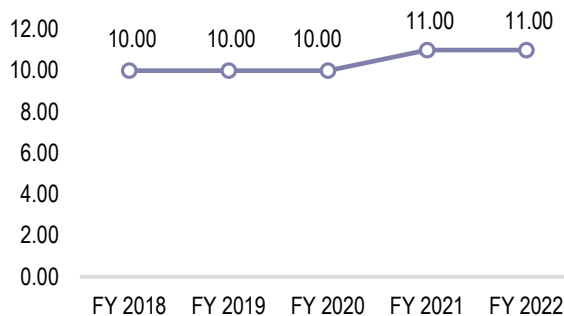
As shown, the Courts Department is primarily funded by local tax funding (over 98 percent). Program-generated revenues are limited to the General District Court's recovered costs revenue for court appointed attorney fees.

#### Expenditure

The majority of the expenditure budget is dedicated to personnel costs for the County employees of the Circuit Court Judges' office and the County salary supplements for the General District Court and the Juvenile and Domestic Relations Court staff (state employees), and the County salary supplement for the last remaining magistrate that was grandfathered in when the state prohibited local government supplements for magistrates years ago. The

personnel budget increase reflects 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



The Circuit Court Judges' office is the only entity in this Department with County positions. Staffing has remained level for many years. State positions in the General District Court, Juvenile and Domestic Relations Court, and the Magistrate's office are not presented in the Staffing/FTE History chart.

The Department's expenditures have increased primarily because of personnel costs, which make up most of the Department's expenditures. Increases in personnel have been driven by higher compensation and the expenditures for the Circuit Court Judges office's chief of staff position that is included in the FY 2021 Proposed Budget. Personnel costs consist of salary and fringe benefits for the County employees of the Circuit Court Judges' office and the County salary supplements for the state employees of the General District Court, Juvenile and Domestic Relations Court, and Magistrate's office. In addition, the FY 2021 operating and maintenance expenditures budget increased due to higher central services costs.

The General District Court and to a lesser extent, the Juvenile and Domestic Relations District Court, collect a variety of revenues, including County revenue for traffic fines and tickets written by Loudoun County Sheriff's Office's (LCSO) deputies, fees for courthouse maintenance and security, court fines, and interest on delinquent fines. These revenues are budgeted and recorded in the departments and programs that generate these revenues. For example, LCSO budgets revenue for traffic fines. In addition, the General District Court collects revenue for traffic tickets written by police officers for the towns of Leesburg, Middleburg, and Purcellville and remits those revenues back to each respective town. The Court also collects revenue on behalf of the Metropolitan Washington Airports Authority Police at Washington Dulles International Airport and the Virginia State Police, remitting the revenues to the Commonwealth of Virginia.



## Courts

In FY 2019, the Board of Supervisors (Board) approved the creation of an Adult Drug Court, a specialty docket in the Circuit Court that serves up to 25 participants. In tandem with FY 2020 state funding for the fifth Circuit Court judge for the 20<sup>th</sup> Judicial Circuit, which includes Loudoun, Fauquier, and Rappahannock counties, the program is a cooperative effort involving the Circuit Court; the Clerk of the Circuit Court; the Department of Community Corrections; the Office of the Commonwealth's Attorney; County Administration; the Department of Mental Health, Substance Abuse, and Development Services (MHSADS); and LCSO.

The Mental Health (MH) Docket of the General District Court began operations in July 2018, with one judge dedicated to the program and serving up to ten participants. The FY 2020 Adopted Budget included additional resources in other County departments to expand the MH Docket to serve up to 25 participants. The goal of the program is to increase public safety, reduce recidivism among high risk individuals, divert individuals with serious mental illness from further progressing through the criminal justice system, and improve clinical outcomes for individuals with serious mental illness by connecting them with evidence-based treatment. This specialty docket is a collaborative effort between the departments of Community Corrections and MHSADS. Other partner agencies include LCSO, the Office of the Commonwealth's Attorney, and the Office of the Public Defender.

For FY 2021, the Department's budget request for the chief of staff position focuses on the thematic area of judicial administration.

### Judicial Administration

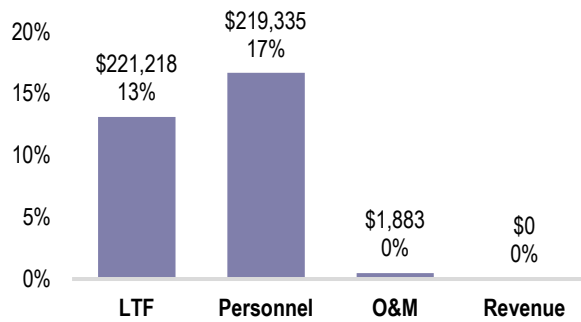
The fifth judge approved for the 20<sup>th</sup> Judicial Circuit for FY 2020 has helped and will continue to help process the increasing workload of the Loudoun Circuit Court, as the County continues to experience significant population growth. The FY 2021 budget includes a chief of staff position to provide senior level management support for the Chief Circuit Court Judge in the execution of the plenary authority to ensure the smooth and efficient system of justice in the 20<sup>th</sup> Judicial Circuit, including Loudoun County Circuit Court, as mandated by Code of Virginia § 17-501. In accordance with this same statute, the new Chief Judge was elected by a majority of the Loudoun Circuit Court judges for a two year term. If approved, the chief of staff would serve at the behest of the Chief Judge and assist with fulfilling many of their statutory responsibilities, which include: monitoring and managing the Court's caseloads and schedules, formulating requests for additional judges from the Commonwealth, preparing and presenting operating budget requests to the Board, and negotiating agreements with the Sheriff and Loudoun's District Courts with respect to court room security, and other areas. This position's need has been necessitated by an increase in the number of Circuit Court judges and the increased focus by the new Chief Judge to carry out his duties as prescribed by the Code of Virginia. The chief of staff position will provide managerial oversight of several key Circuit Court staff in addition to the overall operations of the Circuit Court on his behalf. The new Chief Judge, as part of the majority of Circuit Court judges, has identified this need to better organize administrative operations, which will be greatly enhanced with the addition of this position.





## Courts

### Percent Change from Adopted FY 2020 to Proposed FY 2021

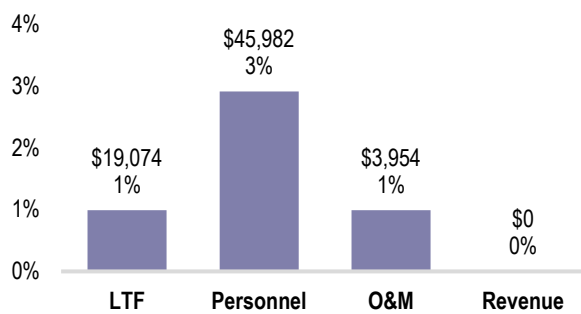


#### Reasons for Change:

**Personnel:** ↑ 1.00 FTE, general pay changes ||

**O&M:** ↑ internal services || **Revenue:** ↔

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

**Revenue:** ↔



## Courts

FY 2021 Proposed Resource Requests<sup>1</sup>

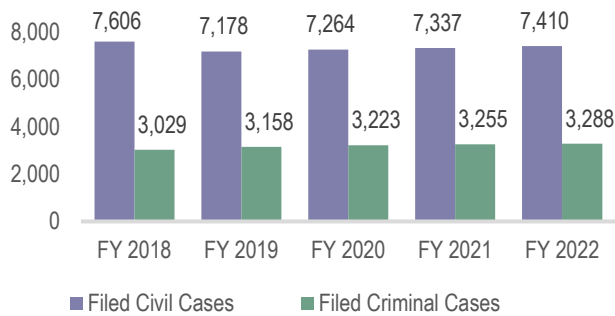
Priority 1: Chief of Staff						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$149,316	\$68	\$0	\$0	\$0	\$149,384	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• This position’s need is necessitated by the increased workload associated with the addition of a fifth judge in the 20<sup>th</sup> Judicial Circuit and the increased focus by the new Chief Judge to carry out his duties as prescribed by the state code.</li><li>• The new Chief Judge, as part of the majority of Circuit judges, has identified the need to better organize administrative operations, which will be greatly enhanced with the addition of this position, providing managerial oversight of several key Circuit Court staff in addition to the overall operations of the Circuit Court on his behalf.</li><li>• This position will assist the Chief Judge to fulfill many statutory responsibilities.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Circuit Court Judges					
<b>Positions:</b>	Chief of Staff					
<b>Theme:</b>	Judicial Administration					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$149,384					
<b>Department Total</b>						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$149,316	\$68	\$0	\$0	\$0	\$149,384	1.00

<sup>1</sup> 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.



## Courts

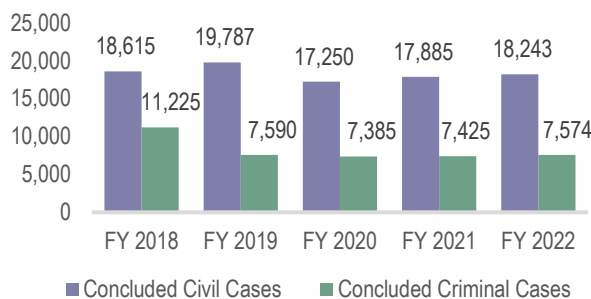
### Key Measures



**Objective:** Maintain judicious, prompt, and efficient handling of Circuit Court cases by concluding cases.

**Measure:** Number of filed civil cases and criminal cases in the Circuit Court.<sup>1</sup>

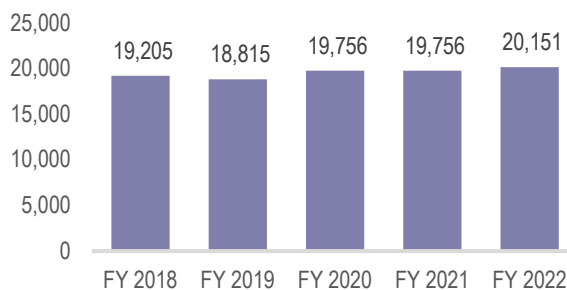
*The number of Circuit Court cases filed is expected to remain relatively stable.*



**Objective:** Ensure General District Court cases are resolved promptly and efficiently by processing all court cases.

**Measure:** Number of concluded civil and criminal cases in the General District Court.

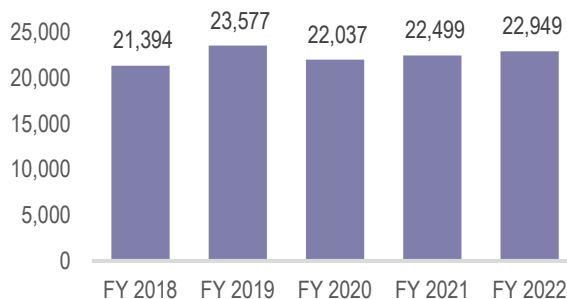
*The number of General District Court cases are projected to increase.*



**Objective:** Provide equitable services for juveniles and families in the judicial system for Loudoun County residents.

**Measure:** Number of Juvenile and Domestic Relations Court hearings.

*The number of Juvenile and Domestic Relations Court hearings is expected to steadily increase.*



**Objective:** Provide judicial services and accomplish statutory responsibilities of the Magistrate's Office on a 24 hours per day/7 days per week/365 days per year basis.

**Measure:** Number of magistrate processes.

*The number of magistrate processes is expected to steadily increase. Position vacancies in the Magistrate's Office affect this measure's data.*

<sup>1</sup> Commenced civil cases include garnishments, civil cases filed, juvenile appeals, and adoptions filed. Commenced criminal cases include indictments, waivers, bench trials, misdemeanor appeals, criminal juvenile appeals, and capias/rules.

**Courts****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Circuit Court	\$1,206,211	\$1,193,739	\$1,294,816	\$1,518,412	\$1,561,436
Juvenile and Domestic Relations Court	70,012	99,144	125,213	124,436	126,462
General District Court	98,560	161,445	227,664	224,040	227,829
Magistrate's Office	75,224	56,505	59,228	61,249	62,346
<b>Total – Expenditures</b>	<b>\$1,450,007</b>	<b>\$1,510,833</b>	<b>\$1,706,920</b>	<b>\$1,928,138</b>	<b>\$1,978,073</b>
<b>Revenues</b>					
General District Court	\$11,664	\$12,593	\$20,768	\$20,768	20,768
<b>Total – Revenues</b>	<b>\$11,664</b>	<b>\$12,593</b>	<b>\$20,768</b>	<b>\$20,768</b>	<b>\$20,768</b>
<b>Local Tax Funding</b>					
Circuit Court	\$1,206,211	\$1,193,739	\$1,294,816	\$1,518,412	\$1,561,436
Juvenile and Domestic Relations Court	70,012	99,144	125,213	124,436	126,462
General District Court	86,896	148,852	206,896	203,272	207,061
Magistrate's Office	75,224	56,505	59,228	61,249	62,346
<b>Total – Local Tax Funding</b>	<b>\$1,438,343</b>	<b>\$1,498,240</b>	<b>\$1,686,152</b>	<b>\$1,907,370</b>	<b>\$1,957,305</b>
<b>FTE</b>					
Circuit Court	10.00	10.00	10.00	11.00	11.00
<b>Total – FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Loudoun County Fire and Rescue

The Loudoun County Combined Fire and Rescue System (LC-CFRS) provides residents and visitors with efficient and cost-effective fire protection, rescue, and emergency medical services. LC-CFRS also responds to and mitigates hazardous materials and related life safety and property threatening incidents, utilizing state-of-the-art equipment and a staff of highly trained volunteer and career personnel located in strategically placed facilities 24 hours a day, seven days a week.

Loudoun County Fire and Rescue (LCFR) is a component of the LC-CFRS. The Combined System (System) was established by the Board of Supervisors in July 2014 and codified by ordinance in Chapter 258 of the Loudoun County, Virginia, Codified Ordinances. This ordinance created a governance structure to coordinate Fire, Rescue, and Emergency Medical Services (EMS) service provision between LCFR and the established volunteer Fire and EMS agencies in the County. As part of the Combined System, LCFR's role includes providing operational, administrative, and logistical support for the 15 volunteer companies, as well as supporting the LC-CFRS Executive Committee and the overall LC-CFRS governance structure. Additionally, LCFR manages many functions for the Combined System, including but not limited to: financial affairs; career and volunteer human resources; health, safety, wellness, and respiratory protection programs; public information; records management and FOIA processing; facilities and apparatus support; logistics and supply distribution; and capital planning services. The Department also coordinates training, certification, and continuing education for career and volunteer providers through the Training Division at the Oliver Robert Dubé Fire and Rescue Training Academy.

### Loudoun County Fire and Rescue's Programs

#### Administrative Services

Supports the Office of the System-wide Fire and Rescue Chief, Assistant Chiefs, Public Information, and the EMS transport reimbursement program; and provides support for all program areas with administrative and management services, professional standards, financial and budget management, grants, procurement, payroll, and records management.

#### Volunteer Administration

Supports fire and rescue volunteer System members by overseeing and providing guidance in various human resource aspects including, pre-placement physicals, training, benefits, recruitment, retention, and recognition.

#### Fire Marshal's Office

Provides critical programs to ensure a safe living and working environment for residents, workers, and travelers within Loudoun County through the development and application of fire prevention engineering, education, and enforcement.

#### Communications and Support Services

Provides timely and accurate data and technologies to support local and regional interoperability and emergency response through the Emergency Communications Center (ECC), which serves as the County's Public Safety Answering Point (PSAP) for all 9-1-1 calls using the County's Enhanced 9-1-1 system (Fire and Rescue). The ECC processes all incoming 9-1-1 calls and texts through the PSAP with personnel dispatching Fire and Rescue assets for incidents that require LCFR services. Routes calls for other public safety incidents to the appropriate agency.



## Loudoun County Fire and Rescue

### Operations

Provides an all-hazards response to fire, rescue, hazardous materials, water rescue, and emergency medical incidents 24 hours per day, seven days per week throughout Loudoun County. In addition to responses within Loudoun County, mutual aid is provided (and received) from surrounding jurisdictions.

### Emergency Medical Services

Provides professional and technical oversight for emergency medical services delivery, training, equipment specifications, and quality assurance/improvement in conjunction with the Operational Medical Director (OMD). Provides daily oversight of patient care delivery through the EMS Supervisor program and ensures compliance with applicable regulations, codes and industry standards.

### Fire and Rescue Training

Provides the LC-CFRS with high quality and comprehensive certification and continuing educational programs in a variety of disciplines to facilitate excellent service to citizens and visitors.

### Personnel and Asset Management

Ensures critical support services to include planning, facilities development and management, apparatus and fleet management, logistics and supply distribution services, health, safety and wellness, respiratory protection program management, and human resources management.



## Loudoun County Fire and Rescue

### Budget Analysis

#### Department Financial and FTE Summary<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$62,861,471	\$69,772,980	\$78,477,740	\$90,902,587	\$93,629,665
Operating And Maintenance	14,855,444	16,049,314	17,335,799	15,693,562	15,850,497
Capital Outlay	1,493,806	867,554	1,600	1,600	0
<b>Total – Expenditures</b>	<b>\$79,210,722</b>	<b>\$86,689,848</b>	<b>\$95,815,139</b>	<b>\$106,597,749</b>	<b>\$109,480,162</b>
<b>Revenues</b>					
Other Local Taxes	\$4,253,714	\$3,946,189	\$4,180,000	\$3,523,920	\$3,523,920
Permits, Fees, and Licenses	129,779	158,137	139,853	140,161	140,161
Fines and Forfeitures	3,756	3,808	6,650	6,650	6,650
Use of Money and Property	123,000	0	0	0	0
Charges For Services	10,203	1,944	0	0	0
Miscellaneous Revenue	144,181	49,306	0	0	0
Recovered Costs	7,772	5,940	0	0	0
Intergovernmental – Commonwealth	1,269,692	1,623,155	1,226,173	1,298,995	1,298,995
Intergovernmental – Federal	543,491	2,108,466	0	0	0
Other Financing Sources	903,289	768,355	419,045	540,462	540,462
<b>Total – Revenues</b>	<b>\$7,388,877</b>	<b>\$8,665,299</b>	<b>\$5,971,721</b>	<b>\$5,510,188</b>	<b>\$5,510,188</b>
<b>Local Tax Funding</b>	<b>\$71,821,845</b>	<b>\$78,024,549</b>	<b>\$89,843,418</b>	<b>\$101,087,561</b>	<b>\$103,969,974</b>
<b>FTE<sup>2</sup></b>	<b>696.50</b>	<b>649.14</b>	<b>673.14</b>	<b>682.14</b>	<b>682.14</b>

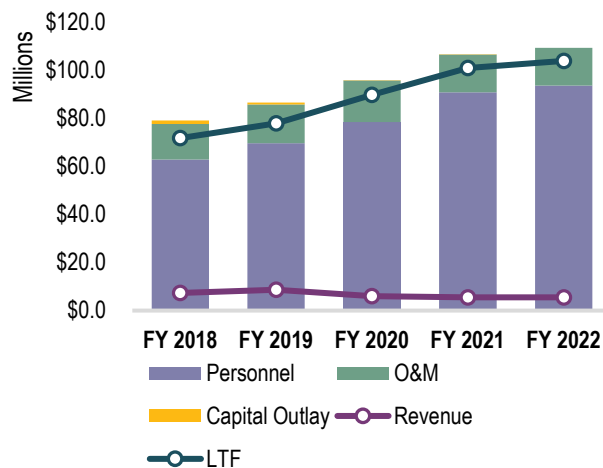
<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> Beginning in FY 2019 with the full implementation of the Human Capital Management (HCM) module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater are now assigned an FTE value of 1.00. In prior years, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00. This recalculation may cause differences in FTE counts between FY 2018 and FY 2019.



## Loudoun County Fire and Rescue

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

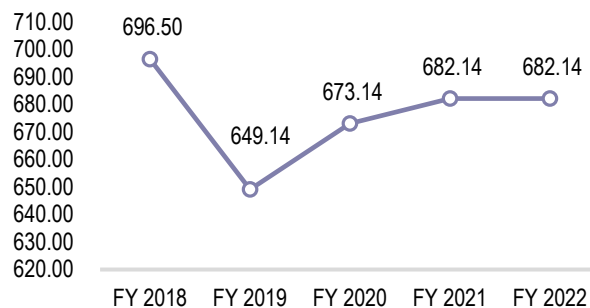
As shown, LCFR is primarily funded by local tax funding (approximately 95 percent). Programmatic revenue consists of grants, permits, fines, and grants including a transfer of approximately \$540,000 from the EMS Transport Reimbursement Fund to the General Fund.

#### Expenditure

The majority of LCFR'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 to

reflect new pay plans approved by the Board in November 2019, and 3.00 FTE included in the FY 2021 Proposed Budget.

### Staffing/FTE History



FY 2018: (Total 56.97 FTE), 39.20 FTE new operational staffing, 1.07 FTE administrative assistant, 1.12 FTE shift commander, conversion of 1.07 FTE position to 1.12 FTE (0.05 FTE), 5.60 FTE ECC dispatch staff, 5.60 FTE staffing request from Sterling Volunteer Fire Company, 2.19 FTE inspectors in the FMO, 2.14 FTE Training Academy

FY 2019: (Total 24.00 FTE), 2.00 FTE application/ data analysts, 1.00 FTE records management supervisor, 2.00 FTE shift commanders, 10.00 FTE Purcellville Volunteer Station staffing, 4.00 FTE EMS, 1.00 FTE behavioral health

coordinator, 1.00 FTE accountant, 1.00 FTE deputy chief of volunteer administration, 1.00 FTE EMS training officer, 1.00 FTE EMS administrative assistant.

FY 2020: (Total 24.00 FTE) 16.00 FTE Sterling staffing, 1.00 FTE HR specialist, 1.00 FTE communications specialist, 1.00 physicals coordinator, 1.00 administrative assistant (fleet/logistics/ health and wellness), 1.00 wellness center manager, 2.00 civilian fire marshals, and 1.00 FTE firefighter.

FY 2020 Mid-Year: 1.00 FTE was moved from non-departmental to LCFR for the communications training coordinator position associated with universal call taking, 5.00 FTE approved as for tanker staffing at Loudoun Heights Station.

LCFR continues to deliver robust emergency medical and fire suppression services to a growing community. As uniformed, operational positions are added, administrative and support positions are needed to provide sufficient day-to-day support to the Department. It is anticipated that the need for additional administrative and support positions will continue in the coming years.

As noted above, LCFR's expenditures have increased primarily due to increases in personnel costs, which make up approximately 85 percent of the Department's expenditures. Increases in personnel are primarily due to a 3 percent market-based salary adjustment and a 3.5 percent merit-based increase approved in FY 2019, and a 2 percent market-based and 3





## Loudoun County Fire and Rescue

percent merit increase in FY 2020. In FY 2020, the Board approved a total of 24.00 FTE including 16.00 FTE for Sterling staffing; 1.00 each for a human resource specialist, communications specialist, physicals coordinator, administrative assistant, and wellness center manager. The Board approved 2.00 FTE for civilian fire marshals and 1.00 FTE for a firefighter to replace a position which had been previously reclassified to create a battalion chief of special operations position. During the FY 2020 budget process, the Board approved 1.00 FTE for a communications training coordinator position associated with Universal Call Taker project at the Emergency Communications Center (ECC), which was moved to LCFR's budget in FY 2020. Also during FY 2020, 5.00 FTE were approved mid-year for tanker staffing for Loudoun Height Station. The full implementation of classification and compensation in FY 2021 results in a significant increase in personnel costs. With this implementation, starting annual salaries for firefighters are competitive with Loudoun County's comparator jurisdictions and market competitive grade and step plans are implemented for existing operational personnel.

Finally operating and maintenance expenditures decline in FY 2021 due to the removal of one-time and decreases in vehicle replacement costs. In FY 2021, vehicle replacement charges have been adjusted based on an annual review of the resources available in the vehicle replacement fund. The Proposed Budget for LCFR includes a \$1.93 million reduction from FY 2020 to reflect this change in addition to regular adjustments.

The FY 2021 Proposed Budget for revenue shows a decline in other local property taxes as a result of lower estimates for communication sales and use tax. This revenue continues to decline as consumers transition away from landlines telephones, traditional cable video services, and prepaid telecommunications.

LCFR's FY 2021 Proposed Budget reflects the priorities of fully implementing classification and compensation for existing employees and the thematic areas of span of control, internal support, and FTE authority.

### Span of Control

Included in the Proposed Budget for LCFR is a civilian technology manager position (1.00 FTE). This position will centralize elements of technology, currently spread widely across the Department. The proposed position will be oversee all aspects of technology within LCFR, including but not be limited to: managing the design, configuration, and implementation of technology solutions across LCFR; developing and implementing technology-related policies and procedures; and serving as a primary liaison for the Department of Information Technology (DIT). This position will supervise the Department's existing records security systems administrator and application/ data analyst (approved FY 2019), as well as the payroll specialist requested as part of the FY 2021 Proposed Budget.

### Internal Support

LCFR's FY 2021 Proposed Budget includes a payroll specialist to manage payroll for the Department's 673.13 FTE (FY 2020 Adopted). The Department's payroll function is complex, and currently, there is not a single point of contact responsible for this task.

The implementation of electronic timesheets through Orion AgencyWeb<sup>1</sup> shifted much of the responsibility for payroll from the administrative manager to the public safety technology group (PSTG), specifically an application manager dedicated to Orion AgencyWeb and a battalion chief. Payroll consumes an enormous amount of these employees' time, as they have the technical expertise required to investigate errors in AgencyWeb and in the bi-weekly export file that is transferred to Oracle. Both employees work closely with LCFR staffing personnel to fix programming errors and identify bugs in the system. They also interact frequently with County payroll to analyze the payroll export and correct errors as needed. These tasks take these two employees away from their core responsibilities. The proposed position will allow the Department to manage payroll

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<sup>1</sup> Orion AgencyWeb is LCFR's electronic time management system. While general workforce employee data are housed in Oracle, public safety uniformed employee data are housed in Orion AgencyWeb. These data must be transferred from Orion to Oracle. This was implemented in July 2017.



## Loudoun County Fire and Rescue

efficiently, in a more consistent and predictable manner, and to continue to be responsive to requests from internal customers (employees) and external partners elsewhere in County government. The payroll specialist will centralize the payroll function with duties including serving as the central point of contact for payroll questions and issues; working cross-functionally with LCFR staffing, HR, and the PSTG to ensure time and leave is entered appropriately; serving as a subject matter expert on federal and state laws and County pay policies; and analyzing the bi-weekly pay export from Orion to ensure that any technical and/or human error issues are addressed. The payroll specialist also will allow the battalion chief and application manager to focus on their core job duties.

### **FTE Authority**

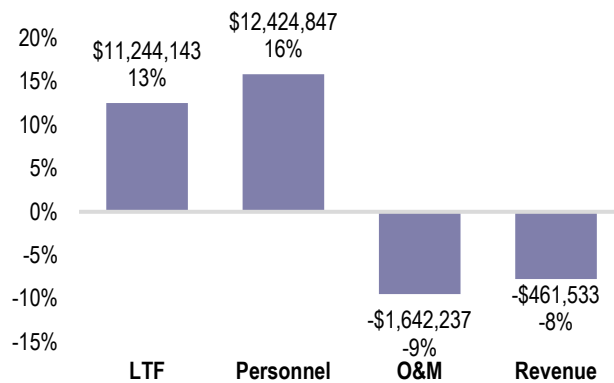
The Proposed Budget includes a request for an EMS Clinical Coordinator (1.00 FTE), which is fully offset by EMS Transport revenue. This position will support the activities of EMS training at the LCFR Training Academy. EMS training teaches all levels of emergency medical services classes to over 1,500 career and volunteer members of LC-CFRS. This position's primary role would be management of the Field Internship Student Data Acquisition Project (Fisdap) schedule calendar, which assigns EMS students to mandatory clinical assignments in the hospital operating room, emergency department, pediatrics, intensive care, behavioral health, and labor and delivery, as well as mandated field hours and capstone requirements.

This position would verify and audit all information entered into Fisdap by the student and evaluators. This includes all students for Emergency Medical Responder (EMR), Emergency Medical Technician (EMT), Advanced EMT, EMT-Intermediate to Paramedic, and EMT to Paramedic classes. The proposed EMS clinical coordinator also would act as the liaison between the Fire and Rescue Training Division and the hospitals with which LCFR has clinical agreements, and monitor students while at those hospitals. Clinical students are expected to be in excess of 200 each year in FY 2021 and beyond.



## Loudoun County Fire and Rescue

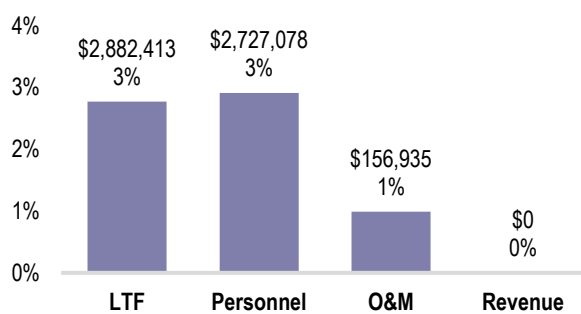
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ 3.00 FTE, general pay changes ||  
**O&M:** ↓ removal of one-time costs & decrease in vehicle replacement costs || **Revenue:** ↓ reduction in revenue associated with communication sales and use tax

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

**Loudoun County Fire and Rescue****FY 2021 Proposed Resource Requests<sup>1</sup>**

FTE Authority: EMS Clinical Coordinator						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$103,629	\$13,010	\$0	\$0	\$116,639	\$0	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• Position will manage clinical assignments for EMS students, including hospital rotations and mandated field hours/ capstone requirements.</li><li>• Currently, these duties are primarily handled by the EMS training specialist. Clinical hours have increased such that an additional position is needed to maintain the current service level.</li><li>• This position will provide increased capacity for on-site monitoring of students during clinicals, which are required for LCFR to form agreements with new host sites.</li></ul>			
Mandates:	Not Mandated					
PM Highlight:	Total Number of Clinical Hours					
Program:	Fire and Rescue Training					
Positions:	1 EMS Clinical Coordinator					
Theme:	FTE Authority					
One-time Costs:	\$8,135					
Recurring Costs:	\$108,504					

Priority 1: Civilian Technology Manager						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$124,706	\$11,905	\$15,000	\$0	\$0	\$151,611	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• LCFR has elements of technology spread widely across the Department, resulting in inefficiencies. This request represents a step toward consolidating technology efforts and re-aligning reporting structures by creating a single position for overseeing all aspects of technology within the Department.</li><li>• Position will manage the design, configuration, and implementation of technology solutions across the Department; develop and implement technology-related policies and procedures, and serve as a primary liaison for DIT. This position will supervise the Department's existing records security systems administrator and application managers.</li><li>• Some of these functions are currently performed by a uniformed battalion chief, but technology-related needs have grown to the point where a civilian position is needed to formalize this function and set it up for long-term sustainability.</li></ul>			
Mandates:	Not mandated					
PM Highlight:	Total Number of Incidents Created in Computer-Aided Dispatch (CAD) System					
Program:	Communications and Technology Support Services					
Positions:	1 Technology Manager					
Theme:	Span of Control					
One-time Costs:	\$20,615					
Recurring Costs:	\$130,996					

<sup>1</sup> 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.



## Loudoun County Fire and Rescue

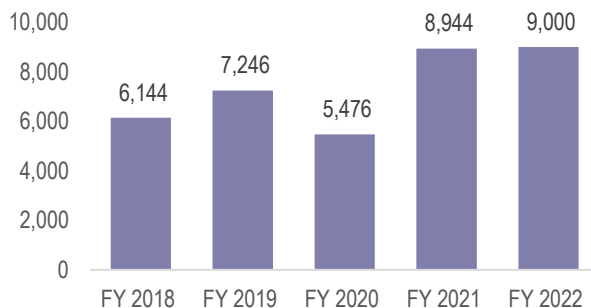
### Priority 2: Payroll Specialist

<b>Personnel:</b> \$103,629	<b>O&amp;M:</b> \$10,105	<b>Capital:</b> \$0	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$113,734	<b>FTE:</b> 1.00
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Details	Overview
<b>Service Level:</b> Current Service Level Request <b>Mandates:</b> Not mandated, but necessary for compliance, with federal, state, or local laws <b>PM Highlight:</b> LCFR Personnel Expenditures (in millions) <b>Program:</b> Communications and Technology Support Services <b>Positions:</b> 1 Payroll Specialist <b>Theme:</b> Internal Support <b>One-time Costs:</b> \$5,615 <b>Recurring Costs:</b> \$108,119	<ul style="list-style-type: none"> <li>• Role will centralize LCFR payroll functions currently shared between technology, HR, and finance/ administration personnel.</li> <li>• Provides capacity to address increasingly technical issues between Orion, LCFR's electronic time management system, and Oracle, the County's payroll system.</li> <li>• Duties include auditing the bi-weekly payroll export file and making corrections; writing/validating reports to track worker's comp, disability, FMLA, etc.; advising employees on time/leave entry; resolving pay discrepancies; and serving as central liaison for all payroll matters.</li> </ul>

Department Total						
<b>Personnel:</b> \$331,964	<b>O&amp;M:</b> \$35,020	<b>Capital:</b> \$15,000	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$116,639	<b>LTF:</b> \$265,345	<b>FTE:</b> 3.00

### Key Measures<sup>1</sup>



**Objective:** Provide comprehensive Emergency Medical Services training programs in line with local, state, and national standards.

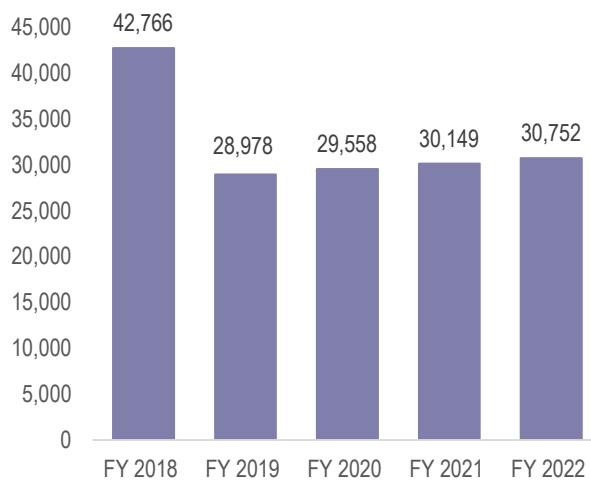
**Measure:** Total number of clinical hours.

*The number of clinical hours required for EMS training continues to increase, and coordinating clinical hours has become difficult to manage with existing EMS Training personnel, prompting the need for the EMS clinical coordinator position.*

<sup>1</sup> 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.



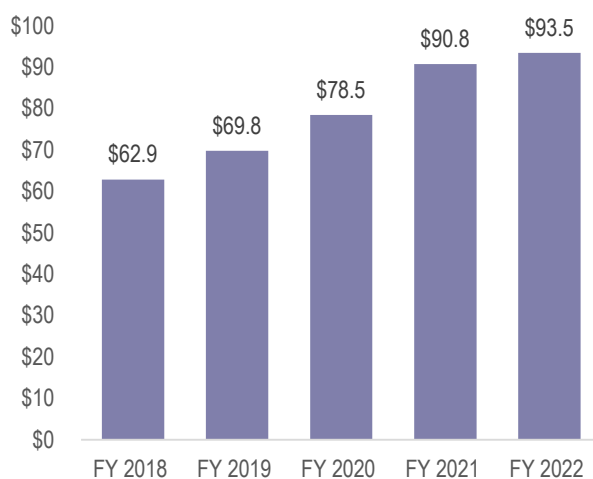
## Loudoun County Fire and Rescue



**Objective:** Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E-911 system.

**Measure:** Total number of incidents created in Computer Aided Dispatch System (CAD).

*The number and complexity technology systems within the Department has increased to the point where a dedicated role in a technology manager position is needed to oversee technology functions. The CAD system is increasingly interconnected with a number of other complex systems including Orion (electronic time management), Alpine (records management), and GIS. Overall call volume and associated information management needs continue to grow.*



**Objective:** Provide comprehensive Emergency Medical Services training programs in line with local, state, and national standards.

**Measure:** LCFR personnel expenditures (in millions).

*Personnel expenditures increase with the number of LCFR personnel. A payroll specialist position is needed to manage the coordination of Orion, LCFR's electronic time management system, and Oracle, the County's payroll system to address technical issues.*



## Loudoun County Fire and Rescue

### Department Programs

#### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Emergency Medical Services	\$2,785,039	\$2,724,129	\$2,534,100	\$2,752,897	\$2,825,371
Operations	49,053,960	52,965,226	63,020,974	70,637,000	72,703,198
Communications and Support Services	4,101,306	5,047,562	5,677,365	6,310,754	6,485,038
Volunteer Coordination	6,809,087	6,621,804	7,091,365	7,179,333	7,261,706
Fire-Rescue Training	5,957,158	6,642,705	4,989,358	6,298,903	6,447,732
Fire Marshal's Office	3,176,068	3,796,843	3,785,521	3,950,244	4,059,538
Administrative Services	2,109,244	1,755,311	2,229,874	2,604,544	2,677,603
Asset Management	5,218,860	7,136,267	6,486,583	6,864,073	7,019,975
<b>Total – Expenditures</b>	<b>\$79,210,722</b>	<b>\$86,689,848</b>	<b>\$95,815,139</b>	<b>\$106,597,749</b>	<b>\$109,480,162</b>
<b>Revenues</b>					
Emergency Medical Services	\$1,078,337	\$552,327	\$325,937	\$326,656	\$326,656
Operations	264,486	146,408	0	0	0
Communications and Support Services	4,309,186	3,946,194	4,180,000	3,523,920	3,523,920
Volunteer Coordination	0	72,630	0	0	0
Fire-Rescue Training	1,409,877	1,881,073	1,319,281	1,512,801	1,512,801
Fire Marshal's Office	126,903	576,517	136,650	136,650	136,650
Administrative Services	1,149	6,056	0	0	0
Personnel and Asset Management	198,519	1,484,093	9,853	10,161	10,161
<b>Total – Revenues</b>	<b>\$7,388,877</b>	<b>\$8,665,299</b>	<b>\$5,971,721</b>	<b>\$5,510,188</b>	<b>\$5,510,188</b>
<b>Local Tax Funding</b>					
Emergency Medical Services	\$1,706,703	\$2,171,802	\$2,208,163	\$2,426,241	\$2,498,715
Operations	48,789,474	52,818,818	63,020,974	70,637,000	72,703,198
Communications and Support Services	(207,880)	1,101,368	1,497,365	2,786,834	2,961,118
Volunteer Coordination	6,809,087	6,549,174	7,091,365	7,179,333	7,261,706
Fire-Rescue Training	4,547,281	4,761,632	3,670,077	4,786,102	4,934,931
Fire Marshal's Office	3,049,165	3,220,326	3,648,871	3,813,594	3,922,888
Administrative Services	2,108,096	1,749,255	2,229,874	2,604,544	2,677,603
Personnel and Asset Management	5,020,340	5,652,175	6,476,730	6,853,912	7,009,814
<b>Total – Local Tax Funding</b>	<b>\$71,821,845</b>	<b>\$78,024,549</b>	<b>\$89,843,418</b>	<b>\$101,087,561</b>	<b>\$103,969,974</b>

<sup>1</sup> Sums may not equal due to rounding.

**Loudoun County Fire and Rescue**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>FTE<sup>1</sup></b>					
Emergency Medical Services	8.86	13.00	13.00	13.00	13.00
Operations	544.27	496.00	513.00	517.00	517.00
Communications and Support Services	52.39	49.00	49.00	50.00	50.00
Volunteer Administration	3.21	4.00	4.00	4.00	4.00
Fire-Rescue Training	23.15	23.08	23.08	23.08	23.08
Fire Marshal's Office	24.38	23.06	25.06	25.06	25.06
Administrative Services	16.05	17.00	18.00	20.00	20.00
Personnel and Asset Management	24.19	24.00	28.00	30.00	30.00
<b>Total – FTE</b>	<b>696.50</b>	<b>649.14</b>	<b>673.14</b>	<b>682.14</b>	<b>682.14</b>

<sup>1</sup> Due to payroll costing adjustments done in FY 2020 to re-align FTE with reporting structures, some FTE have shifted between FY 2020 Adopted and FY 2021 Proposed.





## Juvenile Court Service Unit

To serve the Loudoun County Juvenile and Domestic Relations Court by allowing individuals access to the court to resolve domestic relations matters. The Juvenile Court Service Unit (JCSU) is a statutorily mandated agency that also assists the Virginia Department of Juvenile Justice (DJJ) with the protection of the public by preparing court involved youth to be successful citizens through professional supervision and services to juvenile offenders and families.

### Department's Programs

#### Intake

Receives and reviews delinquency complaints 24 hours a day. Determines whether a delinquency petition is to be filed with the juvenile court and, if so, whether the youth should be released to family or detained. Provides diversion and referrals to other community resources for first-time offenders; determines jurisdiction, venue, and controversy in domestic relations matters.

#### Probation and Parole Services

Provides probation supervision. Virginia juvenile probation strives to achieve a "balanced approach," focused on the principles of community protection, accountability, and competency development. Provides parole services to help transition offenders back to the community. Initiates transitional services, provides case management, and monitors the offender's re-entry to ensure a smooth transition to the community. Provides referrals for family and individual counseling and other resources, including vocational or specialized educational services.

#### Intervention Programs

Intervention programs assist juveniles and their families prior to Court involvement. Program participation can also be court-ordered.

