
LOUDOUN COUNTY BOARD OF SUPERVISORS

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LOUDOUN COUNTY

Department of Management & Financial Services

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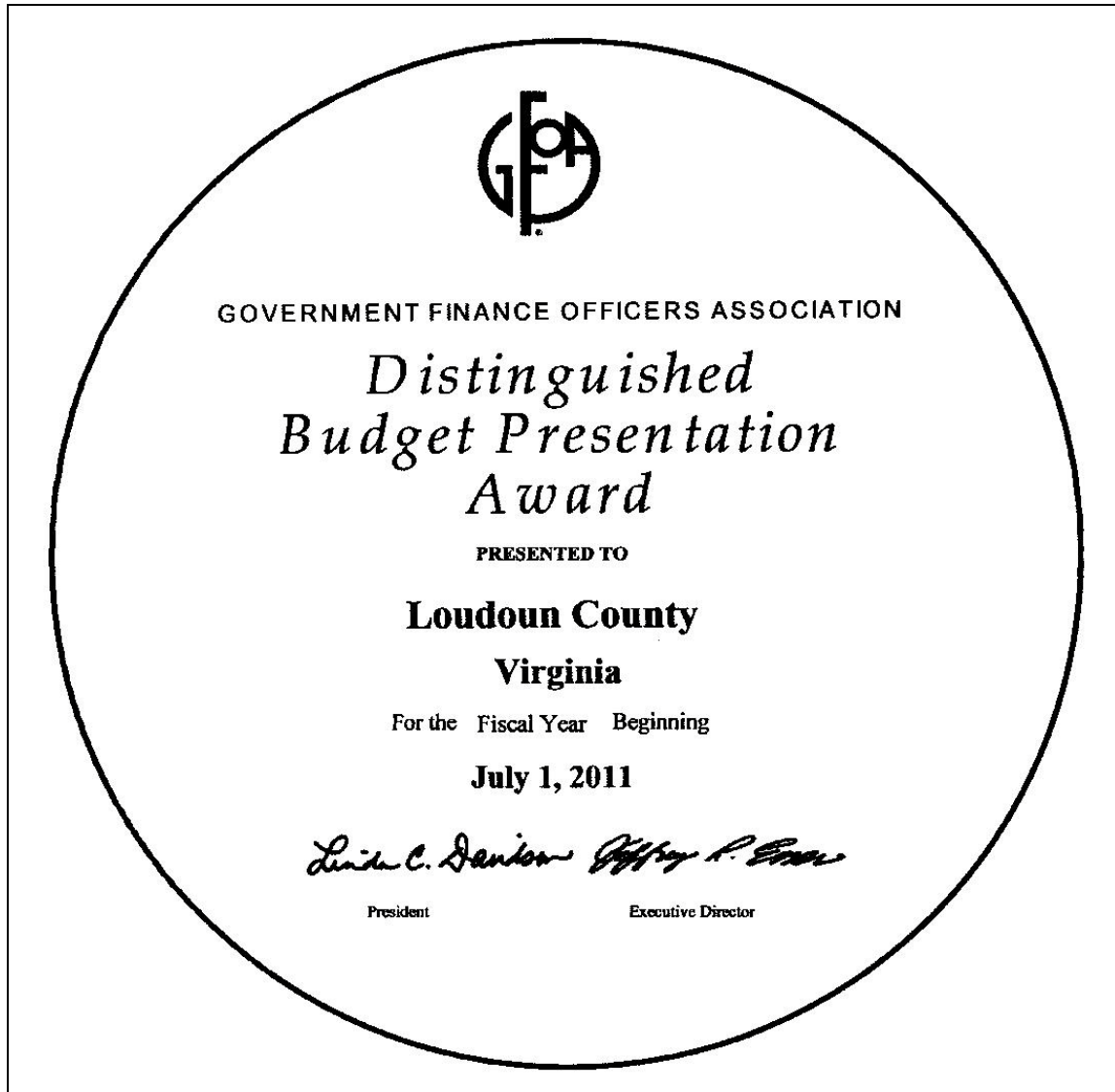
Special acknowledgement goes to the following for their help and assistance:

- *County Government Departments; with particular thanks to County Administration, Construction and Waste Management, Economic Development, General Services, Planning Services and Management & Financial Services.*
 - *Loudoun County Public Schools*
-

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, 2011. 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.



Loudoun County Mission

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

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







History of Loudoun County

Loudoun County constitutes a part of the five million acre Northern Neck of Virginia Proprietary granted by King Charles II of England to seven noblemen in 1649. This grant, later known as the Fairfax Proprietary, lay between the Potomac and Rappahannock Rivers. Between 1653 and 1730, Westmoreland, Stafford and Prince William Counties were formed within the Proprietary, and in 1742 the remaining land was designated Fairfax County.

The Town of Leesburg has served continuously as the County Seat since 1757 and is believed to derive its name from Francis Lightfoot Lee, a signer of the Declaration of Independence.

Settling of the Loudoun area began between 1725 and 1730 while it was still owned by Lord Fairfax. Permanent settlers came from Pennsylvania, New Jersey and Maryland. During the same period, settlers from eastern Virginia came to lower Loudoun and established large tobacco plantations.

During the War of 1812, Loudoun County served briefly as temporary refuge for the President and important state papers. The Constitution and other state papers were brought to Rokeby, near Leesburg, for safekeeping when the British burned Washington. President Madison established headquarters at Belmont, where he was the guest of Ludwell Lee.

For more than two centuries, agriculture was the dominant way of life in Loudoun County, which had a relatively constant population of about 20,000. That began to change in the early 1960s, when Dulles International Airport was built in the southeastern part of the County.

Today, Loudoun County is a growing, dynamic County of more than 280,000 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

County Profile

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County was the fifth fastest growing county in the United States between 2000 and 2010 with its population increasing 84 percent. Between 2010 and 2011 Loudoun County continued to be one of the fastest growing counties, ranking eighteenth in the nation. The County's economy continues to grow, and is responsible for a considerable share of northern Virginia's job growth during the past few years. Several major companies in the telecommunications, information and airline industries are located in the County. Known for its outstanding public school system, the County provides a mix of suburban and rural living to its residents.

County Population*	336,000	Land Area (square miles)	520
Per Capita Personal Income**	\$53,085	Unemployment Rate***	4.2%
Median Household Income**	\$119,540	Total Employment*	163,300
Public School Enrollment*	68,170	New Commercial Permits***	874,653 sf.
Cost Per Pupil*	\$11,595	New Residential Permits***	2,959 units
		Office/Industrial Vacancy	
County & School Employees*	13,326	Rate (year end)***	12.6%

* Forecast FY 13

**Calendar Year 2010

***Calendar Year 2011

Top 10 Real Property Owners (2012 value)

	% of Tax Base
Virginia Electric & Power Company	0.73%
Verizon Business (formerly MCI Worldcom)	0.56%
Dulles Town Center Mall, LLC	0.44%
VISA USA, Inc.	0.35%
Verizon Virginia, Inc.	0.34%
Toll Road Investors Partnership II, LP	0.30%
Carlyle/Cypress Leesburg I, LLC	0.27%
AOL Inc.	0.26%
R T Pacific Blvd, LLC	0.25%
Chelsea GCA Realty Partnership LP	0.23%

Top 10 Employers (second quarter 2011)

Loudoun County Public Schools
AOL Inc.
Inova Loudoun Hospital
Loudoun County Government
MC Dean Inc.
Orbital Sciences Corporation
Raytheon Technical Services
United Airlines Inc.
Verizon Business
US Transportation Security Administration



PROJECTED FY 2013 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
GENERAL GOVERNMENT ADMINISTRATION	
County's bond ratings	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Energy cost per square foot of owned space	\$2.11
Major computer availability	98.00%
JUDICIAL ADMINISTRATION	
Number of Deed book recordings	64,500
PUBLIC SAFETY	
Sheriff's Office	
Average response time for emergency calls	9:00 min
Average response time for non-emergency calls	13:00 min
Fire and Rescue Services	
Number of emergency medical incidents responded	19,426
HEALTH AND WELFARE	
Number of senior meals provided	113,250
Number of age appropriate vaccinations provided	3,285
Number of Loudoun residents in the Medical Reserve Corps	1,100
PARKS, RECREATION AND CULTURE	
Annual Park visits	800,000
Number of adults participating in adult sports leagues	7,500
Number of children participating in youth sports	45,000
COMMUNITY DEVELOPMENT	
Number of plans submitted for review	10,900
Square feet of commercial and industrial permits	3,000,000
EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)	
Per Pupil Expenditures	\$11,752



VOLUME 1

INTRODUCTION

Board of Supervisors	i-1
Management and Financial Services Staff	i-2
Government Finance Officers Association Award.....	i-3
Loudoun County Mission Statement.....	i-4
Map of Loudoun County	i-5
History of Loudoun County	i-6
County Profile	i-7
Projected FY 2013 Major Operating Indicators	i-8
Table of Contents.....	i-9

EXECUTIVE SUMMARY

Executive Summary Index.....	E-1
Transmittal Letter from Chairman Scott York.....	E-3
Loudoun County Organizational Chart	E-9
User's Guide	E-10
Fiscal Year 2013 Budget Process	E-11
Demographic Environment.....	E-12
Economic Environment	E-15
Real Property Assessments	E-17
Service Environment	E-18
FY 2013 Enhancements.....	E-19
FY 2013 Program Reductions	E-21
FY 2013 Budget Tables & Graphs.....	E-23
FY 2011-13 Summary of Financial Sources and Uses of Funds Balance	E-33
History of Expenditures by Department	E-37
History of Full-Time Equivalents (FTE) by Department.....	E-39
County Funds, Fund Structure and Basis of Budgeting	E-40
Long-Range Planning	E-45
Fiscal Policy	E-47

GENERAL FUND REVENUE

General Fund Revenue	R-2
General Fund Revenue Profile	R-3
General Property Taxes	R-4
Local Non-Property Taxes.....	R-8



GENERAL FUND REVENUE (CONTINUED)

Franchise Fees and Miscellaneous Taxes.....	R-10
Other Local Sources of Revenue	R-11
Permits and Privilege Fee	R-11
Fines and Forfeitures	R-12
Recovered Costs.....	R-14
Commonwealth Aid	R-16
Federal Payments	R-18
Tax Exemptions by Board Action	R-23
School Revenue Fund.....	R-24

GENERAL GOVERNMENT ADMINISTRATION.....1-1

Boards, Commissions and Committees.....	1-3
Commissioner of the Revenue	1-13
Construction and Waste Management	1-19
Landfill Fee Waivers.....	1-32
County Administrator.....	1-35
County Assessor	1-47
County Attorney	1-53
General Registrar	1-59
General Services.....	1-65
Information Technology.....	1-77
Management and Financial Services.....	1-93
Treasurer	1-109

PUBLIC SAFETY AND JUDICIAL ADMINISTRATION.....2-1

Animal Services	2-3
Clerk of the Circuit Court	2-15
Commonwealth's Attorney	2-21
Community Corrections.....	2-27
Courts	2-33
Fire, Rescue and Emergency Services	2-45
Juvenile Court Service Unit	2-73
Sheriff's Office.....	2-81

HEALTH AND WELFARE3-1

Extension Services.....	3-3
Family Services.....	3-15
Health Services.....	3-33



Mental Health, Substance Abuse and Developmental Services	3-43
Regional Organizations and Contributions	3-71
PARKS, RECREATION AND CULTURE	4-1
Library Services	4-3
Parks, Recreation and Community Services	4-13
COMMUNITY DEVELOPMENT	5-1
Building and Development	5-3
Economic Development	5-19
Mapping and Geographic Information	5-25
Planning Services	5-37
Transportation Services	5-49
MISCELLANEOUS	6-1
Non-Departmental	6-3

VOLUME 2

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Executive Summary	7-3
Completed Capital Projects	8-1
Previously Authorized Capital Projects in Development	9-1
County Capital Projects	10-1
School Capital Projects	11-1

DEBT SERVICE

Debt Service	12-3
--------------------	------

OTHER FUNDS

Aldie Sewer Service District	13-3
Capital Asset Preservation Program	13-4
Central Services Fund	13-6
Comprehensive Services for At-Risk Youth & Families	13-7
Computer System Replacement Fund	13-9
Dulles Industrial Park Water & Sewer District	13-10
Greenlea District	13-11
Hamilton Sewer Service District	13-12
Housing Choice Voucher Fund	13-13
Legal Resource Center (Law Library)	13-14



OTHER FUNDS (CONTINUED)

Local Gasoline Tax Fund	13-15
Post-Retirement Employee Benefits Fund	13-24
Proffer Fund	13-25
Restricted Use Transient Occupancy Tax Fund	13-33
Revolving Loan Fund	13-38
Route 28 Transportation Improvement District	13-39
Special Revenue Fund	13-41

FISCAL TRENDS

Demographic & Geographic Trends	14-3
Assessed Value & Tax Rates	14-15
Revenue & Expenditures	14-23
Debt & Debt Service	14-39

GLOSSARY & INDEX

Glossary of Terms	15-1
Index	15-11



Executive Summary

EXECUTIVE SUMMARY

Transmittal Letter	Page E – 3
Loudoun County Organizational Chart.....	Page E – 9
User’s Guide.....	Page E – 10
Fiscal Year 2013 Budget Process	Page E – 11
Demographic Environment.....	Page E – 12
Economic Environment.....	Page E – 15
Real Property Assessments	Page E – 16
Service Environment.....	Page E – 18
FY 2013 Adopted Enhancements	Page E – 19
FY 2013 Program Reductions.....	Page E – 21
FY 2013 Budget Tables & Graphs	Page E – 23
FY 2011-2013 Summary of Financial Sources and Uses of Funds Balances.....	Page E – 33
History of Expenditures by Department	Page E – 37
History of FTEs by Department	Page E – 39
County Funds, Fund Structure and Basis of Budgeting	Page E – 40
Long-Range Planning.....	Page E – 45
Fiscal Policy	Page E – 47





LOUDOUN COUNTY, VIRGINIA

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Board of Supervisors

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July 1, 2012

To the Citizens of Loudoun County:

On behalf of the Loudoun County Board of Supervisors, I hereby present to you the FY 2013 adopted budget for the operation of your county government. The budget sets forth a plan for funding County Government Services, the School System, and debt service on County and School capital projects for this fiscal year.

On January 3, 2012, the Board of Supervisors reaffirmed its fiscal guidance of the funding split between the schools and county government. In addition, the Board directed the County Administrator to:

- 1) Prepare a budget representing a zero percent increase in the average homeowner's tax bill.
- 2) Provide reduction options that would decrease the average homeowner's tax bill by five percent.

The public process for developing the budget plan officially began on February 7, 2012, when the County Administrator presented the FY 2013 Proposed Fiscal Plan to the Board of Supervisors; the Board held three public hearings in February. Throughout the budget review process, the Board reached out to and received comments from hundreds of citizens.

At the beginning of the March 2012 budget deliberations, the Board voted to start deliberations with the option that would reduce the average homeowner's tax bill by as much as five (5) percent. As a result, the Board began work sessions with a \$1.21 tax rate. The impact of this decision was to reduce the Loudoun County Public Schools (LCPS) budget by \$22 million and the County General Government budget by about \$11 million.

At the March 21, 2012, budget work session, the Board restored \$22 million in funding to LCPS in order to reduce an identified funding gap initially estimated at \$44 million. However, the end result of all budget work session actions totaled a net savings of \$30.2 million.

The FY 2013 adopted budget includes funding for a number of enhancements for the County and LCPS. The County government enhancements relate mostly to ongoing, baseline service needs including the opening of new facilities, such as the Gum Spring Library, and the staffing and operating costs to maintain these facilities. LCPS



enhancements are related to continuing growth in the number of students and the opening of a new elementary school and a new high school.

The adopted tax rate of \$1.235 is 3.8 cents (per \$100 of taxable value) below the equalized tax rate of \$1.273. The equalized tax rate is the rate that would be necessary for the County to collect the same amount of overall revenue from real property taxes from FY 2012 to FY 2013. Because the average residential property assessment increased by about one percent, the average residential tax bill will go down by \$144 for the year, or about 2.8 percent. The average commercial property assessment increased by about 2.2 percent, and coupled with the decrease in tax rate, the average commercial tax bill will decline by about 1.7 percent for FY 2013. The personal property tax rate remains unchanged at \$4.20 per \$100.

ECONOMIC, DEMOGRAPHIC AND FISCAL ENVIRONMENT

By most measures, the region and the county remain a vibrant and desirable place in which to live and conduct business. The highlights of the economic, demographic and fiscal environment in Loudoun County include:

- **Low Unemployment** – Loudoun County continues to post unemployment levels significantly lower than the national and state averages. The unemployment rate continued to fall in 2011 and is less than half the national rate. Thanks in part to the diversity of the local economy and the presence of a highly educated workforce, March 2012 unemployment rates were 4.1 percent in Loudoun as compared to 5.7 percent in Virginia and 8.4 percent nationally.
- **Job Growth** – Loudoun County continued to lead the nation and region in economic growth, adding 4,000 jobs in 2011. CNNMoney.com also placed Loudoun County number two in its national rankings for job creation during the past decade. During these years, Loudoun produced a 53 percent increase in jobs, representing 46,000 net new jobs and a 98 percent increase in business establishments.
- **Property Values** – We are experiencing improving valuations for residential real and personal property, which had begun to increase by 2011 and continues in 2012. With a well-established business base, Loudoun offers a diversity of existing commercial product including office, flex, industrial and mixed-use space, as well as build-to-suit opportunities. As a result, Loudoun's commercial real estate market also demonstrated growth in 2011, with new space absorption and declining vacancy rates.
- **Positive Business Climate** – Loudoun County continues to cultivate business development growth through targeted cluster recruitment and retention programs, along with partnership initiatives. The Board fortified that commitment with a \$586,000 budget enhancement that will expand the Economic Development Department's Business Development Team by three full-time equivalents.



Loudoun maintains its standing as an attractive market for business because of its proximity to Washington, D.C.; its access to markets via Washington Dulles International Airport; and the wide availability of Internet fiber networks, with more than 50 percent of the world's Internet traffic flowing through the County.

BUDGET OVERVIEW

On April 3, 2012, the Board of Supervisors adopted the County's FY 2013 Fiscal Plan, which was based on a \$1.235 real property tax rate. The FY 2013 budget includes close to \$1.25 billion for operating costs including \$833 million for the public school system; \$407.3 million for the general government; and, \$9.4 million for the Comprehensive Services Act for At-Risk Youth and Families (CSA). In addition, the adopted fiscal plan includes \$147.2 million for annual debt service including \$113.9 million for the public school system and \$33.3 million for general government projects. The FY 2013 Fiscal Plan includes approximately \$300 million in capital expenditures; \$34.8 million of which will be funded by local tax revenue.

About 70 percent of the \$975 million in revenues from local taxes will be used for public school operating expenses, capital projects and debt service, while the remaining 30 percent will fund general county government operating expenses, capital projects, debt service and the CSA. The adopted budget also includes anticipated increases in Building and Development revenues based upon increased activity; an increase in child care fees; and increased landfill fees to increase cost recovery. There were a number of additional expense reductions made throughout the review process that totaled \$2.3 million and included reductions in operating expenses; savings in personnel costs due to implementation of employee contributions for the Virginia Retirement System; savings in the Sheriff's budget due to schedule changes; and debt refinancing of Virginia Public Schools Authority obligations.

COUNTY GOVERNMENT

The adopted budget for the General Government for FY 2013 is \$399.8 million, an overall increase of \$12.5 million, or 3.2 percent from FY 2012. The adopted budget includes \$4.5 million in enhancements and 52.14 full-time equivalent positions to maintain core services and provide funding for program priorities, such as the opening of the Gum Spring Library the Board's economic development initiative and critical public safety and core social services. The General Government's adopted operating fiscal plan also includes reductions totaling \$2.7 million and 13.28 in full-time equivalent positions. These reductions were based on a closer look at program priorities while taking into account the Board's fiscal objectives.

Because of increases in other local revenues and a compensation policy that is contingent upon operational savings, the General Government budget requires only \$2



million of the \$52 million in available new local tax funding available in FY 2013. Under the adopted budget, across all funds, the County Government uses about \$400,000, or 1 percent of the new local tax funding available at the adopted real property tax rate of \$1.235.

SCHOOL SYSTEM

The adopted budget for LCPS for FY 2013 is \$833 million, an overall increase of 8.6 percent from FY 2012. The overall increase provides for new enrollment; a substantial increase in the Virginia Retirement System funding, as well as staffing for a new elementary school and a new high school.

Due to the diligent efforts by the Board of Supervisors and the School Board, the initial \$44 million funding gap in the Schools' budget was reduced to a manageable \$18.5 million. This was achieved by a combination of the Board of Supervisors providing \$22 million in additional local tax funding to the LCPS; the greater than anticipated Commonwealth revenues; and the School Board utilization of the current year revenues to fund a \$3.5 million increase in Other Post-employment Benefits (OPEB).

CAPITAL IMPROVEMENT PROGRAM (CIP)

The adopted FY 2013 – FY 2018 CIP includes estimated expenditures totaling \$1.43 billion. The LCPS construction and renovation projects total \$688 million, while general county government construction projects total \$740 million. The Board of Supervisors amended the proposed FY 2013 – FY 2018 CIP to incorporate the School Board's Adopted CIP during its budget deliberation process. The LCPS projects comprise approximately 48 percent of the total expenditures in the six-year plan, while General Government projects comprise 52 percent of the estimated expenditures. The adopted CIP maintains compliance with the Board's limits on new debt issuance, which helps preserve the County's ability to issue debt at the lowest available interest rates.

The general county government expenditures in the six-year capital plan occur in the following major functional areas: Transportation (\$276 million); public safety (\$158 million); general government (\$132 million); health and welfare (\$21.6 million); and parks, recreation and culture (\$152 million). The LCPS expenditures occur in the following major functional areas: high schools (\$478 million); middle schools (\$108 million); and elementary schools (\$103 million). In the six-year plan for the LCPS facilities, 69 percent goes toward construction of high schools, 16 percent for middle schools, and 15 percent for elementary schools.

For FY 2013, the CIP totals \$298.7 million with \$93.9 million in general county government expenditures and \$204.8 million in LCPS expenditures. The general county government major expenditures by functional area include transportation (\$61.2 million); public safety (\$16.2 million); general county government (\$12 million); and parks,



recreation and culture (\$3.8 million). The \$204.8 million in LCPS projects are all related to high school projects including Ashburn Area High School (HS-8); Loudoun Valley Estates II High School (HS-6); and renovations at Loudoun Valley High School.

The \$298.7 million FY 2013 capital budget relies on approximately \$43.8 million in local tax funding and proffers; \$64.7 in debt financing; \$187 million in general obligation bonds and lease purchase financing; and \$3.2 million in gasoline tax, fees and grant revenue.

DEBT SERVICE

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing of approximately \$941 million from FY 2013 through FY 2018. The amount of debt financing in the Adopted CIP reflects a \$73.59 million decrease from what was projected in the Proposed FY 2013 – FY 2018 CIP. This decrease is primarily due to the addition of the School Board's adopted CIP to the capital plan, which provided new data that was unavailable at the time the proposed CIP was formulated. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$131 million of the CIP provided through local tax funding.