**Juvenile Court Service Unit****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>	<b>FY 2022 Projected</b>
<b>Expenditures</b>					
Personnel	\$1,730,484	\$1,586,722	\$2,037,042	\$2,001,036	\$2,061,067
Operating and Maintenance	289,509	373,166	363,497	377,783	381,561
<b>Total – Expenditures</b>	<b>\$2,019,993</b>	<b>\$1,959,888</b>	<b>\$2,400,539</b>	<b>\$2,378,819</b>	<b>\$2,442,628</b>
<b>Revenues</b>					
<b>Total – Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$2,019,993</b>	<b>\$1,959,888</b>	<b>\$2,400,539</b>	<b>\$2,378,819</b>	<b>\$2,442,628</b>
County FTE	18.72	17.53	17.53	16.53	16.53
State FTE	13.47	13.00	13.00	13.00	13.00
<b>Total – FTE<sup>2</sup></b>	<b>32.19</b>	<b>30.53</b>	<b>30.53</b>	<b>29.53</b>	<b>29.53</b>

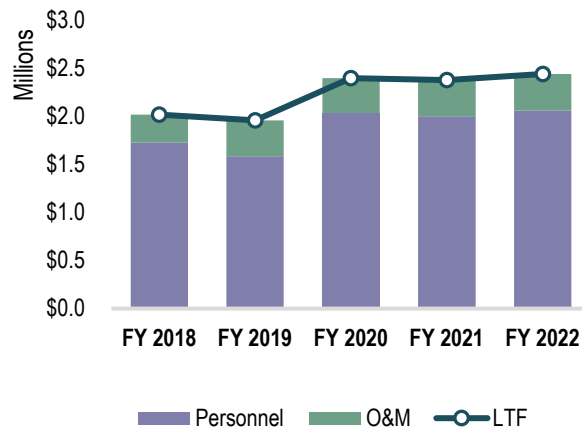
<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> Beginning in FY 2019 with the full implementation of the Human Capital Management module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater were assigned an FTE value of 1.00. In prior years, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00. This recalculation may cause differences in FTE counts between FY 2018 and FY 2019.



## Juvenile Court Service Unit

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

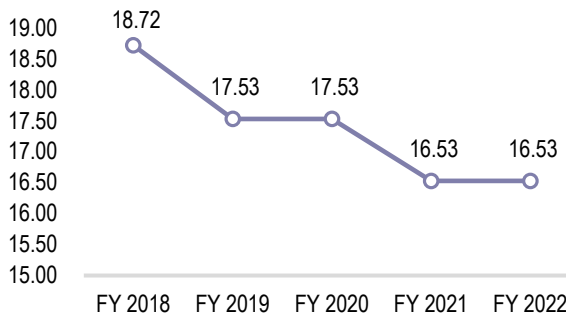
JCSU is exclusively funded by local tax funding for those positions supported by the County. State FTE are funded by the Commonwealth of Virginia with salary supplements provided by the County.

#### Expenditure

The majority of JCSU's expenditure budget is dedicated to personnel costs (approximately 84 percent). Increases in personnel costs have been driven by 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. The decline in

FY 2021 is the result of the transfer of 1.00 FTE to County Administration.

### Staffing/FTE History



FY 2020 Mid-Year: Shift of one position (1.00 FTE) to County Administration

The JCSU's expenditures have changed primarily because of changes to personnel costs in the last few fiscal years. Personnel costs make up approximately 84 percent of the Department's expenditures.

JCSU provides supervision, programs, and services to Loudoun County youth and families and has done so without the addition of new staff resources since FY 2012. JCSU personnel are comprised of both state (13.00 FTE) and County (16.53 FTE) employees. Personnel expenditures increased in FY 2019 and FY 2020 because of market-based adjustments and merit-based increases approved by the Board of Supervisors (Board), and because of the implementation of the new classification and compensation system.

Operating and maintenance (O&M) expenditures grew in FY 2019 as a result of right-sizing efforts associated with State salary supplements and vehicle replacement expenditures. O&M expenditures also grew in FY 2020 due to training needs and vehicle replacement expenditures.

The FY 2021 Proposed Budget includes additional changes to personnel and O&M expenditures associated with the transfer of one position (1.00 FTE) from JCSU to County Administration in FY 2020 and the reclassification of an existing position into an assistant director role. It also includes a base adjustment to right-size state salary supplements.

JCSU started transitioning to the Effective Practices in Community Supervision (EPICS) model in FY 2018. The transition process is a project of the Virginia Department of Juvenile Justice. In prior fiscal years, supervision was primarily



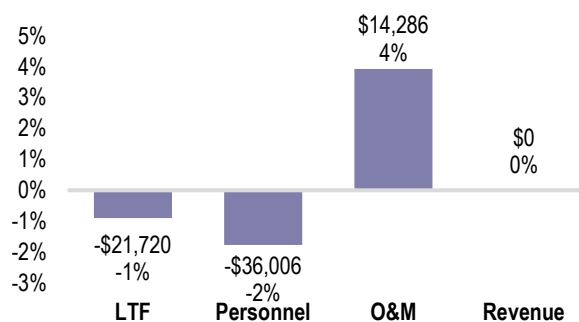
## Juvenile Court Service Unit

school-based as opposed to community-based. JCSU operates several diversion programs, which enable youth to seek treatment in the least restrictive environment possible. In determining service needs, JCSU uses the Youth Assessment and Screening Instrument (YASI) to assess a youth's risk level for re-offending (low, moderate, and high) and need for formal court supervision. JCSU remains an active participant in the Juvenile Detention Alternative Initiative. The Department's participation in this initiative has perpetuated the development and implementation of the Evening Reporting Center (ERC) and the Supervised Release Program (SRP). The ERC provides structured activities for participating youth in the evening between 4 p.m. and 8 p.m. with the goal of generating positive, pro-social behaviors. Similarly, the SRP allows participating youth a pre or post-dispositional supervision alternative to detention. Monitoring for program participants is tailored on a continuum dependent on the seriousness and risk associated with a given offender or defendant.

JCSU is a key participant in regional initiatives and staff chair the Gang Response and Intervention Team (GRIT). GRIT is a collaboration of federal, state, and local agencies aimed at preventing at-risk youth from becoming involved in gang activities.

In FY 2021, JCSU will continue to provide evidence-based intervention programs for youth offenders and defendants. Additional resources may be needed in future fiscal years to continue support these programs.

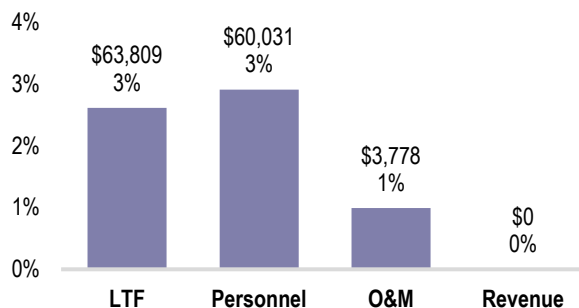
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↓ 1.00 FTE transferred to County Administration, reclassified assistant director position, general pay changes || **O&M:** ↑ Base adjustments for salary supplements || **Revenue:** ↔

### Percent Change from Proposed FY 2021 to Projected FY 2022



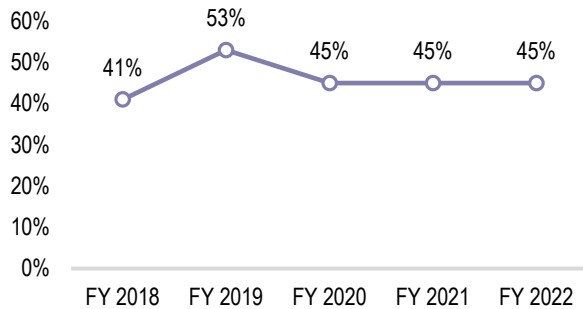
#### Reasons for Change:

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



## Juvenile Court Service Unit

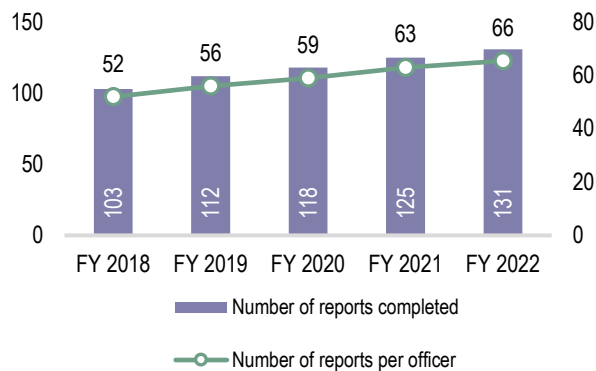
### Key Measures



**Objective:** Maintain a 40 percent diversion rate for juvenile complaints.

**Measure:** Percent of juvenile complaints diverted.

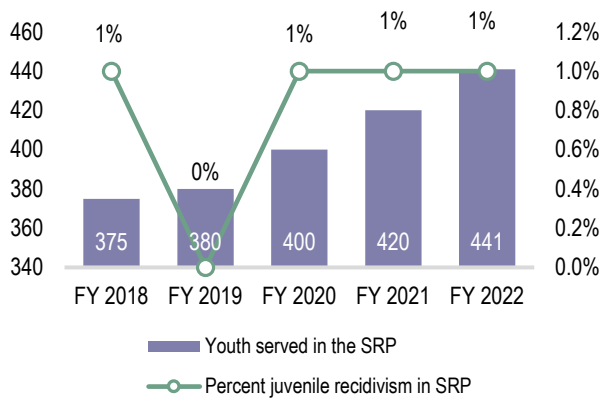
*As JCSU receives juvenile complaints, the Department will continue to process and divert more than 40 percent of complaints from further penetration into the justice system.*



**Objective:** Maintain a caseload of 100 reports or less per officer.

**Measure:** Number of pre-dispositional reports completed; Number of reports completed per officer.

*As the Juvenile and Domestic Relations Court continues to need investigative reports for supervision determinations, JCSU will maintain a caseload of 100 or less reports per officer to service those reporting needs.*



**Objective:** Maintain a rate of recidivism while in the Supervised Release Program (SRP) at or below 3 percent.

**Measure:** Number of youth served by SRP; Percent of juvenile recidivism while in SRP.

*As the number of youth served in the SRP grows, JCSU will maintain a recidivism rate of less than 3 percent for participating juveniles.*





## Sheriff's Office

The Sheriff is a locally elected constitutional officer by virtue of the Virginia Constitution, Article VII, Section 4, elected every four years and has responsibilities that are outlined by the General Assembly in the form of state statutes. The Sheriff and the Sheriff's deputies have criminal and civil jurisdiction to enforce the laws of the Commonwealth of Virginia and the ordinances of Loudoun County.

### Department's Programs

#### Criminal Investigations

Provides comprehensive follow-up investigation of criminal cases referred from other Divisions within the Sheriff's Office, other County Departments, and other federal, state, and local law enforcements partners.

#### Field Operations

Provides service to the County 24 hours a day, 365 days a year. Responsible for pro-active patrol, response to calls for service and routine traffic enforcement. Engages the community through outreach and communication strategies that improve the quality of life for County residents, businesses, and visitors.

#### Operational Support

Provides support services through Traffic Safety and Enforcement, Field Operations Support, Response Teams, Juvenile Education and Services, and Adult Crime Prevention. Emergency Management provides support through the Operational Support Division.

#### Emergency Communications

Provides Sheriff's Office emergency 911 dispatch services and non-emergency and administrative calls for service. Enables 24/7 access to all Loudoun County law enforcement activity.

#### Corrections

Manages the Adult Detention Center (ADC) and Work Release Program.

#### Court Services

Provides Court Security for the Loudoun County Courthouse Complex and Civil Process enforcement for Loudoun County.

#### Administrative and Technical Services

Provides support functions to Sheriff's Office divisions related to records management, property and evidence management, accreditation and training, human resources, IT support, the False Alarm Reduction Unit (FARU), Employment Services, and finance and administration.

#### Office of the Sheriff

Provides senior command and leadership for the Sheriff's Office.

**Sheriff's Office****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected <sup>2</sup>
<b>Expenditures</b>					
Personnel	\$72,326,779	\$75,516,395	\$83,415,449	\$91,972,280	\$96,580,313
Operating and Maintenance	13,218,615	11,211,883	12,517,931	12,230,513	12,564,553
Capital Outlay	494,888	491,110	48,800	37,750	0
Other Uses of Funds	0	0	0	0	0
<b>Total – Expenditures</b>	<b>\$86,040,283</b>	<b>\$87,219,387</b>	<b>\$95,982,180</b>	<b>\$104,240,543</b>	<b>\$109,144,866</b>
<b>Revenues</b>					
General Property Taxes	\$202,168	\$0	\$0	\$0	\$0
Other Local Taxes	4,253,714	3,946,189	4,180,000	3,523,920	3,523,920
Permits, Fees, and Licenses	386,522	489,294	300,200	300,200	300,200
Fines and Forfeitures	1,498,345	1,357,096	1,470,000	1,470,000	1,470,000
Use of Money and Property	0	0	0	0	0
Charges for Services	494,157	514,878	591,487	591,487	591,487
Miscellaneous Revenue	648	380	0	0	0
Recovered Costs	1,875,603	2,128,128	1,994,100	1,994,100	1,994,100
Intergovernmental – Commonwealth	13,396,676	13,896,414	14,362,373	14,362,373	14,362,373
Intergovernmental – Federal	243,127	425,465	0	0	0
<b>Total – Revenues</b>	<b>\$22,350,960</b>	<b>\$22,757,844</b>	<b>\$22,898,160</b>	<b>\$22,242,080</b>	<b>\$22,242,080</b>
<b>Local Tax Funding</b>	<b>\$63,689,323</b>	<b>\$64,461,543</b>	<b>\$73,084,020</b>	<b>\$81,998,463</b>	<b>\$86,902,786</b>
<b>FTE<sup>3,4</sup></b>	<b>794.95</b>	<b>730.85</b>	<b>758.48</b>	<b>788.49</b>	<b>803.49</b>

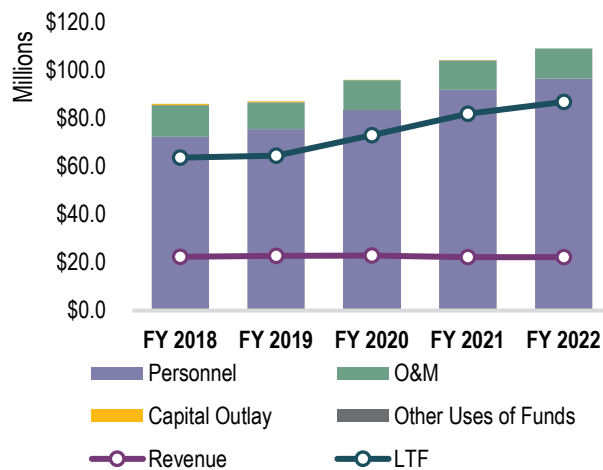
<sup>1</sup> Sums may not equal due to rounding.<sup>2</sup> FY 2022 projected values include estimated costs associated with the Courts Complex Expansion Project as well as full-year costs for pro-rated FY 2021 positions.<sup>3</sup> Beginning in FY 2019 with the full implementation of the Human Capital Management module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater were assigned an FTE value of 1.00. In prior years, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00. This recalculation may cause differences in FTE counts between FY 2018 and FY 2019.<sup>4</sup> Due to rounding, FTE may appear to vary by hundredths of a decimal from one fiscal year to the next (beyond FTE added as part of the budget process).





## Sheriff's Office

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

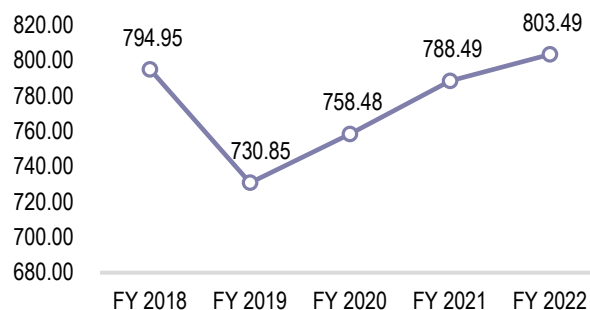
The Loudoun County Sheriff's Office (LCSO) is primarily funded by local tax funding (78 percent). Programmatic and intergovernmental revenue makes up the remaining 22 percent and primarily consists of reimbursements from the Virginia Compensation Board.

#### 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, and adjustments in FY

2021 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<sup>1, 2</sup>



FY 2018: 1.12 FTE school resource officer (SRO), 1.00 FTE administrative assistant, 1.00 FTE crime analyst, 1.00 FTE video systems coordinator

FY 2019: 3.00 FTE SROs, 4.00 FTE patrol deputies, 2.00 FTE traffic safety deputies, 1.00 FTE evidence technician, 1.00 FTE cook

FY 2019 Mid-Year: 1.00 FTE deputy (Adult Drug Court)

FY 2020: 1.00 FTE firing range sergeant, 2.00 FTE firing range deputies, 1.00 FTE court services major, 1.00 FTE

court services 1st lieutenant, 12.00 court security deputies, 1.00 FTE administrative assistant, 1.00 FTE SRO sergeant, 1.00 FTE SRO, 2.00 FTE juvenile resource officers (JRO), 3.09 FTE background investigators, 0.77 FTE video technician, 0.77 FTE computer technician

FY 2020 Mid-Year: 1.00 FTE executive detail sergeant, 2.00 FTE executive detail deputies, 1.00 FTE domestic violence detective<sup>3</sup>

<sup>1</sup> FY 2021 FTE includes 7.00 FTE added in FY 2020 for implementation of the Universal Call Taker project. These FTE were previously located in the Non-Departmental section of the FY 2020 Adopted Budget.

<sup>2</sup> Projected FY 2022 staffing includes 15.00 FTE for positions that will be requested for the third phase of staffing for the Courts Complex Expansion Project.

<sup>3</sup> The domestic violence detective position (1.00 FTE) is grant-funded through September 2022.



## Sheriff's Office

Personnel expenditures make up 88 percent of LCSO's budget and changes to compensation and staffing, as outlined in the previous sections, are responsible for most of the expenditure increases in LCSO's overall budget.

The Board of Supervisors (Board) approved several resources in the FY 2020 Adopted Budget focused on supporting capital facility openings, meeting public/life safety priorities, managing internal support and technology needs, and providing effective managerial oversight. Capital facility resources included two deputies and one sergeant for the Public Safety Firing Range facility (3.00 FTE), and fifteen positions for the Courts Complex Expansion Project (15.00 FTE) to meet state-mandated safety and security needs associated with Court facilities. Capital facility additions also included one SRO for Independence High School (1.00 FTE), which allowed LCSO to continue providing one SRO per middle or high school in the County. For public/life safety priorities, the Sheriff's Office added FTE authority (7.00 FTE) and technical resources for the Universal Call Taker project at the Emergency Communications Center (ECC) to provide staffing parity with Loudoun County Fire and Rescue, the partner agency in the project.

The Office also added two JROs (2.00 FTE) to continue meeting juvenile education needs associated with the Drug Abuse Resistance Education (D.A.R.E.) program and related juvenile education efforts. In addition, LCSO added 3.09 FTE for part-time background investigators to continue to support the Office's recruitment process and 1.54 FTE for two part-time technical staff to meet demands associated with internal computer support or video evidence processing needs. Finally, LCSO received 1.00 FTE for an SRO sergeant to provide efficient oversight for the SRO program.

Additionally, the FY 2020 budget included one FY 2019 mid-year position for a drug court deputy (1.00 FTE) to support the Adult Drug Court.

The FY 2021 Proposed Budget includes increases to the operating budget associated with contractual items, including increased obligations involving the NVCJTA, and supply needs at the ADC related to rising food costs. In addition, the FY 2021 budget includes funding for personnel and ongoing support costs for three mid-year positions (3.00 FTE) approved by the Board for two deputies and one sergeant to expand the executive detail program to cover the Ridgetop Facility. The FY 2021 Proposed Budget also includes funding to support ongoing operational needs associated with seven positions (7.00 FTE) added as part of the Universal Call Takers project in FY 2020.

In FY 2021, vehicle replacement charges have been adjusted based on an annual review of the resources available in the vehicle replacement fund. The Proposed Budget for the Sheriff's Office includes a \$1,181,427 reduction from FY 2020 to reflect this change in addition to regular adjustments, which is reflected in the slight O&M decrease in the financial and FTE summary table.

Revenues for the Sheriff's Office originate from several sources, including fines and fees and intergovernmental revenues. Local tax funding is the largest source of funding for the Office. The FY 2021 Proposed Budget includes an increase in local tax funding primarily attributable to the proposed positions discussed below and a decline in projected revenue in FY 2021. Revenues are projected to decrease in FY 2021 due to an anticipated reduction in the transfer of communications tax revenue from the State. The decline shown in Other Local Property Taxes is a result of lower estimates for Communication Sales and Use Tax. This revenue continues to decline as consumers transition away from landline telephones, traditional cable video services, and prepaid telecommunications.

For FY 2021, the Office's resource requests focus on the thematic areas of capital facility openings and internal support.

### Capital Facilities Opening

The FY 2021 Proposed Budget includes 17.00 FTE dedicated to providing service at capital facilities opening in FY 2021 and FY 2022. Sixteen positions (16.00 FTE) are included for the second phase of the Court Expansion Project and one position (1.00 FTE) for the new Lightridge High School.

The new Courts Complex will be constructed and opened in several phases. To staff the facility appropriately, LCSO has taken a multi-phased approach to adding personnel to service the facility. The first phase of staffing was approved in the FY



## Sheriff's Office

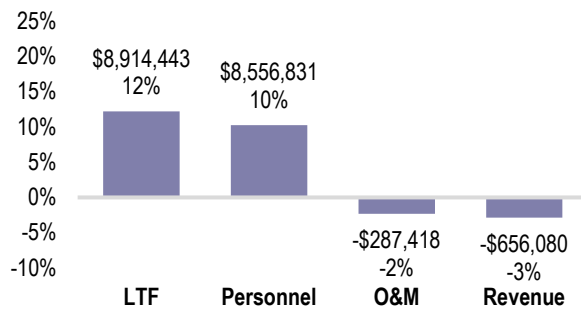
2020 Adopted Budget and included a major (1.00 FTE), lieutenant (1.00 FTE), administrative assistant (1.00 FTE), and twelve deputies (12.00 FTE). The FY 2021 Proposed Budget includes sixteen additional positions for the second phase of staffing. These positions include twelve deputies (12.00 FTE), three sergeants (3.00 FTE), and one IT technician (1.00 FTE). The proposed staff in the second phase will allow LCSO to continue staffing the new facilities and provide additional managerial support and technical expertise to manage multiple court facilities and multiple security systems. The multi-phased staffing approach will continue in FY 2022 with fifteen additional positions anticipated. Court security staff are critical to ensuring safe public access and daily operations of the Juvenile and Domestic Relations, General District, and Circuit Courts. In FY 2019, court deputies performed 265,812 individual security screenings and are expected to screen approximately 274,000 and 282,000 individuals in FY 2020 and FY 2021, respectively.

One SRO position is included in the FY 2021 Proposed Budget to staff Lightridge High School, which will open in the fall of 2020. This position will maintain a current service level of one SRO for each public middle and high school in Loudoun County. The duties of an SRO include, among other responsibilities, conducting threat assessments, security checks of the building, providing training sessions for Loudoun County Public Schools staff, and presentations to the student and parent body on various topics that are school related. SROs also administer several student programs and manage all criminal investigations that originate in schools. Service needs for middle and high schools involved combined 5,521 calls for service between middle and high schools in FY 2019, or 191 calls per SRO. In FY 2020 and FY 2021, SROs are estimated to respond to a combined 5,040 and 5,280 calls for service, or 168 and 170 per SRO.

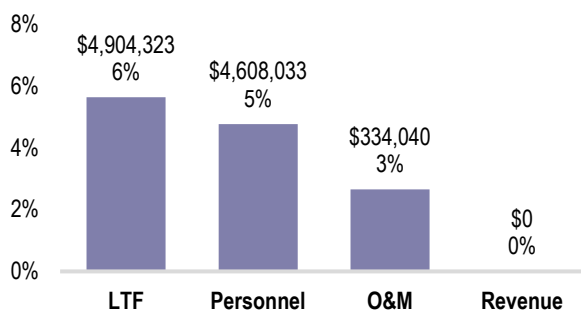
### Internal Support

In addition to several positions to support new capital facilities, the FY 2021 Proposed Budget includes a request for a civilian latent print examiner (1.00 FTE) and a property evidence technician (1.00 FTE) to meet the Office's internal support needs. The latent print examiner will join a team of one full-time and two part-time examiners and enable the Sheriff's Office to operate the latent print examination unit completely in-house. It would also allow the Sheriff's Office to address review needs involving the Northern Virginia Regional Identification System. Without the addition of a latent print examiner, existing staff would need to continue submitting latent print lifts to the Commonwealth's Department of Forensic Science for validation, which can involve a wait time of two to six months.

The requested property evidence technician will help the Sheriff's Office maintain current service levels by providing a regular, full-time staff member to replace a temporary position expiring at the end of FY 2020. This position will allow the Office to continue meeting evidence management needs, which have increased year-over-year since FY 2018. In FY 2018, the Sheriff's Office stored 52,218 pieces of evidence and expects to store approximately 60,000 pieces of evidence by FY 2021. Without the addition of an evidence technician, overtime demands would increase on existing staff to meet evidence management mandates set by state and federal law.

**Sheriff's Office****Percent Change from Adopted FY 2020 to Proposed FY 2021****Reasons for Change:**

**Personnel:** ↑ 30.00 FTE<sup>1</sup>, general pay changes ||  
**O&M:** ↓ base adjustments for contractual service needs and supply needs associated with mid-year personnel; vehicle replacement fund adjustments ||  
**Revenue:** ↓ decline in communication tax revenue from the State

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

**Personnel:** ↑ 3 percent and full-year costs for prorated FY 2021 positions/ projected FY 2022 staffing for the Courts Complex Expansion Project ||  
**O&M:** ↑ 1 percent and projected departmental Courts Complex Expansion Project costs ||  
**Revenue:** ↔

<sup>1</sup> This FTE change includes 4.00 FTE added mid-year in FY 2020 and the 7.00 FTE moved over from Non-Departmental.



## Sheriff's Office

### FY 2021 Proposed Resource Requests<sup>1</sup>

Capital Facility Openings: School Resource Officer						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$95,424	\$52,031	\$74,430	\$0	\$0	\$221,885	1.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• This request provides for an SRO to staff Lightridge High School, which opens in the Fall of 2020.</li><li>• The addition of another SRO allows the Sheriff's Office to maintain a current service level of one dedicated SRO per middle or high school in the County.</li><li>• Service needs associated with the school system will continue to grow as the school-age population in the County grows.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	High school calls for service					
<b>Program:</b>	Operational Support Program: Juvenile Programs Activity					
<b>Positions:</b>	1 School Resource Officer (SRO)					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$97,141					
<b>Recurring Costs:</b>	\$124,744					

Capital Facility Openings: Courthouse Expansion						
<b>Personnel<sup>2</sup>:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,105,077	\$331,911	\$135,530	\$0	\$0	\$1,572,518	16.00
Details			Overview			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• This request represents the second phase of a three-year request for staffing associated with the Courthouse Expansion project (as discussed during the FY 2020 budget process, which included Phase 1).</li><li>• These additional staff (12 Deputies, three Sergeants, and one IT Technician) will be critical to securing the Courts Complex as mandated by the Code of Virginia §53.1-120, when the related capital project is completed.</li><li>• The proposed staffing request for this facility allows for sworn staff to attend required academy training to ensure adequate court security personnel in time for completion of the related capital project.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of persons screened					
<b>Program:</b>	Court Services Program: Courthouse Security & Civil Process Activities					
<b>Positions:</b>	12 Deputies 3 Sergeants 1 IT Technician					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$280,455					
<b>Recurring Costs:</b>	\$1,292,063					

<sup>1</sup> 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.

<sup>2</sup> Personnel costs shown reflect six-month costs for deputy positions.

**Sheriff's Office****Priority 1: Latent Print Examiner**

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$85,809	\$12,450	\$0	\$0	\$0	\$98,259	1.00

Details		Overview
<b>Service Level:</b>	Enhanced Service Level Request	<ul style="list-style-type: none"><li>• This resource request would provide an additional full-time latent print examiner for the Biometric Examination Unit (BEU) in the Forensic Services Activity.</li><li>• The BEU is staffed with one full-time latent print examiner and two part-time examiners in a "pooled" position.</li><li>• Existing staffing resources require the County to submit latent print lifts to the state Department of Forensic Science for processing with a wait time of 2 to 6 months.</li><li>• This resource would allow for a fully functional latent print unit in-house and allow lift examinations to be turned around within days.</li><li>• It would also allow the BEU to work on review needs associated with finger print submissions to the Northern Virginia Regional Identification System (NOVARIS).</li></ul>
<b>Mandates:</b>	Not mandated	
<b>PM Highlight:</b>	n/a	
<b>Program:</b>	Criminal Investigations Program: Forensics Services Unit Activity	
<b>Positions:</b>	1 Latent Print Examiner	
<b>Theme:</b>	Internal Support	
<b>One-time Costs:</b>	\$8,245	
<b>Recurring Costs:</b>	\$90,014	

**Priority 2: Property Evidence Technician**

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$81,198	\$11,700	\$0	\$0	\$0	\$92,898	1.00

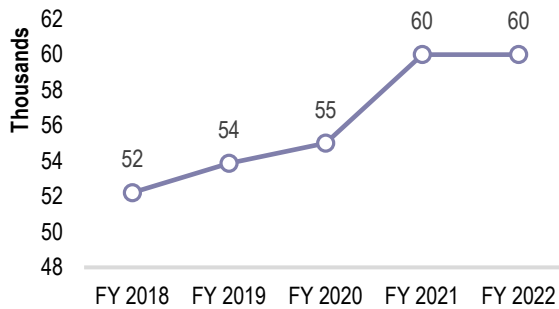
Details		Overview
<b>Service Level:</b>	Current Service Level Request	<ul style="list-style-type: none"><li>• This resource request would provide a regular, full-time property evidence technician to complement the two existing technicians, one quartermaster, and one working supervisor currently managing the property and evidence activity.</li><li>• The proposed position would also provide additional efficiency in coordinating evidence management when staff are required to attend court-related appearances.</li><li>• This resource request would help maintain current service levels by replacing a temporary staff position expiring in June 2020. The temporary position has played a key role in supplementing existing full-time staff in meeting evidence management mandates, while also helping to limit over-time demands on staff.</li><li>• Without this resource, existing staff would accrue additional overtime to meet federal and state evidence mandates.</li></ul>
<b>Mandates:</b>	Federal/State Mandate	
<b>PM Highlight:</b>	Pieces of evidence stored/kept by LCSO	
<b>Program:</b>	Administrative and Technical Services Program: Property and Evidence Activity	
<b>Positions:</b>	1 Property Evidence Technician	
<b>Theme:</b>	Internal Support	
<b>One-time Costs:</b>	\$6,245	
<b>Recurring Costs:</b>	\$86,653	

**Department Total**

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,367,508	\$408,092	\$209,960	\$0	\$0	\$1,985,560	19.00



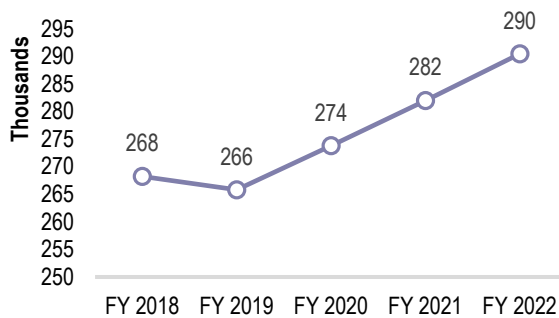
## Key Measures



**Objective:** Ensure that all evidence is located, entered into computer-aided dispatch (CAD), available for court or transport at the time of the request, returned or destroyed as required and handled in accordance with the Code of Virginia.

**Measure:** Pieces of evidence stored/kept by the Sheriff's Office due to pending disposition.

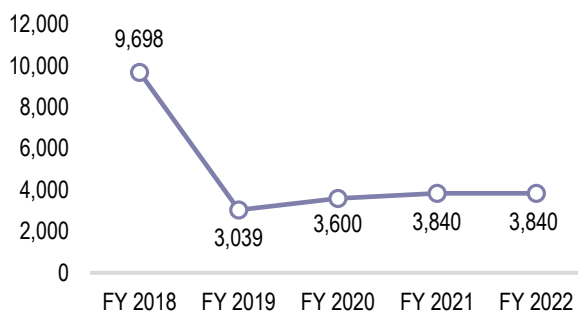
*Evidence management is an important function for the Sheriff's Office. The number of items kept or maintained as evidence has grown since FY 2018.*



**Objective:** Provide safety to the Court Complex by conducting security screenings of all visitors and employees who enter the Court Complex.

**Measure:** Number of persons screened.

*Court service needs are anticipated to grow as both the County population increases and the expanded court facilities open.*



**Objective:** Maintain safety and security of middle and high schools through the School Resource Officer (SRO) program.

**Measure:** High school calls for service.

*Overall, calls for service for LCSO will increase as new school facilities open for operation. Starting in FY 2019, the measure "High school calls for service" was revised to include only law enforcement events as opposed to all service events.*

**Sheriff's Office****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected <sup>2</sup>
<b>Expenditures</b>					
Office of the Sheriff	\$1,468,403	\$1,389,125	\$1,754,795	\$1,920,984	\$1,977,387
Field Operations	28,404,328	27,624,247	28,498,615	31,952,213	32,860,033
Criminal Investigations	8,100,047	7,876,915	9,501,647	9,836,912	10,119,036
Operational Support	10,102,796	10,439,049	12,427,298	11,252,420	11,563,855
911-Emergency Communications	3,942,529	3,890,711	4,387,381	5,369,814	5,524,873
Administrative-Technical Services	7,847,500	8,544,034	10,020,090	11,005,469	11,430,637
Corrections	21,747,675	22,661,591	23,465,845	24,848,646	25,504,468
Court Services	4,427,005	4,793,716	5,926,511	8,054,087	10,164,577
<b>Total – Expenditures</b>	<b>\$86,040,283</b>	<b>\$87,219,387</b>	<b>\$95,982,180</b>	<b>\$104,240,543</b>	<b>\$109,144,866</b>
<b>Revenues</b>					
Office of the Sheriff	\$433,515	\$437,991	\$390,477	\$390,477	\$390,477
Field Operations	4,656,285	4,654,465	3,913,453	4,663,453	4,663,453
Criminal Investigations	1,436,243	1,481,731	1,443,247	1,443,247	1,443,247
Operational Support	3,221,133	3,185,774	3,843,258	3,093,258	3,093,258
911-Emergency Communications	4,253,714	3,946,189	4,180,000	3,523,920	3,523,920
Administrative-Technical Services	1,219,296	1,368,171	957,576	957,576	957,576
Corrections	6,716,730	7,251,398	7,662,242	7,662,242	7,662,242
Court Services	414,046	432,125	507,907	507,907	507,907
<b>Total – Revenues</b>	<b>\$22,350,960</b>	<b>\$22,757,844</b>	<b>\$22,898,160</b>	<b>\$22,242,080</b>	<b>\$22,242,080</b>
<b>Local Tax Funding</b>					
Office of the Sheriff	\$1,034,888	\$951,134	\$1,364,317	\$1,530,507	\$1,586,910
Field Operations	23,748,044	22,969,782	24,585,162	27,288,760	28,196,580
Criminal Investigations	6,663,805	6,395,184	8,058,400	8,393,665	8,675,789
Operational Support	6,881,663	7,253,275	8,584,040	8,159,162	8,470,597
911-Emergency Communications	(311,185)	(55,479)	207,381	1,845,894	2,000,953
Administrative-Technical Services	6,628,205	7,175,863	9,062,513	10,047,893	10,473,061
Corrections	15,030,945	15,410,193	15,803,603	17,186,404	17,842,226
Court Services	4,012,959	4,361,591	5,418,604	7,546,180	9,656,670
<b>Total – Local Tax Funding</b>	<b>\$63,689,323</b>	<b>\$64,461,543</b>	<b>\$73,084,020</b>	<b>\$81,998,463</b>	<b>\$86,902,786</b>
<b>FTE</b>					
Office of the Sheriff	10.72	11.00	11.00	11.00	11.00

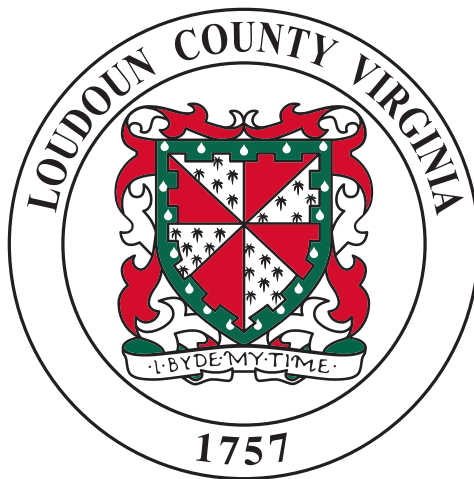
<sup>1</sup> Sums may not equal due to rounding.<sup>2</sup> FY 2022 projected values include estimated costs associated with the Courts Complex Expansion Project as well as full-year costs for pro-rated FY 2021 positions.





## Sheriff's Office

Field Operations	267.00	242.56	242.56	251.56	251.56
Criminal Investigations	76.94	70.30	71.30	73.30	73.30
Operational Support	92.61	90.99	94.99	88.99	88.99
911-Emergency Communications	46.80	42.00	42.00	49.00	49.00
Administrative-Technical Services	47.80	48.00	55.63	57.64	57.64
Corrections	203.04	183.00	183.00	183.00	183.00
Court Services	50.04	43.00	58.00	74.00	89.00
<b>Total – FTE</b>	<b>794.95</b>	<b>730.85</b>	<b>758.48</b>	<b>788.49</b>	<b>803.49</b>





# Health and Welfare FY 2021 Proposed Budget

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## Health and Welfare Summary

### FY 2021 Proposed Expenditures<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Extension Services	\$419,769	\$456,305	\$553,940	\$584,888	\$600,137
Family Services	33,972,738	35,301,725	43,077,179	45,295,101	46,229,013
Health	4,899,397	5,466,022	5,894,627	6,926,794	7,077,907
Mental Health, Substance Abuse, and Developmental Services	40,085,398	43,828,400	49,868,199	53,868,280	55,281,557
<b>Total</b>	<b>\$79,377,302</b>	<b>\$85,052,453</b>	<b>\$99,393,945</b>	<b>\$106,675,063</b>	<b>\$109,188,615</b>

<sup>1</sup> Sums may not equal due to rounding.



## Extension Services

The Department of Extension Services' (DES) mission is to build local relationships and collaborative partnerships that improve economic, environmental, and social well-being by helping people put scientific knowledge to work through learning experiences. Its topic areas include agriculture, animal husbandry, agronomy, horticulture, forestry, agroforestry, natural resources conservation, youth development, food safety, human nutrition, and community development. DES is also Loudoun County's office of Virginia Cooperative Extension (VCE) representing the Commonwealth's land-grant universities: Virginia Tech and Virginia State University. As such, DES serves as the portal through which the county government can access Virginia Tech's College of Agriculture and Life Sciences, Virginia Tech's College of Natural Resources and Environment, the Virginia-Maryland Regional College of Veterinary Medicine, Virginia's Agricultural Experiment Stations, and Virginia State University's College of Agriculture. DES employees are supported by as many as 150 volunteers who are trained to serve as key participants in the Department's success.

### Department's Programs

#### Agriculture and Natural Resources

Provides education programs and technical information relating to production agriculture, recreational farming, horse ownership, commercial horticulture, community horticulture, agronomy, pesticide application safety, natural resource conservation, water quality management, and soil health.

#### 4-H Youth Development

Provides hands-on, experiential learning in the areas of science, healthy living, and citizenship to help Loudoun youth (ages five to eighteen) develop life skills.

#### Family and Consumer Sciences

Provides education and technical information related to food safety and human nutrition for County commercial and residential audiences.

**Extension Services****Budget Analysis****Department Financial and FTE Summary<sup>1,2</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2021 Projected
<b>Expenditures</b>					
Personnel	\$338,019	\$368,673	\$439,481	\$470,032	\$484,133
Operating and Maintenance	81,750	87,633	114,459	114,856	116,005
<b>Total – Expenditures</b>	<b>\$419,769</b>	<b>\$456,305</b>	<b>\$553,940</b>	<b>\$584,888</b>	<b>\$600,137</b>
<b>Revenues</b>					
Recovered Costs	\$1,096	\$0	\$0	\$0	\$0
<b>Total – Revenues</b>	<b>\$1,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>	<b>\$418,673</b>	<b>\$456,305</b>	<b>\$553,940</b>	<b>\$584,888</b>	<b>\$600,137</b>
<b>FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

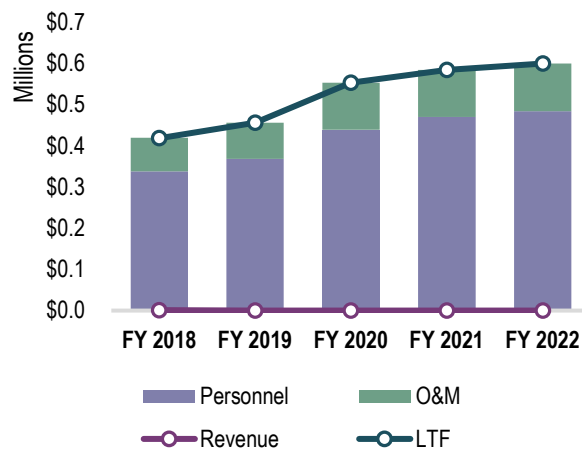
<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> All financial information in this section reflects the County budget for the DES; DES also has a State budget and State employees, however, those costs are not reflected in the County budget document.



## Extension Services

### Revenue and Expenditure History



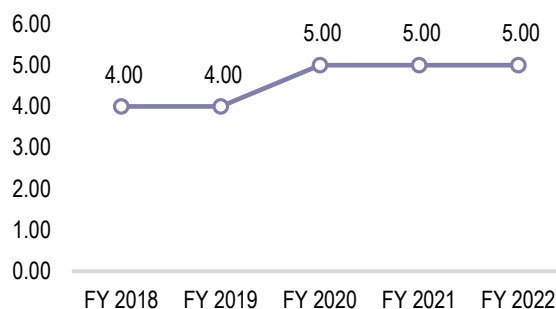
#### Revenue/Local Tax Funding

As shown, DES's budget is funded by local tax funding (100 percent). There is no program-generated revenue associated with this Department.

#### Expenditure

The majority of DES's expenditure budget is dedicated to personnel costs (80 percent). Personnel increases have been driven by added staff 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 of Supervisors in November 2019.

### Staffing/FTE History

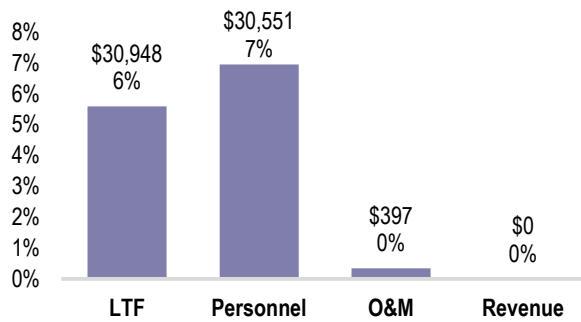


FY 2020: 1.00 FTE community engagement coordinator

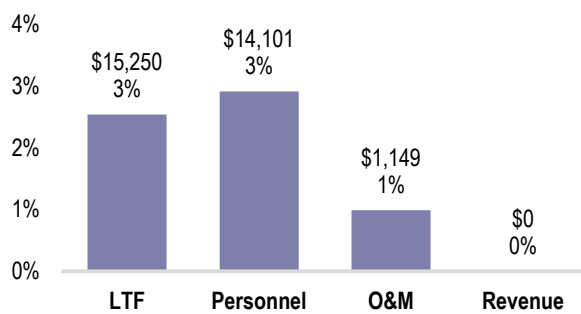
The Department has three state positions (3.00 FTE); those are not reported in the Staffing/FTE History chart.

The Department's expenditures have increased primarily due to personnel costs, which make up 80 percent of its expenditures. Personnel costs have risen primarily due to higher compensation and the addition of a community engagement coordinator position in FY 2020. DES has no program-generated revenue.

In FY 2020, the Board of Supervisors approved 1.00 community engagement coordinator. The position is filled and recruits, trains, and manages approximately 150 volunteers who support DES. The community engagement coordinator is establishing a cohort of volunteers whose activities will focus on promoting environmental, social, and economic sustainability not addressed within the current state curricula.

**Extension Services****Percent Change from Adopted FY 2020 to Proposed FY 2021****Reasons for Change:**

**Personnel:** ↑ General pay changes || **O&M:** ↑ Internal services || **Revenue:** ↔

**Percent Change from Proposed FY 2020 to Projected FY 2022****Reasons for Change:**

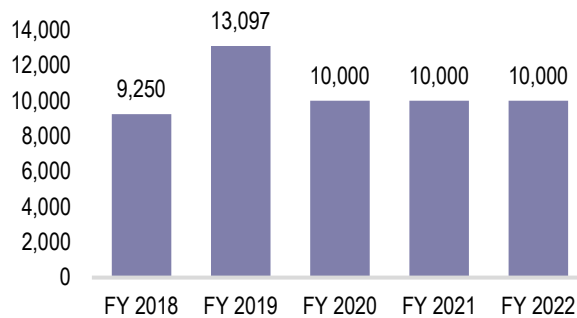
**Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent || **Revenue:** ↔





## Extension Services

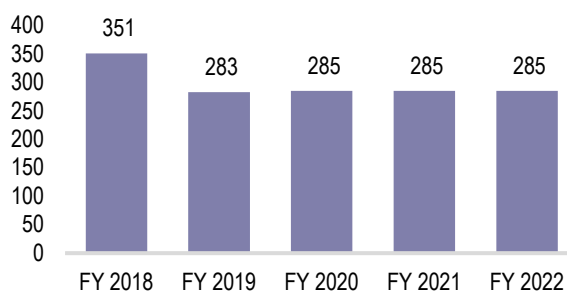
### Key Measures



**Objective:** Increase awareness of best management and safety practices associated with agriculture and horticulture.

**Measure:** Number of participants in an agricultural or horticulture program/consultation.

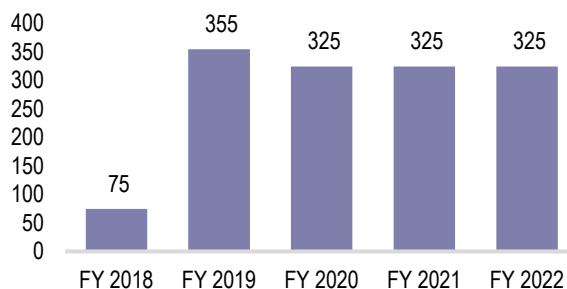
*Through instructional programs and consultation, this activity helps sustain the profitability of agricultural production in the County and enhance the quality of Loudoun's natural resources.*



**Objective:** Increase awareness of natural resources conservation practices that help the County attain its mandated Total Maximum Daily Load (TMDL) goals.

**Measure:** Number of participants in a TMDL related soil conservation, water quality, or nutrient management education program/consultation.

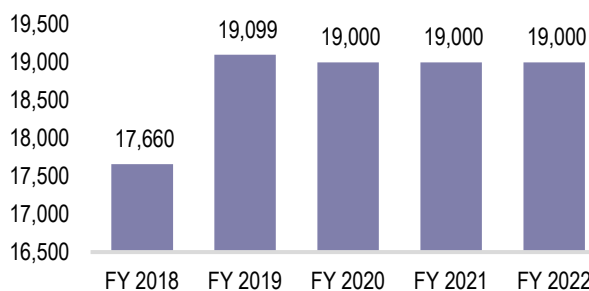
*This activity supports the County's efforts to address stormwater run-off and attainment of Chesapeake Bay TMDL mandates.*



**Objective:** Increase knowledge of safe food handling processes and methods for preventing food-borne illness.

**Measure:** Number of commercial and residence participants in a food production or safety program/consultation.

*Through programing, this activity helps mitigate the common factors of foodborne illness, such as purchasing food from unsafe sources, failing to adequately cook and store food, using contaminated equipment and supplies, and poor personal hygiene, in turn, reducing the incidence of illness.*



**Objective:** Develop and present 4-H in-school programs.

**Measure:** Number of in-school participants.

*At little to no cost for the youth of Loudoun County, the 4-H program provides hands-on learning experiences. This program serves as an educational vehicle for youth and helps develop them into contributing members of their community.*

**Extension Services****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Agriculture and Natural Resources	\$205,057	\$231,813	\$301,979	\$326,763	\$335,509
4-H Youth Development	153,932	156,655	175,151	179,484	184,139
Family and Consumer Sciences	60,780	67,837	76,811	78,641	80,489
<b>Total – Expenditures</b>	<b>\$419,769</b>	<b>\$456,305</b>	<b>\$553,940</b>	<b>\$584,888</b>	<b>\$600,137</b>
<b>Revenues</b>					
Agriculture and Natural Resources	\$0	\$0	\$0	\$0	\$0
4-H Youth Development	1,096	0	0	0	0
Family and Consumer Sciences	0	0	0	0	0
<b>Total – Revenues</b>	<b>\$1,096</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Local Tax Funding</b>					
Agriculture and Natural Resources	\$205,057	\$231,813	\$301,979	\$326,763	\$335,509
4-H Youth Development	152,836	156,655	175,151	179,484	184,139
Family and Consumer Sciences	60,780	67,837	76,811	78,641	80,489
<b>Total – Local Tax Funding</b>	<b>\$418,673</b>	<b>\$456,305</b>	<b>\$553,940</b>	<b>\$584,888</b>	<b>\$600,137</b>
<b>FTE</b>					
Agriculture and Natural Resources	3.00	3.00	4.00	4.00	4.00
4-H Youth Development	1.00	1.00	1.00	1.00	1.00
Family and Consumer Sciences	0	0	0	0	0
<b>Total – FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Family Services

The Department of Family Services (DFS) administers a wide variety of programs and services that support all individuals and families in the community to live their best lives and protect and advocate for those most vulnerable in the community. DFS partners with community groups, businesses, nonprofits, faith communities, and other County partners to develop an array of high quality human services, housing, and employment resources that help build a diverse, inclusive, engaged, connected, and livable community for all.

### Family Services' Programs

#### Clinical Programs and Protective Services

Provides adult and child protective services, foster care and adoption, juvenile detention center, and services to support at-risk youth to improve the safety and well-being of children.

#### Community Services and Outreach

Links County residents to local programs and resources; provides financial assistance and supportive services to eligible individuals and families for food, shelter, medical, employment, and other basic human needs; and facilitates the community's awareness of county health and human services related programs and services.

#### Housing and Community Development

Provides programs to increase affordable housing opportunities, improve the living environment of Loudoun's low- to moderate-income households, and provide no-cost resources and equipment to both job seekers and businesses.

#### Administration, Finance, and Quality Development

Ensures efficient and effective operations of the Department of Family Services by ensuring the units within the Department have the resources, materials, and data necessary to fulfil their missions and all facilities under the Department are fully operational.

**Family Services****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

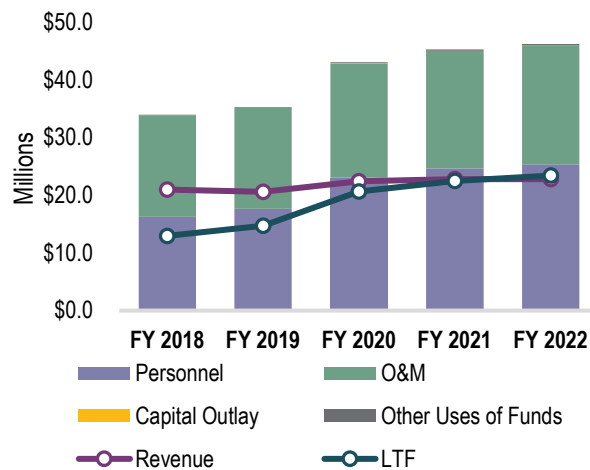
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$16,295,233	\$17,680,397	\$23,055,916	\$24,641,779	\$25,381,032
Operating and Maintenance	17,570,614	17,534,860	19,833,873	20,465,932	20,670,591
Capital Outlay	18,750	0	10,000	10,000	10,000
Other Uses of Funds	88,142	86,468	177,390	177,390	177,390
<b>Total – Expenditures</b>	<b>\$33,972,738</b>	<b>\$35,301,725</b>	<b>\$43,077,179</b>	<b>\$45,295,101</b>	<b>\$46,229,013</b>
<b>Revenues</b>					
Use of Money and Property	\$35,259	\$24,673	\$4,047	\$4,400	\$4,400
Miscellaneous Revenue	21,046	26,864	27,371	103,500	103,500
Recovered Costs	580,073	791,761	850,374	848,739	848,739
Intergovernmental – Commonwealth	3,048,400	3,187,530	3,255,223	3,636,473	3,636,473
Intergovernmental – Federal	17,052,757	16,486,981	18,103,684	18,037,929	18,037,929
Other Financing Sources	271,142	86,468	177,390	177,390	177,390
<b>Total – Revenues</b>	<b>\$21,008,676</b>	<b>\$20,604,277</b>	<b>\$22,418,089</b>	<b>\$22,808,431</b>	<b>\$22,808,431</b>
<b>Local Tax Funding</b>	<b>\$12,964,062</b>	<b>\$14,697,448</b>	<b>\$20,659,090</b>	<b>\$22,486,670</b>	<b>\$23,420,582</b>
<b>FTE</b>	<b>201.84</b>	<b>215.23</b>	<b>241.23</b>	<b>247.69</b>	<b>247.69</b>

<sup>1</sup> Sums may not equal due to rounding.



## Family Services

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

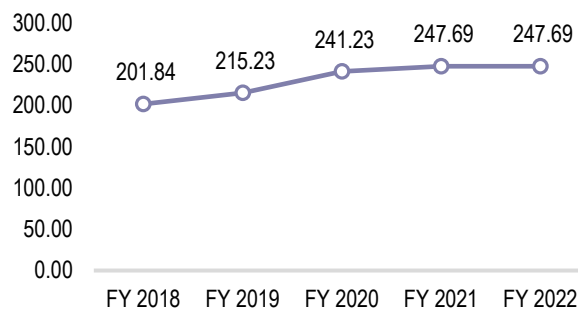
As shown, funding for DFS is split between program-generated revenue (50 percent) and local tax funding (50 percent). The increase in LTF has been driven by personnel costs. Program-generated revenue consists primarily of reimbursements from the Federal government and State of Virginia.

#### Expenditure

The majority of DFS's expenditure budget is dedicated to personnel costs (54 percent). Increases in personnel have been driven by additional staffing as well as 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 2021 to reflect a new classification and compensation system approved by the Board in November 2019. Approximately 50 percent of the operating and maintenance budget lies in the Rental Assistance Program Fund and the State and Federal Grant Fund (discussed in Volume 2), for which increases are driven by increased revenues.

### Staffing/FTE History



FY 2018: 0.47 FTE convert a part-time veteran services coordinator to full-time, 1.00 FTE CPS supervisor, 1.00 FTE CPS worker, 1.00 FTE APS worker, 1.00 FTE family connections worker

FY 2019: 1.00 FTE housing financier, 1.00 FTE real estate specialist, 2.00 FTE CPS prevention workers, 1.00 FTE benefits supervisor, 2.00 FTE benefit workers, 1.00 FTE information and referral (I&R) manager, 2.00 FTE I&R specialists, 1.00 FTE employment resource specialist, 1.00 FTE quality assurance manager, 1.00 FTE employment

coach, 1.00 FTE foster care permanency worker, 1.00 FTE employee development manager

FY 2019 Mid-Year: 1.00 FTE benefits supervisor, 5.00 FTE benefit workers, 1.00 FTE eligibility screener, 1.00 FTE benefits trainer, 1.00 FTE administrative assistant (Medicaid Expansion)

FY 2020: 1.00 FTE Medicaid pre-screener, 2.00 FTE investigative/assessment CPS workers, 4.00 FTE ongoing CPS workers, 1.00 FTE CPS supervisor, 1.00 FTE CPS trainer, 2.00 FTE intake workers, 1.00 FTE intake supervisor, 1.00 FTE family partnership meeting facilitator, 1.00 FTE APS worker, 1.00 FTE APS supervisor, 1.00 FTE contract specialist, 1.00 FTE data administrator

FY 2020 Mid-Year: 0.46 FTE foster care worker



## Family Services

The Department's expenditures have increased primarily due to personnel costs, which make up over 50 percent of DFS's annual budget and serve as the driver of local tax funding. The details of the staffing changes since FY 2018 can be found in the Staffing/FTE History section. The resources provided in the FY 2020 adopted budget added 17 positions primarily in child services and internal support for which the Department has worked diligently to fill.

The operating and maintenance (O&M) budget, shown in the earlier table and chart, includes the Rental Assistance Program Fund and the State and Federal Grant Fund, which together represent approximately \$2.3 million in personnel and \$11.3 million in O&M. These resources support the various U.S. Department of Housing and Urban Development (HUD) programs including the Housing Choice Voucher program and the Community Development Block Grant (CDBG), both of which are accounted for in special revenue funds<sup>1</sup>.

The FY 2021 Proposed Budget for the General Fund includes base adjustments for the following: \$5,000 for communication services; \$100,000 for increase in the Volunteers of America contract that plays a role in managing services to the homeless; \$10,000 to support needs of the foster care program for expenses beyond state-covered allocations; \$20,000 for translation services in the Affordable Dwelling Unit program; and \$245,000 funding increase for the Youth Shelter/Group Home contract (Grafton).

For FY 2021, the Department's budget requests focus on internal support in order to apply resources toward the growing department and its operational needs associated with support for that growth as well as community wellness and resiliency in the area of foster care and adoptions.

### Internal Support

The Department has identified a need for internal support, specifically for the finance unit, as program services have continued to grow. The FY 2021 Proposed Budget includes three positions (3.00 FTE) to begin a transition of the Finance Unit into two divisions (Operations and Accounting/Reporting) and to reflect the segregation of duties that currently exists in the Department of Finance and Budget. These positions address the need for support of programmatic growth that has occurred in the Department as well as the increased need for specific knowledge, skills, and abilities related to advanced accounting functions occurring since the inception of the new Oracle system as well as other upgraded reporting requirements.

As part of this transition, the request includes one children, youth, and families accounting supervisor (1.00 FTE) to lead the new Operations Division. In addition to supervisory responsibilities, this position would include review and approval of all Harmony and Oracle payments with a focus on all Children's Services Act (CSA) and Foster Care payments, all department credit card charges, and state and federal draw-down requests. As a supervisor, this person could also serve as backup for the team when necessary.

The transition also includes one foster care accounts assistant (1.00 FTE) assigned to duties in support of the Foster Care unit. The financial duties of this position would facilitate the processing of adoption subsidy payments and other foster care financial maintenance to the Finance Unit. These payments account for \$1.8 million annually via various federal, state, and local funds including Title IV-E (Child Welfare Waivers), CSA, and donations. Additional responsibilities of this position would include reviewing budgets and coordinating with the accounting/reporting team to request additional state and federal funding when necessary as well as providing necessary information for budget adjustments to be completed when increases in funding are received.

The third position in the request is an accountant (1.00 FTE) to address workload created by consistent growth in both the number and value of grants as the Department seeks all potential venues for successfully serving the community and workload generated by programs that have been started in the Department. The supervisor in the Finance Unit has been tasked with completing necessary reporting requirements, with the finance manager completing all reviews and approvals.

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<sup>1</sup> More information on these funds can be found in the Other Funds section of Volume 2.



## Family Services

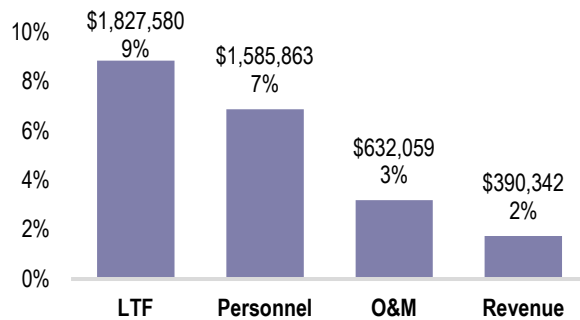
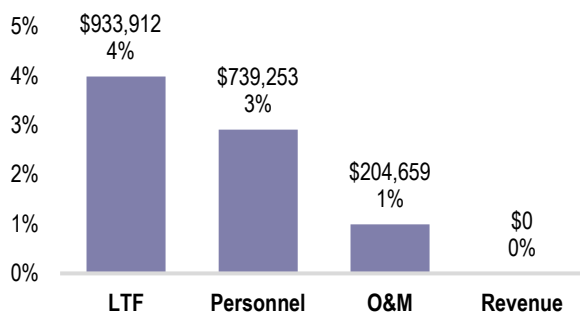
This is no longer sustainable due to increased monthly reporting requirements and scrutiny by funding agencies. The new accountant position will report directly to the accounting/reporting supervisor with responsibilities related to reconciliations and required state and federal reporting requirements.

As noted, the addition of these positions will allow for the restructuring of the Finance Division to ensure that all financial transactions are processed accurately and reviewed timely and reimbursement requests and required reports are submitted timely for the County to receive earned revenue. Meanwhile, over the past four to five years, both state and federal funding agencies have increased the scrutiny of reporting, which has led to increased time and effort on behalf of the Department's finance unit. Additionally, the types and complexity of funding received by the Department has increased in areas such as the Housing Fund, CDBG, and the State Rental Assistance Program (SRAP). Further detail is available in the State and Federal Grant Funds section of Volume 2.

Meanwhile, the Department is also requesting one facility/safety coordinator (1.00 FTE) to fulfill needs that have grown beyond the scope of supplemental support and into full-time duties. For example, DFS is the County's lead agency responsible for Emergency Service Function (ESF)-6/mass care, emergency assistance, housing, and human services during all hazardous events, weather or mass casualty related, and with a growing county comes a larger responsibility and need for expertise. This position will manage day-to-day training/exercise programs and safety/security audits in conjunction with the Office of Emergency Management (OEM) and Department of General Services (DGS), as well as develop, coordinate, and maintain a variety of department-specific plans, policies, procedures, and processes; and meet with staff regularly to ensure readiness for an all-hazards response as it relates to mass care/shelter operations, family assistance centers, and friends & relative centers to include National Incident Management System (NIMS) compliance. Staffing of this position will centralize an effort that is currently spread across multiple employees of the Department.

## Community Wellness and Resiliency

With the FY 2021 Proposed Budget, the Department has requested two positions (2.00 FTE) in the Foster Care and Adoptions program in order to address the need to apply resources toward the state and federal shift in mindset and guidance related to the placement of children in foster care. The state has set a new guideline requiring at least 25 percent of placements of children in foster care with either relatives or fictive kin (identified as someone who, though unrelated by birth or marriage, has such a close emotional relationship with another that they may be considered part of the family). This mandate requires not only more rigorous research and labor, to find and establish eligible certified foster homes, but also more intensive engagement strategies and casework with kin that may not have been ready to care for their relative's children. Therefore, the FY 2021 Proposed Budget includes one foster care supervisor (1.00 FTE) to address increased needs for support as well as to maintain proper span of control so that employees are provided adequate supervisory support and in order to fulfill their strategic management duties and needs. To address the updated focus on placement with relatives and fictive kin, the FY 2021 Proposed Budget includes one kinship care specialist (1.00 FTE) who will be able to address compliance requirements as well as aid other foster care related positions in the Department toward a culture shift that prioritizes and effectively maximizes kinship care.

**Family Services****Percent Change from Adopted FY 2020 to Proposed FY 2021****Reasons for Change:****Personnel:** ↑ 6.46 FTE<sup>1</sup>, general pay changes ||**O&M:** ↑ Base adjustments for contract rate increases, communication services, foster care ||**Revenue:** ↑ Grant funding**Percent Change from Proposed FY 2021 to Projected FY 2022****Reasons for Change:****Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent**Revenue:** ↔

<sup>1</sup> This FTE change includes 0.46 FTE approved by the Board in FY 2020 as a mid-year FY 2020 adjustment.





## Family Services

### FY 2021 Proposed Resource Requests<sup>1</sup>

Priority 1: Finance Division Supervisor and Staff						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$401,793	\$41,178	\$26,500	\$0	\$0	\$469,471	4.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The Finance Division has remained the same size (6.00 FTE) since FY 2006 despite growth in DFS (\$28 million budget in FY 2006 compared to \$43 million FY 2020).</li><li>• Each transaction also represents greater complexity and time requirements as increased reporting scrutiny of state and federal revenues has put additional demands on the unit, including mandatory monthly reconciliation requirements for \$9 million in Children Services Act funds.</li><li>• The proposed Finance Division restructuring will mirror the segregation of duties of the Department of Finance and Budget: Operations Unit and Accounting/Reporting Unit</li><li>• Advanced accounting expertise is needed for the supervisor and accountant positions.</li><li>• Accounts Payables require manual review in order to process invoice payments, and meanwhile financial transactions continue to increase.</li><li>• Some accounts/receivable responsibilities are currently performed by the Finance Manager and should be allocated elsewhere to ensure proper segregation of duties.</li><li>• DFS is the lead agency responsible for ESF-6/Mass Care, Emergency Assistance, Housing and Human services during all-hazardous events, weather or mass casualty related while also coordinating with General Services.</li><li>• The facility-safety coordinator will ensure dedicated Continuity of Operations (COOP) responsibilities - currently, these duties are spread amongst the Department Director, Deputy Director, Finance Unit, and line staff.</li><li>• The coordinator also will ensure safe, effective, and regulatory compliant operations for seven DFS facilities and a fleet of 41 vehicles.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>PM Highlight:</b>	# of Harmony financial transactions					
<b>Program:</b>	Administration, Finance, and Quality Management					
<b>Positions:</b>	1 Supervisor, 1 Accountant, 1 Foster Care A/P Assistant, 1 Facility/Safety Coordinator					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$48,015					
<b>Recurring Costs:</b>	\$421,456					

<sup>1</sup> 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.



## Family Services

### Priority 2: Foster Care Supervisor & Kinship Care Specialist

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$204,046	\$23,133	\$32,750	\$0	\$25,800	\$234,129	2.00

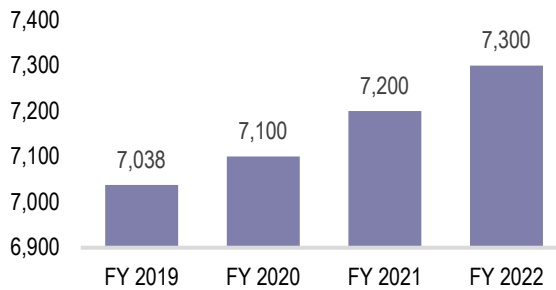
Details		Overview
<b>Service Level:</b>	Current Service Level Request	<ul style="list-style-type: none"> <li>• A supervisor is needed to maintain the ratio of one supervisor to every six workers; Current staffing reflects 14 workers with one program manager and one supervisor.</li> <li>• Support is needed so that the program manager is able to perform strategic management duties as opposed to directly supervising seven front line staff.</li> <li>• This request supports the federal requirements of the Family First Prevention Services Act (effective July 1, 2020), which places additional compliance requirements upon service delivery to facilitate federal reimbursement, including the demand for placement of children in foster care with relatives and fictive kin.</li> <li>• The placement of children now requires more intensive research to meet the state guideline of 25 percent of placements being with a relative.</li> <li>• Resources will address the compliance measure for an individualized action plan within 30 days of a child's entry into foster care.</li> </ul>
<b>Mandates:</b>	Federal/State Mandate	
<b>PM Highlight:</b>	Number of certified foster homes; Percentage of relative placements	
<b>Program:</b>	Clinical Programs & Protective Services - Foster Care and Adoptions	
<b>Positions:</b>	1 Foster Care Supervisor, 1 Kinship Care Specialist	
<b>Theme:</b>	Community Wellness and Resiliency	
<b>One-time Costs:</b>	\$45,120	
<b>Recurring Costs:</b>	\$214,809	

Department Total						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$605,839	\$64,311	\$59,250	\$0	\$25,800	\$703,600	6.00



## Family Services

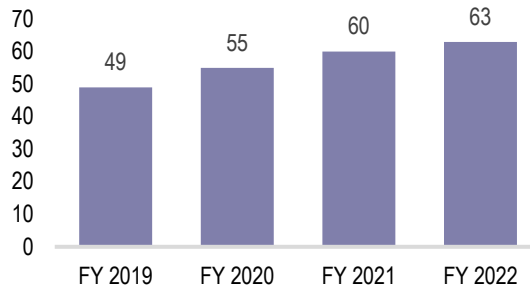
### Key Measures<sup>1</sup>



**Objective:** Process transactions accurately and timely via a comprehensive, department-wide information and financial system (Harmony).

**Measure:** Number of Harmony transactions processed.

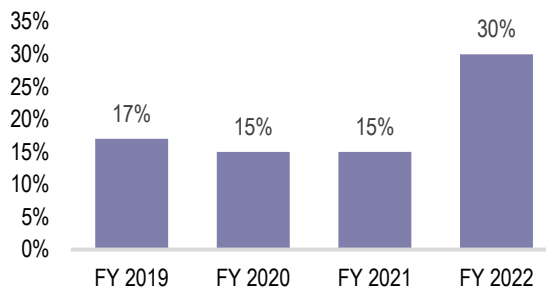
*As demand from the community grows, Harmony transactions increase in response. Each transaction also represents greater complexity and time requirements as report scrutiny has amplified at the state and federal level. The additional resources in the FY 2021 Proposed Budget will help the department to process the increasing requests.*



**Objective:** Provide adequate support for children in foster care by achieving more successful placements with less disruptions.

**Measure:** Number of certified foster homes.

*Placement of children now requires more intensive research to meet state guidelines set to encourage less disruptions to a child's life and action plans upon 30 days of a child's entry into foster care. The additional resources in the FY 2021 Proposed Budget will assist with processing this workload.*



**Objective:** Achieve 25 percent or greater rate of placement of foster children with relatives or fictive kin.

**Measure:** Percentage of children in foster care placed with relatives and/or fictive kin.

*Onus has been placed on ensuring that the Department places foster children with relatives or fictive kin as a top priority. The state set a new guideline minimum, a 25 percent placement rate with relatives/fictive kin. The additional resources in the FY 2021 Proposed Budget will help the department to meet the new state guideline.*

<sup>1</sup> 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.

**Family Services****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Child and Adult Services	\$6,268,889	\$6,538,920	\$8,512,148	\$8,793,748	\$9,015,695
Family Programs	8,201,624	8,594,024	11,224,367	11,678,924	11,965,583
Housing and Community Development	11,536,529	11,957,060	13,278,157	13,610,767	13,805,444
Administration, Finance, and Quality Development	7,965,696	8,211,721	10,062,507	11,211,662	11,442,292
<b>Total – Expenditures</b>	<b>\$33,972,738</b>	<b>\$35,301,725</b>	<b>\$43,077,179</b>	<b>\$45,295,101</b>	<b>\$46,229,013</b>
<b>Revenues</b>					
Child and Adult Services	\$3,426,498	\$3,189,565	\$3,895,386	\$3,777,229	\$3,777,229
Family Programs	3,856,262	3,850,123	4,367,210	4,487,822	4,487,822
Housing and Community Development	10,375,998	10,054,449	11,045,804	11,279,258	11,279,258
Administration, Finance, and Quality Development	3,349,918	3,510,139	3,109,689	3,264,122	3,264,122
<b>Total – Revenues</b>	<b>\$21,008,676</b>	<b>\$20,604,277</b>	<b>\$22,418,089</b>	<b>\$22,808,431</b>	<b>\$22,808,431</b>
<b>Local Tax Funding</b>					
Child and Adult Services	\$2,842,391	\$3,349,355	\$4,616,762	\$5,016,519	\$5,238,466
Family Programs	4,345,362	4,743,902	6,857,157	7,191,102	7,477,761
Housing and Community Development	1,160,531	1,902,611	2,232,353	2,331,509	2,526,186
Administration, Finance, and Quality Development	4,615,778	4,701,581	6,952,818	7,947,540	8,178,170
<b>Total – Local Tax Funding</b>	<b>\$12,964,062</b>	<b>\$14,697,448</b>	<b>\$20,659,090</b>	<b>\$22,486,670</b>	<b>\$23,420,582</b>
<b>FTE</b>					
Child and Adult Services	51.00	54.00	63.00	66.00	66.00
Family Programs	72.53	77.53	90.53	90.53	90.53
Housing and Community Development	24.00	26.00	31.00	31.00	31.00
Administration, Finance, and Quality Development	54.31	57.70	56.70	60.16	60.16
<b>Total – FTE</b>	<b>201.84</b>	<b>215.23</b>	<b>241.23</b>	<b>247.69</b>	<b>247.69</b>

<sup>1</sup> Sums may not equal due to rounding.



# Health

The Health Department provides services that enhance and ensure the health of all Loudoun County residents. The Department's Community and Environmental Health programs offer population-based services such as communicable disease surveillance and treatment, Lyme disease mitigation initiatives in collaboration with the Lyme Disease Commission, and community-based health improvement efforts in collaboration with the Loudoun Health Council. Other services include emergency preparedness and response; the provision of birth and death certificates; and restaurant, swimming pool, private well, and septic system permitting and inspections to ensure environmental and public health protection. The Department also provides essential individual-based services to women and children who would otherwise be unable to receive medical, dental, or nutritional evaluation and care.

## Health Department's Programs

### Community Health

Provide communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness and response.

### Environmental Health

Provide for rabies surveillance and education, birth and death certificates, restaurant and pool inspections, public health nuisance complaint investigations, and well and septic system evaluations.

**Health****Budget Analysis****Department Financial and FTE Summary<sup>1,2</sup>**

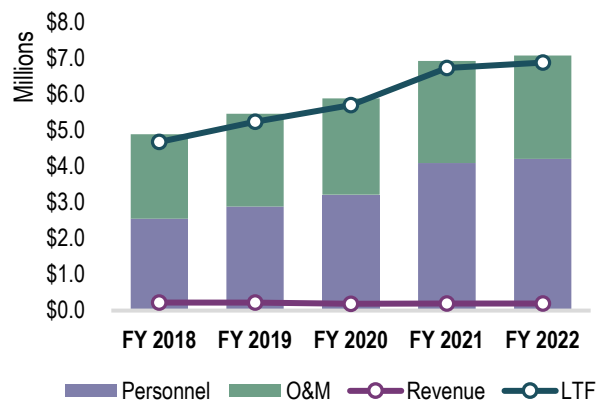
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$2,547,671	\$2,888,225	\$3,218,966	\$4,092,234	\$4,215,001
Operating and Maintenance	2,351,726	2,577,797	2,675,661	2,834,560	2,862,906
<b>Total – Expenditures</b>	<b>\$4,899,397</b>	<b>\$5,466,022</b>	<b>\$5,894,627</b>	<b>\$6,926,794</b>	<b>\$7,077,907</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$201,154	\$212,335	\$180,279	\$184,003	\$184,003
Charges for Services	5,601	8,526	8,650	8,650	8,650
Miscellaneous Revenue	268	304	500	500	500
Intergovernmental – Federal	11,061	0	0	0	0
<b>Total – Revenues</b>	<b>\$218,084</b>	<b>\$221,165</b>	<b>\$189,429</b>	<b>\$193,153</b>	<b>\$193,153</b>
<b>Local Tax Funding</b>	<b>\$4,681,313</b>	<b>\$5,244,857</b>	<b>\$5,705,198</b>	<b>\$6,733,641</b>	<b>\$6,884,754</b>
<b>FTE</b>					
County FTE	30.00	32.00	35.00	40.00	40.00
State FTE	55.00	55.00	54.00	54.00	54.00
<b>Total – FTE</b>	<b>85.00</b>	<b>87.00</b>	<b>89.00</b>	<b>94.00</b>	<b>94.00</b>

<sup>1</sup> Sums may not equal due to rounding.<sup>2</sup> All financial information in this section reflects the County budget for the Health Department; the Health Department also has a State budget and State employees, however those costs are not reflected in the County budget document.



## Health

### Revenue and Expenditure History



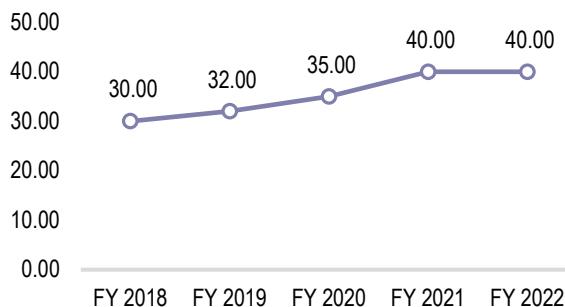
#### Revenue/Local Tax Funding

As shown, the Health Department is primarily funded by local tax funding (over 97 percent). Program-generated revenue consists mostly of permits, fees, and licenses.

#### Expenditure

The majority of the Health 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 2021 to reflect a new classification and compensation system approved by the Board in November 2019, and 5.00 FTE in the FY 2021 Proposed Budget.

### Staffing/FTE History



FY 2018: 1.00 FTE communicable disease nurse, 1.00 FTE health nurse

FY 2019: 2.00 FTE environmental health specialists

FY 2020: 1.00 FTE administrative assistant, 1.00 FTE MRC coordinator, 1.00 FTE MRC program assistant

The Health Department's expenditures have increased both as a result of additional staffing (personnel) approved by the Board of Supervisors (Board) and as a result of the increased, required contribution to the Cooperative Budget in accordance with the Local Government Agreement (LGA) (operating and maintenance). Personnel costs have risen primarily due to the new positions approved by the Board, which were the result of a growing population and increases in the number of food service establishments.

The FY 2021 Proposed Budget includes a base adjustment increase of \$135,000 for the increase in the required 45 percent local match set out in the LGA, in the Cooperative Budget between the County and the State, and \$35,000 for hosting the Live Healthy Loudoun website, which was previously hosted via grant funding that is no longer available.

The FY 2020 Adopted Budget included a base adjustment of \$192,000, representing the County's 45 percent share of pay raises for state employees included in the Cooperative Budget and a Board decision to support the Women, Infants, and Children (WIC) program to ensure consistent service delivery despite declining federal pass-through revenues.

In FY 2020, the Board approved 1.00 FTE to provide for a nurse for the growing Medicaid nursing home screenings need. The Board also approved 2.00 FTE to move two position for the Medical Reserve Corps (MRC) from the Department's State budget to the County budget. This transition was requested after the Health Department was notified that the State



would begin charging the grant an indirect administrative fee, thereby reducing the level of funding to support the MRC. The two positions remain grant funded through the Urban Areas Security Initiative (UASI) program.

The FY 2021 Proposed Budget includes 3.00 FTE for two nurses and one administrative assistant to provide women's health services to low-income women in Loudoun County in order to support the thematic area of community wellness and resiliency. Additionally, the FY 2021 Proposed Budget includes 2.00 FTE for environmental health specialists.

### **Community Wellness and Resiliency**

The FY 2021 Proposed Budget includes 5.00 FTE to support the theme of community wellness and resiliency, 3.00 FTE to support women's health services to low-income women, and 2.00 FTE for environmental health specialists, which will allow for inspections of pools and food establishments. Supporting women's health services for low-income women improves the wellness of the County as a whole. The environmental health specialists will ensure the safety of pool and food establishments, ensuring Loudoun residents have safe places to eat and swim.

The FY 2021 Proposed Budget includes 2.00 FTE for nurse positions and 1.00 FTE for an administrative assistant to support women's health service to low-income, uninsured women in Loudoun County. The Department is required by the state to provide or ensure the County's vulnerable women have access to women's health services. The Health Department provided this service with nurses to approximately 600 women each year prior to 2017. In 2017, the Health Department contracted with HealthWorks, the only 340B<sup>1</sup> low-cost medication provider in the area, to provide this service through the state budget. Since the contract's inception, the number of patients served dropped from approximately 600 to less than 300 annually. Low-income, uninsured women require consistent and repetitious follow-up in order to provide optimal healthcare. Due to the reduced service level provided by the vendor, the Health Department determined it necessary to discontinue the contract and return to local funding. In order to facilitate that shift, the Department is able to reallocate state funding to provide for some staff and supplies; however, the Department requires two additional nurses and an administrative assistant to achieve pre-2017 service levels to provide women's health services. This staff will conduct needed follow-up with patients to ensure they have access to the comprehensive healthcare and family planning services they need to enhance community wellness and resiliency.

In addition, the Proposed Budget includes 2.00 FTE for environmental health specialists, including one position with explicit knowledge of specialty water features. As the number of pools and their specialized nature has grown, the Health Department identified the need for these two positions, which also would also be available to inspect food establishments. Between FY 2017 and FY 2021, the number of permitted food establishments is expected to increase by 17 percent and the number of permitted pools by 14 percent. These services are critical to the health of anyone who eats at a Loudoun County restaurant, sleeps in a Loudoun County hotel, or swims in a community or commercial swimming pool. This service helps to ensure the safe construction and management of these covered facilities. Periodic increases in staffing is critical to maintaining the level of oversight to prevent the spread of disease. Additionally, the types of facilities that come under Loudoun County's pool ordinance has broadened recently. In addition to traditional community pools, a wide variety of interactive children's water features are being proposed and permitted. These new interactive water playgrounds and other similar water facilities require increased levels of plan review and inspections. This increased difficulty has resulted in the need for a staff member with specialized pool knowledge, similar to what currently exists in the Health Department for food establishments and onsite septic systems. This resource request will allow the Health Department to maintain the number of inspections per food establishment, which will help limit foodborne and waterborne illnesses in Loudoun County permitted facilities, thereby enhancing community wellness and resiliency.

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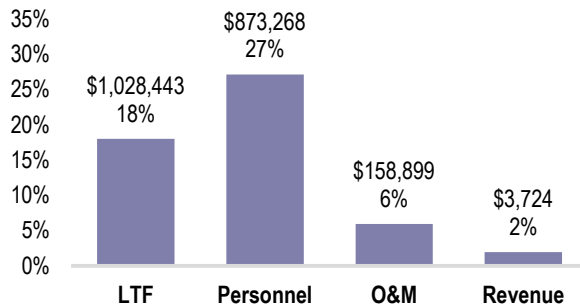
<sup>1</sup> 340B is a federal designation for an organization that can access very low-cost medication for patients, thereby significantly lowering costs for the Health Department for the needed medications low-income women would need.