After the closing of FY 2011, approximately \$20 million in fund balance was available to reduce local tax funding needs for capital projects and to reduce debt service requirements. Combined actions to allocate funding for these purposes by the Board had a positive impact on the debt service fund. Use of FY 2011 fund balance for FY 2013 capital projects and debt reduction combined to lower the debt service fund by \$3.4 million, or 2.1 percent when compared to FY 2012.

CONCLUSION

In adopting the FY 2013 Fiscal Plan, the Board of Supervisors followed a policy of fiscal sustainability and recognized the challenging economic circumstances of many Loudoun residents. This was accomplished by lowering the tax rate by five cents per \$100 of taxable value, from \$1.285 to \$1.235. The Board of Supervisors not only lowered the tax rate but also extended basic and core services to areas of need. This fiscally prudent approach will allow the county to remain well-positioned for future growth while retaining its triple A status with the three major bond rating agencies.

The FY 2013 Fiscal Plan addresses the need for the County to maintain essential services and infrastructure. During these challenging economic times, Loudoun County continues to experience job growth and a low unemployment rate; recovering property values; and a positive business climate. The well-designed neighborhoods; high-quality public school



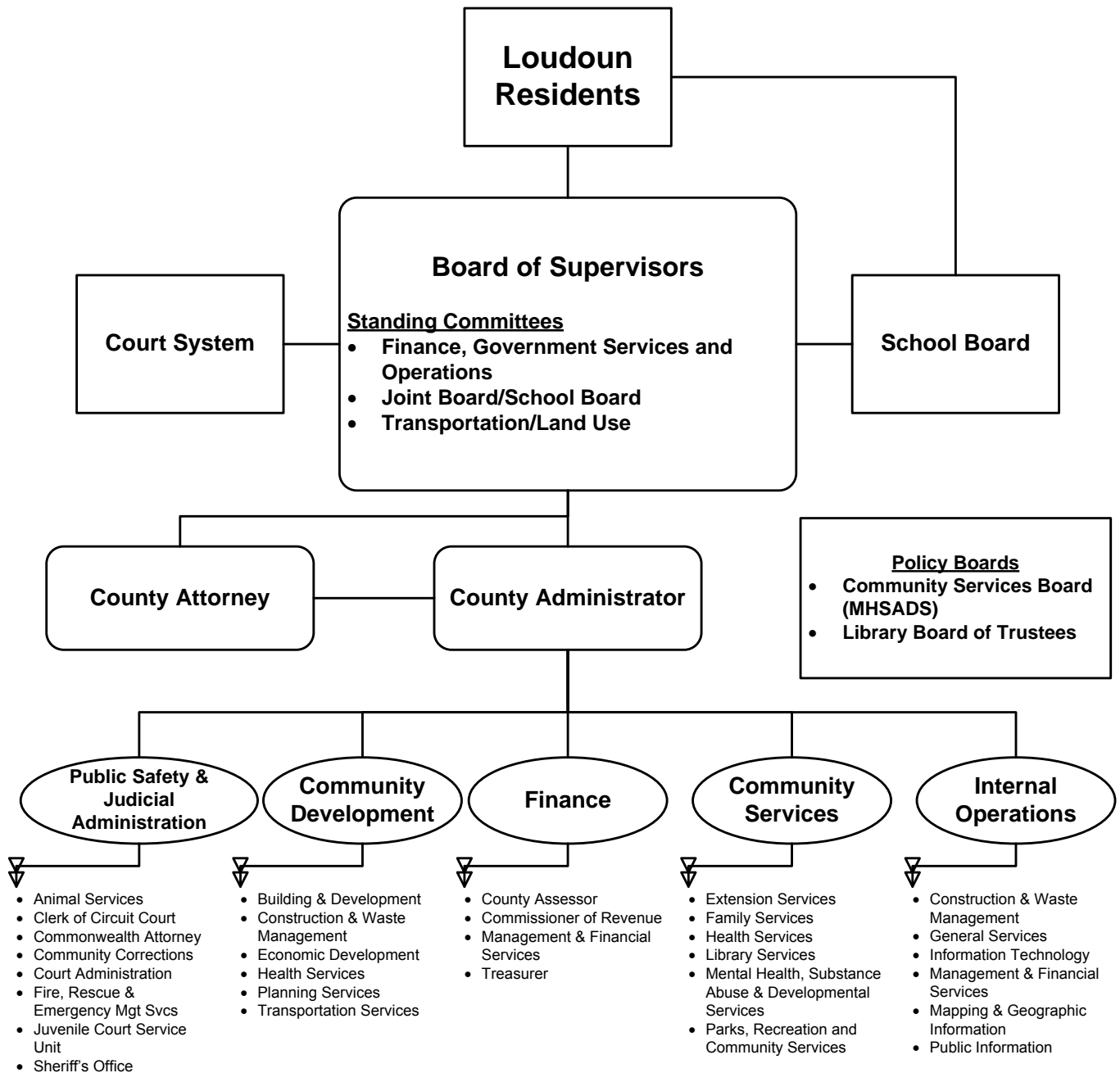
system; and dedication to service continue to make Loudoun a vibrant and desirable place in which to live, work, play, and conduct business.

Sincerely,

Scott K. York
Chair
Loudoun County Board of Supervisors



Loudoun County Government
FY 2013 Adopted Fiscal Plan





USER'S GUIDE

The *FY 2013 Adopted Fiscal Plan* is divided into eight sections to explain the County's planned expenditures and supporting revenues.

EXECUTIVE SUMMARY

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

GENERAL REVENUE

This section includes tables, charts and graphs that present the County's sources of revenue in FY 2013: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Aid from the Commonwealth, and Federal Payments.

PROGRAM BUDGETS

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

CAPITAL IMPROVEMENT PROGRAM

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

DEBT SERVICE

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

OTHER FUNDS

This section presents information on those funds which do not fall into any of the *FY 2013 Adopted Fiscal Plan's* major program areas, such as the Capital Asset Preservation Program, Housing Choice Voucher Fund, or the Route 28 Transportation Improvement District.

FISCAL TRENDS

The Fiscal Trends section provides narratives, charts and graphs that describe economic and demographic trends occurring within the County.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

FISCAL YEAR 2013 BUDGET PROCESS

Loudoun County's Fiscal Year 2013 begins on July 1, 2012, and ends on June 30, 2013. The County initiated its budget process in September 2011 to allow for additional collaboration between County staff, the Board of Supervisors and the citizenry during these difficult economic times. Between September and November, the Departments submitted their budget requests to the Budget Office, which were then reviewed by County Administration and various departmental staff. These items were combined by the County Administrator in the development of the *FY 2013 Proposed Fiscal Plan*. The Board of Supervisors organized public hearings, committee meetings and budget worksessions to review and revise the *Proposed Fiscal Plan*, which was presented by the County Administrator on February 7, 2012. The Board of Supervisors adopted the County *FY 2013 Adopted Fiscal Plan* on April 3, 2012, following the completion of its review process.

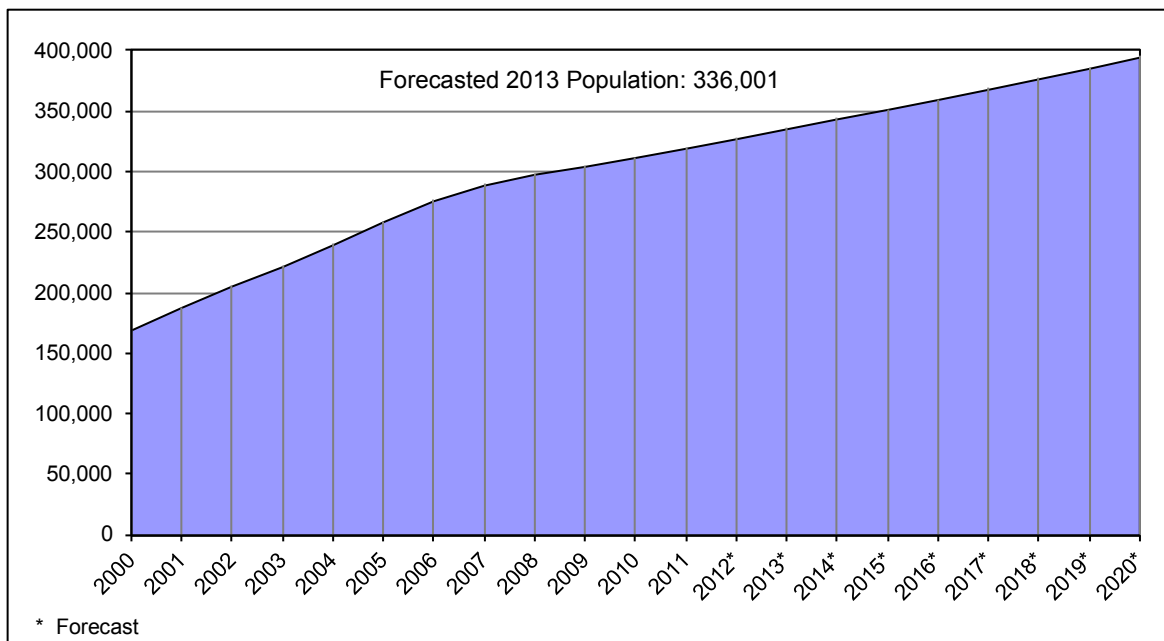
DATE	ACTION	DESCRIPTION
September-October 2011	County Administrator meetings	The County Administrator held FY 2012 and FY 2013 planning meetings with individual department heads.
September 12, 2011	FY 2013 Budget Process Kickoff	The County Administrator provided instructions for the upcoming budget process. Departments were asked to submit their base budget projections. Departments submitted narratives and performance measures.
October 4, 2011	Board provides FY 2013 Fiscal Guidance	The Board of Supervisors directs the County Administrator to develop a draft FY 2013 operating budget that is based on the equalized tax rate, or a 0% increase in the average homeowner's tax bill, to include options of a +5% increase and a -5% decrease.
November 2011- January 2012	Proposed Fiscal Plan Development	The County Administrator met with senior staff, financial and human resource staff to review enhancements and develop the proposed budget. The Budget Office incorporated proposed enhancements into the projected fiscal data to develop the County Administrator's <i>FY 2013 Proposed Fiscal Plan</i> .
January 2012	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 2013 Proposed Fiscal Plan</i> to present to the Board of Supervisors. The School Board adopted their proposed budget.
February 7, 2012	<i>FY 2013 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presented the <i>FY 2013 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 22 & 25, 2012	Public Hearings	The Board of Supervisors held hearings to gather public input on the <i>FY 2013 Proposed Fiscal Plan</i> .
March 1 – March 26, 2012	Board of Supervisors Budget Worksessions	The Board held budget worksessions to review the <i>FY 2013 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
April 3, 2012 - June 2012	Board of Supervisors adopts tax rates and the FY 2013 Appropriations Resolution on April 3, 2012	The Board set tax rates for Tax Year 2012 and adopted the FY 2013 Appropriations Resolution, creating the <i>FY 2013 Adopted Fiscal Plan</i> . Staff completes final edits and sends the budget document to the printer.
July 1, 2012	Beginning of FY 2013	<i>FY 2013 Adopted Fiscal Plan</i> implementation.



Demographic Environment

Loudoun County has been one of the fastest growing counties in the nation since the late 1990s. Between 2010 and 2011 Loudoun was ranked the eighteenth-fastest growing county in the nation and number five for jurisdictions with populations over 100,000. The County's forecasted 2013 population is 336,001 according to Loudoun County's September 2011 forecast series. In 2020, according to Loudoun County's September 2011 forecast series, the County's population is forecasted to be 395,256, which is an increase of 27% from 2010.

Population in Loudoun County



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Management and Financial Services, September 19, 2011 estimate/forecast series.