## Health

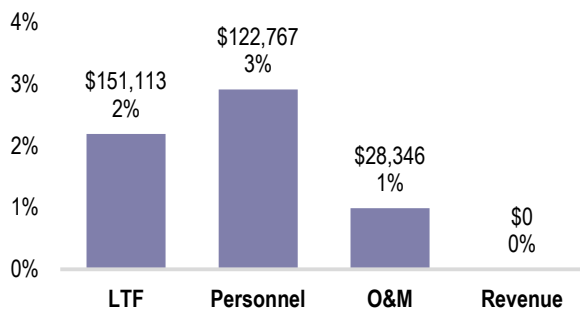
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ 5.00 FTE, general pay changes ||  
**O&M:** ↑ Base adjustments for cooperative budget and health data website  
**Revenue:** ↑ Anticipated slight increase in permits, fees, and licenses

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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



## Health

### FY 2021 Proposed Resource Requests<sup>1</sup>

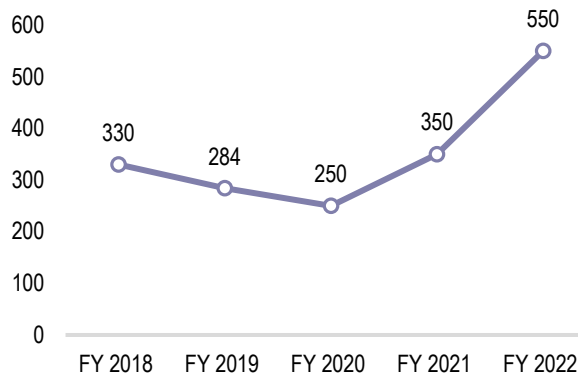
Priority 1: Clinic Support						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$275,344	\$20,215	\$3,125	\$0	\$0	\$298,684	3.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• HealthWorks is the sole-source, family planning contract for the Health Department. However, the number of women served has decreased. The number is currently less than half of when these services were provided in-house in FY 2017 despite a consistent need. Patients served has decreased from approximately 600 to less than 300.</li><li>• If low-income women are not able to receive family planning services, unintended pregnancies may increase, which may burden County services.</li><li>• 2 nurses and 1 administrative assistant will allow the Department to serve closer to 600 low-income patients again.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of low- income, uninsured women who receive family planning services under the Health Department.					
<b>Program:</b>	Community Health					
<b>Positions:</b>	2 Nurses and 1 Administrative Assistant					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$17,915					
<b>Recurring Costs:</b>	\$280,769					
Priority 2: Urban Environmental Health Support						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$201,025	\$28,005	\$56,450	\$0	\$0	\$285,480	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Between FY 2017 and FY 2021, the number of permitted food establishments is expected to increase by 17 percent and permitted pools by 15 percent. Inspection of facilities is critical to the health of anyone who eats at a Loudoun County restaurant or swims in a community or commercial swimming pool. The environmental health specialist position would provide support for pool and food inspections.</li><li>• The types of facilities have broadened recently: a wide variety of children's interactive water features are being proposed and permitted, which requires increased levels of plan-review and inspections. This enhanced difficulty has resulted in the need for a pool specialist position with in-depth pool knowledge.</li></ul>			
<b>Mandates:</b>	County Mandate					
<b>PM Highlight:</b>	Number of permitted food and pool facilities					
<b>Program:</b>	Environmental Health					
<b>Positions:</b>	1 Environmental Health Specialist, 1 Pool Specialist					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$67,480					
<b>Recurring Costs:</b>	\$218,000					
Department Total						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$476,369	\$48,220	\$59,575	\$0	\$0	\$584,164	5.00

<sup>1</sup> 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.



## Health

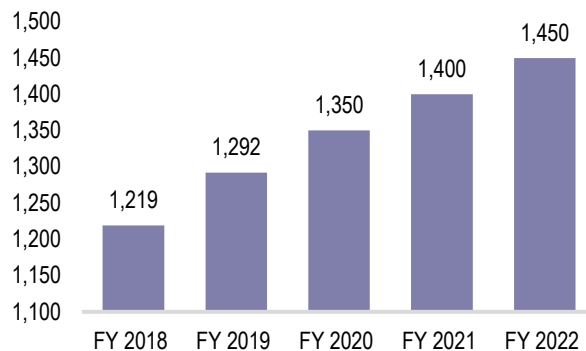
### Key Measures<sup>1</sup>



**Objective:** Ensure access to core women's health services for everyone who lives in Loudoun County regardless of ability to pay.

**Measure:** Number of low-income, uninsured women who receive family planning services under the Health Department.

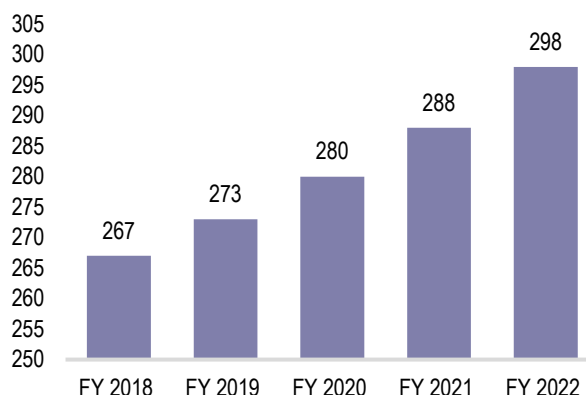
*Historically, the Health Department provided family planning services to approximately 600 women per year. In FY 2017, the Health Department contracted out this service with the expectation that this would result in more comprehensive women's health services to these women. Since then, the number of women served continued to fall, so the Health Department will fully resume this service in FY 2021. Two nurses and one administrative assistant are needed to meet the expected demand for services.*



**Objective:** Ensure the health and safety of everyone who lives, works, or visits Loudoun County by maintaining the rate of food establishment inspections.

**Measure:** Number of permitted food facilities.

*As the number of food establishments continues to increase, there is a greater demand for inspections.*



**Objective:** Ensure the health and safety of anyone who has access to a Loudoun County pool facility or water feature.

**Measure:** Number of permitted pool facilities.

*The number of permitted pool facilities is steadily increasing, increasing the workload for pool inspections.*

<sup>1</sup> 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.

**Health****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Community Health	\$2,266,099	\$3,595,758	\$3,814,618	\$4,394,961	\$4,474,386
Environmental Health	2,633,298	1,870,264	2,080,009	2,531,833	2,603,521
<b>Total – Expenditures</b>	<b>\$4,899,397</b>	<b>\$5,466,022</b>	<b>\$5,894,627</b>	<b>\$6,926,794</b>	<b>\$7,077,907</b>
<b>Revenues</b>					
Community Health	\$11,061	\$0	\$0	\$0	\$0
Environmental Health	207,023	221,165	189,429	193,153	193,153
<b>Total – Revenues</b>	<b>\$218,084</b>	<b>\$221,165</b>	<b>\$189,429</b>	<b>\$193,153</b>	<b>\$193,153</b>
<b>Local Tax Funding</b>					
Community Health	\$2,255,038	\$3,595,758	\$3,814,618	\$4,394,961	\$4,474,386
Environmental Health	2,426,275	1,649,099	1,890,580	2,338,680	2,410,368
<b>Total – Local Tax Funding</b>	<b>\$4,681,313</b>	<b>\$5,244,857</b>	<b>\$5,705,198</b>	<b>\$6,733,641</b>	<b>\$6,884,754</b>
<b>FTE</b>					
Community Health	12.00	12.00	15.00	18.00	18.00
Environmental Health	18.00	20.00	20.00	22.00	22.00
<b>Total – FTE<sup>2</sup></b>	<b>30.00</b>	<b>32.00</b>	<b>35.00</b>	<b>40.00</b>	<b>40.00</b>

<sup>1</sup> Sums may not equal due to rounding.<sup>2</sup> FTE counts only reflect County staff.



# Mental Health, Substance Abuse, and Developmental Services

The Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS) is the single point of entry into the public mental health, substance abuse, and developmental services system of the County. The Department provides a wide variety of mental health, substance abuse, and developmental services to individuals of all ages promoting health and wellness by connecting individuals and their families with person-centered, recovery-oriented services and supports in partnership with the community. This approach focuses on stabilizing acute situations and empowers people to live independently and successfully in the community. As mandated by Chapter 5, §37.2 of the Code of Virginia, the Community Services Board (CSB), an eighteen member volunteer policy-advisory board appointed by the Board of Supervisors (Board), reviews MHSADS' programs and policies and makes recommendations with respect to the development of a comprehensive, person-centered mental, behavioral, and developmental services delivery system.

## MHSADS's Programs

### Residential Services

Provides a range of community residential living service options from settings requiring 24/7 intensive staff support to settings with staff support provided on a scheduled basis throughout the community to promote independence. Services are provided in county owned residential settings, as well as to individuals living in their own homes.

### Community-Based Support Services

Provides treatment and support to develop strategies to continue to live, work and play in the Loudoun community in adulthood; provides a range of treatments, therapies and strategies to support infants and toddlers, born with developmental delays.

### Outpatient Services

Provides treatment to individuals and families through various evidence-based models of therapy and psycho-education to promote recovery. Services offer rapid engagement in treatment with meaningful outcomes.

### Outreach and Coordination Services

Provides support, treatment, and coordination of care in settings such as the community, the shelter, or the adult detention center; provide public health awareness to promote resilience and wellness; ensure service coordination; provide assessment, evaluation, and treatment with an emphasis on building natural supports, diversion from the criminal justice system, and engagement in treatment.

### Business Operations

Provides internal operations support for all MHSADS programs in accordance with the rules, regulations and policies of federal, state and County government; address administrative expectations of the DBHDS performance contract while remaining accountable to the direction of the Board of Supervisors and coordinated with the CSB.

**Mental Health, Substance Abuse, and Developmental Services****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

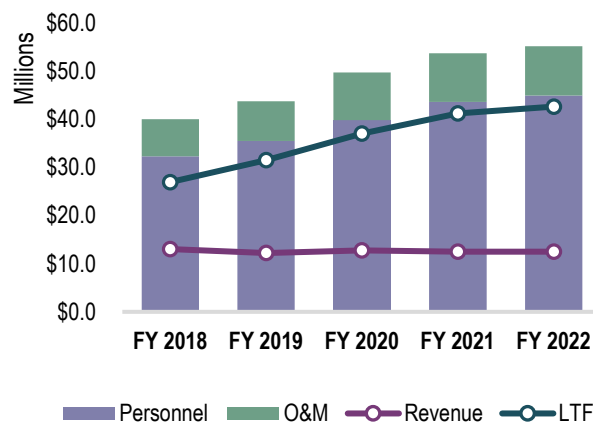
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$32,383,569	\$35,584,936	\$39,912,389	\$43,729,733	\$45,041,625
Operating and Maintenance	7,701,829	8,243,464	9,955,810	10,138,547	10,239,932
<b>Total – Expenditures</b>	<b>\$40,085,398</b>	<b>\$43,828,400</b>	<b>\$49,868,199</b>	<b>\$53,868,280</b>	<b>\$55,281,557</b>
<b>Revenues</b>					
Charges for Services	\$779,992	\$756,809	\$798,500	\$796,800	\$796,800
Miscellaneous Revenue	340	230	2,800	1,800	1,800
Recovered Costs	5,576,738	4,656,530	5,326,687	5,261,410	5,261,410
Intergovernmental – Commonwealth	5,440,247	5,452,130	5,557,524	5,397,001	5,397,001
Intergovernmental – Federal	1,272,807	1,377,723	1,090,086	1,090,086	1,090,086
<b>Total – Revenues</b>	<b>\$13,070,124</b>	<b>\$12,243,421</b>	<b>\$12,775,597</b>	<b>\$12,547,097</b>	<b>\$12,547,097</b>
<b>Local Tax Funding</b>	<b>\$27,015,274</b>	<b>\$31,584,979</b>	<b>\$37,092,602</b>	<b>\$41,321,183</b>	<b>\$42,734,460</b>
<b>FTE</b>	<b>372.90</b>	<b>387.43</b>	<b>406.43</b>	<b>428.63</b>	<b>428.63</b>

<sup>1</sup> Sums may not equal due to rounding.



## Mental Health, Substance Abuse, and Developmental Services

### Revenue and Expenditure History



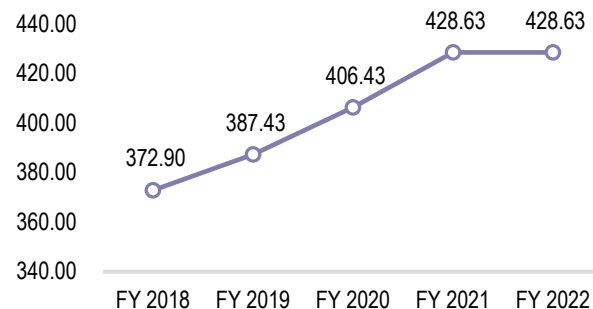
#### Revenue/Local Tax Funding

As shown, MHSADS is primarily funded by local tax funding (approximately 77 percent). Program-generated revenue consists of insurance reimbursements, self-pay, state revenue, and federal revenue.

#### Expenditure

The majority of MHSADS expenditure budget is dedicated to personnel costs (approximately 81 percent). Personnel costs have increased since FY 2018 as a result of the Board's authorization of new staffing resources identified in the Staffing/FTE History section and 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 operations support specialist (CITAC), 0.53 FTE peer specialist (CITAC), 1.00 FTE operational support assistant (CITAC), 2.00 FTE direct support specialists (In-Home Support), 1.00 FTE Substance Abuse Contract Manager, 2.00 FTE service coordinators (EI), 1.00 FTE developmental specialist (EI), 1.00 FTE clinical supervisor (EI), 1.00 FTE speech pathologist (EI), 1.00 FTE administrative assistant (EI), 1.00 FTE job link program manager

FY 2018 Mid-Year: 0.53 FTE peer specialist (CITAC), 2.00

FTE clinicians (CITAC)

FY 2019: 3.00 FTE mental health substance abuse (MHSA) care coordinators, 2.00 FTE developmental services support coordinators, 3.00 FTE EI service coordinators, 4.00 FTE prevention and intervention specialists

FY 2019 Mid-Year: 1.00 FTE access liaison (Same Day Access), 1.00 FTE engagement clinician (Same Day Access), 1.00 FTE case manager (Adult Drug Court), 1.00 FTE clinician (Adult Drug Court)

FY 2020: 1.00 FTE compliance specialist, 1.00 FTE health information management technician, 1.00 FTE outcomes and evaluation data analyst, 1.00 FTE service coordinator, 1.00 FTE training specialist, 1.00 FTE clinician, 1.00 FTE prevention specialist, 2.00 FTE psychiatrists, 1.00 FTE payroll technician, 1.00 FTE management analyst, 1.00 FTE reimbursement specialist, 1.00 FTE case manager and 1.00 FTE clinician for Mental Health Docket, 1.00 FTE support coordinator

FY 2020 Mid-Year: 2.00 FTE support coordinators and 2.00 FTE clinicians, 1.20 FTE operations assistants (STEP-VA).



## Mental Health, Substance Abuse, and Developmental Services

The Department of MHSADS' expenditures have increased primarily due to personnel costs. Personnel costs make up most of the Department's expenditures (approximately 81 percent) and, as noted, this growth has been driven by increased compensation and additional staffing. The need for additional resources is driven primarily by caseload complexity and duration, increased behavioral health and developmental disability requirements levied by the state, and community needs. The FY 2021 base budget includes adjustments approved mid-year in FY 2020 for 5.20 FTE including 3.20 FTE for STEP-VA<sup>1</sup> and 2.00 FTE for support coordination. The base budget also includes funding for a contractual rate increase for employment and day support contracts.

Revenues for the FY 2021 Proposed Budget have been updated to account for the new revenue associated with the expansion of services related to the mid-year adjustments and to incorporate new revenue related to resource requests included in the Proposed Budget.

For FY 2021, the Department's budget requests focus on the thematic area of community wellness and resiliency with concentrations in case management and emergency services.

### Community Wellness and Resiliency

The FY 2021 Proposed Budget for MHSADS focuses on the provision of community-based services that promote behavioral and developmental health, wellness, and resiliency – specifically in the areas of case management and emergency services.

A total of twelve positions (12.00 FTE) are included to provide case management, service coordination, and support coordination, and ensure core business functions continue to support these roles. The Proposed Budget includes five care coordinators (5.00 FTE) to provide case management for youth who have serious emotional disturbance and adults who have serious mental illness, a substance use disorder, or are dually diagnosed. MHSADS is the single point of access for all case management services and is the sole licensed provider of case management for this population. Individuals who meet the criteria for case management require multiple supports across various life domains such as medical, housing, legal, and employment. The Department also provides case management services to the Mental Health Docket, the Adult Drug Court, and individuals seeking services provided through the Children Services Act. During the last three years, the Department has experienced an increase in the number of individuals referred and requesting case management services, resulting in a waitlist that MHSADS expects will continue to grow. These care coordinators will eliminate the waitlist, improve rapid access, address Medicaid expansion of eligibility guidelines, and ensure compliance with state performance expectations for discharge planning.

In further support of case management needs, the Proposed Budget includes one early intervention service coordinator (1.00 FTE) to provide service planning for infants and families referred to and/or receiving early intervention, as that area experienced a 10 percent increase in FY 2019 and has seen consistent increases in referrals and need for services in recent years. The current service level for this program is to support all infants and families eligible for services with a care coordinator whose caseload is able to support approximately 40-50 families. It is anticipated that the number of children served will continue to increase through continued efforts to increase community awareness and strengthen public/private partnerships, as population data indicates that at least 2.89 percent of children under the age of 36 months require Early Intervention services, and in FY 2019 services were provided to 2.55 percent of these children in Loudoun.

Case managers are also needed for support coordination for individuals with developmental disabilities, and case management services are mandated for individuals receiving the developmental disabilities waiver from the state or diagnosed with an intellectual disability regardless of waiver status when funding is available. Typically, the Department receives approximately 25 additional waiver slots annually from the state; however, FY 2020 saw the allocation of an additional 50 waiver slots. The requested positions are in anticipation of a similar number of new waivers in FY 2021; therefore two support coordinators (2.00 FTE) with caseloads of typically 20-25 individuals each depending on frequency,

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<sup>1</sup> STEP-VA is an initiative by the Commonwealth of Virginia to strengthen behavioral health infrastructure across the State.





## Mental Health, Substance Abuse, and Developmental Services

intensity, and duration will provide case management to individuals with developmental disabilities. The Proposed Budget also includes one team coordinator (1.00 FTE) to ensure adequate supervision and quality for support coordination.

With the public-facing services of the previously mentioned case management roles in the FY 2021 Proposed Budget also comes the need for internal support to ensure the Department is able to continue business efficiently and effectively. To support those ends, three internal operational positions will provide operational support within a complex health care regulatory and reimbursement system and in support of the aforementioned positions within this request. One finance assistant (1.00 FTE) will support payable transactions, which increase in volume year-over-year in tandem with staff growth and the number individuals in service. One operations assistant (1.00 FTE) will address administrative functions within the Early Intervention Program associated with reporting and workload, including entry of contracted provider service data into the Department's electronic health record for records management and billing purposes and data entry and management for the state's mandated Infant and Toddler Online Tracking System for program statistics and reporting. This position will assist with workload generated by Virginia's Medicaid expansion initiative which became effective January 1, 2019, and the introduction of complex billing requirements as a result of managed care, including the time necessary to credential service providers, verify insurance benefits and obtain pre-authorization for services. Finally, one reimbursement specialist (1.00 FTE) will process receivables and maximize revenue collections related to increases in billings related to the growing number of individuals provided services by the additional case managers and support coordinators. These billings, including charges to private insurance and Medicaid, contribute to over \$6 million in revenue generated annually. The inclusion of these resources will help ensure proper management of MSHADS' annual budget from the expenditure, planning, and revenue collection processes that are driven by case management services.

The FY 2021 Proposed Budget for MHSADS also focuses on support related to Emergency Services (ES) within the Outpatient Services Program. ES operates 24 hours per day, 365 days per year and experiences significant demands for service that generate overtime usage while experiencing difficult to fill vacancies. The requested addition of two emergency services clinicians (2.00 FTE) will directly support the increase in crisis intervention services and the complexity and duration of the evaluations. The emergency services activity must meet demands of the Crisis Intervention Team Assessment Center (CITAC) and the community. Crisis intervention service hours increased approximately 20 percent between FY 2018 and FY 2019. In FY 2019, emergency services clinicians and relief clinicians worked approximately 5,000 hours of overtime, which strains staff and can lead to staff burnout. ES has relied on existing emergency services clinicians and part-time relief staff to support the demand for crisis intervention services. Like overtime usage, relief staff are often used during periods of vacancies, holiday and County closures, vacations/leave, staff attendance at required professional trainings, and periods of high emergency services utilization. Accordingly, MHSADS requests an increase of the existing emergency services sub pool position (1.53 FTE) to maintain the clinical operations at the CITAC and provide emergency services at the current service level. Also in response to ES needs, the Proposed Budget includes conversion of two part-time peer specialist emergency services positions (1.06 FTE) to contractual funds. Peer specialists are individuals with experience living with mental health and/or substance use disorder(s). Peer specialists work with the individual or the individual's family to help them understand and navigate the treatment and/or recovery process. These positions were approved by the Board in FY 2018, however, the Department has significant difficulties recruiting and retaining staff in the part-time positions. These positions are funded with restricted state funds and cannot be reallocated for other purposes. The Department is confident that peer specialist services can be delivered through a contract to serve the community.

With provision of needed ES support in the field comes a driver for additional data measurement and reporting. Data related to this program must be maintained and integrated in health records and updated in multiple state and local electronic health platforms. In support of behavioral health care and quality standards, the Department has included one systems administrator (1.00 FTE) and one data analyst (1.00 FTE) to address data functions and multiple health record databases. This includes configuration of electronic health records, training workforce members, and supporting documentation and billing needs, as well as analysis and reporting of all activities. The requested data analyst sets the

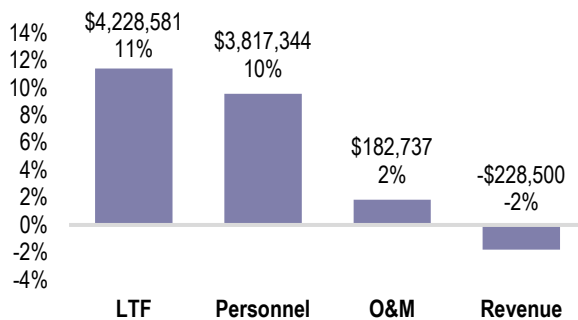


## Mental Health, Substance Abuse, and Developmental Services

foundation for informed decision making and compliance with the state performance contract while addressing additional work related to Medicaid and Medicare as they move to value-based payment expectations.

Finally, MHSADS requests FTE authority to eliminate one part-time temporary psychologist position and create a 0.53 FTE regular licensed clinical psychologist supported by state funding as part of the performance contract. This is based on regulatory requirements that MHSADS have a psychologist to provide independent evaluations and monitoring as part of the civil commitment process set by the state and enforced by the CSB that includes recommendations for increasing voluntary admission as well as removal of the 'imminent danger' criterion.

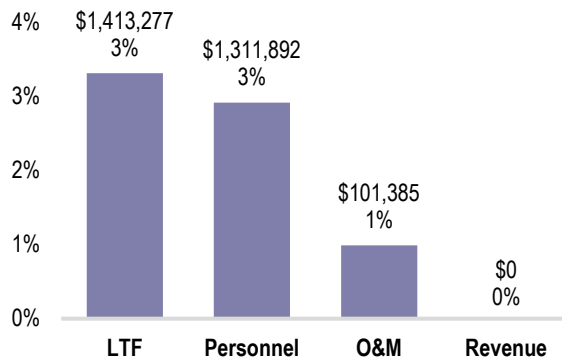
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ 22.20 FTE<sup>1</sup>, general pay changes ||  
**O&M:** ↑ base adjustment for the employment and day support contract || **Revenue:** ↓ adjusted to reflect anticipated revenues related to charges for services provided

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

<sup>1</sup> This FTE change includes 5.20 FTE approved by the Board in FY 2020 as part of mid-year FY 2020 adjustments.



## Mental Health, Substance Abuse, and Developmental Services

### FY 2021 Proposed Resource Requests<sup>1</sup>

FTE Authority: Licensed Clinical Psychologist						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$50,000	\$5,000	\$0	\$55,000	\$0	\$0	0.53
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• Conversion of contractual funds to personnel funds for a licensed clinical psychologist to support response to court-ordered evaluations.</li><li>• Licensed clinical psychologist to support MHSADS response to court-ordered evaluations. Reallocating O&amp;M funding from the performance contract to support this request for personnel.</li></ul>			
Mandates:	Federal/State Mandate					
PM Highlight:	Number of Extensions Requested of the Court					
Program:	Outreach and Coordination					
Positions:	1 Psychologist					
Theme:	Community Wellness and Resiliency					
One-time Costs:	\$5,000					
Recurring Costs:	\$50,000					

<sup>1</sup> 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.



## Mental Health, Substance Abuse, and Developmental Services

### Priority 1: Case Management

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,098,035	\$165,824	\$258,750	\$0	\$282,102	\$1,240,507	12.00

Details		Overview
<b>Service Level:</b>	Current Service Level Request	<ul style="list-style-type: none"> <li>• This request supports the case management function across MHSADS. In addition to case managers, this request includes the support staff in Business Operations to support these activities.</li> <li>• Care coordination is case management for youth who have serious emotional disturbance and adults who have serious mental illness, a substance use disorder, and/or are dually diagnosed. MHSADS is the sole licensed provider for this service.</li> <li>• Mental Health Docket and Adult Drug Court have each been assigned one care coordinator. Needs of those dockets require additional resources.</li> <li>• Early Intervention (EI) service coordination provides case management for infants and families referred and receiving EI services to facilitate and coordinate evaluation and service planning. MHSADS is required to provide service coordination for the EI Program.</li> <li>• EI saw a 10 percent increase in active service plans in FY 2019.</li> <li>• Support Coordination (SC) is case management for individuals with a developmental disability. MHSADS is the sole licensed provider for SC. Two support coordinators will address the current waitlist and additional waiver slots for FY 2021.</li> <li>• Team coordinators provide supervision of staff and quality assurance oversight of services and documentation.</li> <li>• Business operations support resources are needed to support these activities. Finance assistants are responsible for the day-to-day payables activity. Operations support assistants provide insurance verification, data entry, record maintenance, and state reporting to the service delivery programs.</li> <li>• Reimbursement specialists process receivables to ensure maximization of revenue collection.</li> </ul>
<b>Mandates:</b>	Federal/State Mandate	
<b>PM Highlight:</b>	Number of individuals receiving Mental Health Substance Use Disorder Case Management (MHSUD CM), Number of individuals receiving Support Coordination (SC)	
<b>Program:</b>	Outreach and Coordination Services, Community-Based Support Services, Business Operations	
<b>Positions:</b>	5 Care Coordinators, 1 Early Intervention Service Coordinator, 2 Support Coordinators, 1 Team Coordinator, 1 Finance Assistant, 1 Operations Assistant, 1 Reimbursement Specialist	
<b>Theme:</b>	Community Wellness and Resiliency	
<b>One-time Costs:</b>	\$326,240	
<b>Recurring Costs:</b>	\$1,196,369	



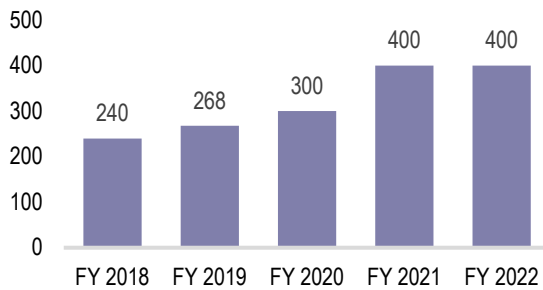
## Mental Health, Substance Abuse, and Developmental Services

Priority 2: Emergency Services (ES)						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$485,968	\$142,322	\$92,750	\$0	\$0	\$721,040	4.47
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• ES operates 24 hours per day, 365 days per year providing crisis intervention, pre-screening for court-ordered care, as well as consultation and training to law enforcement.</li><li>• FY 2019 saw an increase of 19% in the number of crisis intervention service hours provided.</li><li>• Excess overtime is leading to staff burnout and an increase in turnover for ES.</li><li>• The systems administrator position configures the electronic health record and trains workforce members so they can meet regulatory documentation requirements while maximizing billing opportunities. The data analyst position conducts analyses and provides required reporting from multiple IT platforms used by ES which create a foundation for informed decision making and compliance with the state performance contract.</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	None					
<b>Program:</b>	Outpatient Services, Outreach and Coordination, Business Operations					
<b>Positions:</b>	2 ES Clinicians, additional hours for an ES Clinician sub-pool, 1 Systems Administrator, 1 Data Analyst					
<b>Theme:</b>	Community Wellness and Resiliency					
<b>One-time Costs:</b>	\$128,635					
<b>Recurring Costs:</b>	\$592,405					
<b>Department Total</b>						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,634,003	\$313,146	\$351,500	\$55,000	\$282,102	\$1,961,547	17.00



## Mental Health, Substance Abuse, and Developmental Services

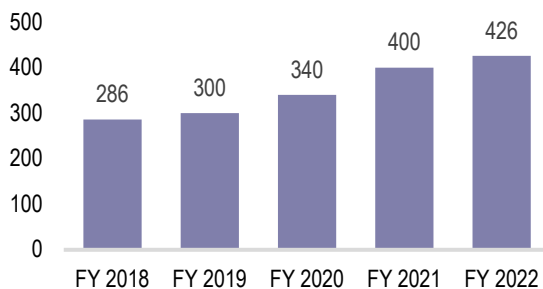
### Key Measures<sup>1</sup>



**Objective:** Provide case management to all individuals identified to have a mental health/substance use disorder (MHSUD).

**Measure:** Number of individuals receiving MHSUD case management.

*Current service level reflects a caseload size of approximately 23 individuals per case manager and is within the industry standard. During the last three years, MHSADS has experienced a sharp increase in the number of individuals referred to and requesting case management services, leading to the establishment of a waitlist that must be addressed.*



**Objective:** Provide support coordination (SC) for enhanced case management (ECM).

**Measure:** Number of individuals in SC receiving ECM.

*MHSADS is the sole licensed provider for SC. Additional staffing is needed in order to address the waitlist created by additional waiver slots.*

<sup>1</sup> 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.



## Mental Health, Substance Abuse, and Developmental Services

### Department Programs<sup>1</sup>

#### Department Financial and FTE Summary by Program<sup>2</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Residential Services	\$12,897,714	\$14,145,911	\$14,197,870	\$13,005,580	\$13,369,606
Community-Based Support Services	9,810,056	10,801,846	12,978,097	11,721,874	11,988,736
Outpatient Services	7,739,653	7,713,507	9,784,671	9,204,921	9,444,533
Outreach And Coordination Services	9,637,975	11,128,096	12,907,560	13,081,379	13,432,377
Business Operations	0	39,041	0	6,854,525	7,046,305
<b>Total – Expenditures</b>	<b>\$40,085,398</b>	<b>\$43,828,400</b>	<b>\$49,868,199</b>	<b>\$53,868,280</b>	<b>\$55,281,557</b>
<b>Revenues</b>					
Residential Services	\$3,210,019	\$2,819,221	\$3,780,559	\$2,851,812	\$2,851,812
Community-Based Support Services	1,258,210	1,193,438	886,372	790,903	790,903
Outpatient Services	4,039,824	3,378,289	3,667,673	3,841,744	3,841,744
Outreach and Coordination Services	4,562,071	4,852,473	4,440,993	5,062,638	5,062,638
Business Operations	0	0	0	0	0
<b>Total – Revenues</b>	<b>\$13,070,124</b>	<b>\$12,243,421</b>	<b>\$12,775,597</b>	<b>\$12,547,097</b>	<b>\$12,547,097</b>
<b>Local Tax Funding</b>					
Residential Services	\$9,687,694	\$11,326,689	\$10,417,311	\$10,153,768	\$10,517,794
Community-Based Support Services	8,551,846	9,608,408	12,091,725	10,930,971	11,197,833
Outpatient Services	3,699,829	4,335,217	6,116,998	5,363,177	5,602,789
Outreach and Coordination Services	5,075,904	6,275,623	8,466,567	8,018,741	8,369,739
Business Operations	0	39,041	0	6,854,525	7,046,305
<b>Total – Local Tax Funding</b>	<b>\$27,015,274</b>	<b>\$31,584,979</b>	<b>\$37,092,602</b>	<b>\$41,321,183</b>	<b>\$42,734,460</b>
<b>FTE</b>					
Residential Services	150.24	149.24	150.24	120.24	120.24
Community-Based Support Services	69.59	72.59	82.59	69.59	69.59
Outpatient Services	74.54	74.07	75.07	68.74	68.74
Outreach and Coordination Services	78.53	91.53	98.53	103.53	103.53
Business Operations	0	0	0	66.53	66.53
<b>Total – FTE</b>	<b>372.90</b>	<b>387.43</b>	<b>406.43</b>	<b>428.63</b>	<b>428.63</b>

<sup>1</sup> The Business Operations Division was created as part of a departmental reorganization requiring no additional resources in FY 2020 and is discussed in the program description section. Business Operations FTE are reflected in FY 2021.

<sup>2</sup> Sums may not equal due to rounding.







# Parks, Recreation, and Culture FY 2021 Proposed Budget

## Contents

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## Parks, Recreation, and Culture Summary

### FY 2021 Proposed Expenditures<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2019 Adopted	FY 2021 Proposed	FY 2022 Projected
Library Services	\$15,831,917	\$18,403,425	\$21,020,535	\$21,982,310	\$22,560,832
Parks, Recreation, and Community Services	40,927,788	47,212,658	52,967,866	58,098,907	59,671,064
<b>Total</b>	<b>\$56,759,705</b>	<b>\$65,616,083</b>	<b>\$73,988,402</b>	<b>\$80,081,217</b>	<b>\$82,231,896</b>

<sup>1</sup> Sums may not equal due to rounding.



## Library Services

Loudoun County Public Library (LCPL), managed by the Department of Library Services, provides free and equal access to innovative technologies and a full range of library resources to enhance the quality of life and meet the informational, educational, and cultural interests of the community. The Department operates under the policy direction of the Library Board of Trustees, whose members are appointed by the Board of Supervisors. The Department has three operational programs: Public Services, Support Services, and General Library Administration. The Public Services Program provides services and resources through branch libraries and a mobile outreach services unit. The Support Services Program provides the necessary materials and technical support to deliver library services to the public. General Library Administration provides departmental direction and budget support.

### Library Services' Programs

#### Public Services

Provides patrons access to the Library collection, programs, technology, and services (including Passport and Notary services). Promotes the joy of reading and lifelong learning through readers' advisory; early literacy programs; teen initiatives; humanities, arts and science events; technology training; and educational opportunities.

#### Support Services

Selects, acquires, catalogs, and processes library materials to inform, educate, and enlighten County residents. Also provides systems administration, technical training, and support for all automated library systems and technologies.

#### General Library Administration

Enacts the policies of the Library Board of Trustees and County initiatives. Provides administrative support and oversees the Public Services and Support Services Programs. Manages the budget, accounting, human resources, training needs, and Library Capital Improvement Program for Library Services.

**Library Services****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$12,458,373	\$14,488,947	\$16,997,187	\$17,934,945	\$18,472,993
Operating and Maintenance	3,373,544	3,885,324	4,023,348	4,047,365	4,087,839
Capital Outlay	0	29,154	0	0	0
<b>Total – Expenditures</b>	<b>\$15,831,917</b>	<b>\$18,403,425</b>	<b>\$21,020,535</b>	<b>\$21,982,310</b>	<b>\$22,560,832</b>
<b>Revenues</b>					
Fines and Forfeitures <sup>2</sup>	\$286,230	\$254,755	\$315,000	\$0	\$0
Use of Money and Property	50,679	57,244	54,082	54,082	54,082
Charges for Services <sup>3</sup>	43,707	192,537	298,975	244,963	244,963
Miscellaneous Revenue	992	111	0	0	0
Intergovernmental – Commonwealth	210,912	212,957	218,451	225,256	225,256
Intergovernmental – Federal	690	0	0	0	0
<b>Total – Revenues</b>	<b>\$593,210</b>	<b>\$717,603</b>	<b>\$886,508</b>	<b>\$524,301</b>	<b>\$524,301</b>
<b>Local Tax Funding</b>	<b>\$15,238,707</b>	<b>\$17,685,822</b>	<b>\$20,134,027</b>	<b>\$21,458,009</b>	<b>\$22,036,531</b>
<b>FTE</b>	<b>215.47</b>	<b>219.06</b>	<b>219.06</b>	<b>223.06</b>	<b>223.06</b>

<sup>1</sup> Sums may not equal due to rounding.

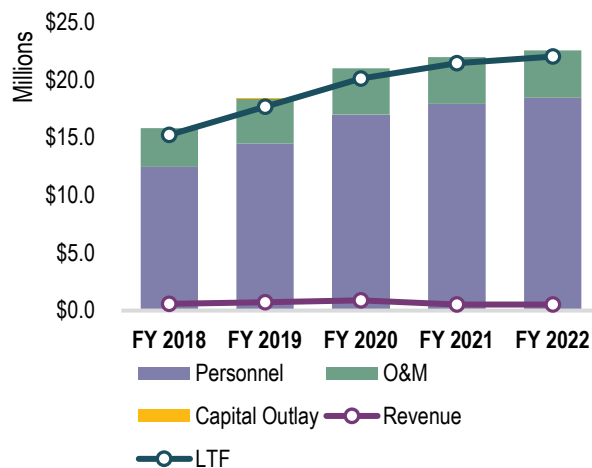
<sup>2</sup> Library Services eliminated the assessment and collection of overdue fines on circulation items for the Loudoun County Public Library in August 2019. All overdue fine unpaid balances for library patrons were eliminated then.

<sup>3</sup> The passport program's budgeted revenue for the FY 2021 budget was lowered to reflect the actual revenue collected for the processing of passport applications and passport photos at the Rust library branch. The actual number of passport applications processed has been less than initial estimates.



## Library Services

### Revenue and Expenditure History



#### Revenue/Local Tax Funding

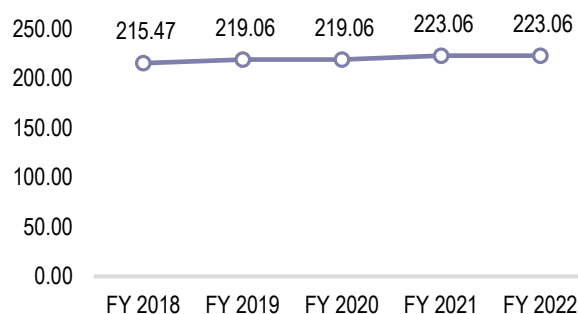
As shown, the Library Services Department is primarily funded by local tax funding (over 97 percent). Program-generated revenues consist of charges for services and state aid. Effective August 30, 2019, the Department no longer assessed or collected overdue fines on library circulation items, as directed by the Library Board of Trustees and approved by the Board of Supervisors. The Department lowered the budget for passport program's revenues to better align the budget with the actuals.

#### Expenditure

The majority of the Department of Library Services' 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 2021 to reflect a new classification and compensation system approved by the Board in November 2019 and 4.00 FTE included in the FY 2021 Proposed Budget.

### Staffing/FTE History



FY 2018: Increase consisted of: 33.56 FTE Brambleton Library staff (46 full-time and part-time positions), 1.00 FTE administrative assistant, 1.06 FTE two part-time Teen Services Program positions.

FY 2019: 1.53 FTE Teen Services Program's full-time librarian assistant manager and part-time library assistant, 2.06 FTE one full-time library assistant and two part-time library assistants for the Passport Application Processing Program.

Significant changes in the Department's revenues are reflected in the FY 2021 budget. Effective August 30, 2019, the Department no longer assessed or collected overdue fines on library circulation items, as directed by the Library Board of Trustees, and approved by the Board of Supervisors at its May 23, 2019 meeting. Eliminating overdue fines has made the library system more accessible to the community. With the elimination of overdue fines, patrons, who had their library accounts blocked due to an overdue fine balance of \$10 or more, had their fine balance erased and the block on their account removed, allowing them to again checkout library materials. Beginning with the FY 2021 budget, no overdue fines are budgeted, resulting in increased local tax funding.

The Department's FY 2021 revenues for Rust Library serving as a passport acceptance facility, which include the passport application processing fee and the passport photo revenues, were reduced by \$47,910 and \$6,102, respectively, to better align with the actual revenue collections. The Department has determined that the number of patrons who use the Rust Library to obtain a first-time passport is lower than initially projected. There are other places to apply for a passport, including select post offices throughout the County, as well as the U.S. Passport Agency in Washington, D.C. Passport



## Library Services

renewal is not available at Rust Library or other acceptance facilities and can only be completed through the mail or at a Passport Agency office.

The Department's FY 2021 expenditures have increased primarily due to personnel costs. Personnel costs make up most of the Department's expenditures. Personnel costs have risen primarily due to 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 2021 to reflect a new classification and compensation system approved by the Board in November 2019. In addition, the FY 2021 Proposed Budget includes 4.00 FTE, which increases personnel costs. The Department's FY 2021 operating and maintenance expenditures are slightly higher than FY 2020 due to increased central services and other operating supplies expenditures.

The Loudoun County Public Library has experienced significant expansion in recent years, with the opening of the Gum Spring Library branch, Brambleton Library branch, and the expanded and relocated Sterling Library branch. With the growth of the library branches and in the number of branch staff for the new facilities, there has been little corresponding growth in the number of internal support resources, which provide system-wide oversight, coordination, training and supervision. For FY 2021, the Department needs additional system-wide internal support resources in the areas of programming and technology services.

Since 2011, Loudoun County Public Library has experienced significant growth, adding three branches and expanding two additional locations. The overall square footage of the library branches has increased 68.9 percent, from 129,840 to 219,260. Electronic circulation of items has grown by over 200 percent. The number of library programs has increased by 123 percent, from 4,612 to 10,289, and program attendance has grown 152 percent to over 370,000 attendees. The number of library staff has increased by 56.4 percent, with an additional 78 FTE. The number of support staff has not kept pace with this growth, only increasing by 10 percent (3.00 FTE) during the same period. Therefore two additional positions are now needed.

The Department's requests include two program coordinators (2.00 FTE) and two system analysts (2.00 FTE) focusing on the thematic area of Internal Support.

### Internal Support/ Programming

The FY 2021 Proposed Budget includes two program coordinators (2.00 FTE) to provide internal support for the Department. This will provide the Department with the resources to keep pace with the increased number of program offerings and program attendance. These positions will provide central coordination and oversight of branch programming, ensuring a standardized patron experience across all branches. They will also provide for more of the following: community needs assessments, consistent program development and marketing across branches, program guidance and training of new programming staff, ongoing maintenance and updates of written programming standards, promotion of programs to targeted audiences, and coordination with community partners.

### Internal Support/ Technology

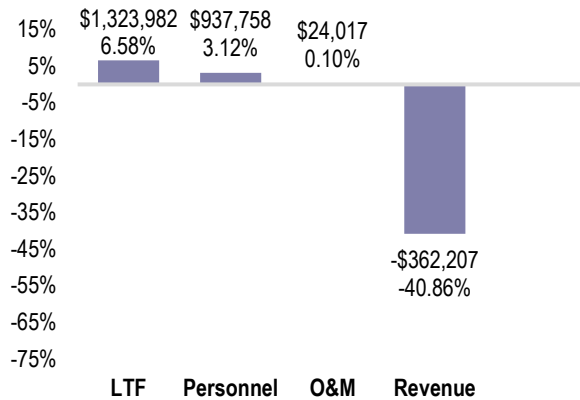
In addition, the FY 2021 Proposed Budget for Library Services includes two systems analysts (2.00 FTE) which will allow the Department to meet the technological demands that come with the rapid growth of the LCPL. Not only has the number of programs and attendance increased, but electronic circulation of items has grown by over 200 percent since 2011. Due to the Department's heavy reliance on various technology, these positions are vital to maintain current services levels for patrons. These positions will allow for maintenance of response time for staff and customer issues, efficient implementation of large projects, and support to the integrated library system (ILS). These positions will provide support for library hardware, software and ILS issues (not supported by the Department of Information Technology); database maintenance; management of equipment inventory; installation and troubleshooting of library software and equipment; website support and development; and management and oversight of the Integrated Library System (ILS), which provides the technical infrastructure necessary for the majority of library operations. These positions will allow the department to meet the



## Library Services

technological and infrastructure demands that come with growth; including faster response time to staff and customer issues, ability to implement large projects more efficiently, and to provide support for the ILS.

### Percent Change from Adopted FY 2020 to Proposed FY 2021

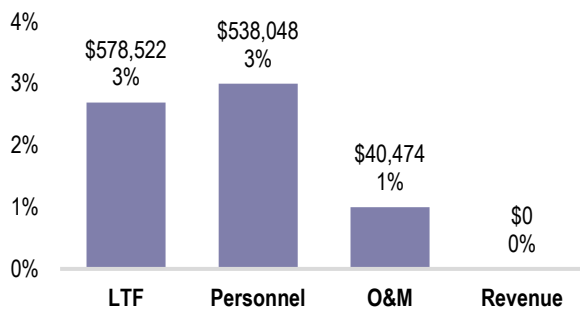


#### Reasons for Change:

**Personnel:** ↑ 4.00 FTE, general pay changes and the two program coordinators and two systems analysts added || **O&M:** ↑ Increased internal services and other operating expenditures.

**Revenue:** ↓ Elimination of overdue fines and adjustment to passport application fee and passport photo revenues.

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

**Revenue:** ↔

**Library Services****FY 2021 Proposed Resource Requests<sup>1</sup>**

Priority 1: Systemwide Support Staff for the Programming Division						
<b>Personnel:</b> \$191,319	<b>O&amp;M:</b> \$21,402	<b>Capital:</b> \$7,500	<b>Reallocation:</b> \$0	<b>Revenue:</b> \$0	<b>LTF:</b> \$220,221	<b>FTE:</b> 2.00
Details			Overview			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Since 2011, LCPL has experienced significant growth, adding three branches and expanding two additional locations. The overall square footage of the library branches has increased 68.9%, from 129,840 to 219,260. Electronic circulation of items has grown by over 200%. The number of library programs has increased by 123%, from 4,612 to 10,289, and program attendance has grown 152% to over 370,000 attendees. The number of library staff has increased by 56.4%, with an additional 78 FTE. The number of the support staff has not kept pace with this growth, only increasing by 10% (3 FTE) during the same time period. Therefore two additional positions are now needed.</li><li>• These two positions will assist in the development, oversight, and support of library programs. The Division directs programming that runs countywide up to 11 hours per day, seven days per week, and works to ensure that these offerings meet quality standards and community demands.</li><li>• These positions, along with the existing two Program Coordinators, will provide central coordination and oversight of branch programming, ensuring a standardized patron experience across all branches.</li><li>• The additional resources will provide for community needs assessments, consistent program development and marketing across branches, program guidance and training of new programming staff, ongoing maintenance and updates of written programming standards, promotion of programs to targeted audiences, and coordination with community partners.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Program Attendance					
<b>Program:</b>	Public Services					
<b>Positions:</b>	Program Coordinators					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$18,980					
<b>Recurring Costs:</b>	\$201,241					

<sup>1</sup> 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.





## Library Services

### Priority 2: Systemwide Support Staff for the Technology Division

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$216,774	\$21,402	\$2,500	\$0	\$0	\$240,676	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• Since the number of support staff has not kept pace with the growth, the FY 2021 budget includes the resource request for two systems analysts. Due to the increasing reliance on technology and the rapid growth of the LCPL and the number of library patrons using technology, two systems analysts are necessary to maintain current service levels.</li><li>• These two systems analysts will write technical documentation; provide tier one support for library hardware, software and the ILS issues (not supported by the Department of Information Technology); maintain databases; manage equipment inventory; perform installation and troubleshooting of library software and equipment; support website and development; and manage ILS supplies.</li><li>• Adding two additional positions will allow the department to meet the technological demands that come with growth; including maintaining response times to staff and customer issues, implementing large projects efficiently, and providing support for the ILS. To meet compliance with County policy, library services will be implementing a point of sale and print management solution across all branches. The new service will provide new software and hardware that will require ongoing support to keep systems operational.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Support Tickets					
<b>Program:</b>	Technology Services					
<b>Positions:</b>	Systems Analysts					
<b>Theme:</b>	Technology					
<b>One-time Costs:</b>	\$13,980					
<b>Recurring Costs:</b>	\$226,696					

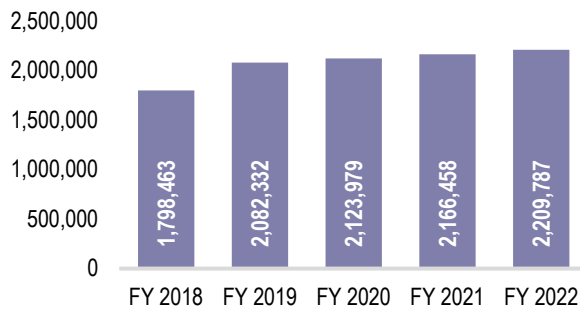
### Department Total

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$408,093	\$42,804	\$10,000	\$0	\$0	\$460,897	4.00



## Library Services

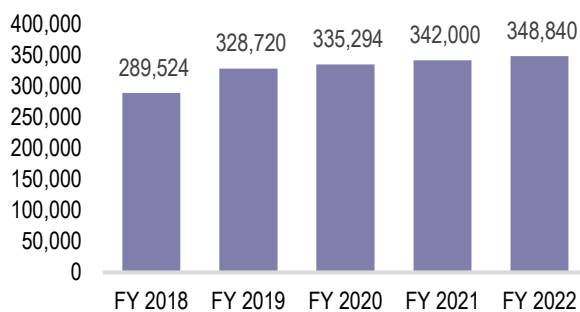
### Key Measures<sup>1</sup>



**Objective:** Increase the number of library facilities visits by 2 percent each year.

**Measure:** Number of visits to library facilities.

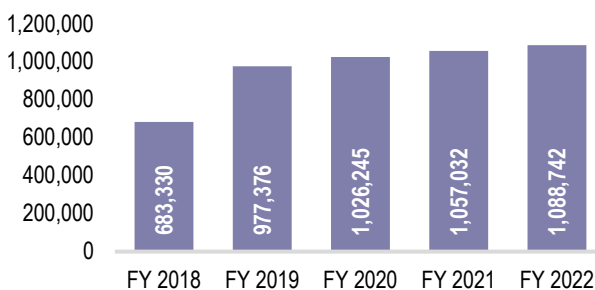
*In FY 2019, the Brambleton Library branch opened, increasing the number of visits to library facilities. The two program coordinator positions will allow for the continued support of these visitors.*



**Objective:** Increase Loudoun County Public Library online catalog searches by 2 percent each year.

**Measure:** Number of wifi sessions provided at Loudoun County Public Library branches.

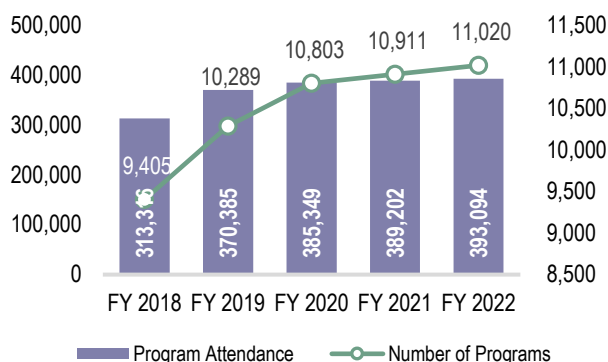
*The number of wifi sessions provided at Loudoun County Public Library branches will continue to increase, necessitating the two systems analysts included in the Proposed Budget.*



**Objective:** Increase the availability of electronic titles to meet patron demands.

**Measure:** Number of electronic titles downloaded/streamed.

*Library patrons' significant demand for electronic titles will continue, requiring the addition of the two systems analysts.*



**Objective:** Increase the number of programs for all ages.

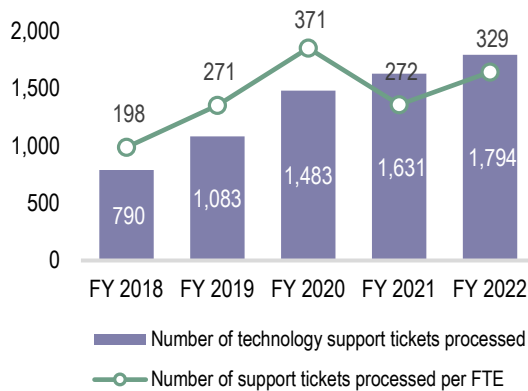
**Measure:** Program attendance and the number of programs.

*The number of library programs and program attendance will continue to increase. The two program coordinators included in the budget will allow for the current service levels provided for programs to be maintained.*

<sup>1</sup> 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.



## Library Services



**Objective:** Reduce the number of support tickets per FTE

**Measure:** Number of technology support tickets processed and tickets processed per FTE.

*The number of support tickets processed for technology requests for the library branches is on an increasing trend. Two additional technology positions will allow a decrease in the number of support tickets per FTE. These positions will allow for these tickets to continue to be addressed in a timely manner.*

## Department Programs

### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Support Services	\$4,046,955	\$4,248,645	\$4,634,443	\$4,872,513	\$4,965,100
Public Services	10,632,397	12,957,271	15,306,293	16,017,771	16,477,850
Administration	1,152,565	1,197,510	1,079,800	1,092,026	1,117,882
<b>Total – Expenditures</b>	<b>\$15,831,917</b>	<b>\$18,403,425</b>	<b>\$21,020,535</b>	<b>\$21,982,310</b>	<b>\$22,560,832</b>
<b>Revenues</b>					
Support Services	\$420,123	\$414,799	\$445,646	\$262,451	\$262,451
Public Services	173,087	302,804	440,862	261,850	261,850
<b>Total – Revenues</b>	<b>\$593,210</b>	<b>\$717,603</b>	<b>\$886,508</b>	<b>\$524,301</b>	<b>\$524,301</b>
<b>Local Tax Funding</b>					
Support Services	\$3,626,832	\$3,833,846	\$4,188,797	\$4,610,062	\$4,702,649
Public Services	10,459,311	12,654,467	14,865,431	15,755,921	16,216,000
Administration	1,152,565	1,197,510	1,079,800	1,092,026	1,117,882
<b>Total – Local Tax Funding</b>	<b>\$15,238,707</b>	<b>\$17,685,822</b>	<b>\$20,134,027</b>	<b>\$21,458,009</b>	<b>\$22,036,531</b>
<b>FTE</b>					
Support Services	17.00	19.00	19.00	21.00	21.00
Public Services	192.47	195.06	195.06	197.06	197.06
Administration	6.00	5.00	5.00	5.00	5.00
<b>Total – FTE</b>	<b>215.47</b>	<b>219.06</b>	<b>219.06</b>	<b>223.06</b>	<b>223.06</b>

<sup>1</sup> Sums may not equal due to rounding.





## Parks, Recreation, and Community Services

The Department of Parks, Recreation, and Community Services (PRCS) provides recreational, educational, wellness, cultural, and supportive opportunities to County residents. Facilities are located throughout the County and include recreation centers, community centers, athletic fields, swimming pools, senior centers, adult day care centers, the Central Kitchen, parks, trails, historic properties, and after school care programs. Offerings include sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, childcare, preschool, after school activities, trips, camps, special events, volunteer opportunities, educational and prevention programs for youth, and programs for individuals with disabilities.

### Parks, Recreation, and Community Services' Programs

#### Adaptive Recreation

Provides accessible leisure and recreational opportunities for County residents with cognitive and physical disabilities.

#### Administration

Provides human resources management, facility management, planning and development, training, public relations, communications and marketing, procurement, emergency management, and financial services for the Department.

#### Aging Services

Plans, implements, and promotes programs and services to enhance well-being, independence, and quality of life for older adults and their caregivers.

#### Children's Programs

Provides after school programs that build leisure, social, and physical skills through diverse and developmentally appropriate recreational and educational programs.

#### Community Centers

Provides recreational, educational, and cultural services for all abilities and age levels in childcare and pre-school programs, special events, classes and activity programs.

#### Facilities Planning and Development

Supports the Department through facility planning and design, proffer management, recreational trail development, and project management activities.

#### Maintenance Services

Maintains and repairs Department property, facilities, vehicles, and equipment and provides services in emergency response situations.



## **Parks, Recreation, and Community Services**

### **Parks**

Provides high quality outdoor park facilities, open space, cultural programs and services, and management of park facilities.

### **Recreation Centers**

Provides land and aquatic-based recreational programming and activities for youth and adults of Loudoun through three facilities, including two full-service recreation centers.

### **Sports**

Provides youth and adults with opportunities to participate in athletics in both a competitive and recreational environment and to learn and develop lifelong skills.

### **Youth Services**

Provides middle school and high school age youth with opportunities in recreational, educational, and cultural events that promote leadership development and positive choices.



## Parks, Recreation, and Community Services

### Budget Analysis

#### Department Financial and FTE Summary<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$31,408,421	\$36,440,315	\$41,561,746	\$46,008,331	\$47,433,581
Operating and Maintenance	9,318,067	10,206,554	11,406,120	12,090,577	\$12,237,483
Capital Outlay	201,301	565,789	0	0	0
<b>Total – Expenditures</b>	<b>\$40,927,788</b>	<b>\$47,212,658</b>	<b>\$52,967,866</b>	<b>\$58,098,907</b>	<b>\$59,671,064</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$5,826	\$15,041	\$9,735	\$10,425	\$10,425
Use of Money and Property	1,214,024	1,569,180	2,256,746	2,284,859	2,284,859
Charges For Services	19,043,818	19,779,902	23,909,414	26,270,379	\$26,270,379
Miscellaneous Revenue	140,998	287,541	34,000	35,200	35,200
Recovered Costs	385,345	348,722	463,502	389,759	389,759
Intergovernmental - Commonwealth	225,842	241,128	232,416	249,869	249,869
Intergovernmental - Federal	435,066	502,419	456,228	554,164	554,164
Other Financing Sources	117,780	117,780	117,780	117,780	117,780
<b>Total – Revenues</b>	<b>\$21,568,699</b>	<b>\$22,861,712</b>	<b>\$27,479,821</b>	<b>\$29,912,435</b>	<b>\$29,912,435</b>
<b>Local Tax Funding</b>	<b>\$19,359,090</b>	<b>\$24,350,945</b>	<b>\$25,488,045</b>	<b>\$28,186,472</b>	<b>\$29,758,629</b>
<b>FTE<sup>2</sup></b>	<b>608.77</b>	<b>620.22</b>	<b>654.05</b>	<b>678.13</b>	<b>679.63</b>

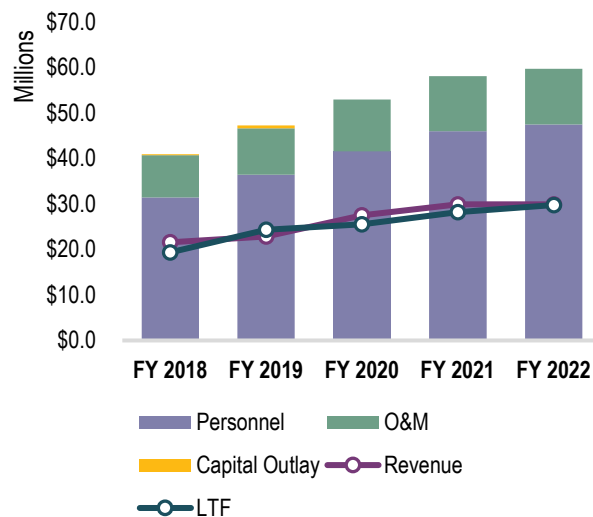
<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> Beginning in FY 2019 with the full implementation of the Human Capital Management module of Oracle, all single incumbent positions with authorized weekly hours of 37.5 or greater are now assigned an FTE value of 1.00. In prior years, authorized weekly hours greater than 37.5 were assigned FTE values greater than 1.00.



## Parks, Recreation, and Community Services

### Revenue and Expenditure History



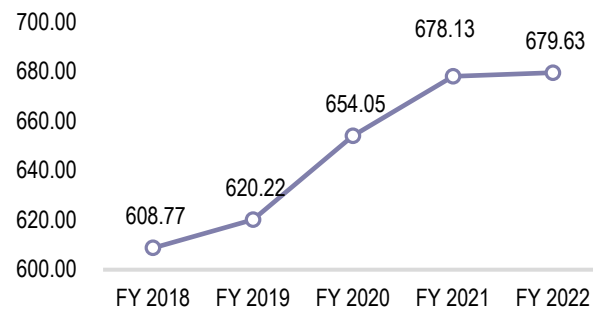
#### Revenue/Local Tax Funding

As shown, the Department of Parks, Recreation, and Community Services (PRCS) is funded almost equally by local tax funding and program-generated revenue. Program-generated revenue consists of charges for services, programs, and facility rentals.

#### Expenditure

The majority of PRCS'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.

### Staffing/FTE History



FY 2018: 63.90 FTE Dulles South Recreation and Community Center and Dulles South Senior Center, 1.00 FTE Administration, 1.00 FTE Children's Programs, 1.97 FTE Pre-School Programs, and 0.47 FTE Aging Services

FY 2019: 3.00 FTE Administration, 1.00 FTE Facilities Planning and Development, 0.47 FTE Aging Services, 1.00 FTE Franklin Park Arts Center, 3.00 FTE Parks Maintenance Technicians, 2.98 FTE Children's Programs

FY 2020: 5.00 FTE Administration, 1.00 FTE Adaptive

Recreation, 0.93 FTE Aging Services, 8.18 FTE Children's Programs, 5.00 FTE Maintenance Services, 6.04 Recreation Centers, 2.87 FTE Sports, 3.80 FTE Youth Services

The Department of Parks, Recreation, and Community Services (PRCS) provides recreational, educational, wellness, cultural, and supportive opportunities to County residents through a broad array of programs and services. PRCS's expenditures have risen primarily due to personnel costs. Personnel costs make up over 75 percent of the Department's expenditures. PRCS's revenues are driven by the Department's programs and facilities including fees associated with childcare and children's programs, adult programs, aging programs, sports, and facility rentals.

In FY 2020, PRCS added a total of 33.83 FTE associated with capital facility openings, community outreach and education, internal support, span of control, and FTE authority. A total of 2.00 FTE were added for a special events coordinator and specialist to coordinate special events at the new Loudoun United stadium at Bolen Park and other PRCS-sponsored events. Additionally, outdoor maintenance staff (4.00 FTE) were added to address the need for field and park maintenance in new County parks and schools and a maintenance manager (1.00 FTE) was added to coordinate maintenance and projects with the Department of General Services (DGS). A landscape specialist (1.00 FTE) was added to manage the





## Parks, Recreation, and Community Services

growing inventory of County sites requiring landscaping. Additionally, a landscaping technical team of 2.00 FTE was added to perform highly technical tasks at high priority County facilities.

Also in FY 2020, a volunteer services assistant (0.47 FTE) was added to manage additional workload associated with new volunteers, who support the Area Agency on Aging's (AAA) home delivered meals among other programs. The Board added 3.80 FTE to expand the Youth After School (YAS) Program. A financial assistant (1.00 FTE) was added to manage additional financial workload associated with PRCS's expanding programs and facilities. The remaining requests approved in FY 2020 (18.56 FTE) required no local tax funding and addressed growing needs in PRCS's County After School (CASA), Senior Trips, Recreation Centers, Adaptive Recreation, and Sports programs.

PRCS's operating and maintenance budget has increased due to the increased cost of contracts and materials necessary to deliver programs and services. The FY 2021 Proposed Budget includes a base adjustment of approximately \$280,000 for increases in contract prices for outdoor maintenance, supply costs, and contract costs associated with a federal requirement to provide nutrition counseling to high-risk older adults through PRCS's AAA program.

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

### Capital Facility Openings

PRCS is preparing to open its fifth senior center, Ashburn Senior Center, in spring 2021. As with the other senior centers, this site will provide administrative and program space for staff, older adults age 55 and above, and volunteers. Activities planned for this approximately 16,000 square foot facility include arts and fitness classes, pickleball, social engagement programs, card games, billiards, cooking classes, day trips, special events, and other learning opportunities. Staffing requested for this facility is consistent with other senior centers including one manager, assistant manager, café supervisor, recreation programmer, customer service assistant, part-time facility supervisor, and two passenger vehicle operators.

### Internal Support

The Proposed Budget includes a request for additional human resources (HR) staff. Two HR assistants (2.00 FTE) are requested to manage the routine workload associated with hiring and managing PRCS positions. Employee actions (EAs), are required for changes to employee assignment, costing, supervisor, and other human resource related changes. The total number of employees on-boarded annually is approximately 2,800. The existing PRCS HR staff is strained to manage this volume along with other responsibilities including employee retention and recognition, customer service, other personnel actions, and projects. Additionally, PRCS requests an HR specialist (1.00 FTE) to serve as a recruiter focused on outreach for key, hard to fill PRCS positions including temporary and permanent part-time staff for PRCS programs.

In FY 2019, PRCS contracted with GreenPlay LLC to conduct an organizational analysis and benchmarking study, which recommended changes to the Department's organizational structure. Included in the study was a recommendation to reduce the number of divisions and increase the number of assistant directors by 2.00 FTE as well as add an aquatic manager (1.00 FTE) to oversee all PRCS aquatic operations. These requested resources will increase the strength of PRCS operations and assist in short and long-term strategic planning efforts, which will enable the Department director to focus on the higher level demands of that role.

### FTE Authority

In addition to its CASA program, which PRCS provides at Loudoun County Public School (LCPS) school sites with large waiting lists, PRCS also offers after-school programs (K-5th grade) at recreation and community centers throughout the County. Within this program, there is currently inconsistency in licensing where some, not all, are licensed. Licensed programs ensure consistency in training (including CPR, first aid, medication administration [MAT], and annual continuing



## Parks, Recreation, and Community Services

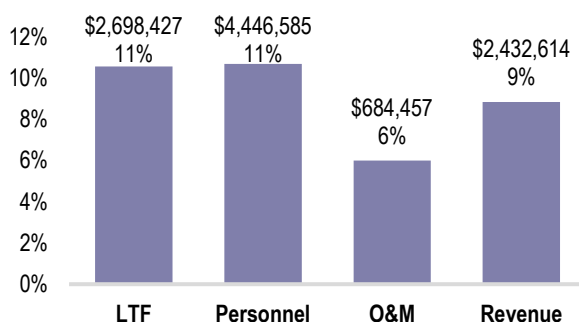
education) and student/teacher ratios. The Department's Proposed Budget includes additional staffing for three sites (2.86 FTE) to ensure that all after-school programs offered by PRCS demonstrate consistency, continuity, and suitability to the public for this programming area. This request is fully offset by revenue.

PRCS also requests an additional children's program manager (1.00 FTE) to assist in overseeing operations of a growing number of CASA sites and summer camps. Currently there are 47 CASA sites serving approximately 2,900 students throughout the County with only one program manager. The requested position will oversee facility usage, budget, accident and incident response, family response for the CASA program, and monitor quality and consistency of programming. This position is fully offset by program-generated revenue.

New licensing requirements (issued July 1, 2019) require all pre-school age summer camps to increase student-teacher ratios for programs if children are in the care of the facility six or more hours per week or more than 1.5 hours per day. PRCS's Proposed Budget includes additional summer camp leader and supervisor hours (4.69 FTE) to bring PRCS summer camps into compliance with licensing standards. This request is fully offset by program-generated revenue.

PRCS's final FTE Authority request is for two licensed program assistants (2.00 FTE) to facilitate improvements of licensed programs offered at PRCS recreation centers. Claude Moore and Dulles South Recreation Center pre-school programs anticipate significant growth in the next few fiscal years. Along with growth comes the need to keep up to date with paperwork, manage parental interaction, give tours, and handle other non-routine tasks. During FY 2019, these responsibilities have been dispersed to other program staff, but this detracts from their ability to focus on the delivery of programs. This request adds an additional licensed program assistant per site to manage these tasks and is fully offset by program-generated revenue.

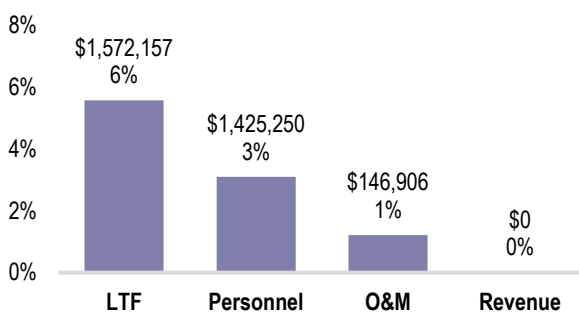
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ 24.08 FTE, general pay changes ||  
**O&M:** ↑ base adjustments for supplies and contractual increases || **Revenue:** ↑ revenue associated with the new facility and program fees

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

**Personnel:** ↑ 3 percent, 1.50 FTE associated with the opening of Scott Jenkins Memorial Park (capital facility) || **O&M:** ↑ 1 percent, new capital facility expenditures || **Revenue:** ↔



## Parks, Recreation, and Community Services

### FY 2021 Proposed Resource Requests<sup>1</sup>

Capital Facility Openings: Ashburn Senior Center Staffing						
<b>Personnel<sup>2</sup>:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$235,078	\$228,977	\$208,000	\$0	\$46,000	\$626,055	7.53
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>Ashburn Senior Center is projected to open in spring 2021 as PRCS's fifth senior center.</li><li>Manager and assistant manager are required for nine months of FY 2021; additional staff are needed for facility opening (three months of FY 2021).</li><li>Staffing pattern requested is consistent with all other senior centers as identified in positions.</li><li>Possible activities planned for seniors at this facility include arts and fitness classes, pickleball, social engagement programs, card games, billiards, cooking classes, day trips, special events and other learning opportunities.</li><li>The unique attractions of this center are two full-size pickleball courts and its location central to large adult living communities in the County.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Senior Center Activities					
<b>Program:</b>	Senior Centers					
<b>Positions:</b>	1 Manager, 1 Assistant Manager, 1 Recreation Programmer, 1 Customer Service Assistant, 2 Passenger Vehicle Operators, 1 Café Supervisor, 1 part-time Facility Supervisor					
<b>Theme:</b>	Capital Facility Openings					
<b>One-time Costs:</b>	\$278,280					
<b>Recurring Costs:</b>	\$393,775					

FTE Authority: CASA Academies - Supervisor/ Leaders						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$203,380	\$70,020	\$0	\$0	\$323,650	(\$50,251)	2.86
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>After-school programs (K-5th grade) are currently offered at recreation and community centers throughout the County. There currently is inconsistency in licensing of after-school programs where some, not all, are licensed.</li><li>Licensed programs ensure consistency in training (including CPR/ First Aid, MAT, and annual continuing education) and student/teacher ratios.</li><li>Request will increase capacity of after-school program and ensure licensing standards are consistent across sites (Dulles South, Claude Moore, and Philomont Community Center).</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance, with federal, state, or local laws					
<b>Program:</b>	Children's Programs / School Age Programs					
<b>Positions:</b>	3 Supervisors, 2 Leaders					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$54,000					
<b>Recurring Costs:</b>	\$219,399					

<sup>1</sup> 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.

<sup>2</sup> Personnel costs shown are pro-rated for three or nine months in FY 2021.



## Parks, Recreation, and Community Services

### FTE Authority: Children's Program Manager

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$108,387	\$85,855	\$41,500	\$0	\$290,000	(\$54,258)	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Currently one program manager oversees all operations of CASA (47 sites, app. 2,900 students) and summer camp (app. 1,100 students).</li><li>• Duties of position include: staff training, resolving parent issues, developing curriculum, monitoring expenditures, and hiring of site staff.</li><li>• Position and requested operating expenses offset by program revenue. PRCS will increase CASA fees by \$10/ month (currently \$335/ month for 10 months).</li><li>• Request includes expansion of BrightWheel licensing for CASA student check-in and out, currently in use in YAS.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of CASA Participants Annually					
<b>Program:</b>	Children's Services Administration					
<b>Positions:</b>	Children's Program Manager					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$47,095					
<b>Recurring Costs:</b>	\$188,647					

### FTE Authority: Summer Camp Staff - Licensed Programs

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$248,004	\$0	\$0	\$0	\$265,850	(\$17,846)	4.69
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• New licensing regulation issued July 1, 2019 requires all of the pre-school age summer camps to follow new guidelines with regard to student/ teacher ratios.</li><li>• Best practice for pre-school age children is for them to be in licensed program when they are in the care of a facility for more than 6 hours weekly and classes are more than 1.5 hours per day.</li><li>• PRCS offered numerous classes in FY 2019 that are now not in compliance with current regulation. This request is bringing the program into compliance on the pre-school camps offered at County sites, supporting maximum safety for a sensitive population (pre-school age participants).</li></ul>			
<b>Mandates:</b>	Federal/State Mandate					
<b>PM Highlight:</b>	Number of Programs Held					
<b>Program:</b>	Pre-School Services					
<b>Positions:</b>	4.69 FTE across 12 positions at six sites					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$0					
<b>Recurring Costs:</b>	\$248,004					

### FTE Authority: Licensed Program Assistants (Preschools)

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$147,259	\$11,946	\$0	\$0	\$183,086	(\$23,881)	2.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• Two licensed program assistants requested for (1) Claude Moore Recreation and Community Center and (2) Dulles South Recreation and Community Center to facilitate improvements with the efficiency of licensed programs.</li><li>• Proposed duties include: reviewing required paperwork, maintaining waitlists and medication intake, following up with parents regarding payments, assisting in classrooms on a daily basis, organizing volunteer program for preschool classes and giving tours on a regular basis.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Children Served - Preschools					
<b>Program:</b>	Recreation Center Facilities					
<b>Positions:</b>	2 Licensed Program Assistants					
<b>Theme:</b>	FTE Authority					
<b>One-time Costs:</b>	\$9,910					
<b>Recurring Costs:</b>	\$149,295					



## Parks, Recreation, and Community Services

### Priority 1: HR Staff

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$250,163	\$49,561	\$48,000	\$0	\$0	\$347,724	3.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>Two HR assistants are requested to manage routine workload associated with hiring, creating new positions approved annually, turnover of existing staff, and responding to staff inquiries in a timely fashion. The majority of these tasks require submission of employee actions (EAs), which can take anywhere from 5-30 minutes to complete. Total number of employees on-boarded annually is 2,800 (FY 2020).</li><li>In FY 2021, the number of EAs is expected to increase 58% (1,900) from FY 2018 (1,200).</li><li>Volume of EAs per HR staff member detracts from employee recognition and retention, as well as ongoing projects to streamline PRCS HR operations, document and communicate process changes, and ensure quality of HR actions.</li><li>HR specialist is requested to serve as a recruiter to focus on outreach for key, hard to fill PRCS positions. Job duties include: attending special job fairs, targeted advertising and developing creative marketing tools as well as increasing use of social media resources.</li></ul>			
<b>Mandates:</b>	Not Mandated					
<b>PM Highlight:</b>	Number of Employee Actions Processed					
<b>Program:</b>	Human Resources and Performance Management					
<b>Positions:</b>	2 HR Assistants, 1 HR Specialist					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$81,530					
<b>Recurring Costs:</b>	\$266,194					

### Priority 2: Re-Org Positions

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$403,997	\$47,842	\$71,500	\$0	\$0	\$523,339	3.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Enhanced Service Level Request		<ul style="list-style-type: none"><li>• GreenPlay organizational analysis conducted in FY 2019 recommended organizational changes including the reduction in the total number of divisions and additional management staff. This is the first request in the phased implementation of the GreenPlay recommendations.</li><li>• Each assistant director will oversee three PRCS program areas, freeing up capacity for division managers to focus on routine program operations.</li><li>• Aquatics manager will oversee all PRCS aquatic operations, leading to more streamlined operations.</li><li>• Requested positions are expected to increase satisfaction of PRCS recreation and community center participants.</li></ul>			
<b>Mandates:</b>	Not mandated					
<b>PM Highlight:</b>	Satisfaction Rate of Center Participants					
<b>Program:</b>	PRCS Administration					
<b>Positions:</b>	2 Assistant Directors, 1 Aquatics Program Manager					
<b>Theme:</b>	Internal Support					
<b>One-time Costs:</b>	\$89,880					
<b>Recurring Costs:</b>	\$433,459					

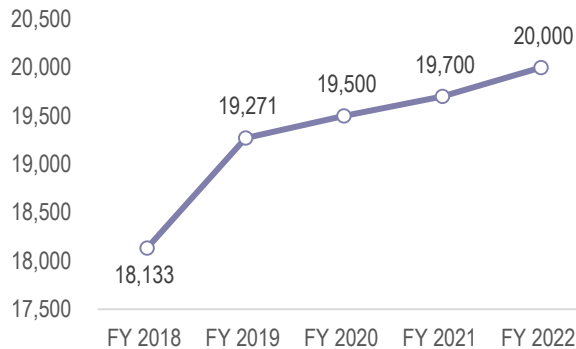
### Department Total

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$1,596,268	\$470,309	\$369,000	\$0	\$1,108,586	\$1,326,990	24.08



## Parks, Recreation, and Community Services

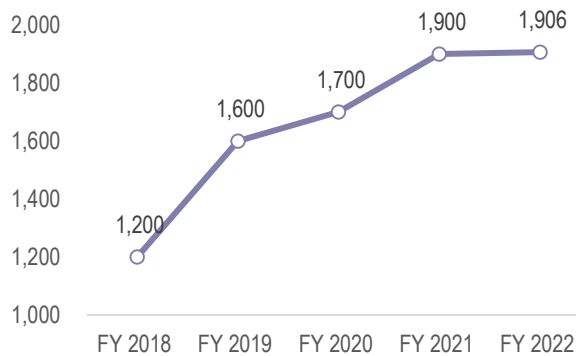
### Key Measures<sup>1</sup>



**Objective:** Maintain 95 percent or above customer satisfaction by providing high quality programs and services through the senior centers and senior trips program.

**Measure:** Number of Senior Center Activities.

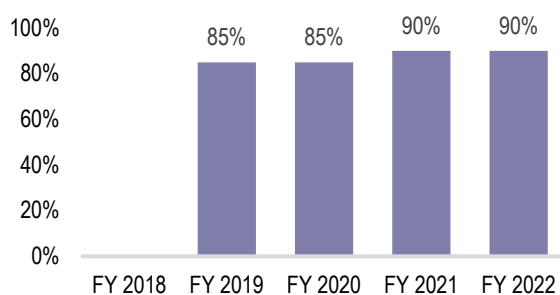
*The Ashburn Senior Center is expected to increase the number of senior center activities that PRCS is able to provide to the Loudoun County residents age 55 plus.*



**Objective:** Provide excellence in executing the hiring process with anticipated growth of programs and facilities supported in the CIP.

**Measure:** Number of Employee Actions (EAs) Processed.

*As the number of County and PRCS programs has increased so has the number of employee actions, such as those to hire, terminate, and change assignments, supervisors, or costing. This growth has put a strain on existing PRCS HR staff.*



**Objective:** Meet the demand for programs and services by providing programs for all age groups at a 90 percent or above utilization rate.

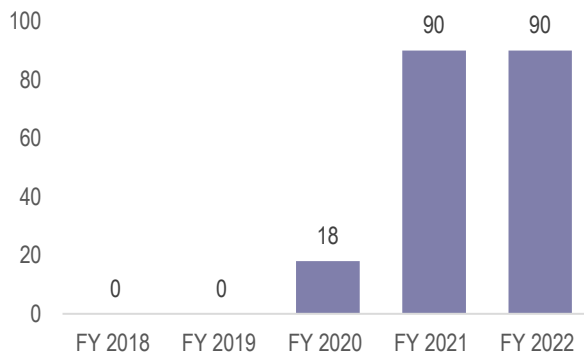
**Measure:** Satisfaction Rate of Center Participants.

*The requested aquatics manager will oversee all PRCS aquatic operations, leading to more streamlined operations and is expected to increase satisfaction of PRCS recreation and community center participants. Data for FY 2018 is not available.*

<sup>1</sup> 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.



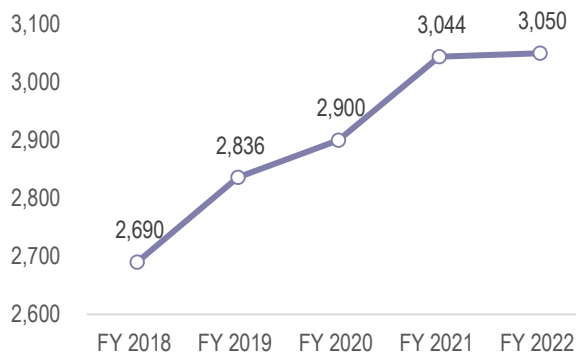
## Parks, Recreation, and Community Services



**Objective:** Meet the demand for programs and services by providing successful programs for all ages.

**Measure:** Number of Participants in the Licensed After-School Program at PRCS Facilities.

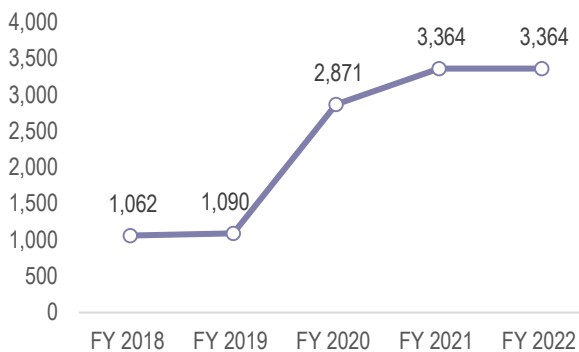
*With the requested resources in after-school program, licensing standards will be consistent across three sites (Dulles South, Claude Moore, and Philomont Community Center) serving a total of 90 participants. Data for FY 2018 and 2019 are not available.*



**Objective:** Provide County After-School Activities by maintaining countywide 95 percent program enrollment of capacity.

**Measure:** Number of CASA Participants Annually.

*The number of CASA participants is expected to continue increasing in future fiscal years. Thus, additional program management staffing is needed to support the program.*



**Objective:** Support the development of pre-school age children in Loudoun County by ensuring 100% of eligible PRCS pre-school students graduate from pre-school annually.

**Measure:** Number of Children Served by PRCS preschool programs.

*The number of children served by PRCS preschool is expected to continue increasing in future fiscal years. Thus, additional staffing is needed to support the program.*



**Parks, Recreation, and Community Services****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Children's Programs	\$5,948,818	\$6,355,759	\$7,839,359	\$8,347,285	\$8,573,311
Maintenance Services	5,038,265	5,540,955	6,668,923	6,764,149	6,917,764
Sports	2,227,278	2,474,150	2,563,316	2,747,885	2,812,768
Parks	7,951,533	4,258,641	4,095,951	4,546,459	4,803,558
Community Centers	7,466,965	6,273,901	6,920,783	7,746,837	7,956,794
Adaptive Recreation	528,176	647,121	848,588	875,723	897,936
Aging Services	6,899,727	7,706,289	8,032,049	9,000,297	9,227,717
Youth Services	1,165,237	1,277,185	1,700,892	1,823,085	1,874,032
Facilities Planning and Development	284,109	355,791	409,837	435,658	448,027
Administration	3,415,586	3,999,067	4,613,927	5,821,683	5,889,780
Recreation Centers	2,096	8,323,797	9,274,241	9,989,846	10,269,377
<b>Total - Expenditures</b>	<b>\$40,927,788</b>	<b>\$47,212,658</b>	<b>\$52,967,866</b>	<b>\$58,098,907</b>	<b>\$59,671,064</b>
<b>Revenues</b>					
Children's Programs	\$7,748,390	\$7,920,257	\$9,002,744	\$9,801,744	\$9,801,744
Maintenance Services	265,239	171,692	590,916	599,745	599,745
Sports	1,541,525	1,742,511	1,771,953	1,547,886	1,547,886
Parks	4,802,746	804,655	826,071	792,784	792,784
Community Centers	4,760,853	3,235,350	3,837,807	4,822,710	4,822,710
Adaptive Recreation	131,843	141,133	235,285	235,285	235,285
Aging Services	2,149,429	2,742,554	2,076,121	2,160,924	2,160,924
Youth Services	151,158	142,395	190,120	190,120	190,120
Facilities Planning and Development	5,726	14,941	9,735	10,425	10,425
Administration	11,790	15,044	0	0	0
Recreation Center	0	5,931,180	8,939,069	9,750,812	9,750,812
<b>Total – Revenues</b>	<b>\$21,568,699</b>	<b>\$22,861,712</b>	<b>\$27,479,821</b>	<b>\$29,912,435</b>	<b>\$29,912,435</b>
<b>Local Tax Funding</b>					
Children's Programs	\$(1,799,572)	\$(1,564,498)	\$(1,163,385)	\$(1,454,459)	\$(1,228,433)
Maintenance Services	4,773,026	5,369,263	6,078,007	6,164,404	6,318,019
Sports	685,753	731,639	791,363	1,199,999	1,264,882
Parks	3,148,786	3,453,986	3,269,880	3,753,675	4,010,774
Community Centers	2,706,112	3,038,551	3,082,976	2,924,127	3,134,084
Adaptive Recreation	396,333	505,988	613,303	640,438	662,651

<sup>1</sup> Sums may not equal due to rounding.