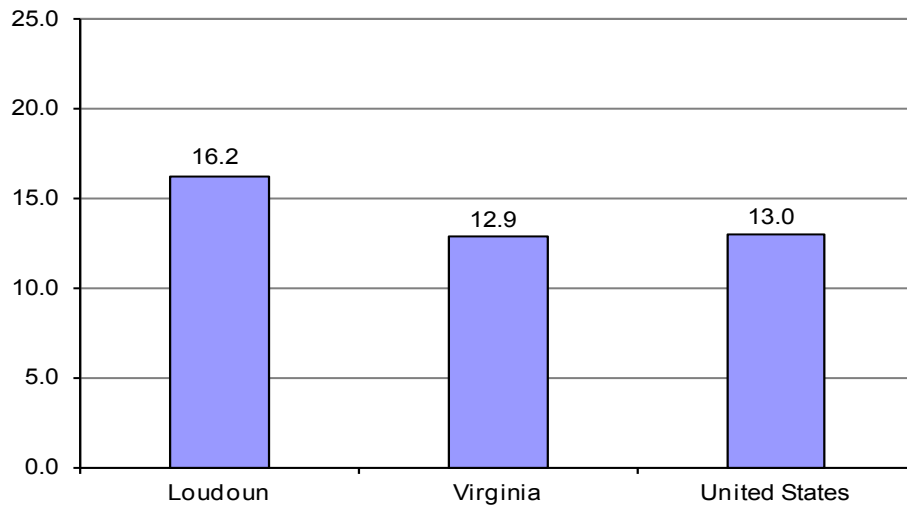
The County's population growth results from more in-migrants than out-migrants, as well as births out-pacing deaths. The *Loudoun County 2010 Community Assessment* indicated that approximately seventy-eight percent of Loudoun's residents have lived in the County for ten years or less. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, proximity to jobs and amenities, housing affordability and availability, public school system, and quality of life. U.S. Census Bureau estimates show that from July 2002 to July 2005 during the housing boom, migration produced 74% to 78% of Loudoun's growth. From July 2005 to July 2009, when the effects of the housing crisis and recession were prevalent, population growth slowed and migration was producing less of Loudoun's growth, with migration contributing 59% to 65% of Loudoun's growth.

The County's high birthrate also contributes to its population growth. Loudoun's birthrate is 26% higher than the Commonwealth of Virginia's and 25% higher than the national rate. This is due to the fact that young families dominate the County's population. According to the 2010 Census, Loudoun County has the 27th highest percentage of residents between the ages of 25 and 44 in the nation. In 2010, 33% of the County's residents were between the ages of 25 and 44, compared to 27% nationally.



Demographic Environment

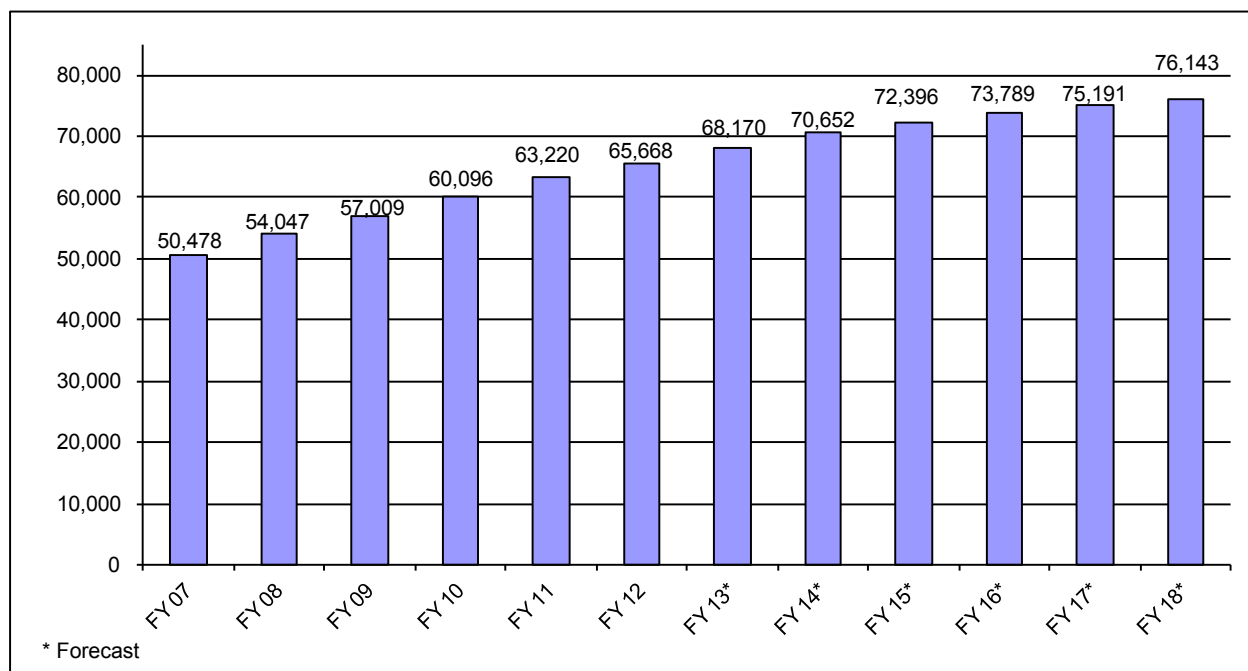
Birthrate Per 1,000 in 2010



Sources: Virginia Department of Health, *Health Profile, Loudoun County, 2010*, January 23, 2012; National Center for Health Statistics, *National Vital Statistics Report: Births, Preliminary Data for 2010*, November 16, 2011.

The high percentage of young families is responsible for the County's large population of school children. Twenty-four percent of the total population falls between 5 to 19 years, while another 9% of the population is under the age of five. Public school enrollment increased by 99% between 2000 and 2010 and reached 65,668 during the 2011 school year (FY 2012).

Public School Enrollment

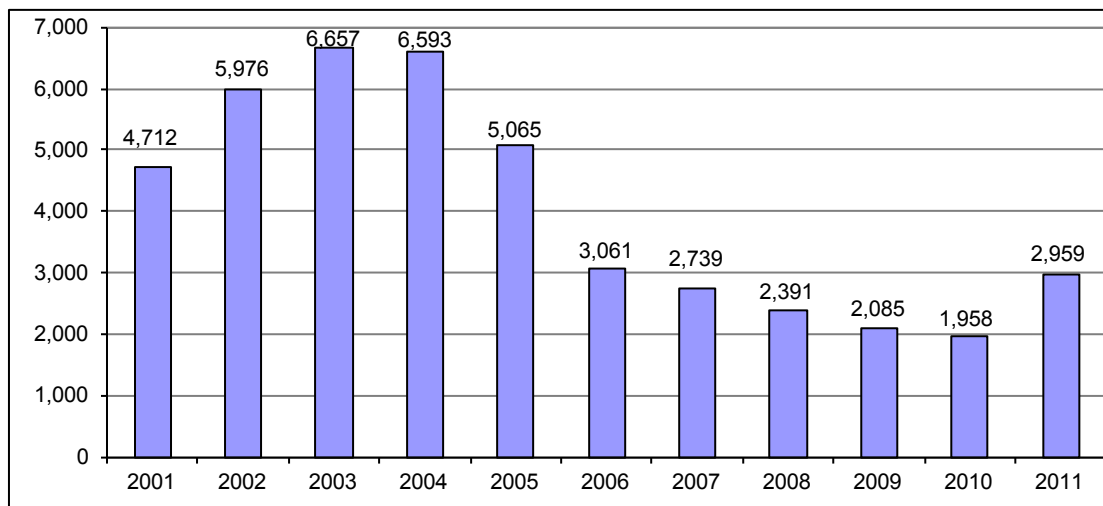




Demographic Environment

Residential construction was at a high level from 2001 through 2005. From 2005 to 2010 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the nationwide housing crisis and recession. In fact, in 2009 and 2010, the number of new housing units permitted for single-family detached enjoyed healthy increases and single-family attached stabilized – with the total number for all permit types brought down by a lower level of permits issued for multi-family construction. In 2011, residential construction increased substantially, to a level not seen since 2006. The County issued 2,959 building permits in 2011 for new housing units. Of those, 36% were for single-family detached units, 44% were for single-family attached units, and 20% were for multi-family units. The County's relatively large amount of residential construction continues to increase service demands.

Residential Building Permits* Issued for New Construction



Source: Loudoun County Department of Building & Development.

Compiled by: Loudoun County Department of Management and Financial Services.

*Includes single-family detached, single family attached, and multi-family construction



Economic Environment

The Washington region continues to outperform most other parts of the United States; however, the current cycle of rapid growth has slowed as a result of the global credit crisis with its effect on residential and commercial construction, and the national recession. Based on data from the Virginia Employment Commission, “at place” employment grew by 46,480 jobs between 2000 and 2010; employment grew steadily until it fell by 2.4% from 2008 to 2009. Employment growth returned in 2010 at 2.4%, followed by a 2.7% increase in Loudoun based employment in 2011 as the area continued to recover from the recession. For residents, the County’s unemployment rate declined to 4.2% in 2011, from 4.8% in 2010, and remained one of the lowest in Virginia.

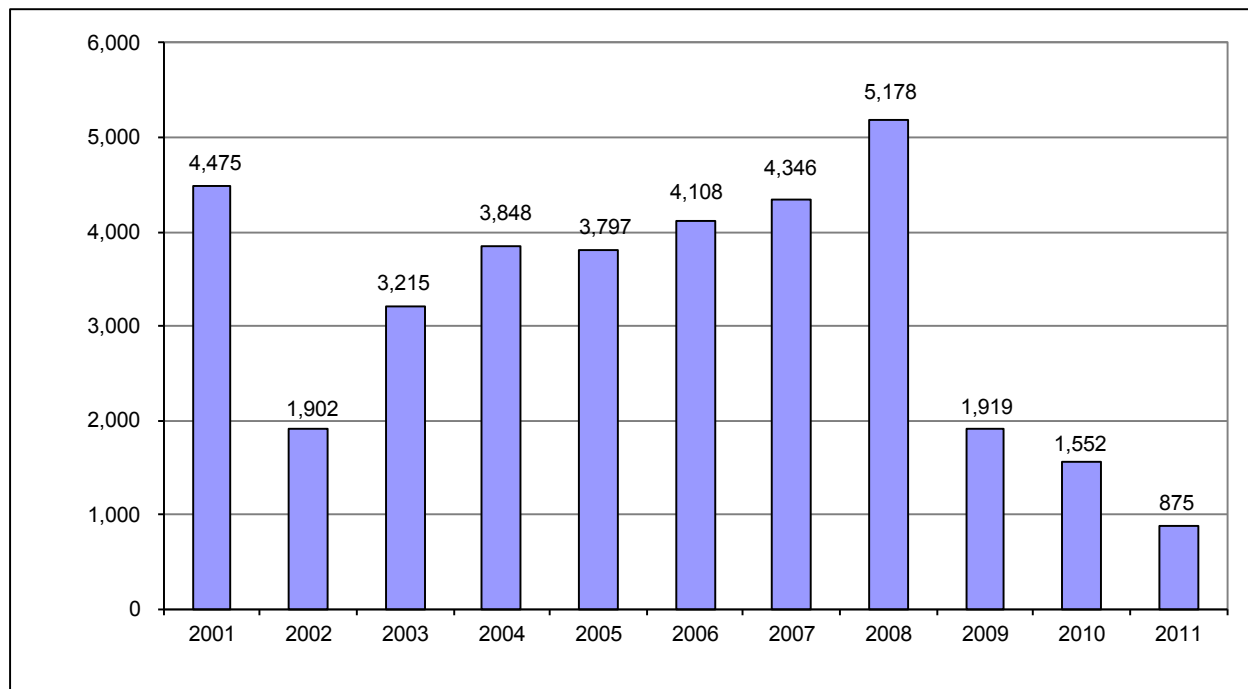
Loudoun’s economy weathered the recession better than the national economy and many other regions in part because of a dynamic mix among key industries. Employment in service industries, accounting for 41% of Loudoun’s employment, has steadily grown with only a brief interruption for the national recessions in 2002 and 2009. Government, at 16% of total employment, continued to grow through 2011 although at a much slower pace. Retail employment, at 12%, has also resumed growth over the past two years. Construction, now representing just under 10% of the jobs in Loudoun, grew rapidly until 2007, when it began to contract due to the effects of the residential housing downturn and subsequent general recession. The transportation and information industries are two other key industry groups which while well below their peak employment levels of 2001 and 2004 respectively have now resumed growth in 2011.

Loudoun’s economic environment contributes to its very high median household income in 2010, at \$119,540, more than twice the national median and one of the very highest in the country. Another comprehensive measure of Loudoun’s economic position is the per capita income of its residents. By this measure, Loudoun’s per capita income has grown from \$39,569 in 2004 to \$53,085 in 2010, the most recent period available. Loudoun ranked in the top 3% of all counties nationwide by this measure.

The amount of non-residential square footage permitted increased substantially between 1998 and 2001 due to the construction of major retail centers and large office complexes. Construction dipped in 2002 due to the recession, but growth rebounded in 2004 and has continued until the effects of the current recession became evident in 2009.

New Non-Residential Construction

(Thousands of square feet permitted)





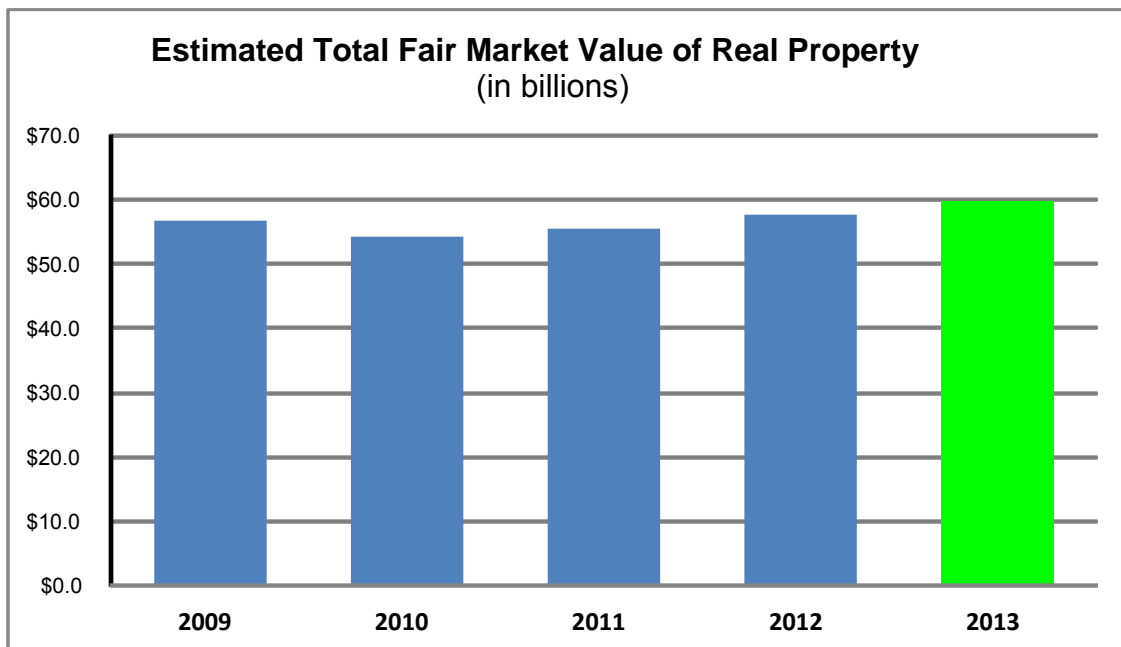
Economic Environment

In 2004, the Board of Supervisors unanimously adopted a community economic development strategy. This strategy offers a vision of Loudoun with a globally competitive economy, favorable business environment, exceptional quality of place, and a strong sense of community. Loudoun continues to make progress toward being one of the most desirable places to live and work in the United States. In 2012, the Board of Supervisors reinforces and expanded this strategic view. Also in 2012, a major air cargo initiative with the Metropolitan Washington Airports Authority and the Virginia Economic Development Partnership plans to double air cargo over the next ten years. In addition, to further encourage small business, Loudoun has partnered with the Town of Leesburg, George Mason University and the Small Business Development Center to open the George Mason Enterprise Center for small business incubation.

The County's highly-educated workforce, proximity to Washington, D.C. and connectivity (Washington Dulles International Airport and broadband access) continues to make Loudoun a desirable business location. Solid business development activity has occurred in two key clusters; Information Communications Technology and Federal Government Contracting/Aerospace. Recent recruitment and expansion successes include: Raytheon, REI systems, Neustar, and NIITEK. This illustrates why Loudoun remains a premier DC area location under consideration for major government contractors. Loudoun continues to experience success in developing new data centers, with recent major expansion announcements including Digital Realty, Equinix, RagingWire, and Sabey. The presence of the Howard Hughes Medical Institute Janelia Farm Research Campus continues to generate international interest from the life science community. The County's list of major employers includes Aol, Inc., Inova Loudoun Hospital, M.C. Dean, Orbital Sciences Corporation, United Air Lines, and Verizon Business.

Real Property Assessments

The estimated fair market value of taxable real property increased from \$55.6 billion on January 1, 2011 to \$57.6 billion on January 1, 2012. It is expected to further increase to \$60.0 billion by January 1, 2013. This represents an increase of 3.7% during calendar year 2011 and a forecast for a 4.2% increase during calendar year 2012. These increases in the real property tax base reflect the ongoing recovery in the housing market from recession.



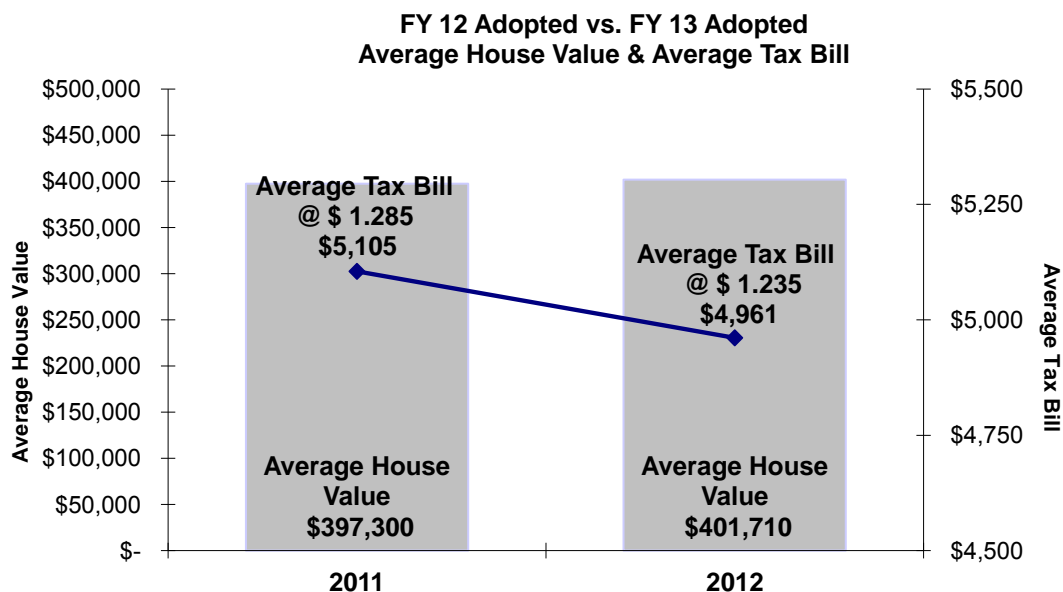


Real Property Assessments

Residential property values for single-family and condo properties increased by \$1.6 billion from January 1, 2011 to January 1, 2012. This increase includes about \$1 billion in new construction and growth. The average assessed value of a home in Loudoun increased again this year, from \$397,300 in 2011 to \$401,710 in 2012, and is anticipated to increase again to \$407,977 by 2013. The assessed values for rental multi-family units increased by 10.3% to \$1.6 billion from 2011 to 2012.

Commercial and industrial values decreased by \$416 million between January 1, 2011 and January 1, 2012. This represents a 4% increase to \$10.9 billion on January 1, 2012. Agricultural property values fell by about \$56 million, or 1.9%, from 2011 to 2012.

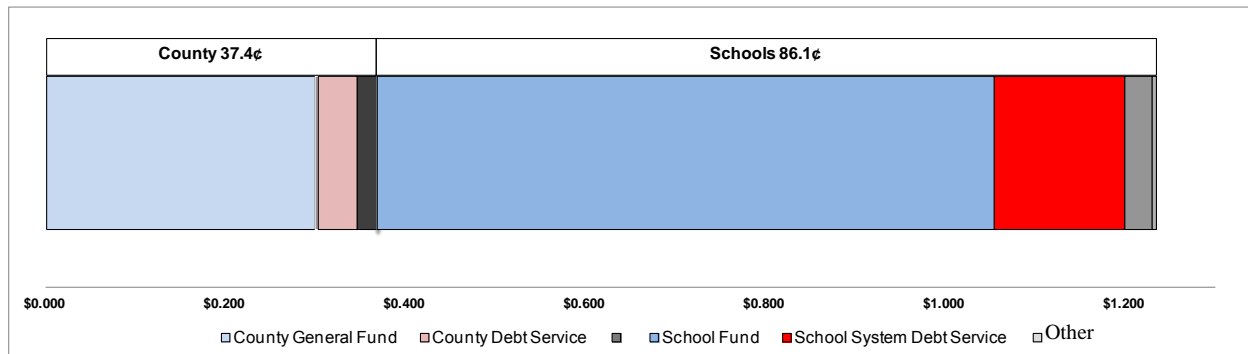
The FY 2013 Adopted Fiscal Plan reflects a real property tax rate of \$1.235 per \$100 of assessed value. This tax rate is in effect for tax year 2012 (January 1 – December 31, 2012). This tax rate is down 5¢ from FY 2012, a 3.9% decrease in the absolute rate. While assessed values increased, the reduced tax rate results in a \$144 (2.8%) decrease in the average tax bill.





Loudoun County Government FY 2013 Adopted Fiscal Plan

Real Property Assessments



Of the total rate of \$1.235, 86.1¢ in local tax funding supports the Schools, with its operating budget constituting the largest share at 68.6¢. School debt service and capital projects account for an additional 17.5¢ in FY 2013. County government is supported by 37.4¢ In FY 2013, which includes debt service at 4.3¢, Capital Improvement and Capital Asset Preservation Programs at 2.2¢., and 0.6¢ supports the County Comprehensive Services Act. The FY 2013 Fiscal Plan continues to address the County and Schools post-retirement benefits liability, and this is included within the county and school funding this year (0.8¢ for the County and 1.4¢ for the Schools). The chart above demonstrates how \$1.235 is allocated between the General Government and Schools in FY 2013.