## Parks, Recreation, and Community Services

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Aging Services	4,750,297	4,963,735	5,955,928	6,839,373	7,066,793
Youth Services	1,014,080	1,134,790	1,510,772	1,632,965	1,683,912
Facilities Planning and Development	278,382	340,850	400,102	425,233	437,602
Administration	3,403,796	3,984,023	4,613,927	5,821,683	5,515,916
Recreation Center	2,096	2,392,617	335,172	239,034	518,565
<b>Total – Local Tax Funding</b>	<b>\$19,359,090</b>	<b>\$24,350,945</b>	<b>\$25,488,045</b>	<b>\$28,186,472</b>	<b>\$29,384,765</b>
<b>FTE</b>					
Children's Programs	105.57	108.55	116.73	117.73	117.73
Maintenance Services	54.63	54.63	59.63	59.63	59.63
Sports	25.19	24.19	27.06	27.06	27.06
Parks	157.50	162.97	112.97	79.54	81.04
Community Centers	133.08	133.08	107.69	112.26	112.26
Adaptive Recreation	11.16	11.16	12.16	12.16	12.16
Aging Services	81.52	81.52	82.50	90.63	90.63
Youth Services	18.12	18.12	21.92	21.92	21.92
Facilities Planning and Development	2.00	3.00	3.00	3.00	3.00
Administration	20.00	23.00	29.00	35.00	35.00
Recreation Center	0.00	0.00	81.39	119.2	119.2
<b>Total – FTE<sup>1</sup></b>	<b>608.77</b>	<b>620.22</b>	<b>654.05</b>	<b>678.13</b>	<b>679.63</b>

<sup>1</sup> During 2020, an audit of PRCS positions was conducted to ensure all positions were in the appropriate programs. Some positions were moved to the appropriate program area, thus some FTE values shifted for FY 2021.





# Community Development FY 2021 Proposed Budget

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## Community Development Summary

### FY 2021 Proposed Expenditures<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Building and Development	\$20,594,117	\$21,198,266	\$23,602,759	\$25,925,023	\$26,672,293
Economic Development	3,512,414	3,289,305	4,092,485	4,462,435	4,573,989
Mapping and Geographic Information	2,331,901	2,396,861	2,853,449	3,154,857	3,245,338
Planning and Zoning	7,462,969	7,499,747	8,615,962	9,292,929	9,560,467
Transportation and Capital Infrastructure	26,807,165	28,582,349	29,056,666	32,771,756	33,189,898
<b>Total</b>	<b>\$60,708,566</b>	<b>\$62,966,527</b>	<b>\$68,221,320</b>	<b>\$75,607,000</b>	<b>\$77,241,986</b>

<sup>1</sup> Sums may not equal due to rounding.



## Building and Development

The Department of Building and Development oversees all phases of land development throughout the County, including the review and approval of subdivision plans, construction plans, site plans, building plans, all construction-related inspections, final occupancy inspections, and the issuance of County building and grading permits. The Department is responsible for managing construction sites through its Erosion and Sediment Control Enforcement Program; public improvements through its Bonding Program and Infrastructure Compliance Team; and compliance with local, state, and federal regulations through its Natural Resources and Floodplain Teams. In addition to these duties, the Department is an active participant in assisting the County's economic development efforts to attract and retain commercial enterprises by counseling prospective businesses, both large and small, on the permitting process, through the Business Assistance Team (BAT).

### Building and Development's Programs

#### Land Development Planning

Provides technical review, processing, approval, and management of land development applications related to the subdivision of property. Manages performance bonds, and maintains County records on all administrative land development applications. Provides excellent customer service as the Department of Building and Development's first point of contact for the public.

#### Land Development Engineering

Provides detailed technical review, approval, and management of land development applications related to subdivision and road construction, as well as site plans to ensure conformance with all applicable ordinances, standards, and regulations. Inspects ongoing and completed construction for compliance with standards, performance bond reductions, release of performance bonds, and acceptance of streets into the State system for maintenance.

#### Natural Resources

Manages the County's natural resources to ensure compliance with applicable federal, state, and local regulations to lessen the impact on County natural resources. Oversees the County's Virginia Stormwater Management Program (VSMP) and Floodplain Management Program, including enforcement of erosion and sediment control and stormwater management regulations. Provides technical assistance and ensures Facilities Standards Manual (FSM) requirement compliance in soils, geotechnical, geophysical, urban forestry, wetlands, and hydrogeology disciplines. Monitors ground and surface water data to assist with water resources-related questions and studies.

#### Building Code Enforcement

Protects the public's health, safety, and welfare through enforcement of the structural, electrical, mechanical, plumbing, gas, and fire protection standards of the Virginia Unified Statewide Building Code (USBC). Conducts code inspections.

#### Permit Issuance

Coordinates and schedules inspections; issues building, zoning, and trade permits for the entire County and sign and home occupation permits for property located outside the incorporated towns; manages proffer collection; and provides leadership for the BAT.



## Building and Development

### Administration

Manages budget, technology, human resources, procurement, and payroll functions for the Department. Coordinates responses to Freedom of Information Act (FOIA) requests. Ensures the Department complies with several regulations including the Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Equal Employment Opportunity (EEOC), and FOIA.

### Budget Analysis

#### Department Financial and FTE Summary<sup>1</sup>

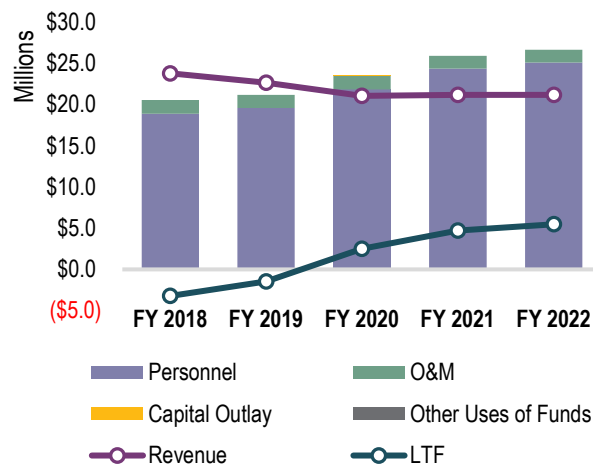
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$18,889,835	\$19,610,509	\$21,869,193	\$24,401,000	\$25,133,030
Operating and Maintenance	1,704,282	1,587,757	1,677,466	1,524,023	1,539,263
Capital Outlay	0	0	56,100	0	0
<b>Total – Expenditures</b>	<b>\$20,594,117</b>	<b>\$21,198,266</b>	<b>\$23,602,759</b>	<b>\$25,925,023</b>	<b>\$26,672,293</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$23,790,201	\$22,639,904	\$21,063,364	\$21,185,960	\$21,185,960
Charges for Services	31,398	23,835	17,500	8,000	8,000
Miscellaneous Revenue	(1,580)	508	0	0	0
<b>Total – Revenues</b>	<b>\$23,820,019</b>	<b>\$22,664,248</b>	<b>\$21,080,864</b>	<b>\$21,193,960</b>	<b>\$21,193,960</b>
<b>Local Tax Funding</b>	<b>\$(3,225,902)</b>	<b>\$(1,465,982)</b>	<b>\$2,521,895</b>	<b>\$4,731,063</b>	<b>\$5,478,333</b>
<b>FTE</b>	<b>199.80</b>	<b>198.80</b>	<b>199.80</b>	<b>201.80</b>	<b>201.80</b>

<sup>1</sup> Sums may not equal due to rounding.



## Building and Development

### Revenue and Expenditure History



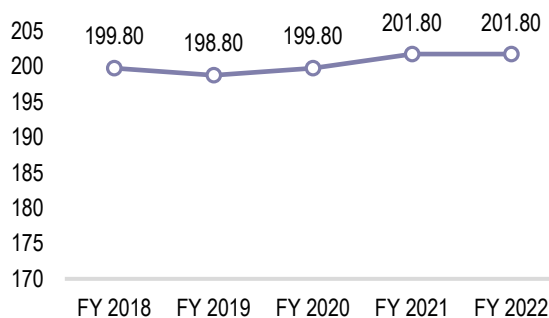
#### Revenue/Local Tax Funding

As shown, the Department of Building and Development is primarily funded (89 percent) by program-generated revenue. Department-generated revenue consists of permits, notably building permits, which have been leveling off in recent years.

#### 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, adjustments in FY 2020 to reflect new pay plans approved by the Board in November 2019, and 2.00 FTE in the FY 2021 Proposed Budget.

### Staffing/FTE History



FY 2017 Mid-Year: Transferred 0.47 FTE archeologist to Planning and Zoning

FY 2018 Mid-Year: Transferred 1.00 FTE building inspector to Fire and Rescue

FY 2019 Mid-Year: Four vacant positions approved to be filled

FY 2020: 1.00 FTE fire protection plans reviewer

The Department of Building and Development's expenditures have increased primarily due to personnel costs. Personnel costs make up most of the Department's expenditures – generally over 90 percent.

The Department's revenues have begun to level off over the past several fiscal years, with overall proposed revenues in FY 2021 remaining close to FY 2020 levels. Building permits make up a substantial portion of the Department's revenues. Other major revenues for the Department include zoning permits and erosion and sediment control permits, both of which have seen overall increases in the past several fiscal years, with revenues projected to maintain current levels in FY 2021.

Personnel costs have risen primarily due to merit raises and a 2 percent market adjustment during FY 2020. FY 2020's personnel cost increase also reflects the approved fire plans reviewer. Personnel costs for FY 2020 increased slightly due to full-year funding of reclassifications associated with the positions that were authorized to be filled as part of the mid-year adjustment approved by the Board on January 2, 2019. Due to these reclassifications, salaries for these approved positions were adjusted for FY 2020 as part of the Department's base budget.



## Building and Development

Operating and maintenance costs have remained fairly steady over the past several years, with a decrease due to central service charges lowering for FY 2021 and moving \$12,500 to the Health Department for contractual review of hydrogeological studies. In FY 2021, vehicle replacement charges have been adjusted based on an annual review of the resources available in the vehicle replacement fund. The Proposed Budget for the Department of Building and Development includes a \$131,523 reduction from FY 2020 to reflect this change in addition to regular adjustments.

During FY 2019, the Department redeployed previously authorized (FY 2015) positions to meet current service demands. As development patterns have evolved, the Department has made adjustments to meet these changing needs. For FY 2020, Building and Development will use its adopted resources to serve the business community, Loudoun residents, and other County departments, such as Economic Development, at the same level upon which these customers rely. The 1.00 FTE added for the fire protection plans reviewer resulted from the evolving development patterns of the County, with increasing workloads for fire plan review.

The Department's FY 2021 Proposed Budget includes a technology support specialist and a natural resource engineer to address the themes of technology and evolving development patterns. As the County's development continues, the resource demands for community development departments continues to grow in size and complexity.

### Technology

The FY 2021 Proposed Budget includes 1.00 FTE for a technology support specialist in the Department of Building and Development's budget. The Department's mission requires that technology be available to staff without interruption. With the high volume of work that flows through the Department from code inspections, permits, and financial transactions, there is a strong need for real-time technology support to keep operations moving to provide customer service, to maintain efficiency, and to have appropriate records management. Problems with hardware, software, connectivity, and others issues require embedded technology support to address these issues quickly and effectively. In years past, all members of embedded technology staff provided this support in addition to their specialized subject matter expertise. With the transition to EnerGov (the land management information system [LMIS] replacement), the technology staff have not been able to provide this support and are dedicated to the EnerGov Project on a full-time basis. A long-term temporary position currently provides this support. The Department has identified that this resource need will not cease with the transition of the land records database from LMIS to EnerGov. Current technology staff will be assigned new roles and responsibilities due to this EnerGov application transition post Go Live. Therefore, the FY 2021 Proposed Budget includes the technology support specialist position in order to maintain current service level. With the technology support specialist, existing levels of service will be maintained for all types of technology for the department, including but not limited to, time spent on software management, hardware management, website management, LMIS/EnerGov coordination, mobile phone/device management, requests management, and special projects management. With this position, the Department will continue to have a dedicated staff member available to staff to ensure that any technology issues can be immediately addressed, thereby allowing customer service downtime to be kept to a minimum. The support from this position will ensure continuity of service for land development plan reviews. In addition, the mobile field application interface for the land management database for inspections and enforcement will need to be maintained and supported – this planned deployment will add to the current technology workload.

### Evolving Development Patterns

The FY 2021 Proposed Budget for Building and Development also includes 1.00 FTE for a natural resource engineer due to the increased workload the natural resource team has faced. The number of applications the team receives and reviews has increased dramatically, from 537 reviews in FY 2017, 672 reviews in FY 2018, to 972 reviews in FY 2019 – a 45 percent increase from FY 2018. The increase in application review is primarily due internal programmatic and process improvements initiated to ensure that the County is compliant with federal, state, and local mandates in the areas of administration of the

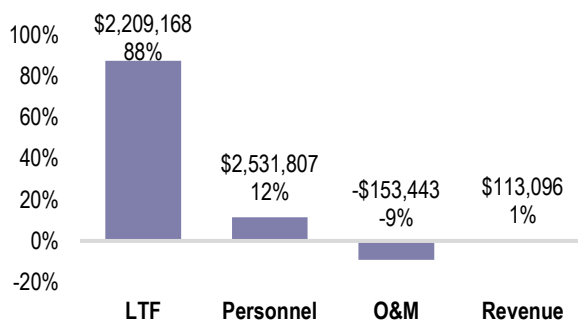




## Building and Development

floodplain and urban forestry programs. The Natural Resources Team reviews all land development applications to ensure compliance with federal, state, and local regulations, and reviews zoning permits for compliance with environmental overlays. In FY 2018, Natural Resources staff met review timelines 92 percent of the time for all plans and permits. This number dropped to 66 percent in FY 2019, and it is not anticipated that the review rate will improve with current staffing levels due to the projected workload. This work is growing in both complexity and importance as development patterns shift toward more challenging sites. Not only does this work ensure compliance with laws and regulations, but this helps sustain Loudoun's natural resources by considering the future effects of development.

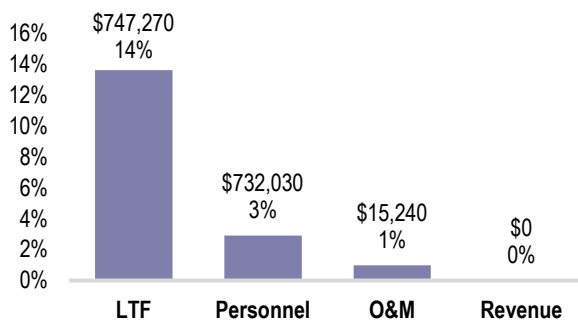
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change<sup>1</sup>:

**Personnel:** ↑ 2.00 FTE, general pay changes ||  
**O&M:** ↓ central service decreases || **Revenue:** ↑ leveling off of revenue

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

<sup>1</sup> The percent change from Adopted FY 2020 to Proposed FY 2021 LTF is relatively high because in previous years, LTF was negative, to very low, as revenues exceeded or nearly exceeded expenditures. Because revenues are projected to remain relatively flat while expenditures increase, the LTF percentage increase is very high as the FY 2020 total LTF was around the same amount as the expenditure increase.



## Building and Development

### FY 2021 Proposed Resource Requests<sup>1</sup>

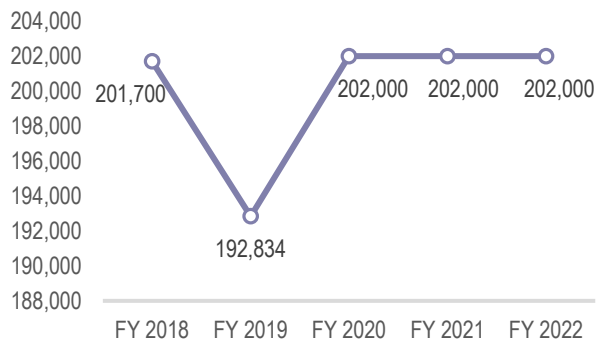
Priority 1: Technology Support Specialist						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$81,369	\$8,275	\$0	\$0	\$0	\$89,644	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level		<ul style="list-style-type: none"><li>• B&amp;D has had embedded IT staff to resolve hardware, software, and connectivity issues quickly due to staff and customer's high reliance on technology to conduct business; however, these staff currently provide support to the implementation of a replacement LMIS system, EnerGov. Due to the increased complexity of the system, these staff will need to continue to support EnerGov after go-live.</li><li>• A temporary position for the EnerGov project currently providing tech support is a permanent need since the previous staff will need to continue to maintain EnerGov, its associated systems, and workflow processes.</li></ul>			
<b>Mandates:</b>	Not mandated, but necessary for compliance with federal, state, or local laws					
<b>PM Highlight:</b>	Supports Critical Functions: Number of Code Inspections.					
<b>Program:</b>	Customer service/information technology/hardware/software/cell phones					
<b>Positions:</b>	1 Technology support specialist					
<b>Theme:</b>	Technology					
<b>One-time Costs:</b>	\$6,350					
<b>Recurring Costs:</b>	\$83,294					
Priority 2: Natural Resources Engineer						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$9,175	\$0	\$0	\$0	\$107,517	1.00
<b>Details</b>			<b>Overview</b>			
<b>Service Level:</b>	Current Service Level Request		<ul style="list-style-type: none"><li>• The Natural Resources Team reviews all land development applications, and reviews zoning permits for compliance with environmental overlays.</li><li>• The number of reviews increased 45 percent between FY 2018 and FY 2019, prompting the need for this additional engineer position.</li><li>• In FY 2018, Natural Resources staff met review timelines 92 percent of the time for all plans and permits. The percent dropped to 66 percent in FY 2019, and it is not anticipated that the rate will improve with current staffing levels.</li></ul>			
<b>Mandates:</b>	County Mandate					
<b>PM Highlight:</b>	Application reviews, Percentage of reviews within timelines					
<b>Program:</b>	Natural Resources					
<b>Positions:</b>	1 Natural resources engineer					
<b>Theme:</b>	Evolving Development Patterns					
<b>One-time Costs:</b>	\$8,450					
<b>Recurring Costs:</b>	\$99,067					
Department Total						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$179,711	\$17,450	\$0	\$0	\$0	\$197,161	2.00

<sup>1</sup> 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.



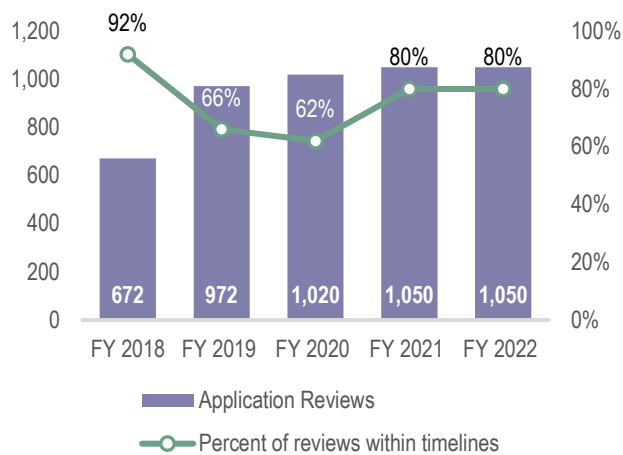
## Building and Development

### Key Measures<sup>1</sup>



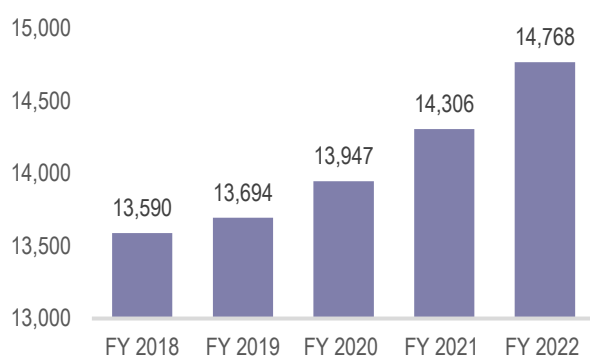
**Measure:** Number of building and trade code inspections performed.

*The sheer volume of work in the Department, including building and code inspections performed, requires timely and effective technology supporting, prompting the need for an embedded technology support specialist position. Work, such as code inspections, building permits, application review, and financial transactions, heavily rely on the availability of technology. The technical support specialist position will allow the Department to continue supporting this volume of work.*



**Measure:** Natural Resources team application reviews, Percent of reviews within timelines.

*The number of applications for review by the Natural Resources Team have increased, causing review turnaround time to increase. Due to the increased workload, this team requires another natural resources engineer (included in the budget) to improve response times.*



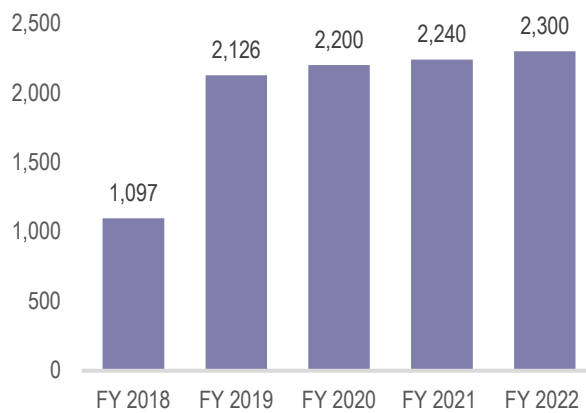
**Measure:** Number of permits, applications, reviews, inspections, and complaints

*The Erosion and Sediment Control and Virginia Stormwater Management Program (VSMP) has seen steadily increasing workloads, with grading permits, VSMP inspections, land development applications, complaints, and Erosion and Sediment Control inspections all growing in number.*

<sup>1</sup> 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.



## Building and Development



**Measure:** Number of inspections and compliance reviews.

*Erosion and Sediment Control and Virginia Stormwater Management Program - plan reviews, Stop Work Orders, Storm Water Pollution Prevention Plan inspections, which are required for compliance with state mandates, have increased nearly 100 percent.*



## Building and Development

### Department Programs

#### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Land Development Planning	\$1,658,371	\$1,662,907	\$2,013,557	\$2,258,780	\$2,325,904
Land Development Engineering	7,078,420	7,613,582	8,027,540	3,706,633	3,812,487
Natural Resources	0	0	0	4,507,148	4,639,548
Building Code Enforcement	8,363,056	8,324,445	9,296,069	10,359,956	10,659,411
Permit Issuance	3,494,411	3,597,332	4,265,593	2,660,070	2,738,323
Administration	(142)	0	0	2,432,436	2,496,620
<b>Total – Expenditures</b>	<b>\$20,594,117</b>	<b>\$21,198,266</b>	<b>\$23,602,759</b>	<b>\$25,925,023</b>	<b>\$26,672,293</b>
<b>Revenues</b>					
Land Development Planning	\$945,005	\$1,001,473	\$907,743	\$886,210	\$886,210
Land Development Engineering	3,202,875	3,155,851	3,002,446	1,485,150	1,485,150
Natural Resources	0	0	0	1,387,000	1,387,000
Building Code Enforcement	14,463,288	13,548,566	12,547,255	12,891,500	12,891,500
Permit Issuance	5,208,850	4,958,358	4,623,420	4,537,100	4,537,100
Administration	0	0	0	7,000	7,000
<b>Total – Revenues</b>	<b>\$23,820,019</b>	<b>\$22,664,248</b>	<b>\$21,080,864</b>	<b>\$21,193,960</b>	<b>\$21,193,960</b>
<b>Local Tax Funding</b>					
Land Development Planning	\$713,365	\$661,434	\$1,105,814	\$1,372,570	\$1,439,694
Land Development Engineering	3,875,545	4,457,731	5,025,094	2,221,483	2,327,337
Natural Resources	0	0	0	3,120,148	3,252,548
Building Code Enforcement	(6,100,232)	(5,224,121)	(3,251,186)	(2,531,544)	(2,232,089)
Permit Issuance	(1,714,439)	(1,361,026)	(357,827)	(1,877,030)	(1,798,777)
Administration	(142)	0	0	2,425,436	2,489,620
<b>Total – Local Tax Funding</b>	<b>\$(3,225,902)</b>	<b>\$(1,465,982)</b>	<b>\$2,521,895</b>	<b>\$4,731,063</b>	<b>\$5,478,333</b>
<b>FTE</b>					
Land Development Planning	17.00	17.00	17.00	17.00	17.00
Land Development Engineering	61.80	61.80	63.80	23.00	23.00
Natural Resources	0.00	0.00	0.00	40.80	40.80
Building Code Enforcement	87.00	86.00	85.00	85.00	85.00
Permit Issuance	34.00	34.00	34.00	23.00	23.00
Administration	0.00	0.00	0.00	13.00	13.00
<b>Total – FTE</b>	<b>199.80</b>	<b>198.80</b>	<b>199.80</b>	<b>201.80</b>	<b>201.80</b>

<sup>1</sup> Sums may not equal due to rounding.





# Economic Development

The Department of Economic Development's (DED) mission is to strengthen and diversify Loudoun's economy by providing world-class, innovative, and customer-focused services to attract, grow, and retain targeted businesses of all sizes. This focus helps DED achieve the County's vision for a diverse and globally competitive Loudoun economy.

DED use diverse staff specialists, internal collaboration among departments, and community partnerships towards the following strategic goals and action items to implement the County's economic development priorities:

1. Diversify the economy by strengthening targeted clusters;
2. Create places where businesses want to be;
3. Invest in the skilled workforce needed for continued economic growth; and
4. Market the County as a world-class business ecosystem.

DED's efforts contribute to the growth of Loudoun's commercial tax base and fiscal health and support the Board of Supervisors' (Board) vision of a business-friendly environment. Loudoun's sustained economic growth generates significant local tax revenue from businesses that supports quality schools, parks, public facilities, and infrastructure, while reducing the pressure on residential tax rates. This environment supports a high quality of life for the County's residents, workers, and visitors.

## Economic Development's Programs

### Business Attraction, Retention, and Expansion

Recruits new companies in targeted sectors; retains and grows existing Loudoun businesses; strengthens the infrastructure for small businesses and an ecosystem to support entrepreneurs; provides research and industry expertise to inform data-driven input on economic development policies, market conditions, and outreach strategy.

### Marketing and Communications

Creates and communicates Loudoun's economic development messages using a variety of marketing tools; supports business development efforts through collateral production and event assistance and marketing of Loudoun-grown, Loudoun-made products to consumers.

### Strategic Initiatives

Researches data about the economy, businesses, workforce, and real estate; provides land use, permitting, and zoning assistance on commercial development projects; supports workforce development; supports the development of economic development policies and positions.

**Economic Development****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$2,558,692	\$2,468,408	\$3,125,985	\$3,346,454	\$3,446,848
Operating and Maintenance	953,722	820,897	966,500	1,115,981	1,127,141
<b>Total – Expenditures</b>	<b>\$3,512,414</b>	<b>\$3,289,305</b>	<b>\$4,092,485</b>	<b>\$4,462,435</b>	<b>\$4,573,989</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$8,784	\$12,847	\$7,908	\$7,915	\$7,915
Charges for Services	2,292	0	0	0	0
Other Financing Sources	203,050	209,877	214,199	222,089	228,752
<b>Revenue</b>	<b>\$214,126</b>	<b>\$222,724</b>	<b>\$222,107</b>	<b>\$230,004</b>	<b>\$236,667</b>
<b>Local Tax Funding</b>	<b>\$3,298,287</b>	<b>\$3,066,581</b>	<b>\$3,870,378</b>	<b>\$4,232,431</b>	<b>\$4,337,322</b>
<b>FTE</b>	<b>22.77</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>

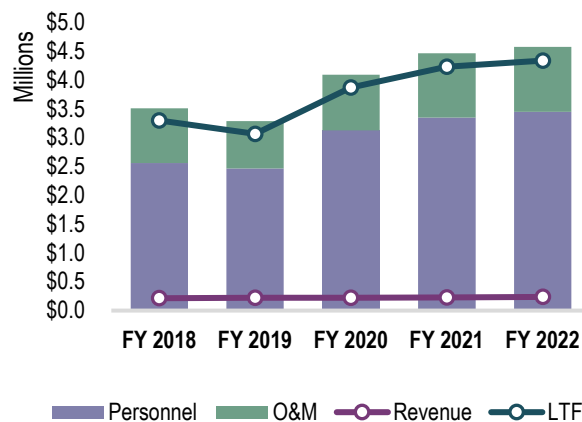
<sup>1</sup> Sums may not equal due to rounding.





## Economic Development

### Revenue and Expenditure History



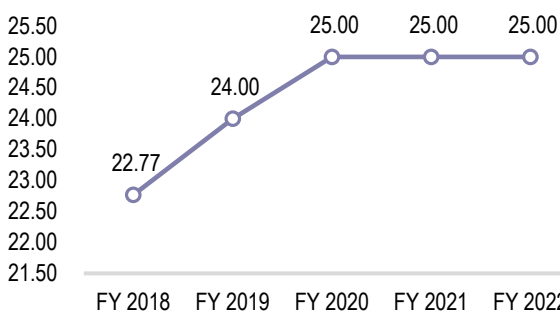
#### Revenue/Local Tax Funding

As shown, DED is primarily funded by local tax funding (over 94 percent). The Department receives a small amount of land development revenue. The majority of the revenue consists of a transfer from the Restricted Use Transient Occupancy Tax (TOT) Fund to offset the international business development manager position and activities.

#### Expenditure

The majority of DED's expenditure budget is dedicated to personnel costs. 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 2019: 1.00 FTE workforce development analyst, 0.23

FTE convert part-time position into a full-time agricultural business development manager

FY 2020: 1.00 FTE business retention specialist

The Department's expenditures have increased primarily due to personnel costs, which comprise approximately 75 percent of the Department's expenditures. DED shares some land development revenue, though its predominant source of revenue is a transfer from the Restricted TOT Fund to offset the cost of the activities and staff within the international cluster.

DED's personnel expenditures have risen due to the gradual addition of new positions since FY 2017. The slight decrease in spending from FY 2018 to FY 2019 was the result of several vacancies occurring at the same time. As DED adapts to attract and retain businesses, the Department has shifted its structure to support different areas of service delivery. This includes building on the success of job creation through approved positions in FY 2019 and FY 2020 that support workforce development and business retention.

The opening of the Silver Line Metro stations is anticipated to occur in FY 2021. The FY 2021 Proposed Budget includes a base increase of \$150,000 to support an extensive marketing campaign called "Dulles Difference." This campaign will increase marketing of transit-oriented development opportunities in the County, highlight convenient access to the international airport, and reinforce how these sites are best-positioned to attract a highly skilled workforce. The scope for this

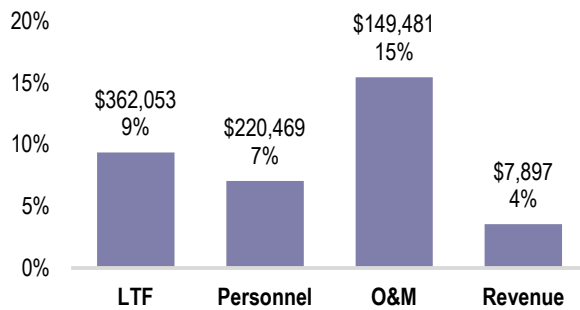


## Economic Development

campaign will leverage traditional and new media, a direct marketing campaign, and multiple familiarization tours. The plan will target not only key U.S. markets but also the five top international markets for business development.

DED continues to execute the cluster strategy to further diversify Loudoun's economy. Special emphasis continues to be placed on emerging clusters, international business development, small business, and startup support, and the expansion of agriculture-based businesses. For FY 2021, DED is not requesting additional resources.

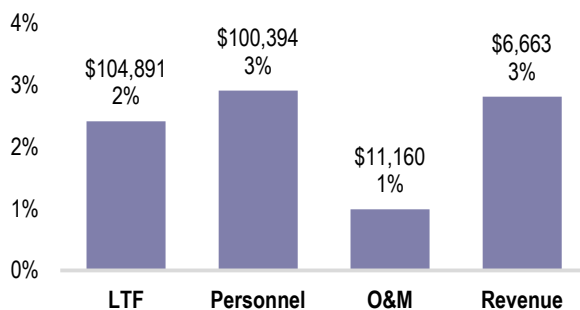
### Percent Change from Adopted FY 2020 to Proposed FY 2021



#### Reasons for Change:

**Personnel:** ↑ general pay changes || **O&M:** ↑ base adjustments for Dulles Difference Campaign ||  
**Revenue:** ↑ transfer from Restricted TOT Fund

### Percent Change from Proposed FY 2021 to Projected FY 2022



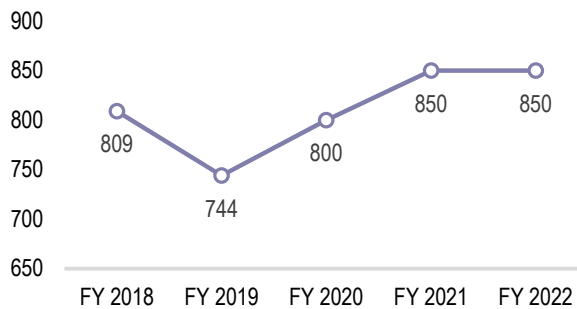
#### Reasons for Change:

**Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent  
|| **Revenue:** ↑ projected TOT revenue



## Economic Development

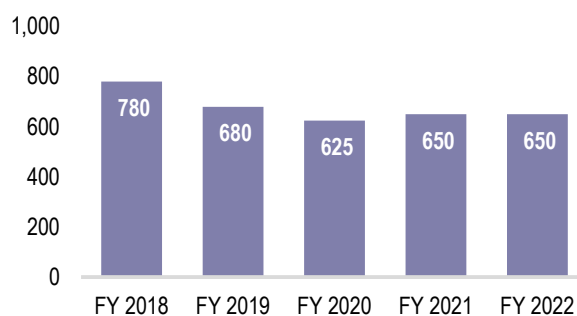
### Key Measures



**Objective:** Maintain and support a prosperous business environment by executing business assistance, business retention and expansion, as well as small business and entrepreneurship programs.

**Measure:** Number of visits to existing businesses to build new/renew relationships.

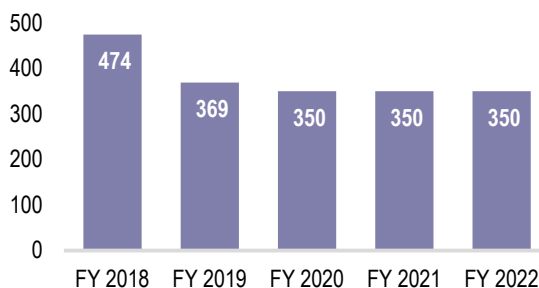
*The addition of a business retention specialist in FY 2020 is anticipated to grow the visitation program, impacting investment and job growth in the County.*



**Objective:** Grow Loudoun's commercial tax base to impact Loudoun's sound fiscal health.

**Measure:** Number of companies worked with.

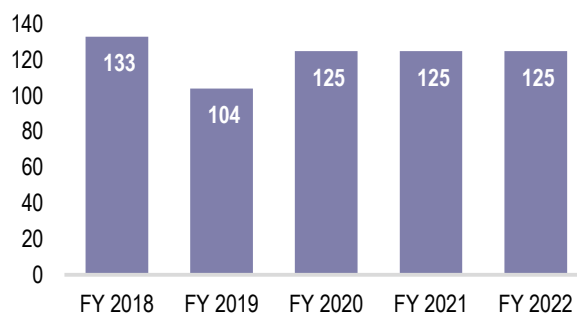
*As business retention is a key strategy in the growth of the commercial tax base, business outreach is critical to building and maintaining relationships. The total number of companies worked with is expected to hold steady with consistent numbers for ombudsman assistance and new prospects in the pipeline.*



**Objective:** Grow Loudoun's commercial tax base to impact Loudoun's sound fiscal health.

**Measure:** Number of active prospects in pipeline.

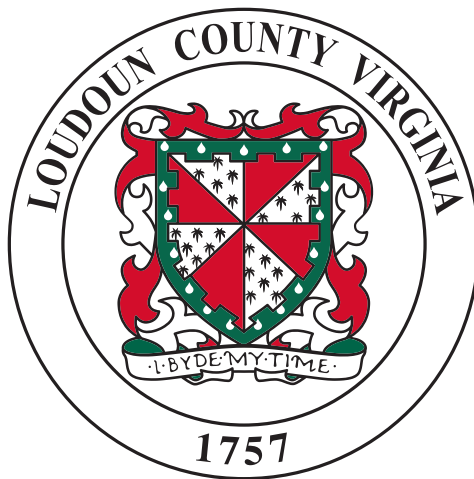
*This measure is expected to continue at a measured pace through the focused economic development program. The data reflect the number of businesses with which DED has made meaningful progress on attraction, expansion, and retention efforts.*



**Objective:** Maintain and support a prosperous business environment by executing business assistance, business retention and expansion, as well as small business and entrepreneurship programs.

**Measure:** Total ombudsman assistance.

*Demand for DED ombudsman assistance has held steady for several years.*





## Mapping and Geographic Information

The Office of Mapping and Geographic Information (MAGI) provides centralized Geographic Information System (GIS) services to County departments, the public, and the private sector. A significant portion of the work performed by MAGI staff involves creating, maintaining, managing, and distributing spatial data. MAGI staff also create and maintain maps and develop web applications for use by the Board of Supervisors, County staff, the public, and the private sector, as well as manage the GIS software and infrastructure in collaboration with the Department of Information Technology (DIT) that supports the GIS. GIS's qualitative benefits include improved collaboration, better decision-making, and more efficient business processes. Through the use of GIS, County staff map land development activity; assist with planning studies, map and maintain conservation easements data, maintain street centerline data; map and provide analytical support for economic development opportunities; assign addresses, street names, and parcel identification numbers (PINs); and perform many other services. GIS data feeds a number of County systems or processes, such as the Land Management Information System (LMIS), Computer-aided Dispatch (CAD), or permits. County staff has access to the Office's web-mapping system, including intranet-mapping tools for the County's building inspectors, assessors, and public safety agencies. The Conservation Easement Stewardship Program is conducted and the County store is operated from this office.

### Mapping and Geographic Information's Programs

#### Public Information

Provides assistance to the public, the private sector, and other County agencies.

#### System Development and Support

Provides the critical services and products that support the functions of the GIS.

#### Development and Analysis

Develops maps and analyzes, maintains, and distributes geospatial data – mappable data layers maintained and uploaded into the GIS or the GeoHub, a central website featuring project-specific interactive map applications, informative dashboards, and topical story maps.

#### Land Records Maintenance

Maintains parcels, addresses, and street information, per the Loudoun County Codified Ordinances, then transfers these and other data to various data systems.



## Mapping and Geographic Information

### Budget Analysis

#### Department Financial and FTE Summary<sup>1</sup>

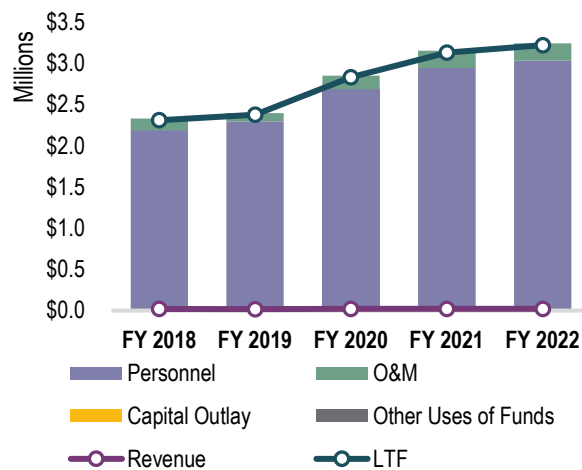
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$2,194,091	\$2,298,564	\$2,689,583	\$2,946,625	\$3,035,024
Operating and Maintenance	137,810	98,297	163,865	208,232	210,314
<b>Total – Expenditures</b>	<b>\$2,331,901</b>	<b>\$2,396,861</b>	<b>\$2,853,449</b>	<b>\$3,154,857</b>	<b>\$3,245,338</b>
<b>Revenues</b>					
Use of Money and Property	\$4,818	\$3,198	\$5,000	\$5,000	\$5,000
Charges for Services	11,378	10,153	13,000	13,000	13,000
Miscellaneous Revenue	3,961	3,960	3,200	3,200	3,200
<b>Total – Revenues</b>	<b>\$20,157</b>	<b>\$17,311</b>	<b>\$21,200</b>	<b>\$21,200</b>	<b>\$21,200</b>
<b>Local Tax Funding</b>	<b>\$2,311,744</b>	<b>\$2,379,550</b>	<b>\$2,832,249</b>	<b>\$3,133,657</b>	<b>\$3,224,138</b>
<b>FTE</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Mapping and Geographic Information

### Revenue and Expenditure History



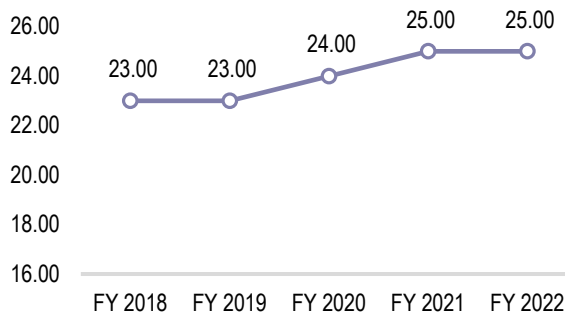
#### Revenue/Local Tax Funding

As shown, MAGI is primarily funded by local tax funding (over 99 percent). Program-generated revenue consists of charges for service, including requests for maps, data, and the County store. Those revenues have slowly decreased over time and are now remaining steady.

#### Expenditure

The majority of MAGI'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 2021 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



No positions have been added to MAGI for the previous five fiscal years.

FY 2020: 1.00 FTE for a GIS website analyst

MAGI's expenditures have increased primarily due to personnel costs as they make up most of the Office's expenditures. Personnel costs have risen primarily due to a 3 percent merit increase and 2 percent market adjustment, and the addition of a GIS website analyst in FY 2020. Operating and maintenance costs have increased overall due to increased technology needs and increases in contracts. A small portion (\$3,200) of MAGI's operating budget provides for the Loudoun GIS Focus Group's annual forum held in the spring, which is revenue neutral as forum fees offset this cost. The forum is a regional gathering of GIS professionals and features speakers with expertise in a variety of related topics.