Service Environment

While continued population and school enrollment growth continues to drive Loudoun county educational and infrastructure service needs, the after effects of the recession have also driven up service needs without a commensurate increase in the tax base. Even with the recent return to growth, the real property tax base has fallen about 9% from its pre-recession peak. During this same period, the County's population has grown by 17% and its school enrollment by 30%. Even more significant for human service needs, the number of Loudoun's unemployed residents has jumped by 127% between 2005 and 2011. While the unemployment rate has begun to fall, and is much below national levels, the absolute number of unemployed residents remains more than 4,000 higher than seen prior to the recession. The combination of increasing population combined with slower tax base growth made the task of developing a FY 2013 Fiscal Plan that balances residents' service requirements and tax burdens a singular challenge for the Board of Supervisors.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

FY 2013 Enhancements

Functional Group/Department	Expenditures	Revenues	Local Tax Funding	FTE
General Government				
County Administrator				
Board of Supervisors Broadcast Support				
Temporary Pool and Increase Part-time Position to Full-time	103,642	0	103,642	0.20
General Registrar				
Increase Part-time Position to Full-time	20,208	0	20,208	0.23
Information Technology				
Laserfiche Imaging System Team Lead (Central Services Fund)	102,359	0	102,359	1.00
Management & Financial Services				
Retirement Benefits Coordinator	92,082	30,000	62,082	1.00
General Government Total	318,291	30,000	288,291	2.43
Public Safety and Judicial Administration				
Animal Services				
Administrative Assistant	58,423	58,423	0	1.00
Fire, Rescue and Emergency Management				
Kincora Fire-Rescue Station Staffing	514,763	0	514,763	8.96
Advance Life Support Service at Dulles South (Station 19)	40,000	0	40,000	0.00
Sheriff's Office				
SRO at John D. Champe High School	180,615	0	180,615	1.12
Computer Forensic Analyst	117,971	0	117,971	1.07
Special Investigations Crime Analyst	91,034	0	91,034	1.00
Night Shift Hourly Differential	293,412	0	293,412	0.00
Senior Cook at ADC	31,146	0	31,146	1.00
Public Safety and Judicial Administration Total	1,327,364	58,423	1,268,941	14.15
Health and Welfare				
Family Services				
Benefits Specialist	83,075	0	83,075	1.00
Child Protective Services Case Assistant	70,717	0	70,727	1.00
Mental Health, Substance Abuse & Development				
MH/SA Clinician at the Adult Detention Center	86,621	0	86,621	1.00
Regional Organization				
Provide Funding to Help for Others	5,625	0	5,625	0.00
Provide Funding to Northern Virginia Dental Clinic	25,000	0	25,000	0.00
Increase Funding for Loudoun Citizens for Social Justice	20,000	0	20,000	0.00
Increase Funding for Loudoun Community Health Center	32,500	0	32,500	0.00
Increase Funding for Loudoun Interfaith Relief	7,500	0	7,500	0.00
Health and Welfare Total	331,038	0	331,038	3.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2013 Enhancements

Community Development

Economic Development

Expansion of Business Development Team	586,363	0	586,363	3.00
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Community Development Total	586,363	0	586,363	3.00
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Parks, Recreation and Culture

Library Services

Gum Spring Library Opening	1,655,312	37,997	1,617,315	26.14
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Parks, Recreation & Community Services

Child Care Program Fee Increase	0	103,978	(103,978)	0.00
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County After School Program (CASA)	145,836	169,170	(23,334)	2.42
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Leesburg Senior Center Manager	95,000	0	95,000	1.00
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Parks, Recreation and Culture Total	1,896,148	311,145	1,585,003	29.56
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Total Enhancements	4,459,204	399,568	4,059,636	52.14
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Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2013 Program Reductions

Functional Group/Department	Expenditures	Revenues	Local Tax Funding	FTE
General Government				
Boards, Commissions & Committees				
Boards & Committees				
Board of Equalization Personnel	(9,989)	0	(9,989)	0.00
Eliminate Funding for Climate Communities Membership	(9,270)	0	(9,2700)	0.00
County Administrator				
O&M Reduction	(5,000)	0	(5,000)	0.00
County Assessor				
O&M Reduction	(10,000)	0	(10,000)	0.00
County Attorney				
O&M Reduction	(4,986)	0	(4,986)	0.00
Information Technology				
O&M Reduction	(114,000)	0	(114,000)	0.00
Management & Financial Services				
O&M Reduction	(34,951)	0	(34,951)	0.00
General Government Total	(188,196)	0	(188,196)	0.00
Public Safety and Judicial Administration				
Animal Services				
O&M Reduction	(13,376)	0	(13,376)	0.00
Circuit Court				
Eliminate Drug Court Position	(97,658)	0	(97,658)	(1.00)
Commonwealth's Attorney				
O&M Reduction	(3,641)	0	(3,641)	0.00
Community Corrections				
Eliminate Drug Court Position	(99,000)	0	(99,000)	(1.00)
Fire, Rescue and Emergency Management				
O&M Reduction	(181,426)	0	(181,426)	0.00
Juvenile Court Services Unit				
O&M Reduction	(16,769)	0	(16,769)	0.00
Sheriff's Office				
Eliminate 2 positions at Western Loudoun Substation	(19,908)	0	(19,908)	(2.00)
Reduction in Overtime	(467,855)	0	(467,855)	0.00
O&M Reduction	(212,403)	0	(212,403)	0.00
Eliminate Drug Court Position	(113,847)	(33,967)	(79,880)	(1.12)
Public Safety and Judicial Administration Total	(1,225,883)	(33,967)	(1,191,916)	(5.12)
Health and Welfare				
Extension Services				
Eliminate Family & Consumer Science Program	(92,812)	0	(92,812)	(1.00)
Eliminate Urban Horticulture Program	(88,377)	0	(88,377)	(1.00)



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2013 Program Reductions

Family Services				
O&M Reduction	(8,000)	0	(8,000)	0.00
Community Transitions Program	(39,785)	0	(39,785)	(0.63)
Health Services				
O&M Reduction	(28,000)	0	(28,000)	0.00
Mental Health, Substance Abuse & Development				
Eliminate Drug Court Position	(89,170)	(81,300)	(7,870)	(1.00)
Eliminate SA Supervised Apartment Program	(110,394)	0	(110,394)	(1.00)
Reduce Program and Consumer Support	(186,744)	0	(186,744)	(2.00)
O&M Reduction	(55,545)	0	(55,545)	0.00
Regional Organization				
Reduce Nonprofit Contribution	(112,385)	0	(112,385)	0.00
Health and Welfare Total	(811,212)	(81,300)	(729,912)	(6.63)
Community Development				
Building and Development				
Reduce Environmental Review	(43,416)	0	(43,416)	(0.53)
Planning				
Eliminate Vacant Planner Position	(71,420)	0	(71,420)	(1.00)
O&M Reduction	(7,500)	0	(7,500)	0.00
Transportation Services				
O&M Reduction	(500)	0	(500)	0.00
Community Development Total	(122,836)	0	(122,836)	(1.53)
Non-Departmental				
Reduce Litigation Contingency	(250,000)	0	(250,000)	0.00
Non-Departmental Total	(250,000)	0	(250,000)	0.00
Total Program Reductions	(2,598,127)	(115,267)	(2,482,860)	(13.28)



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2013 Appropriations Schedule

Appropriations Category	Expenditures (Adopted)	Revenue/ Carryover	Local Tax Funding	% of Total LTF
Operating Appropriations				
County General Fund	\$ 399,790,354	\$ 163,987,092	\$ 236,622,591	24.3%
School Fund	832,997,743	291,043,308	541,954,435	55.6%
School Cafeteria Fund	25,081,623	25,081,623	0	0.0%
Comprehensive Services Act Fund	9,393,949	5,022,407	4,371,542	0.4%
Legal Resource Center (Law Library)	83,498	83,498	0	0.0%
Restricted Use Transient Occupancy Tax*	3,093,789	3,130,000	0	0.0%
Rental Assistance Fund	9,209,130	9,128,724	80,406	0.0%
Self-Insurance Fund ¹	12,800,000	10,000,000	2,800,000	0.3%
Special Revenue Fund ²	1,135,990	1,135,990	0	0.0%
Operating Appropriations Subtotal	\$ 1,293,586,076	\$ 508,612,642	\$ 785,828,974	80.6%
Debt Service Appropriations				
County Government/Transportation	\$ 35,206,698	\$ 1,606,621	\$ 33,600,077	3.45%
School System	120,156,225	5,483,206	114,673,019	11.76%
Route 28 Special Tax District	9,289,000	9,289,000	0	0.0%
Aldie Sewer Service District	109,906	109,906	0	0.0%
Hamilton Sewer Service District	206,000	118,000	88,000	0.0%
Dulles Industrial Park Tax District	143,752	143,752	0	0.0%
Greenlea Tax District	44,038	44,038	0	0.0%
Debt Service Appropriations	\$ 165,155,619	\$ 16,794,523	\$ 148,361,096	15.2%
Operating & Debt Service Appropriations	\$ 1,458,741,695	\$ 525,407,165	\$ 934,190,070	95.8%
Capital Appropriations				
County/Transportation Capital Projects	\$ 93,911,540	\$ 79,613,540	\$ 14,298,000	1.5%
County Asset Preservation Program	3,260,000	100,000	3,160,000	0.3%
School System Capital Projects	204,750,000	184,290,000	20,460,000	2.1%
School System Asset Preservation	3,175,000	0	3,175,000	0.3%
Computer System Replacement Fund	0	0	0	0.0%
Public Facilities Trust Fund	6,950,000	6,950,000	0	0.0%
Local Gas Tax Fund	10,671,109	10,671,109	0	0.0%
Capital Appropriations Subtotal	\$ 322,717,649	\$ 281,624,649	\$ 41,093,000	4.2%
Total Appropriations	\$ 1,781,459,344	\$ 807,031,814	\$ 975,283,070	100.0%

¹ Increase in FY 2013 is attributable to LCPS VRS requirements.

² Special Revenue Fund was established during FY 2011. Reference the Other Funds Section pages of this document for further information.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**FY 2012 vs. FY 2013
Adopted Appropriations Schedule**

Appropriations Category	FY 2012 Adopted	FY 2013 Adopted	Variance
Operating Appropriations			
County General Fund	\$387,299,465	\$ 399,790,354	\$12,490,889
School Fund	766,946,877	832,997,743	66,050,866
School Cafeteria Fund	25,052,808	25,081,623	28,815
Comprehensive Services Act Fund	10,122,699	9,393,949	(728,750)
Legal Resource Center (Law Library)	80,389	83,498	3,109
Restricted Use Transient Occupancy Tax	2,929,872	3,093,789	163,917
Rental Assistance Fund	9,209,130	9,209,130	0
Self-Insurance Fund	2,800,000	12,800,000	10,000,000
Special Revenue Fund	1,135,990	1,135,990	0
Operating Appropriations Subtotal	\$1,205,577,230	\$ 1,293,586,076	\$88,008,846
Debt Service Appropriations			
County Government/Transportation	\$ 40,333,846	\$ 35,206,698	(\$5,127,148)
School System	118,334,264	120,156,225	1,821,961
Route 28 Special Tax District	8,229,000	9,289,000	1,060,000
Aldie Sewer Service District	27,476	109,906	82,430
Hamilton Sewer Service District	192,000	206,000	14,000
Dulles Industrial Park Tax District	217,000	143,752	(73,248)
Greenlea Tax District	44,038	44,038	0
Debt Service Appropriations	\$ 167,377,624	\$ 165,155,619	(\$2,222,005)
Operating & Debt Service Appropriations	\$ 1,372,954,854	\$ 1,458,741,695	\$85,786,841
Capital Appropriations			
County/Transportation Capital Projects	\$ 111,194,245	\$ 93,911,540	(\$17,282,705)
County Asset Preservation Program	2,380,000	3,260,000	880,000
School System Capital Projects	103,305,000	204,750,000	101,445,000
School System Asset Preservation	2,285,000	3,175,000	890,000
Computer System Replacement Fund	1,770,000	0	(1,770,000)
Public Facilities Trust Fund	11,400,000	6,950,000	(4,450,000)
Local Gas Tax Fund	9,446,500	10,671,109	1,224,609
Capital Appropriations Subtotal	\$ 241,780,745	\$ 322,717,649	\$80,936,904
Total Appropriations	\$ 1,614,735,599	\$ 1,781,459,344	\$ 166,723,745



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2012 vs. FY 2013
Use of Local Tax Funding & General Fund Balance

Local Tax Funding Category	FY 2012 Adopted	FY 2013 Adopted	Variance
Appropriations Category			
Operating Appropriations			
County General Fund	\$ 230,786,205	\$ 236,622,591	\$ 5,836,386
School Fund	508,025,867	541,954,435	33,928,568
School Cafeteria Fund	0	0	0
Comprehensive Services Act Fund	4,771,542	4,371,542	(400,000)
Legal Resource Center (Law Library)	0	0	0
Restricted Use Transient Occupancy Tax	0	0	0
Rental Assistance Fund	80,406	80,406	0
Self-Insurance Fund	2,800,000	2,800,000	0
Special Revenue Fund	0	0	0
	\$ 746,464,020	\$ 785,828,974	\$ 39,364,954
Debt Service Appropriations			
County Government/Transportation	\$ 36,779,153	\$ 33,600,077	\$ (3,179,076)
School System	109,465,217	114,673,019	5,207,802
Route 28 Special Tax District	0	0	0
Aldie Sewer Service District	0	0	0
Hamilton Sewer Service District	88,000	88,000	0
Dulles Industrial Park Tax District	0	0	0
Greenlea Tax District	0	0	0
	\$ 146,332,370	\$ 148,361,096	\$ 2,028,726
Operating & Debt Service Appropriations	\$ 892,796,390	\$ 934,190,070	\$ 41,393,680
Capital Appropriations			
County/Transportation Capital Projects	\$ 9,945,573	\$ 14,298,000	\$ 4,352,427
County Asset Preservation Program	2,300,000	3,160,000	860,000
School System Capital Projects	10,645,000	20,460,000	9,815,000
School System Asset Preservation	2,285,000	3,175,000	890,000
Computer System Replacement Fund	1,000,000	0	(1,000,000)
Public Facilities Trust Fund	0	0	0
Local Gas Tax Fund	0	0	0
Capital Appropriations Subtotal	\$ 26,175,573	\$ 41,093,000	\$ 14,917,427
Total Appropriations	\$ 918,971,963	\$ 975,283,070	\$ 56,311,107
Unallocated Budgetary Authority	1,041,831	819,329	(222,502)
Total Use of Local Tax Funding & General Fund Balance	\$ 920,013,794	\$ 976,233,139	\$ 56,219,345



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**FY 2012 vs. FY 2013
Adopted Local Tax Funding Revenue Sources**

This table details the line items that constitute local tax funding. Real and personal property taxes represent the largest components of local tax funding. The revenue budget for FY 2013 reflects revenues at the adopted \$1.235 real property tax rate. Each additional cent on the real property tax rate equals about \$8.4 million in revenue and carryover.

Description	FY 2012 Adopted	FY 2013 Adopted	Variance (\$)
Revenue			
Real Property Taxes (General)	\$661,278,480	\$666,555,520	\$5,277,040
Public Service Property Taxes	20,606,510	22,112,380	1,505,870
Delinquent Real Property Taxes	6,500,000	5,400,000	(1,100,000)
Penalties & Interest	5,234,000	5,217,570	(16,430)
Personal Property	144,595,040	166,048,300	21,453,260
Delinquent Personal Property	3,700,000	3,400,000	(300,000)
Mobile Homes	15,000	13,530	(1,470)
Aircraft	61,000	46,670	(14,330)
Heavy Equipment	1,475,000	842,400	(632,600)
Machinery & Tools	1,097,800	1,029,660	(68,140)
Sales Tax	51,612,964	56,619,390	5,006,426
Consumer Utility/Franchise Taxes	8,058,000	8,683,310	625,310
Short-Term Rental Tax	225,000	225,000	0
Transient Occupancy Tax	2,055,000	2,086,000	31,000
Revenue Subtotal	\$906,513,794	\$938,279,730	\$31,765,936
Use of Fund Balance/Carryover	13,500,000	27,003,340	13,503,340
Use of Self Insurance		10,000,000	10,000,000
Total	\$920,013,794	\$975,283,070	\$ 55,269,276



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Real and Personal Property Tax Rates
Rates per \$100 Assessed Value, Per Tax (Calendar Year)

Property Tax Rates	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012
<i>Taxable Real Property</i>					
Real Property – General	1.140	1.245	1.300	1.285	1.235
Public Utility Property - General	1.140	1.245	1.300	1.285	1.235
Route 28 Highway Transportation Improvement District	0.200	0.180	0.180	0.180	0.180
Aldie Sewer Service District	0.130	0.130	0.130	0.130	0.130
Hamilton Sewer Service District	0.300	0.300	0.300	0.300	0.300
<i>Taxable Personal Property</i>					
Personal Property - General	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Vehicles Only)	4.200	4.200	4.200	4.200	4.200
Public Utility Personal Property (Aircraft Only)	0.010	0.010	0.010	0.010	0.010
Public Utility Personal Property (Excluding Aircraft & Vehicles) – General	1.140	1.245	1.300	1.285	1.235
Public Utility Personal Property (Excluding Aircraft & Vehicles) - Fire & EMS ¹	-	-	-	-	-
Personal Property - Special Fuels Vehicles	0.010	1.000	4.200	4.200	4.200
Personal Property - Eligible Vehicles of Fire and Rescue Services and Sheriff's Auxiliary	0.010	0.010	0.010	0.010	0.010
Personal Property - Vehicles of Eligible Elderly and Handicapped	2.100	2.100	2.100	2.100	2.100
Personal Property - Vehicles Specially Equipped for Handicapped Transport	2.100	2.100	2.100	2.100	2.100
Personal Property - Four-Wheeled Electrically-Powered Low Speed Vehicles	-	1.000	1.000	1.000	1.000
Mobile Homes Used as Residences - General	1.140	1.245	1.300	1.285	1.235
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (Va Code §58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Historical Real Property Tax Rates & Average Tax Bill by Category

Tax Rate/Average Tax Bill Category	Adopted FY 2011		Adopted FY 2012		Adopted FY 2013	
	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill
Operating Tax Rate/Average Tax Bill¹						
County General Fund ²	\$ 0.346	\$ 1,338	\$ 0.322	\$ 1,281	\$ 0.300	\$ 1,204
School Fund ²	0.700	2,715	0.710	2,819	0.686	2,757
School Cafeteria Fund	0.000	1	0.000	0	0.000	0
Comprehensive Services Act Fund	0.007	28	0.007	26	0.006	22
Rental Assistance Fund	0.000	1	0.000	0	0.000	0
Self-Insurance Fund	0.004	16	0.004	16	0.004	14
Operating Tax Rate/Average Tax Bill Subtotal	\$ 1.057	\$ 4,099	\$ 1.043	\$ 4,142	\$ 0.995	\$ 3,997
Debt Service Tax Rate/Average Tax Bill						
County Government/Transportation	\$ 0.059	\$ 229	\$ 0.051	\$ 204	\$ 0.043	\$ 171
School System	0.170	658	0.153	607	0.045	583
Hamilton Sewer Service District	0.000	1	0.000	0	0.000	0
Debt Service Tax Rate/Average Tax Bill	\$ 0.229	\$ 888	\$ 0.204	\$ 812	\$ 0.188	\$ 755
Operating & Debt Service Tax Rate/Average Tax Bill	\$ 1.286	\$ 4,987	\$ 1.247	\$ 4,954	\$ 1.183	\$ 4,752
Capital Tax Rate/Average Tax Bill						
County/Transportation Capital & Asset Preservation Projects	\$ 0.014	\$ 54	\$ 0.019	\$ 73	\$ 0.022	\$ 89
School System Capital & Asset Preservation Projects	0.000	0	0.018	72	0.030	120
Capital Tax Rate/Average Tax Bill Subtotal	\$ 0.014	\$ 54	\$ 0.037	\$ 145	\$ 0.052	\$ 209
Total Tax Rate/Average Tax Bill	\$ 1.300	\$ 5,040	\$ 1.285	\$ 5,105	\$ 1.235	\$ 4,961

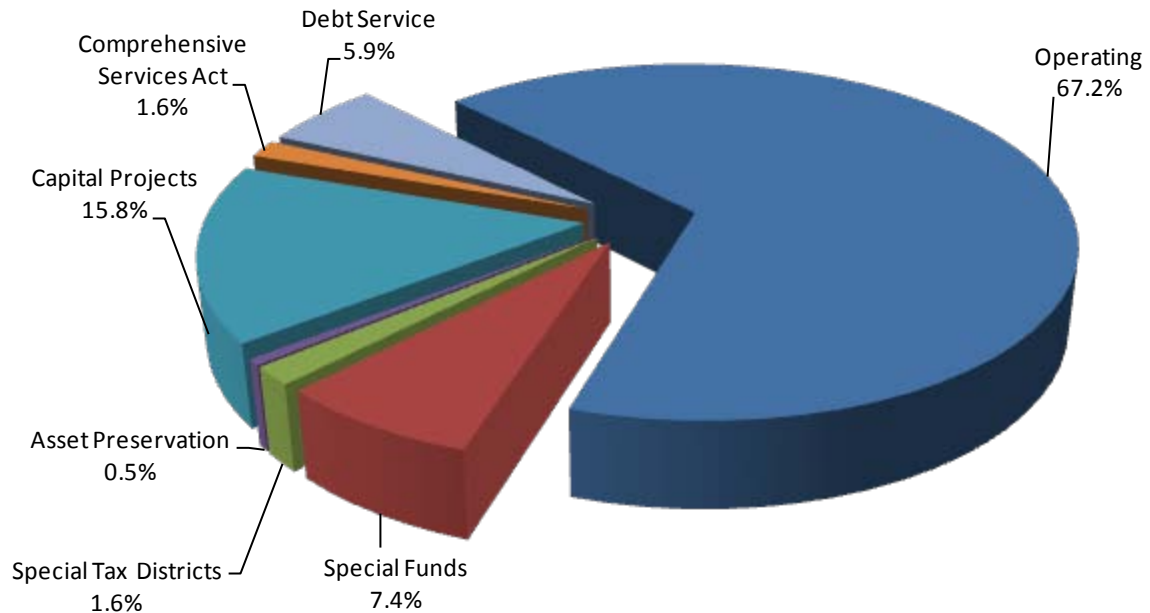
¹ Average tax bills less than \$1.00 are shown as \$0 and are presented as a tax rate of \$0.000 for the category. Appropriated, but unallocated funds represent \$0.001 of the FY 2013 total tax rate, but are not displayed separately.

² OPEB funding expenses are now included in the County General Fund and School Operating Tax rates. FY 2011 values have been updated to reflect this change. OPEB appropriations reflect \$0.014 cents (Schools), and \$0.008 cents (County) of the FY 2013 tax rate.