Revenues have decreased over the years as fewer residents purchase maps and data with more data available for free online, though historically, MAGI's revenues have not been high. The Office manages the County Store, a small source of revenue; much of this revenue is from County staff and internal needs.

The FY 2021 Proposed Budget includes base adjustments totaling approximately \$43,000 for an increase for the base map contract. The base map provides the foundation for much of the work in MAGI, including providing information to



## Mapping and Geographic Information

emergency responders and the development community. The information provided in the base map allows for updated details for driveways, structures, and more features. This contract is also used to collect yearly aerial photography.

The focus on digital data and web-based services has continued to drive MAGI's workload and work processes, including the GeoHub. GeoHub launched in 2018 as a central website featuring project-specific interactive map applications, informative dashboards, and topical story maps. Users can easily share, view, download, or map spatial data related to public safety, business support, natural resources, transportation, and current Loudoun government initiatives and programs. MAGI staff continues to respond to increasing demands for mobile-friendly applications. As the demand for map applications, dashboards, spatial analysis, and data has grown with the use of mobile devices and the release of GeoHub, the Office expects to pursue continued learning and the need to maintain a robust hardware and software environment. The approved GIS website analyst (1.00 FTE) supports the thematic area of technology and will help meet the demand for maintenance of the infrastructure, licenses, and applications.

FY 2021 needs in the Office include an additional programmer analyst position and servers for the Public Safety Portal. The next step in the GeoHub is the Public Safety Portal, which will allow public safety agencies to share and create maps in a secure space; however, the FY 2021 Proposed Budget does not include this resource. Work for MAGI continues to increase as the use of the GeoHub continues to grow, prompting the need for the analyst position, which is included in the FY 2021 Proposed Budget.

### Technology

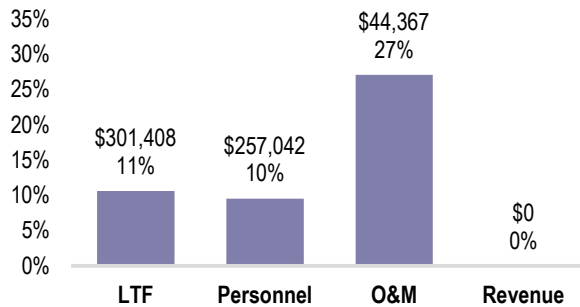
The FY 2021 Proposed Budget includes 1.00 FTE for a programmer analyst position to address growing workloads within the Office. The position will conduct advanced spatial analysis, solve complex GIS problems, and assist staff through the county in efficiently delivering services through application development and programming. MAGI staff, along with other Departments' staff, have been focused on the development and eventual implementation of the replacement to the County's current land management information system, EnerGov. This information system holds data used by various community development-related Departments in the County and will be used by other agencies, residents, and businesses. Recent developments with and increased demand from the EnerGov project require MAGI to redirect an existing programmer analyst towards a number of tasks, including project administration and establishing appropriate GIS workflows in support of the project. The redeployment of this position will affect existing service level delivery and will be a particular challenge in FY 2021, as a programmer analyst will also be required to support redistricting. MAGI does not anticipate a decrease in demand from EnerGov with go-live of the product, thus the Office has identified this position as a permanent need. The programmer analyst position will work on GIS application development and long-term application support. Recent examples include the Find My Bus Stop application, the Commercial Land Inventory application, and the Firearms Ordinance application.





## Mapping and Geographic Information

### Percent Change from Adopted FY 2020 to Proposed FY 2021



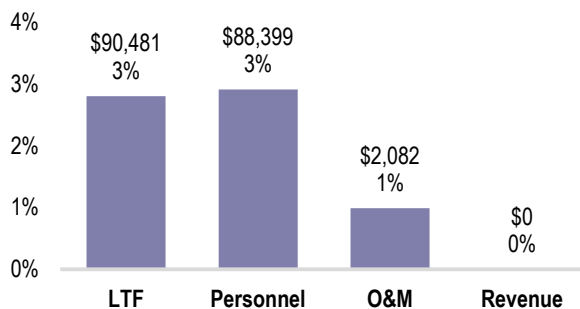
#### Reasons for Change:

**Personnel:** ↑ 1.00 FTE, general pay changes ||

**O&M:** ↑ base adjustments for base map ||

**Revenue:** ↔

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

**Revenue:** ↔



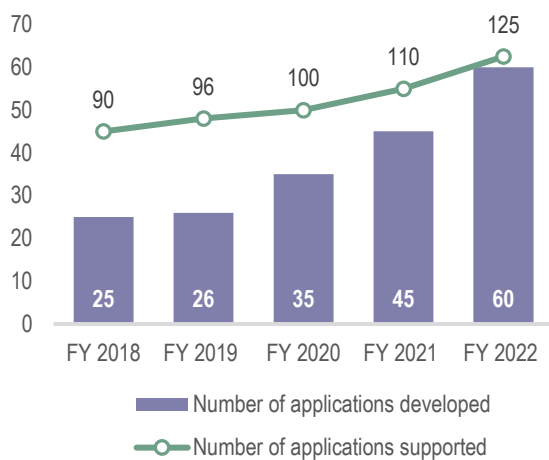
## Mapping and Geographic Information

### FY 2021 Proposed Resource Requests<sup>1</sup>

Priority 1: GIS Programmer Analyst						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$98,342	\$10,394	\$750	\$0	\$0	\$109,486	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• The programmer analyst position conducts advanced spatial analysis, solves complex GIS problems, and assists staff throughout the County in efficiently delivering services through application development or programming.</li><li>• An increased demand from the EnerGov project, which is replacing the current Land Management Information System, requires MAGI to redirect an existing programmer analyst towards a number of tasks, including project administration, establishing appropriate GIS workflows in support of the project, and finding a geospatial solution for tracking spatial parcel history.</li><li>• MAGI does not anticipate a decrease in demand from EnerGov with go-live of the product, thus the Office has identified this position as a permanent need.</li></ul>			
Mandates:	Not mandated					
PM Highlight:	Number of applications developed, Number of applications supported					
Program:	Development and Support Services					
Positions:	1 GIS Programmer Analyst					
One-time Costs:	\$10,500					
Recurring Costs:	\$98,342					

Department Total						
<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$10,394	\$750	\$0	\$0	\$109,486	1.00

### Key Measures<sup>2</sup>



**Objective:** Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.

**Measure:** Number of applications developed; number of applications supported.

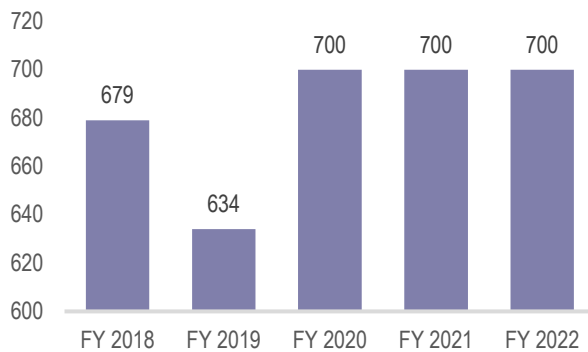
*An additional FTE for a programmer analyst will help MAGI continue to support the growing use and demand of the GeoHub's applications, along with the growing work needed to support EnerGov (the new Land Management Information System).*

<sup>1</sup> 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.

<sup>2</sup> 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.



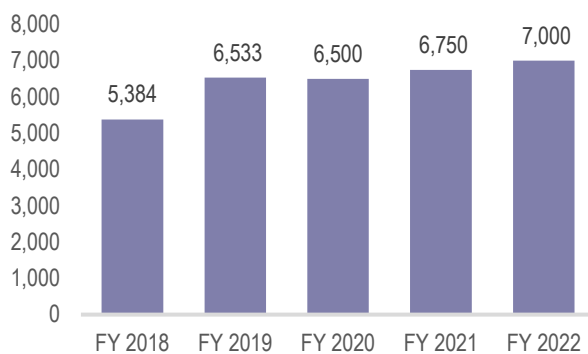
## Mapping and Geographic Information



**Objective:** Maintain parcel, address and street data on an hourly basis to a level that supports E911, the Land Management Information System (LMIS), Computer Aided Mass Appraisal (CAMA) system, and the Automatic Vehicle Location (AVL) system.

**Measure:** Number of street name referrals.

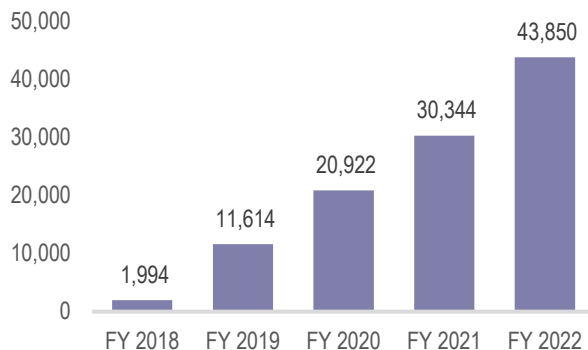
*MAGI assists with the community development referral process with the street name referrals associated with site plans, boundary line adjustments, and more.*



**Objective:** Educate customers and County staff on access, use, and understanding of spatial data, interactive map tools, and maps.

**Measure:** Number of customers served.

*The Office continues to serve a steady number of customers.*



**Objective:** Ensure GIS data is current and available for public and staff use 99% of the time.

**Measure:** Number of data engagements from open data completed.

*Residents and other users have continued to increase their use of the available open data the Office provides.*



## Mapping and Geographic Information

## Department Programs

Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Public Information	\$166,932	\$157,736	\$195,285	\$206,900	\$212,667
System Development and Support	796,623	740,049	1,038,916	1,236,176	1,270,507
Land Records Development and Analysis	492,036	555,330	790,095	836,266	860,819
Land Records Maintenance	876,311	943,745	829,152	875,514	901,344
<b>Total – Expenditures</b>	<b>\$2,331,901</b>	<b>\$2,396,861</b>	<b>\$2,853,449</b>	<b>\$3,154,857</b>	<b>\$3,245,338</b>
<b>Revenues</b>					
Public Information	\$20,116	\$17,311	\$21,200	\$21,200	\$21,200
System Development and Support	0	0	0	0	0
Land Records Development and Analysis	0	0	0	0	0
Land Records Maintenance	41	0	0	0	0
<b>Total – Revenues</b>	<b>\$20,157</b>	<b>\$17,311</b>	<b>\$21,200</b>	<b>\$21,200</b>	<b>\$21,200</b>
<b>Local Tax Funding</b>					
Public Information	\$146,816	\$140,425	\$174,085	\$185,700	\$191,467
System Development and Support	\$796,623	\$740,049	\$1,038,916	\$1,236,176	\$1,270,507
Land Records Development and Analysis	\$492,036	\$555,330	\$790,095	\$836,266	\$860,819
Land Records Maintenance	876,270	943,745	829,152	875,514	901,344
<b>Total – Local Tax Funding</b>	<b>\$2,311,744</b>	<b>\$2,379,550</b>	<b>\$2,832,249</b>	<b>\$3,133,657</b>	<b>\$3,224,138</b>
<b>FTE</b>					
Public Information	2.00	2.00	2.00	2.00	2.00
System Development and Support	7.00	7.00	8.00	9.00	9.00
Land Records Development and Analysis	7.00	7.00	7.00	7.00	7.00
Land Records Maintenance	7.00	7.00	7.00	7.00	7.00
<b>Total – FTE</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Planning and Zoning

The Department of Planning and Zoning creates, updates, and carries out the community's comprehensive plan vision for land development and resource preservation. Planners administer the zoning ordinance, which provides property standards as well as other land use regulations to shape development based on the comprehensive plan. These efforts are largely mandated by the Code of Virginia, which also requires establishing and supporting a Planning Commission and a Board of Zoning Appeals. The Department includes six programs: Legislative Application Review and Management, Community Planning, a Customer Service Center, Zoning Administration, Administration, and the Agricultural and Forestal District Program.

### Planning and Zoning's Programs

#### Land Use Review

Leads the evaluation and processing of legislative land development applications through project management, technical recommendations, and public presentations.

#### Community Planning

Oversees the policy development process, including community outreach, and administers and interprets the Comprehensive Plan.

#### Planning and Zoning Customer Service Center

Delivers "first-tier" internal and external customer service for the Department helping citizens, staff, elected officials, and applicants navigate the development process.

#### Zoning Administration

Administers and interprets Zoning Ordinances, proffers, and special exception conditions.

#### Zoning Enforcement

Ensures that the local Zoning Ordinances, the Virginia Maintenance Code, and designated sections of the Codified Ordinances are effectively, consistently, and fairly enforced.

#### Administration

Provides leadership and overall direction to the Department, implements County policies and procedures.

**Planning and Zoning****Budget Analysis****Department Financial and FTE Summary<sup>1</sup>**

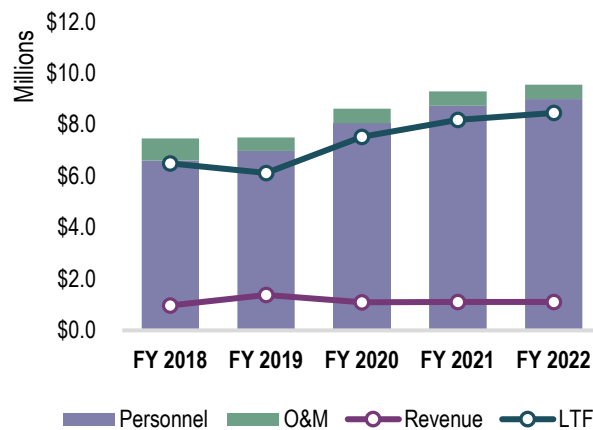
	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$6,611,338	\$6,982,749	\$8,043,943	\$8,730,466	\$8,992,380
Operating and Maintenance	851,631	516,998	572,019	562,463	568,087
<b>Total – Expenditures</b>	<b>\$7,462,969</b>	<b>\$7,499,747</b>	<b>\$8,615,962</b>	<b>\$9,292,929</b>	<b>\$9,560,467</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$954,213	\$1,267,917	\$1,049,229	\$1,077,645	\$1,077,645
Fines and Forfeitures	13,441	62,312	41,738	27,825	27,825
Charges for Services	2,129	1,690	0	0	0
Recovered Costs	0	46,134	0	0	0
<b>Total – Revenues</b>	<b>\$969,782</b>	<b>\$1,378,053</b>	<b>\$1,090,967</b>	<b>\$1,105,470</b>	<b>\$1,105,470</b>
<b>Local Tax Funding</b>	<b>\$6,493,187</b>	<b>\$6,121,694</b>	<b>\$7,524,995</b>	<b>\$8,187,459</b>	<b>\$8,454,997</b>
<b>FTE</b>	<b>60.47</b>	<b>60.47</b>	<b>66.00</b>	<b>68.00</b>	<b>68.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Planning and Zoning

### Revenue and Expenditure History



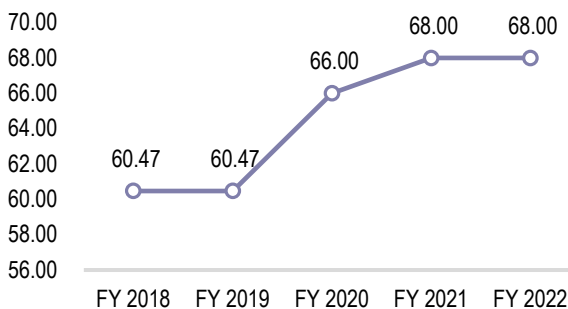
#### Revenue/Local Tax Funding

As shown, the Department of Planning and Zoning is primarily funded by local tax funding (over 85 percent). Program-generated revenue consists of fees from applications.

#### Expenditure

The majority of the Department of Planning and Zoning'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 2021 to reflect a new classification and compensation system approved by the Board of Supervisors in November 2019, and 2.00 FTE in the FY 2021 Proposed Budget.

### Staffing/FTE History



FY 2017 Mid-Year: 0.47 FTE historic resource specialist/archaeologist transferred from Building and Development

FY 2018: 1.00 FTE planning technician

FY 2019 Mid-Year: 1.00 FTE demographer transferred to Management and Budget

FY 2020: 1.00 FTE proffer planner, 1.00 FTE zoning administration legislative reviewer, 0.53 FTE conversion of part-time historic resource specialist to full-time, 2.00 FTE zoning inspectors, 2.00 legislative review planners

The Department of Planning and Zoning's expenditures have increased primarily due to personnel costs, which make up most of the Department's expenditure budget. Personnel costs have risen primarily due to a 2 percent market-based salary adjustment and a 3 percent merit-based increase and the addition of 6.53 FTE in the FY 2020 Adopted Budget.

Revenues have slowly decreased over the past several fiscal years, in part due to a policy of bundling legislative land use applications when there are multiple applications for a property. As a result of this policy, fees are not collected for many applications, as only the application with the highest dollar amount is charged to the customer. The Department anticipates that revenues could increase with the finalization of the Loudoun County 2019 Comprehensive Plan, but have not included any increases in the Proposed Budget.

Operating and maintenance expenditures have decreased due to the reduction (reflected in FY 2019) of one-time consulting services for the Loudoun County 2019 Comprehensive Plan and a reduction in central services. While funds were



## Planning and Zoning

requested during the FY 2019 budget process for the Zoning Ordinance rewrite, that request was deferred to the discussion on potential uses of fund balance. That discussion was held and funding was approved for this purpose in January 2019. This funding represents a revision to the FY 2019 Adopted Budget and as such is not included in the tables of this document. The project is anticipated to cost \$1 million and span fiscal years; the Board of Supervisors approved this full amount for fund balance in January 2019. These funds will be carried forward as needed from the approved use of fund balance and will not affect the real property tax rate.

The Department continues to see increasing complexity in land use and development. As the Zoning Ordinance rewrite work begins, staff will devote more time to this effort, taking time away from the day-to-day Zoning Administrative work and causing workload pressures on the Department, making it necessary to convert a temporary position to a regular FTE. With early proffers nearing expiration, increasing project and programmatic administrative needs, and more complex legislative land use applications, the Department has multiple resource needs currently not included in the Proposed Budget.

### Evolving Development Patterns

The FY 2021 Proposed Budget includes 2.00 FTE for a zoning administration planner and a planning analyst, both of which will allow the Department to keep up with the increasing size and complexity of the workload derived from the evolving development patterns the County faces. The zoning administration planner will convert a long-term temporary position to a regular FTE, thereby maintaining current service levels. The planning analyst position will allow the Department to understand the future development pipeline, produce reports, and maintain data quality.

The FY 2021 Proposed Budget includes 1.00 FTE for a Zoning Administration planner to convert a long-term temporary position into a regular FTE. In the Department's Zoning Administration Division, this two-year temporary position completes core work such as zoning verification letters, zoning determination letters, landscape waiver requests, site plan review and legislative land use applications. This work allows senior planners to focus on increasingly complicated applications, Board-directed initiatives, Fast-Track projects, and implementation of the 2019 Comprehensive Plan via the Zoning Ordinance rewrite. This position is needed to maintain Zoning Administration service levels and will bring the Department closer to meeting adopted performance metrics for zoning correspondence and review. One of the Department's objectives is to complete 80 percent of administrative, legislative and proffer referrals, as well as requests for zoning determinations within 30 days of receipt. Currently, only 54 percent of zoning determinations are completed within 30 days. Turnaround times have not been consistently met due to resource constraints, increased numbers of applications, shortened timeline for Fast-Track applications, and the increasing complexity of applications. Routine inquiries from internal and external customers, economic development projects, and supporting various Board strategic initiatives add to the demands on this Division. Making the temporary position a permanent resource would allow Planning and Zoning to continue allocating necessary and appropriate staff to handle the anticipated planning and development conditions that will be impacted with the opening of the Silver Line. This position would allow for maintenance of service levels and prevent increased response times and maintain quality reviews of applications.

The FY 2021 Proposed Budget includes 1.00 FTE for a planning analyst, which will help the Department in reporting used by staff, closing out land use cases, and tracking pipeline development, among other duties. This position will track pipeline development (development that has been approved, but not yet built) on an annual basis. The department has historically tracked only the residential pipeline, however, with the adoption of the 2019 Comprehensive Plan, tracking of non-residential pipeline development also will be conducted going forward. Currently, a temporary position conducts this analysis and is developing a structure for this analysis going forward, however, this is a permanently needed resource. Additionally, the planning analyst would close out land use cases, which involves input of all final information regarding approval of each legislative land use case, including Board actions, conditions of approval, approved land uses, densities, and other outcomes of each case. Currently, land use review planners have conduct this work, which is not an efficient use of their time. Dedicating one position to handle all close-out actions also ensures accurate and consistent entry of case information in the land management system thus enabling more accurate recording and reporting. The planning analyst will be responsible

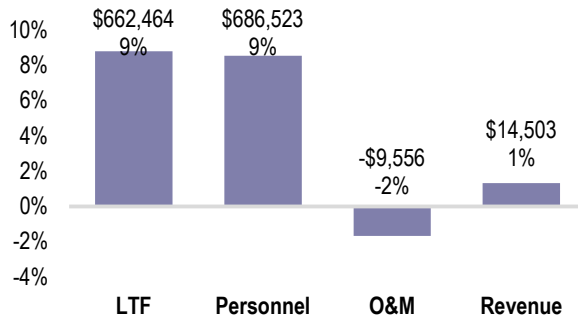
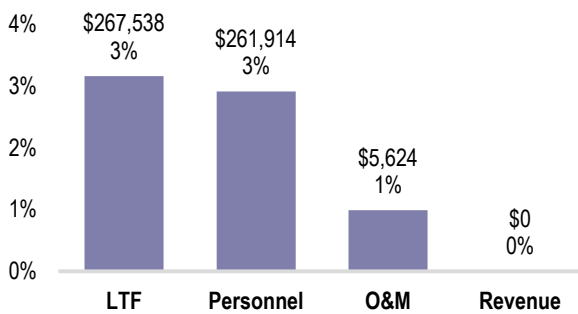




## Planning and Zoning

for creating, updating, and producing numerous planning and zoning related reports used by County staff, elected and appointed officials, and other outside entities. These reporting activities are currently performed by multiple positions within the department, which creates a lack of coordination as to the information that is being produced. Planning and Zoning staff, along with other Departments' staff, have been focused on the development and eventual implementation of the replacement to the County's current land management information system, EnerGov. This information system holds data used by various community development-related Departments in the County and will be used by other agencies, residents, and businesses. Once the EnerGov land management system is implemented, most of the reporting will be produced through that system. By centralizing the reporting functions to one position thoroughly trained on EnerGov's reporting capabilities, the department will be able to more efficiently manage the information produced and distributed to County staff and the public. The reporting capabilities will allow the Department to better use a data-driven approach to inform long-term strategic plans.

The Department expects workload and its complexity to grow steadily with the Zoning Ordinance rewrite and as development patterns continue to evolve. The Department will continue to analyze resource needs and anticipates resource needs in an administrative assistant for zoning enforcement and additional staff in zoning administration and proffer management.

**Planning and Zoning****Percent Change from Adopted FY 2020 to Proposed FY 2021****Reasons for Change:****Personnel:** ↑ 2.00 FTE, general pay changes ||**O&M:** ↓ internal services decreased || **Revenue:** ↑ small applications increase**Percent Change from Proposed FY 2021 to Projected FY 2022****Reasons for Change:****Personnel:** ↑ 3 percent || **O&M:** ↑ 1 percent**Revenue:** ↔



## Planning and Zoning

### FY 2021 Proposed Resource Requests<sup>1</sup>

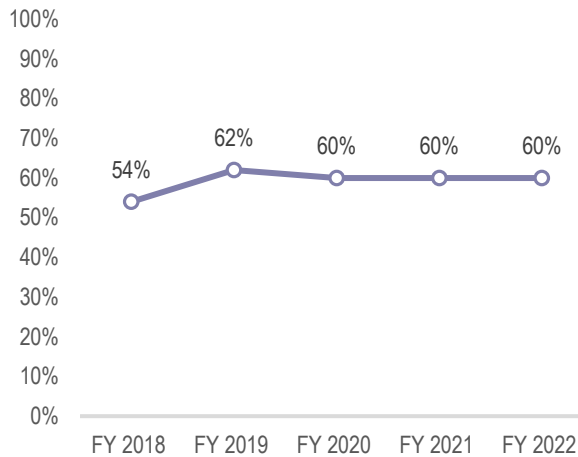
Priority 1: Long-term temporary conversion (Zoning Administration planner)						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$98,342	\$13,127	\$0	\$0	\$0	\$111,469	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• In Zoning Administration, a current two-year temporary position has allowed senior planners to focus on increasingly complicated applications, Board-directed initiatives, Fast-Track projects, including complex zoning ordinance amendments.</li><li>• This position is needed to maintain Department current service levels for day-to-day legislative and administrative application reviews.</li><li>• As applications increase in complexity with the changing development landscape, and as the Division continues work on the Zoning Ordinance rewrite, this position will be vital to maintain current service levels and responsiveness to customer inquiries.</li></ul>			
Mandates:	County Mandate					
PM Highlight:	Percent requests for correspondence responses to within 30 days if approved					
Program:	Zoning Administration					
Positions:	1 Planner III					
Theme:	Evolving Development Patterns					
One-time Costs:	\$6,820					
Recurring Costs:	\$104,649					
Priority 2: Planning Analyst						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$90,565	\$12,095	\$0	\$0	\$0	\$102,660	1.00
Details			Overview			
Service Level:	Current Service Level Request		<ul style="list-style-type: none"><li>• The position will track residential and commercial pipeline development (development that has been approved, but not yet built). This work is currently being performed by a recent temporary position within the department, but is a permanent need. The pipeline data need to be updated frequently, but were last updated July 2017.</li><li>• This position will create, update, and produce reports used by County staff, elected and appointed officials, and outside entities. Currently, multiple positions conduct these reporting activities, resulting in a lack of coordination. Centralized reporting will ensure quality control over information produced and distributed.</li><li>• This position will assist with intake and checklist review of applications and will close out cases entered in the County system to ensure accurate data and information.</li><li>• This position will allow the department to use a data-driven approach to inform strategic plans.</li></ul>			
Mandates:	Not mandated					
PM Highlight:	None					
Program:	Customer Service Center					
Positions:	1 Planner I					
Theme:	Evolving Development Patterns					
One-time Costs:	\$6,820					
Recurring Costs:	\$96,165					
Department Total						
Personnel:	O&M:	Capital:	Reallocation:	Revenue:	LTF:	FTE:
\$188,907	\$25,222	\$0	\$0	\$0	\$214,129	2.00

<sup>1</sup> 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.



## Planning and Zoning

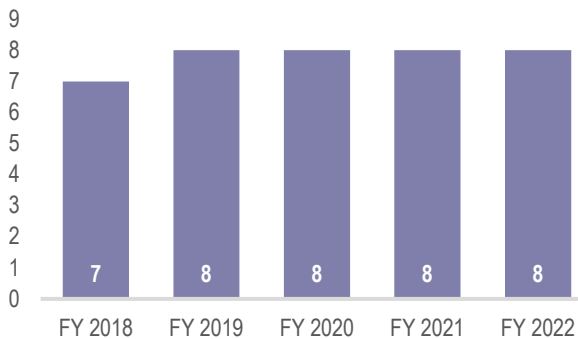
### Key Measures<sup>1</sup>



**Objective:** Respond to 80 percent of requests for correspondence concerning administration of the Zoning Ordinance within 30 days (including determinations, verifications, and administrative waivers and modifications).

**Measure:** Percent requests for correspondence responded to within 30 days if approved.

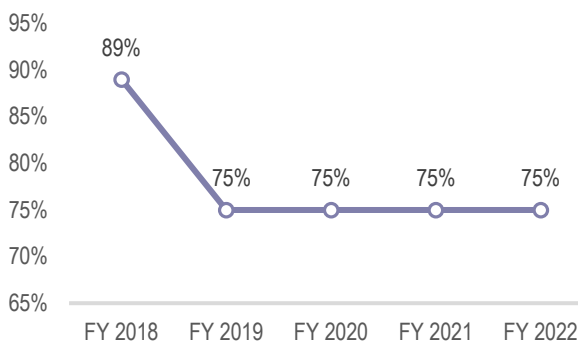
*In order to maintain current service level in turnaround times, a current temporary planner in Zoning Administrative is needed to be a regular FTE.*



**Objective:** Manage the formulation of Zoning Ordinance Amendments (ZOAM) in accordance with Board of Supervisors' priorities.

**Measure:** Number of Zoning Ordinance Amendments (ZOAM) active.

*With workloads anticipated to remain the same for ZOAM, the temporary planner position becoming a permanent resource will allow for maintenance of service levels.*



**Objective:** Ensure 100 percent of applications for quasi-judicial actions, such as variances and appeals, are reviewed by staff and processed through the Board of Zoning Appeals (BZA) in compliance with County and State Code timeline requirements.

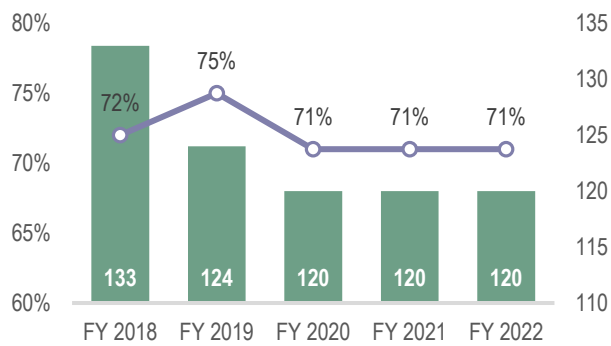
**Measure:** Percent compliance within timelines.

*With the Zoning Administration planner position becoming a regular position, service levels will be maintained, with turnaround times projected to remain flat with BZA work.*

<sup>1</sup> 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.



## Planning and Zoning



**Objective:** Respond to 80 percent of requests for correspondence concerning administration of the Zoning Ordinance within 30 days (including determinations, verifications, and administrative waivers and modifications).

**Measure:** Percent of legislative referrals completed on time (Zoning Administration); Total number of legislative referrals completed (bundle cases) (Zoning Administration).

*With the Zoning Administration planner position becoming a regular position, service levels will be maintained, with turnaround times projected to remain flat in support of legislative referrals with the same workload.*

**Planning and Zoning****Department Programs****Department Financial and FTE Summary by Program<sup>1</sup>**

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Land Use Review	\$2,392,341	\$2,361,702	\$2,976,650	\$1,877,099	\$1,931,354
Community Development	1,138,350	856,159	833,218	1,245,691	1,282,107
Administration	1,130,134	1,129,143	1,438,303	1,499,152	1,537,668
Zoning Administration	1,895,690	2,184,018	2,285,163	2,763,058	2,844,894
Zoning Enforcement	906,454	968,725	1,082,628	1,134,687	1,168,341
Customer Service Center	0	0	0	\$773,242	\$796,103
<b>Total – Expenditures</b>	<b>\$7,462,969</b>	<b>\$7,499,747</b>	<b>\$8,615,962</b>	<b>\$9,292,929</b>	<b>\$9,560,467</b>
<b>Revenues</b>					
Land Use Review	\$298,878	\$516,899	\$389,811	\$417,590	\$417,590
Community Development	0	0	0	0	0
Administration	2,015	4,552	3,494	3,785	3,785
Zoning Administration	303,558	398,604	329,694	330,040	330,040
Zoning Enforcement	365,331	457,999	367,968	354,055	354,055
Customer Service Center	0	0	0	0	0
<b>Total – Expenditures</b>	<b>\$969,782</b>	<b>\$1,378,053</b>	<b>\$1,090,967</b>	<b>\$1,105,470</b>	<b>\$1,105,470</b>
<b>Local Tax Funding</b>					
Land Use Review	\$2,093,463	\$1,844,803	\$2,586,839	\$1,459,509	\$1,513,764
Community Development	1,138,350	856,159	833,218	1,245,691	1,282,107
Administration	1,128,119	1,124,592	1,434,809	1,495,367	1,533,883
Zoning Administration	1,565,657	1,760,073	1,915,471	2,396,689	2,477,542
Zoning Enforcement	541,123	510,727	714,660	780,632	814,286
Customer Service Center	0	0	0	\$773,242	\$796,103
<b>Total – Local Tax Funding</b>	<b>\$6,493,187</b>	<b>\$6,121,694</b>	<b>\$7,524,995</b>	<b>\$8,187,459</b>	<b>\$8,454,997</b>
<b>FTE</b>					
Land Use Review	15.00	15.00	17.00	11.00	11.00
Community Development	6.47	6.47	7.00	9.00	9.00
Administration	11.00	11.00	10.00	8.00	8.00
Zoning Administration	18.00	18.00	20.00	20.00	20.00
Zoning Enforcement	10.00	10.00	12.00	12.00	12.00
Customer Service Center	0.00	0.00	0.00	8.00	8.00
<b>Total – FTE</b>	<b>60.47</b>	<b>60.47</b>	<b>66.00</b>	<b>68.00</b>	<b>68.00</b>

<sup>1</sup> Sums may not equal due to rounding.



## Transportation and Capital Infrastructure

The Department of Transportation and Capital Infrastructure (DTCI) manages capital facility planning, assists with the preparation of the capital budget, and the planning, design, and construction of capital projects for the County through the Capital Improvement Program (CIP). DTCI also is responsible for the County's transportation system, which includes transit and commuter services, long range transportation planning, and traffic engineering.

### Transportation and Capital Infrastructure's Programs<sup>1</sup>

#### Capital Design and Construction

Manages the design and construction of capital facilities and road projects while ensuring compliance with applicable federal, state, and local codes, standards, and specifications; administers land acquisition for public infrastructure projects and provides quality control and delivery of projects on schedule and within budget.

#### Transportation Planning and Operations

Responsible for addressing all matters relating to the County's multimodal transportation system. This includes the development and implementation of the Countywide Transportation Plan through the land development referral process, the completion of traffic engineering projects in response to community concerns, and the planning and management of the County's transit and commuter service programs.

#### Capital Coordination, Funding, and Policy

Represents and advocates Loudoun County transportation-related priorities at numerous regional organizations. Participates in the review of legislative proposals, development and review of proposed projects for the CIP, jointly with the Department of Finance and Budget, oversees the financial management of capital project accounts with multiple funding sources, and prepares and monitors the department's operating budget.

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<sup>1</sup> Budget pages were developed to be consistent with the FY 2020 Program Review. DTCI has made subsequent organizational changes that will be reflected in future budgets.



## Transportation and Capital Infrastructure

### Budget Analysis

#### Department Financial and FTE Summary<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$6,666,840	\$7,612,508	\$4,046,358	\$4,521,233	\$4,656,870
Operating and Maintenance	19,908,835	20,748,866	24,799,850	28,250,523	28,533,028
Other Uses Of Funds	231,491	220,975	210,458	0	0
<b>Total – Expenditures</b>	<b>\$26,807,165</b>	<b>\$28,582,349</b>	<b>\$29,056,666</b>	<b>\$32,771,756</b>	<b>\$33,189,898</b>
<b>Revenues</b>					
Permits, Fees, and Licenses	\$126,242	\$255,477	\$200,310	\$220,116	\$220,116
Charges For Services	9,131,128	9,516,510	9,243,484	10,475,241	10,475,241
Miscellaneous Revenue	443,501	1,012,507	1,382,077	510,000	510,000
Recovered Costs	453,478	463,703	460,133	685,559	685,559
Intergovernmental – Commonwealth	3,540,719	3,669,582	3,377,395	3,555,783	3,555,783
Intergovernmental – Federal	148,166	118,155	96,680	86,580	86,580
Other Financing Sources	4,889,769	5,640,355	0	0	0
<b>Total – Revenues</b>	<b>\$18,733,003</b>	<b>\$20,676,290</b>	<b>\$14,760,079</b>	<b>\$15,533,278</b>	<b>\$15,533,278</b>
<b>Local Tax Funding</b>	<b>\$8,074,163</b>	<b>\$7,906,059</b>	<b>\$14,296,587</b>	<b>\$17,238,478</b>	<b>\$17,656,620</b>
<b>FTE</b>	<b>63.00</b>	<b>71.00</b>	<b>33.00</b>	<b>35.00</b>	<b>35.00</b>

#### Department Financial and FTE Summary – Capital Projects Fund<sup>2</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Personnel	\$0	\$0	\$6,328,147	\$6,511,404	\$6,706,746
<b>Total – Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,328,147</b>	<b>\$6,511,404</b>	<b>\$6,706,746</b>
<b>Revenue</b>					
Revenue	\$0	\$0	\$6,328,147	\$6,511,404	\$6,706,746
<b>Total – Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,328,147</b>	<b>\$6,511,404</b>	<b>\$6,706,746</b>
<b>Local Tax Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>

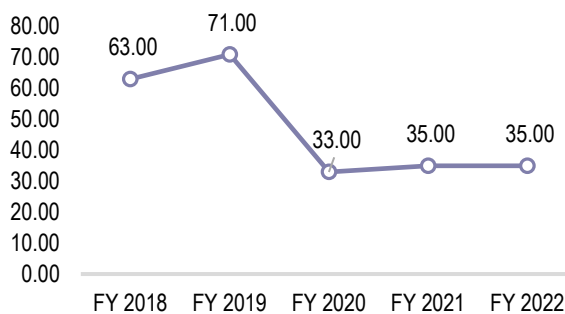
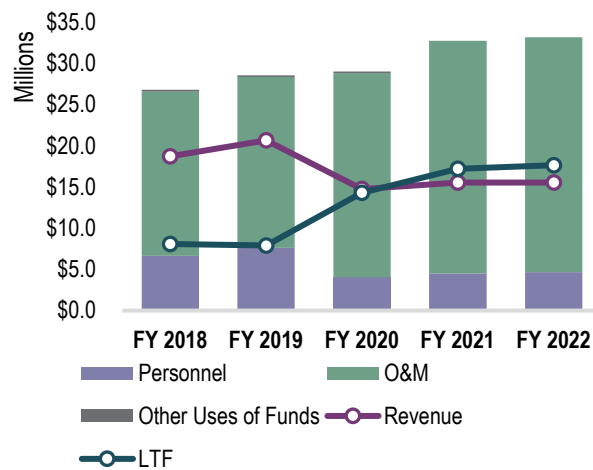
<sup>1</sup> Sums may not equal due to rounding.





## Transportation and Capital Infrastructure

### Revenue and Expenditure History



FTE civil engineers, 1.00 FTE project architect, 1.00 FTE land acquisition manager, 6.00 FTE capital support staff were transferred to the Capital Projects Fund, 37.00 FTE direct capital staff were transferred to the Capital Projects Fund.

DTCI's expenditures have increased primarily due to operating and maintenance costs, which make up 86 percent of DTCI's expenditures. The increase in operating and maintenance from FY 2020 to FY 2021 includes the resource request funding for the additional transit routes and costs associated with the procurement and accounting specialist and GIS analyst positions. From FY 2019 to FY 2020, personnel expenditures decreased by 47 percent within DTCI's General Fund budget, as 43 positions that support and execute the CIP were moved to the Capital Projects Fund.

Recent changes to revenue in the General Fund for DTCI include a removal of the transfer into the Department from the CIP in FY 2020 due to the movement of positions to the Capital Projects Fund. Previously these positions were funded by a transfer from the Capital Projects Fund to the General Fund. The commuter bus service remains predominantly funded through fares and state operating assistance. DTCI also receives a small portion of land development revenue.

The FY 2021 Proposed Budget includes several base budget adjustments that support the current level of service. Several of those adjustments involve the maintenance of software and licenses. One such increase of \$100,000 has been included for license increases for eBuilder and the fee for App Exchange, which is necessary to integrate eBuilder and Oracle, helping ensure the anticipated completion of the integration project in FY 2021. In the Residential Parking Permit District (RPPD) program, \$1,500 has been added to maintain the software license that is utilized to manage the program. Last, \$7,500 has been added to address the need for additional licenses for Synchro, a traffic engineering software, within the Transportation Planning Activity. In addition, \$300,000 was added for contractual services to support Board Member Initiatives requested of

### Revenue/Local Tax Funding

As shown, DTCI is primarily funded by local tax funding (over 52 percent). Program-generated revenue consists of state assistance for transit operations, fares from transit operations, and some land development revenue.

### Expenditure

The majority of DTCI's expenditure budget is dedicated to operating and maintenance costs. Increases in operating costs have predominantly been driven by the growth of the transit program. The decrease in personnel from FY 2019 to FY 2020 reflects the shift of 43.00 FTE to the Capital Projects Fund.

### Staffing/FTE History

FY 2018: 1.00 FTE civil engineer, 1.00 FTE utility engineer, 1.00 FTE management analyst

FY 2019: 3.00 FTE civil engineers, 1.00 FTE traffic engineer, 1.00 FTE land acquisition manager, 2.00 FTE construction managers, 1.00 FTE field technician

FY 2019 Mid-Year: 1.00 FTE senior transportation engineer

FY 2020: 2.00 FTE senior transportation planners, 1.00 FTE administrative assistant, 1.00 FTE e-Builder and Technology Specialist, 1.00 FTE chief of staff (now deputy director), 2.00



## Transportation and Capital Infrastructure

DTCI, such as pre-construction studies that may evolve into a capital project. Lastly, an increase of \$285,600 has been included for paratransit services. DTCI currently provides these services within a three-quarter mile radius of the existing transit routes, per federal law. This increase will cover the paratransit requirements as Metrorail opens in Loudoun, and the County must provide paratransit options around the Metro Stations within the County.

The FY 2020 Adopted Budget included 9.00 FTE for various positions across the Department. Recruitment efforts are a high priority for the department, have been successful, and will continue. One of those positions, the chief of staff position, was classified to be a deputy director to assist with Department management. For FY 2021, DTCI's resources included in the Proposed Budget focus on capital facility openings, internal support, and evolving development patterns.

### Capital Facility Openings

In FY 2021, Metrorail is scheduled to begin service in Loudoun County. In preparation for this, DTCI developed and presented a plan for transit service to the Silver Line Metro Stations at the 2019 Transit Summit. This plan will provide local fixed route service to the Loudoun Gateway and Ashburn Stations from areas around the County. In total, seven new routes will be added from points in Ashburn Village, Ashburn Farm, Brambleton, Broadlands, Leesburg, and South Riding. At the same time, two routes, which currently start from the location of the Ashburn Metro Station, will be eliminated. The local tax funded portion of this service is included in the FY 2021 Proposed Budget, totaling approximately \$2,288,619. Service is scheduled to begin at the same time as the revenue service at the stations.

### Internal Support

The FY 2021 Proposed Budget includes 1.00 FTE for a procurement and accounting specialist to help support CIP projects and staff. As the number of CIP projects has expanded over the years, the volume of purchase orders, change orders, invoices, and construction pay applications has also increased. While the Board has added project staff to carry out the work of the CIP, new support staff has been limited to an additional administrative assistant, approved in FY 2020. As a result, project managers handle the bulk of basic financial entry, which results in errors due to the detailed and time-consuming nature of these transactions. When purchase orders, invoices, and other financial items and processes are incorrect, this causes delays in the progress of capital projects and traffic studies. The procurement and accounting specialist will help address these issues.

The procurement and accounting specialist will provide quality control over department financial processes and help department staff navigate the complexities of procurement and accounting processes in a construction environment through training and individual help. This position will handle commitment changes due to bond sales, serve as a buyer, take on the responsibility of complex purchase orders and change orders, and review and close purchase orders in a timely manner, and solve reconciliation issues. Finally, the position will work with vendors to ensure they follow the County's requirements to meet a service goal of entering error free financial processes into Oracle within three days.

### Evolving Development Patterns

The FY 2021 Proposed Budget includes 1.00 FTE for a Geographic Information Systems (GIS) analyst to meet the demand for mapping and spatial analysts required by capital projects. As the number of capital projects and general workload of the department has increased, the demand for mapping and spatial analysis has also increased. This is true across all of DTCI's lines of business; expertise in spatial analysis is needed from survey work to traffic engineering to planning transit routes. With the addition of the Silver Line, demand for many of DTCI's services are expected to increase, along with the need for maps to visualize virtually every project managed by the department. Currently, DTCI relies on the Office of Mapping and Geographic Information (MAGI) and, in some cases, contractual services for all mapping and spatial analysis needs. While this has worked in the past, the workload and quick turnaround required for many projects necessitates an internal resource



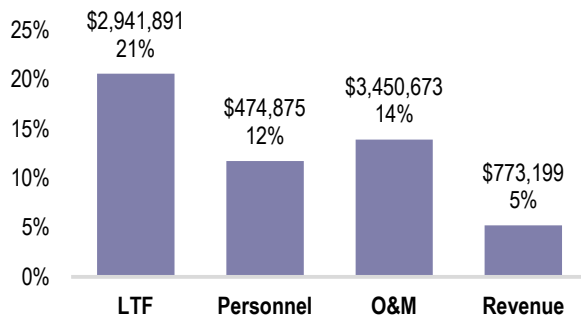
## Transportation and Capital Infrastructure

of a GIS analyst position able to coordinate the needs of the Department. This position will provide services in the areas of data organization, data collection, and spatial analysis across the entire DTCI operation. This will create an efficiency within the department, allowing better responsiveness to deadlines and the requests of DTCI customers, while streamlining coordination with MAGI staff.



## Transportation and Capital Infrastructure

### Percent Change from Adopted FY 2020 to Proposed FY 2021



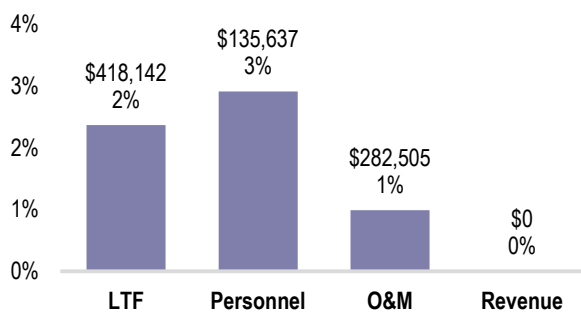
#### Reasons for Change:

**Personnel:** ↑ 2.00 FTE, general pay increases ||

**O&M:** ↑ base adjustments for contractual services, licenses, and paratransit and the new transit routes

**Revenue:** ↑ increase in commuter bus fares

### Percent Change from Proposed FY 2021 to Projected FY 2022



#### Reasons for Change:

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

**Revenue:** ↔



## Transportation and Capital Infrastructure

### FY 2021 Proposed Resource Requests<sup>1</sup>

#### Capital Facility Openings: Post-Metrorail Transit Routes

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$0	\$2,288,619	\$0	\$0	\$0	\$2,288,619	0.00

#### Details

<b>Service Level:</b>	Enhanced Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	None
<b>Program:</b>	Transportation Planning and Operations
<b>Positions:</b>	None
<b>Theme:</b>	Capital Facility Openings
<b>One-time Costs:</b>	\$0
<b>Recurring Costs:</b>	\$2,288,619

#### Overview

- This includes the local tax funding necessary to operate seven new routes that were discussed at the 2019 Transit Summit.
- These routes will provide neighborhood connectivity via the local fixed route service with the two Loudoun Metrorail stations.
- Service on these routes will begin when Metro revenue service begins, currently estimated at the second quarter of FY 2021.

#### Priority 1: Procurement and Accounting Support Specialist

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$7,755	\$12,500	\$0	\$0	\$118,597	1.00

#### Details

<b>Service Level:</b>	Current Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	Number of capital purchasing and accounting items processed through e-Builder
<b>Program:</b>	Capital Construction
<b>Positions:</b>	1 Procurement and Accounting Support Specialist
<b>Theme:</b>	Internal Support
<b>One-time Costs:</b>	\$19,540
<b>Recurring Costs:</b>	\$99,057

#### Overview

- There has been an increased volume of purchase orders, change orders, invoices, and construction pay applications tied to the execution of the CIP.
- With the growth of this work, the error rate associated with data entry for these processes has also increased due to a static administrative staff. This has caused delays.
- This position will provide quality control over these financial and procurement processes and provide needed guidance on errors as they arise.

<sup>1</sup> 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.



## Transportation and Capital Infrastructure

### Priority 2: GIS Analyst

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$98,342	\$11,290	\$12,500	\$0	\$0	\$122,132	1.00

#### Details

<b>Service Level:</b>	Enhanced Service Level Request
<b>Mandates:</b>	Not mandated
<b>PM Highlight:</b>	None
<b>Program:</b>	Capital Construction
<b>Positions:</b>	1 GIS Analyst
<b>Theme:</b>	Evolving Development Patterns

<b>One-time Costs:</b>	\$23,075
<b>Recurring Costs:</b>	\$99,057

#### Overview

- This position will provide needed services in the areas of data organization, data collection, and spatial analysis to support all aspects of the DTCL operation.
- With the growing need for mapping data across the department, having an internal resource would create a great efficiency for the department. In particular, there is an anticipated increase in demand for these services with the arrival of Metro.
- While the department would still work with MAGI, it would not have to rely so heavily on MAGI staff.

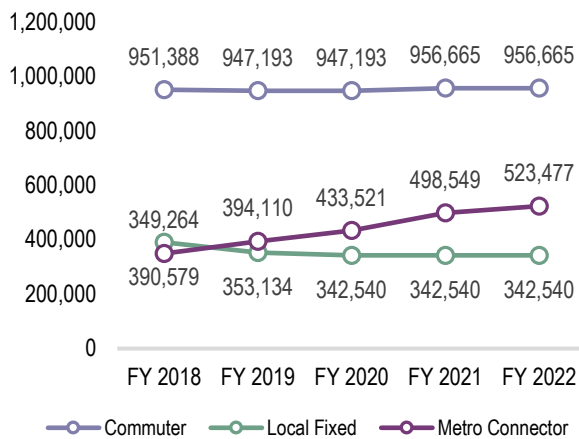
### Department Total

<b>Personnel:</b>	<b>O&amp;M:</b>	<b>Capital:</b>	<b>Reallocation:</b>	<b>Revenue:</b>	<b>LTF:</b>	<b>FTE:</b>
\$196,684	\$2,307,664	\$25,000	\$0	\$0	\$2,529,348	2.00



## Transportation and Capital Infrastructure

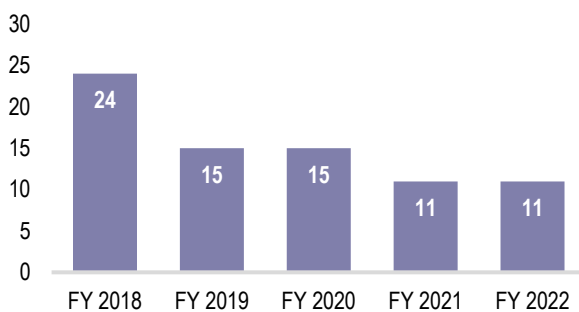
### Key Measures



**Objective:** Provide a safe and reliable transit system to meet the needs of Loudoun residents.

**Measure:** Transit Ridership.

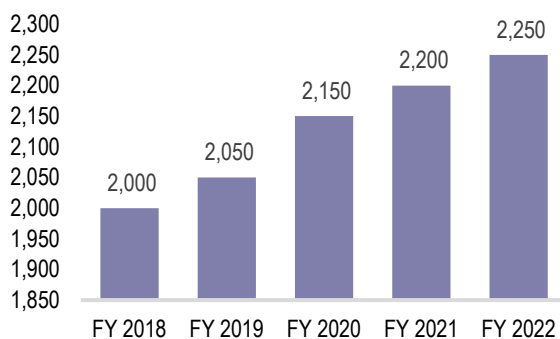
*This measure provides transit ridership across all transit services. The Local Fixed Route includes ridership for the Paratransit service.*



**Objective:** Deliver approved capital projects in accordance with established CIP schedule.

**Measure:** Capital construction projects completed.

*This measure provides a summary of the number of capital projects anticipated to be completed in a given year.*



**Objective:** Deliver approved capital projects in accordance with established CIP schedule.

**Measure:** Number of capital purchasing and accounting items processed through e-Builder.

*This measure shows the growth of the financial and accounting workload over time. The procurement and accounting specialist position is needed to manage the workload to limit delays.*



## Transportation and Capital Infrastructure

### Department Programs

#### Department Financial and FTE Summary by Program<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>					
Capital Coordination, Funding, and Policy	\$624,840	\$875,395	\$534,005	\$659,172	\$672,136
Capital Design and Construction	4,430,652	4,842,566	282,056	558,233	563,816
Transportation Planning and Operations	21,751,673	22,864,388	28,240,605	31,554,351	31,953,947
<b>Total – Expenditures</b>	<b>\$26,807,165</b>	<b>\$28,582,349</b>	<b>\$29,056,666</b>	<b>\$32,771,756</b>	<b>\$33,189,898</b>
<b>Revenues</b>					
Capital Coordination, Funding, and Policy	\$208,439	\$220,651	0	0	0
Capital Design and Construction	4,584,193	5,321,880	0	0	0
Transportation Planning and Operations	13,940,371	15,133,759	14,760,079	15,533,278	15,533,278
<b>Total – Revenues</b>	<b>\$18,733,003</b>	<b>\$20,676,290</b>	<b>\$14,760,079</b>	<b>\$15,533,278</b>	<b>\$15,533,278</b>
<b>Local Tax Funding</b>					
Capital Coordination, Funding, and Policy	\$416,401	\$654,744	\$534,005	\$659,172	\$672,136
Capital Design and Construction	(153,541)	(479,313)	282,056	558,233	563,816
Transportation Planning and Operations	7,811,303	7,730,629	13,480,526	16,021,073	16,420,669
<b>Total – Local Tax Funding</b>	<b>\$8,074,163</b>	<b>\$7,906,059</b>	<b>\$14,296,587</b>	<b>\$17,238,478</b>	<b>\$17,656,620</b>
<b>FTE</b>					
Capital Coordination, Funding, and Policy	5.00	4.00	2.00	2.00	2.00
Capital Design and Construction	34.00	41.00	0.00	0.00	0.00
Transportation Planning and Operations	24.00	26.00	31.00	33.00	33.00
<b>Total – FTE</b>	<b>63.00</b>	<b>71.00</b>	<b>33.00</b>	<b>35.00</b>	<b>35.00</b>

<sup>1</sup> Sums may not equal due to rounding.





# Miscellaneous FY 2021 Proposed Budget

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## Non-Departmental Expenditures

The Non-Departmental expenditure budget is a constructed category within the General Fund that contains funding to pay for expenditures not attributed to specific agencies or departments. This category also includes County-maintained reserves that are subsequently allocated to departments during the fiscal year.

	FY 2020 Adopted	FY 2021 Proposed
<b>Personnel</b>		
Merit and Step Increase	\$10,300,000	\$12,225,431
Classification and Compensation Investment <sup>1</sup>	17,100,000	0
Personnel Vacancy Savings	(19,000,000)	(22,191,000)
Annual and Sick Leave Payouts	1,500,000	1,500,000
LOSAP	1,648,403	1,632,317
Retiree Health Insurance <sup>2</sup>	4,500,000	0
OPEB Contribution	5,500,000	5,500,000
<b>Total – Personnel</b>	<b>\$21,548,403</b>	<b>(\$1,333,252)</b>
<b>Operating and Maintenance</b>		
Interest Expense	\$280,000	\$280,000
Payment to Nonprofits	2,037,658	2,186,940
Payment to Nonprofits – Local Government Challenge Grant	4,500	4,500
Payment to Regional and Intergovernmental Organizations	7,590,885	7,982,527
Payment to Economic Development Authority (EDA)	0	1,650,000
Payment to Loudoun County Public Schools		
Operating	873,710,739	958,822,945
Capital Improvement Program	14,475,000	24,420,000
Capital Asset Preservation Program	14,277,500	24,261,000
Resource Requests – One-Time Operating Expenditures	568,675	654,035
Universal Call Taking Project Implementation	1,300,000	0
<b>Total – Operating and Maintenance</b>	<b>\$914,244,957</b>	<b>\$1,020,261,947</b>
<b>Capital Outlay</b>		
Resource Requests – One-Time Capital Expenditures	\$2,022,285	\$1,553,900
Computer Software and Hardware Replacement	2,300,000	1,400,000
<b>Total – Capital Outlay</b>	<b>\$4,322,285</b>	<b>\$2,953,900</b>
<b>Other Uses of Funds</b>		
Legal and Other Contingencies	\$2,159,928	\$2,307,681

<sup>1</sup> Funds for the third phase of implementation of the classification and compensation study are distributed in the personnel budgets of each County department and agency. Total expenditures included in the FY 2021 proposed budget is \$25 million.

<sup>2</sup> Beginning in FY 2021, retiree health benefit expenditures are paid from the County OPEB Trust Fund as discussed in Volume 2 of this document.

**Non-Departmental Expenditures**

	FY 2020 Adopted	FY 2021 Proposed
Transfer to Children's Services Act Fund	3,685,000	3,185,000
Transfer to Legal Resources Center Fund	66,170	69,229
Transfer to Transportation District Fund	17,395,000	18,637,573
Transfer to Capital Projects Fund	45,788,227	65,291,308
Transfer to Capital Asset Preservation Program Fund	11,629,000	11,395,000
Transfer to Major Equipment Replacement Fund	4,000,000	2,000,000
Transfer to Debt Service Fund	187,773,179	198,411,326
Transfer to Self-Insurance Fund	5,455,700	5,455,700
<b>Total – Other Uses of Funds</b>	<b>\$277,952,204</b>	<b>\$306,752,817</b>
<b>Total – Non-Departmental Expenditures<sup>3</sup></b>	<b>\$1,218,067,849</b>	<b>\$1,328,635,412</b>

**Merit Increase.** The FY 2021 Proposed Budget includes funding for a step increase for public safety employees and a 3.5 percent merit increase for eligible regular employees. The merit increase is budgeted to begin with the first pay check in October 2020. The Board of Supervisors' (Board) approved compensation philosophy is to deliver pay (average salaries) within a range of 95 to 105 percent of the average mid-point of Loudoun's four local comparator jurisdictions (the City of Alexandria and the Counties of Arlington, Fairfax, and Prince William).

This category also includes funds for EMPACT awards. County policies include provisions to permit individual and team bonus awards in recognition of outstanding achievement. These provisions are important tools for supporting an organization that recognizes and rewards excellent performance.

**Classification and Compensation Investment.** The Board initiated a study of the County's classification and compensation structure and policies in 2017. The first phase of the study identified the County's compensation structure lags behind the Board's approved competitive market. The FY 2019 Adopted Budget included funding for the first phase of investment in the Board's competitive compensation strategy equivalent to a 3 percent salary adjustment for regular and temporary employees to address market competitiveness issues. The FY 2020 Adopted Budget included funding for a 2 percent salary adjustment for regular and temporary employees and \$11 million for individual adjustments for the second phase of investment. The FY 2021 Proposed Budget includes a total of \$25 million for additional individual adjustments for the third phase of investment. These funds are budgeted in each department and agency budget.

**Personnel Vacancy Savings.** The County budgets anticipated savings resulting from employee turnover in the Non-Departmental budget at a rate of approximately 4.75 percent of salaries and related fringe benefits. This amount is evaluated annually and adjusted to reflect actual savings, which occur through expenditure balances in departments' personnel budgets.

**Annual and Sick Leave Payouts.** Payout of annual and sick leave balances upon employees' departures from employment is included in the Non-Departmental budget and allocated to departments' personnel budgets as needed throughout the year.

**LOSAP,** or Length of Service Award Program, is a volunteer firefighter benefit that was previously budgeted in Loudoun County Fire and Rescue's General Fund budget. This budget was moved to the Non-Departmental budget of the General Fund to comply with GASB #73. The FY 2021 Proposed Budget includes an overpayment of \$250,000 to address the underfunded liability in this program.

**Retiree Health Insurance and OPEB Contribution.** Expenditures for the retiree health insurance plan and the County's contribution to the Other Post-Employment Benefits (OPEB) Fund are included in this category. Beginning in FY 2021,

<sup>3</sup> Sums may not equal due to rounding.



## Non-Departmental Expenditures

retiree health benefit expenses were transitioned to the County OPEB Trust Fund as discussed in Volume 2. This reflects the County's full funding approach, allowing sufficient funds to use the Fund to pay full benefits.

**Interest Expense.** The County budgets interest payments on real and personal property tax refunds in the Non-Departmental budget.

**Payment to Nonprofits.** This category includes funding provided to nonprofit organizations through the County's Human Services Program (including the competitive and CORE provider processes) and nonprofit economic development process. Additionally, pass-through funding associated with the Local Government Challenge Grant is budgeted here; these matching state funds are distributed to those arts-related nonprofits that receive funding through the County's grants programs.

**Payment to Regional and Intergovernmental Organizations.** The County provides funding to many regional and intergovernmental organizations from which the County receives operational support. Regional organizations include the Metropolitan Washington Council of Governments and the Northern Virginia Regional Park Authority, both of which serve multi-jurisdictional areas. Intergovernmental organizations include other localities in Loudoun County, such as the Town of Leesburg, which receives funds to support School Resource Officers in Leesburg area schools.

**Payment to the Economic Development Authority (EDA).** Beginning in FY 2021, the County will provide funding to the EDA as part of a 15-year incentive to bring the Customs and Border Protection technology and research facility to Quantum Park in Ashburn. This economic development incentive was agreed to by the Board at the March 22, 2018 Business Meeting and payments will commence on January 1, 2021 if all obligations are met.

**Payment to Loudoun County Public Schools.** In past budget documents, the payment to Loudoun County Public Schools has been categorized as a transfer to another County fund. It is inaccurate to categorize this payment as a transfer.

**Resource Requests One-Time Capital Outlay Costs.** Resource requests included in the proposed budget include two types of expenditures: departmental and non-departmental. Non-departmental costs include those costs that are coordinated by other departments in support of the requests, including the purchase of technology, furniture, and vehicles as well as associated office renovations. These non-departmental costs are centrally budgeted.

**Computer Software and Hardware Replacement.** Scheduled replacement of personal computer hardware, software, printers, and related items is included in the Non-Departmental budget and managed centrally by the Department of Information Technology. The life cycle for office computers allows for replacement of desktop computers after six years of useful life and four years for laptop computers. The reduction in this line item by \$900,000 is due to fewer computers requiring replacement in FY 2021 than in FY 2020 and due to renegotiations of the Microsoft Enterprise Agreement, reducing licensing costs. FY 2022 is anticipated to return to \$2.3 million due to increase numbers of replacements anticipated.

**Legal and Other Contingencies.** The category represents contingency funding for potential outside legal services. Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval. Additional contingency funds are budgeted and used on an as-needed basis.

**Transfer to Children's Services Act Fund.** The Children's Services Act is funded through a state pool of monies allocated to each locality, which requires a local match. Annual transfers are made to this fund to provide for the County's match.

**Transfer to Legal Resource Center Fund.** Revenues for the Legal Resource Center Fund (or Law Library) have not been sufficient to fund planned expenditures for at least five fiscal years. A transfer of local tax funding is budgeted to this fund; in the past, a supplemental budget adjustment of General Fund revenue balanced the revenue shortfall during the fiscal year.

**Transfer to Transportation District Fund.** The Transportation District Fund (TDF) was created in FY 2013 to segregate transportation and transit-related revenues and expenditures. The annual transfer includes an equivalent of \$0.02 of the real estate property tax as a transfer from the General Fund to the TDF. These funds represent the County's equivalent revenue that would be generated by a Commercial & Industrial Property Tax (a concept referred to as the C&I equivalent), which the County has not enacted. In previous years, the C&I equivalent was reached through aggregation of the \$0.02 of dedicated real property tax revenue and any local gasoline tax revenue collected in the TDF.



## Non-Departmental Expenditures

**Transfer to Capital Projects Fund.** The transfer represents the allocation of local tax funding sent from the General Fund to the Capital Projects Fund.

**Transfer to Capital Asset Preservation Program Fund.** The Board established the Capital Asset Preservation Fund as a consistent means of planning and financing major maintenance and repair efforts to County facilities. Annual transfers are made to provide funding for these efforts. This transfer includes funds specifically for the Computer System Replacement Fund.

**Transfer to Debt Service Fund.** Local tax funding used for the payment of principal and interest of financed capital improvement projects.

**Transfer to Major Equipment Replacement Fund.** Funding is provided to replace capitalized equipment with a value over \$5,000.

**Transfer to Self-Insurance Fund.** Risk management and workers' compensation costs are funded by annual transfers to the County's Self-Insurance Fund.



## Landfill Fee Waivers

### July 1, 2020 – June 30, 2022

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

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

Organizations receiving fee waivers include Loudoun County Government departments, towns in the County, fire and rescue volunteer companies, other government entities, and nonprofit organizations. The total annual landfill fee waiver for FY 2021 is \$1,574,922. Approximately 63 percent of the waivers approved are for Loudoun County Government departments and agencies (including Loudoun County Public Schools), 13 percent for town governments, 1 percent for volunteer fire and rescue companies, 20 percent for other government entities, and 4 percent for nonprofit organizations. The total annual landfill fee waiver for FY 2022 is \$1,606,934. Interested organizations may apply for the landfill fee waiver on a biennial basis. The proposed fee waiver period is from July 1, 2020 through June 30, 2022.

#### Financial Summary<sup>1</sup>

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>County Government and Public Schools</b>			
Loudoun Animal Services	\$300	\$400	\$400
Loudoun Planning and Zoning	400	600	600
Loudoun County Public Schools	480,000	500,000	520,000
Loudoun Family Services	750	650	750
Loudoun General Services	375,000	371,800	371,800
Loudoun Disaster Relief	50,000	50,000	50,000
Loudoun Parks, Recreation, and Community Services	50,000	60,000	60,000
Loudoun Sheriff's Office Community Workforce Program	4,500	5,500	5,500
<b>Subtotal – County Government and Public Schools</b>	<b>\$960,950</b>	<b>\$988,950</b>	<b>\$1,009,050</b>
<b>Towns in County</b>			
Town of Hamilton	\$5,000	\$5,000	\$5,000
Town of Leesburg	122,000	123,000	123,000
Town of Purcellville	35,000	30,000	35,000
Town of Round Hill	44,640	48,000	48,000
<b>Subtotal – Towns in County</b>	<b>\$206,740</b>	<b>\$206,000</b>	<b>\$211,000</b>

<sup>1</sup> Sums may not equal due to rounding.

**Landfill Fee Waivers**

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Loudoun Fire and Rescue Companies</b>			
Ashburn Volunteer Fire and Rescue Company	\$4,100	\$4,100	\$4,100
Purcellville Volunteer Fire Company	500	500	500
Round Hill Volunteer Fire Company	300	300	300
<b>Subtotal – Loudoun Fire and Rescue Companies</b>	<b>\$4,900</b>	<b>\$4,900</b>	<b>4,900</b>
<b>Other Government Entities</b>			
Loudoun Water	\$58,988	\$58,988	\$63,750
Northern Virginia Community College	4,076	4,200	4,300
Northern Virginia Regional Park Authority	3,600	3,600	3,600
Virginia Department of Transportation	250,000	250,000	250,000
<b>Subtotal – Other Government Entities</b>	<b>\$316,664</b>	<b>\$316,788</b>	<b>\$321,650</b>
<b>Nonprofit Organizations</b>			
Freedom School <sup>2</sup>	\$760	\$1,500	\$1,500
Friends of Homeless Animals	100	150	150
Good Shepherd Alliance	1,675	1,500	1,500
Highroad Program Center	500	500	500
Hillsboro Ruritan Club	8,000	8,000	8,000
Keep Loudoun Beautiful	1,250	1,250	1,250
Ladies Board – INOVA Loudoun Hospital Center	800	800	800
Loudoun Abused Women Shelter	62	62	62
Loudoun Cares	372	372	372
Loudoun Fair and Associates	1,800	1,800	1,800
Loudoun Habitat for Humanity	2,000	2,500	2,500
Loudoun Hunger Relief <sup>3</sup>	1,000	500	500
Lovettsville Community Center Advisory Board	2,100	4,650	4,650
Lucketts Ruritan Club	29,000	30,450	32,000
Middleburg Community Center	200	150	150
Salvation Army	6,000	3,500	4,000
Waterford Foundation	600	600	600
<b>Subtotal – Nonprofit Organizations</b>	<b>\$56,219</b>	<b>\$58,284</b>	<b>\$60,334</b>
<b>Total Landfill Fee Waivers</b>	<b>\$1,545,373</b>	<b>\$1,574,922</b>	<b>\$1,606,934</b>

<sup>2</sup> Formerly known as the Glaydin School and Camps.<sup>3</sup> Formerly known as Loudoun Interfaith Relief.





## Nonprofit Organizations

Based on available resources, the County provides funding allocations to nonprofit organizations that provide services with a direct benefit to Loudoun County residents. Additionally, the County provides funding allocations to nonprofit organizations that focus on economic development activities that support the County's overall economic development goals and strategic plan. The FY 2021 Proposed Budget includes an overall allocation of \$2,191,440. This includes FY 2021 funding of \$1,922,100 for the Human Services Program and \$269,340 for Nonprofit Economic Development Organizations.

### Financial Summary

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>			
Operating and Maintenance	\$2,042,158	\$2,191,440	\$2,251,661
<b>Total – Expenditures</b>	<b>\$2,042,158</b>	<b>\$2,191,440</b>	<b>\$2,251,661</b>
<b>Revenues</b>			
Intergovernmental - Commonwealth	\$4,500	\$4,500	\$4,500
<b>Total – Revenues</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>Local Tax Funding</b>	<b>\$2,037,658</b>	<b>\$2,186,940</b>	<b>\$2,247,161</b>

### Human Services Program

For FY 2021, the Board of Supervisors continues to improve and refine the nonprofit grant process based on the recommendations from key stakeholders, County staff, and the 2017 Nonprofit Needs Assessment. These improvements represent an effort to strengthen the County's coordination and collaboration with nonprofit partners and to ensure local funds are leveraged in the most effective manner. The FY 2021 Proposed Budget includes \$1,157,124 for the discretionary Human Services Nonprofit Grant Program, which is based on the availability of funding resources and subject to a competitive process. This represents a 3 percent increase compared to the FY 2020 Adopted Budget. A committee of subject matter experts and the Department of Finance and Budget review the applications and develop funding recommendations to be approved by the Board of Supervisors at their April 18, 2020 business meeting.

In addition to the larger competitive process, the Board created a simplified grant process for mini-grants in amounts up to \$5,000. This program, involves a simplified application and process for any organization applying for a small grant for the purposes of capacity building or small-scale innovative ideas or projects. The budget for this program is approximately 4 to 5 percent of the total competitive grant process annually and is deducted from the total competitive process budget.

For the Human Services Nonprofit Grant Program, the Board of Supervisors adopted broad Areas of Need categories that focus on the impact or outcomes that nonprofit programs will have on the community:

- **Prevention and Self-sufficiency:** Services focused on assisting individuals and families in becoming and/or remaining independent and stable, and providing tools, skills, strategies, and resources to individuals and families.
- **Crisis Intervention and Diversion:** Services provided to individuals and families in crisis to overcome immediate problems, and reduce or prevent further penetration to more restrictive and expensive higher-level services.
- **Long-term Support:** Services that focus on assisting individuals who have continuing, long-term support needs to remain healthy, safe, and independent in the community.



## Nonprofit Organizations

- **Improved Quality of Human Services:** Services and opportunities provided to individuals, organizations, and communities that enhance the quality, accessibility, accountability, and coordination of services provided by community organizations.

In FY 2021, the Board continues to provide funding for organizations that provide core safety net services. Core safety net providers meet the critical safety, health, transportation, and emergency shelter needs of those most vulnerable and disadvantaged in the community. The Division of Procurement issued requests for proposals for healthcare services, domestic violence services, and aging and disability support services, and will issue contracts to providers in each service area. The FY 2021 Proposed Budget includes an allocation of \$760,476 for these organizations.

The County currently receives Creative Communities Partnership funds from the Virginia Commission for the Arts, which is then distributed to nonprofit arts services providers in the county. The budget received from the Commonwealth is \$4,500 annually.

### Financial Summary – Human Services Program

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>			
Competitive Grant Process <sup>1</sup>	\$1,123,421	\$1,157,124	\$1,191,838
Core Service Providers	648,373	760,476	783,290
Creative Communities Partnership Grant	4,500	4,500	4,500
<b>Total – Expenditures</b>	<b>\$1,776,294</b>	<b>\$1,922,100</b>	<b>\$1,979,628</b>
<b>Revenues</b>			
Intergovernmental – Commonwealth	\$4,500	\$4,500	\$4,500
<b>Total – Revenues</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>Local Tax Funding</b>	<b>\$1,771,794</b>	<b>\$1,917,600</b>	<b>\$1,975,128</b>

As part of the improvements made to the overall Nonprofit Grant Program, the Board of Supervisors adopted broad Areas of Need categories that focus on the impact or outcomes that nonprofit programs will have on the community. The revised Areas of Need categories are listed below:

- **Prevention and Self-sufficiency:** Services focused on assisting individuals and families in becoming and/or remaining independent and stable, and providing tools, skills, strategies, and resources to individuals and families.
- **Crisis Intervention and Diversion:** Services provided to individuals and families in crisis to overcome immediate problems, and reduce or prevent further penetration to more restrictive and expensive higher-level services.
- **Long-term Support:** Services that focus on assisting individuals who have continuing, long-term support needs to remain healthy, safe, and independent in the community.
- **Improved Quality of Human Services:** Services and opportunities provided to individuals, organizations, and communities that enhance the quality, accessibility, accountability, and coordination of services provided by community organizations.

<sup>1</sup> Expenditures for the mini-grant program are included in the Competitive Grant Process category, but were previously a separate line item in prior budgets.



## Nonprofit Organizations

### Nonprofit Organizations – Economic Development

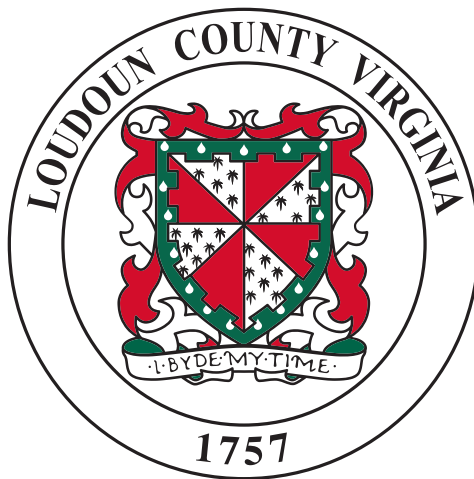
The FY 2021 Proposed Budget includes an overall allocation of \$269,340 for the economic development nonprofit organizations, which represents a 1 percent increase compared to FY 2020.

#### Financial Summary – Economic Development

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>			
Operating and Maintenance	\$265,864	\$269,340	\$272,033
<b>Total – Expenditures</b>	<b>\$265,864</b>	<b>\$269,340</b>	<b>\$272,033</b>
 <b>Local Tax Funding</b>	 <b>\$265,864</b>	 <b>\$269,340</b>	 <b>\$272,033</b>

#### Economic Development Organizations – Detail

Department / Description	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
Loudoun Small Business Development Center	\$100,000	\$100,000	\$101,000
Loudoun Small Business Development Center (SBDC) helps entrepreneurs in Loudoun County start, manage, and grow their businesses through education, expert counseling, and networking support to residential and virtual Mason Enterprise Center (MEC) clients in addition to all Loudoun residents and small business owners.			
Mason Enterprise Center	\$115,864	\$119,340	\$120,533
The Mason Enterprise Center in Loudoun focuses on the development and expansion of small businesses in the County. MEC focuses the energy, skills, and intellectual capacity of George Mason University and surrounding communities on the engagement, education, and growth of scalable businesses in order to enhance the entrepreneurial ecosystem and impact economic development.			
Washington Airports Task Force	\$50,000	\$50,000	\$50,500
The Washington Airports Task Force (WATF) fosters the role of air transportation in the economic and cultural life of the National Capital Region and its neighboring states. WATF works to cultivate relationships in order to create sustainable air service and economic growth. WATF is goal-oriented, and its work in concert with both the public and private sectors helps catalyze hundreds of millions of dollars in economic return.			





## Regional and Intergovernmental Organizations Contributions

Contractual and formulary contributions are made to regional organizations that provide services on a multi-jurisdictional level on behalf of a number of localities in the region. Funding is defined by contractual agreements, and funding requests submitted by each organization are generally based on a formulary approach. Requests are reviewed by the Department of Finance and Budget. Regional organizations contribute to the economic development, education, recreation, culture, health, and well-being of the community. Examples include the Metropolitan Washington Council of Governments, a multi-governmental organization that supports many of the County's planning efforts, and the Northern Virginia Regional Park Authority, a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions. Intergovernmental contributions are allocated to public entities that provide specific services within their jurisdiction. The contribution to the Town of Leesburg for school resource officers (SROs) is considered an intergovernmental contribution. This contribution provides partial funding for the cost for SROs to Loudoun County Public School System middle and high schools in the Town of Leesburg.

The FY 2021 Proposed Budget includes an overall allocation of \$7,982,527 and local tax funding in the amount of \$7,413,749, which represents an increase of 5 percent compared to FY 2020.

### Fund Financial Summary

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>			
Operating and Maintenance	\$7,061,823	\$7,413,749	\$7,488,887
Personnel	529,062	568,778	585,841
<b>Total – Expenditures</b>	<b>\$7,590,885</b>	<b>\$7,982,527</b>	<b>\$8,074,728</b>
<b>Revenues</b>			
Recovered Costs	\$529,062	\$568,778	\$585,841
<b>Total – Revenues</b>	<b>\$529,062</b>	<b>\$568,778</b>	<b>\$585,841</b>
<b>Local Tax Funding</b>	<b>\$7,061,823</b>	<b>\$7,413,749</b>	<b>\$7,488,887</b>



## Regional and Intergovernmental Organizations Contributions

### Regional Organizations and Intergovernmental Contributions – Detail

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Expenditures</b>			
<b>Regional Organizations</b>			
American Red Cross – Loudoun County Office <sup>1</sup>	\$38,916	\$38,916	\$39,305
Birmingham Green – Adult Care Residence	581,059	607,730	613,807
Birmingham Green – Nursing Home Facility	348,722	356,501	360,066
Every Citizen Has an Opportunity (ECHO) <sup>1</sup>	38,400	39,600	39,996
Dulles Area Transportation Association (DATA) <sup>1</sup>	15,000	15,000	15,150
Loudoun Abused Women's Shelter – Domestic Abuse Response Team (DART) Coordinator Stipend	76,844	79,150	79,942
Loudoun Heritage Farm Museum	141,293	141,293	142,706
Loudoun Museum <sup>2</sup>	156,000	156,000	157,560
Loudoun Volunteer Caregivers <sup>1</sup>	180,580	184,192	186,034
Metropolitan Washington Council of Governments (COG) <sup>3</sup>	977,848	1,011,060	1,021,171
No. Va. 4-H Center	4,000	4,000	4,040
No. Va. Community College	930,898	954,691	965,238
No. Va. Regional Commission	259,091	265,442	268,096
Northern Virginia Regional Park Authority	1,795,341	1,871,510	1,890,225
Occoquan Water Monitoring Program	15,090	19,279	19,472
Virginia Regional Transit <sup>1</sup>	461,448	570,361	576,065
<b>Total – Regional Organizations</b>	<b>\$6,020,530</b>	<b>\$6,314,725</b>	<b>\$6,378,873</b>
<b>Intergovernmental Organizations</b>			
Town of Leesburg: School Resource Officers	\$593,197	\$605,132	\$611,183
Loudoun County Soil and Water Conservation District	977,158	1,062,670	1,084,672
<b>Total – Intergovernmental Organizations</b>	<b>\$1,570,355</b>	<b>\$1,667,802</b>	<b>\$1,695,855</b>
<b>Total – Expenditures</b>	<b>\$7,590,885</b>	<b>\$7,982,527</b>	<b>\$8,074,728</b>

<sup>1</sup> Previously, these organizations received funding through gasoline tax funding in the Transportation District Fund (TDF) to provide various transportation services. Beginning in FY 2019, local tax funding replaced gasoline tax funding so that the gasoline tax revenues could be redirected towards the funding contribution for the Washington Metropolitan Area Transit Authority (WMATA). Prior to FY 2019, the budget for these organizations was shown in the Transportation District Fund page in Volume Two of the budget document.

<sup>2</sup> The Board of Supervisors currently has a Memorandum of Agreement (MOA) with the Loudoun Museum for FY 2020; the FY 2021 MOA is contingent upon appropriation of funding by the Board of Supervisors.

<sup>3</sup> COG made changes, effective with FY 2020, to programs previously funded by Urban Areas Security Initiatives (UASI) funding; they will now be funded through contributions from COG localities. FY 2021 funding is allocated towards the County's membership fees, the County's contributions to the Regional Public Safety Fund, and for funding of several regional public safety programs.



## Regional and Intergovernmental Organizations Contributions

	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Revenues</b>			
Loudoun County Soil and Water Conservation District	\$529,062	\$568,778	\$585,841
<b>Total – Revenues</b>	<b>\$529,062</b>	<b>\$568,778</b>	<b>\$585,841</b>
<b>Local Tax Funding</b>	<b>\$7,061,823</b>	<b>\$7,413,749</b>	<b>\$7,488,887</b>



## Revolving Loan Fund

The Board of Supervisors (Board) created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of general government, the schools, and volunteer fire and rescue companies. During the CIP deliberation process on March 21, 1996, the Board redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, general government and school capital projects no longer receive any financing from the Revolving Loan Fund. The Fund remains a source of capital for future non-general government and non-school requests related to wastewater treatment projects or volunteer/fire rescue requests. It is included as part of the General Fund.

### Revenues, Expenditures, and Changes in Program Balance<sup>1</sup>

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	FY 2022 Projected
<b>Beginning Program Balance</b>	<b>\$4,105,477</b>	<b>\$4,180,176</b>	<b>\$4,183,571</b>	<b>\$4,183,571</b>	<b>\$4,183,571</b>
<b>Revenues</b>					
Principal Payment – Leesburg Volunteer Fire Company <sup>2</sup>	\$67,908	\$0	\$0	\$0	\$0
Interest Income	6,791	3,395	0	0	0
<b>Total – Revenue</b>	<b>\$74,699</b>	<b>\$3,395</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Program Balance</b>	<b>\$4,180,176</b>	<b>\$4,183,571</b>	<b>\$4,183,571</b>	<b>\$4,183,571</b>	<b>\$4,183,571</b>

### Revolving Loan Fund Requests

There were no requests submitted for FY 2021. An estimated \$4.18 million will be available in FY 2022 for loans meeting the Board's criteria.

<sup>1</sup> Sums may not equal due to rounding.

<sup>2</sup> The loan made to Leesburg Volunteer Fire Company was fully paid off in FY 2018.



# Loudoun County

## ELECTION DISTRICTS



### Loudoun County Board of Supervisors 2020 – 2023:

(From left to right) Top Row: Caleb A. Kershner, Catoctin; Sylvia R. Glass, Broad Run; Tony R. Buffington, Blue Ridge; Michael R. Turner, Ashburn; Matthew F. Letourneau, Dulles  
Bottom Row: Juli E. Briskman, Algonkian; Koran T. Saines, Vice Chair, Sterling; Phyllis J. Randall, Chair At-Large; Kristen C. Umstattd, Leesburg

Department of Finance and Budget  
[www.loudoun.gov/budget](http://www.loudoun.gov/budget) | Phone: 703-777-0500  
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Algonkian – George Washington University



Ashburn – Ashburn Library



Blue Ridge – Salamander Resort



Broad Run – One Loudoun



Catoctin – Lucketts Community Center



Dulles – Dulles Airport



Leesburg – Historic Downtown



Sterling – Claude Moore Recreation Center