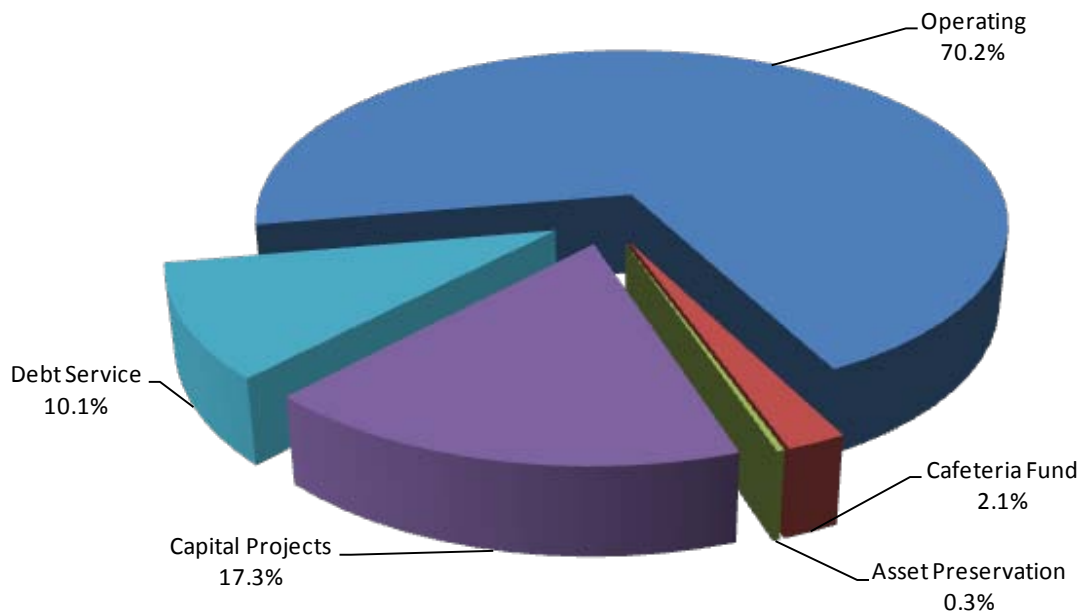
General Government Appropriations

Total Appropriations: \$595,298,753



Loudoun County School Appropriations

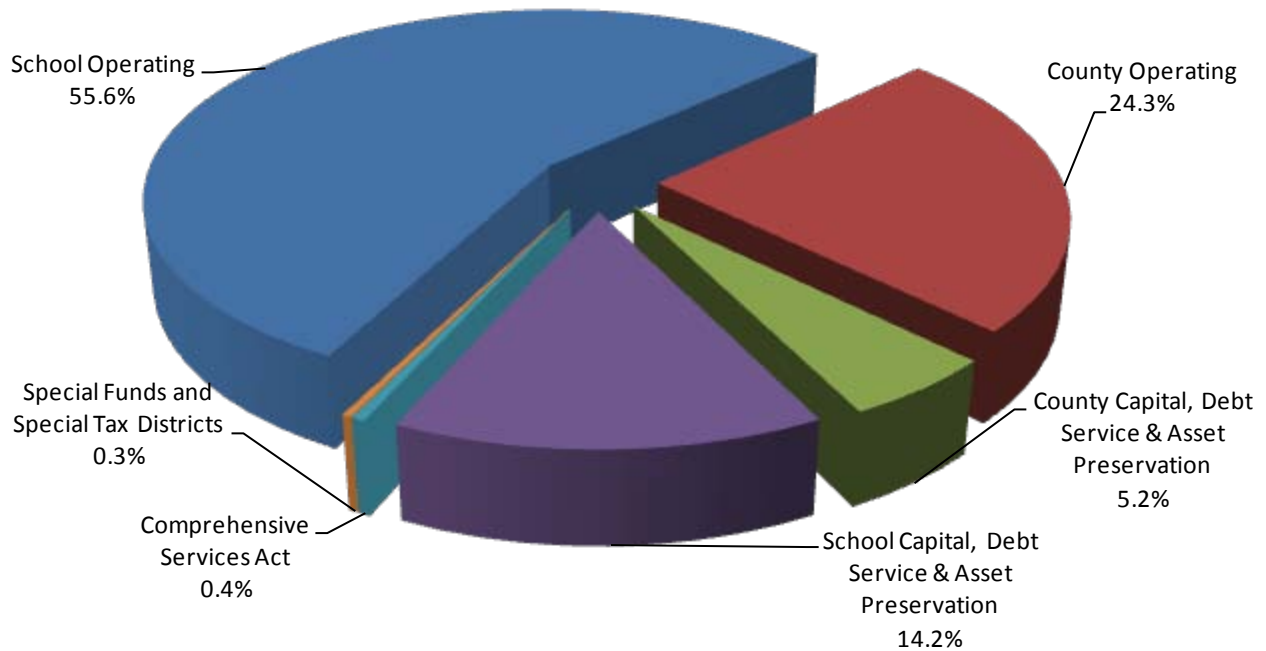
Total Appropriations: \$1,186,160,591





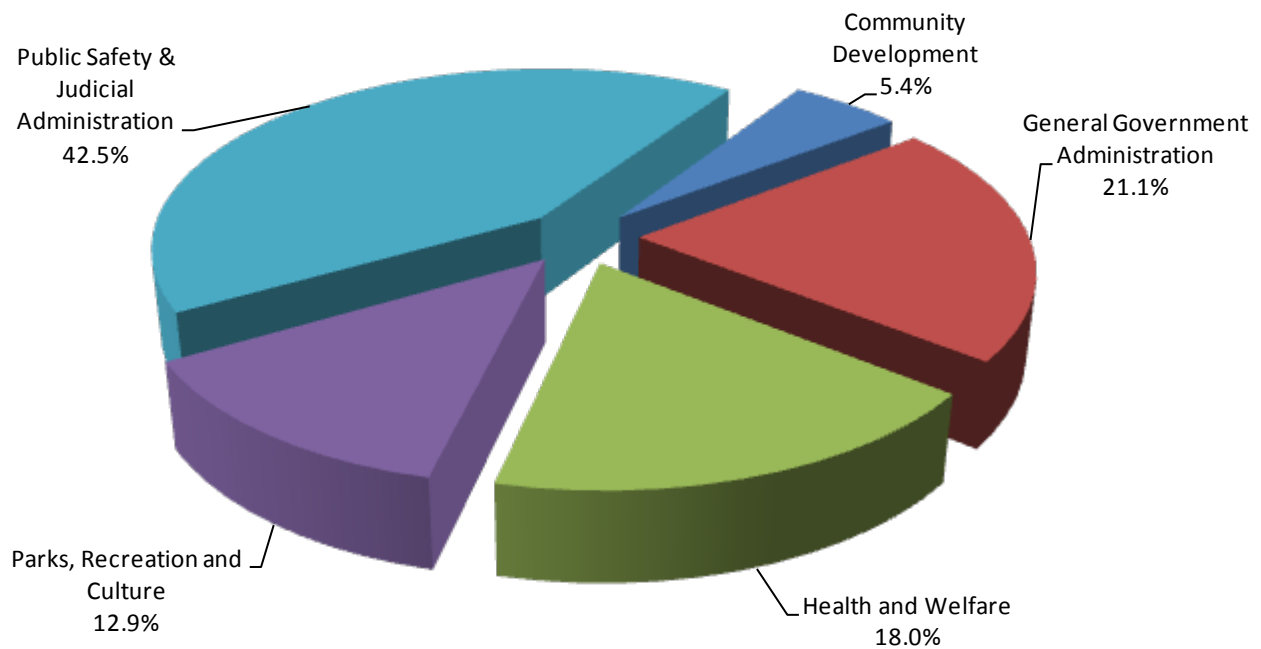
Allocation of Local Tax Funding

Total Local Tax Funding: \$975,283,070



County Operating Local Tax Funding

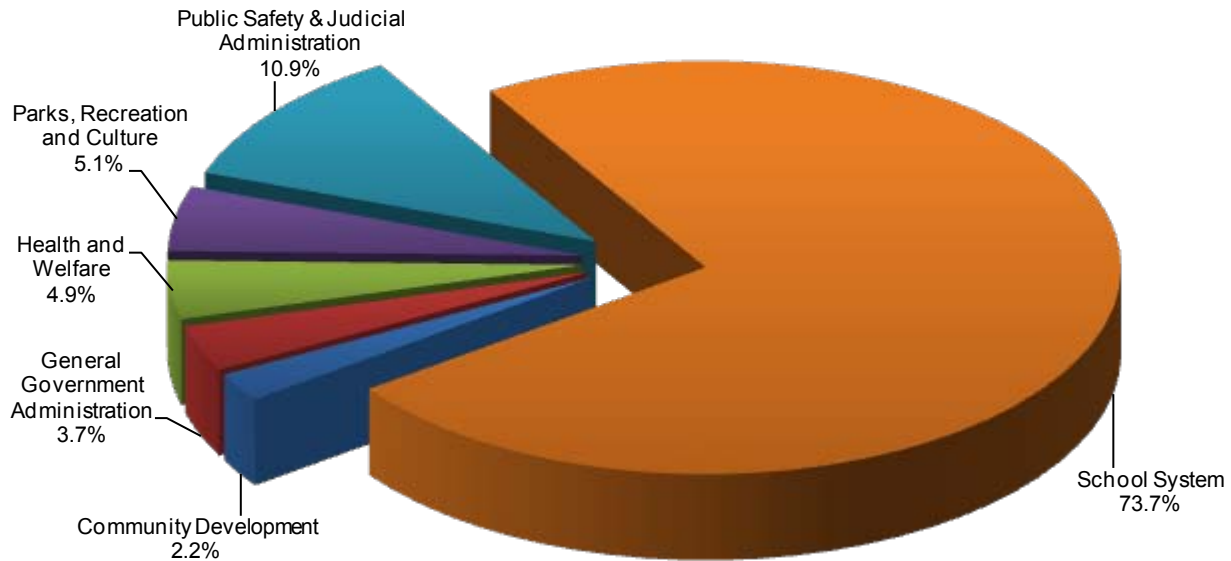
Total Local Tax Funding: \$236,622,591



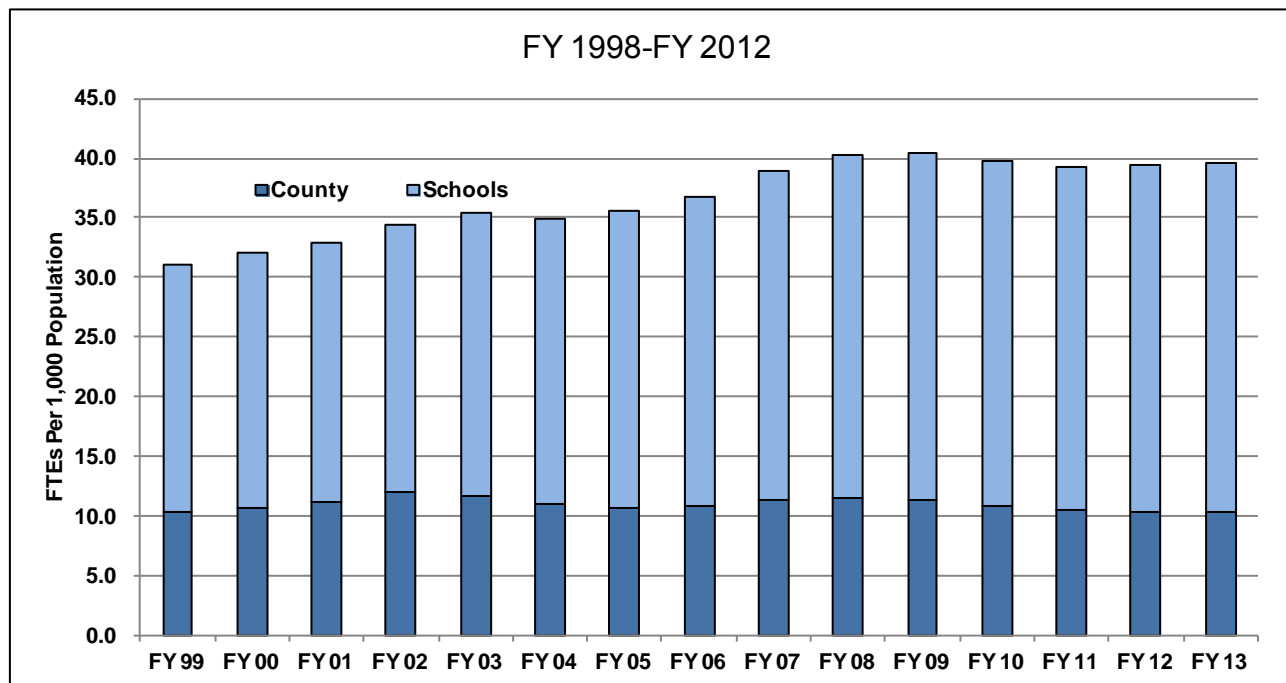


Allocation of Full-Time Equivalents

Total Full-Time Equivalents: 13,325.92



Full-Time Equivalents Per 1,000 Population

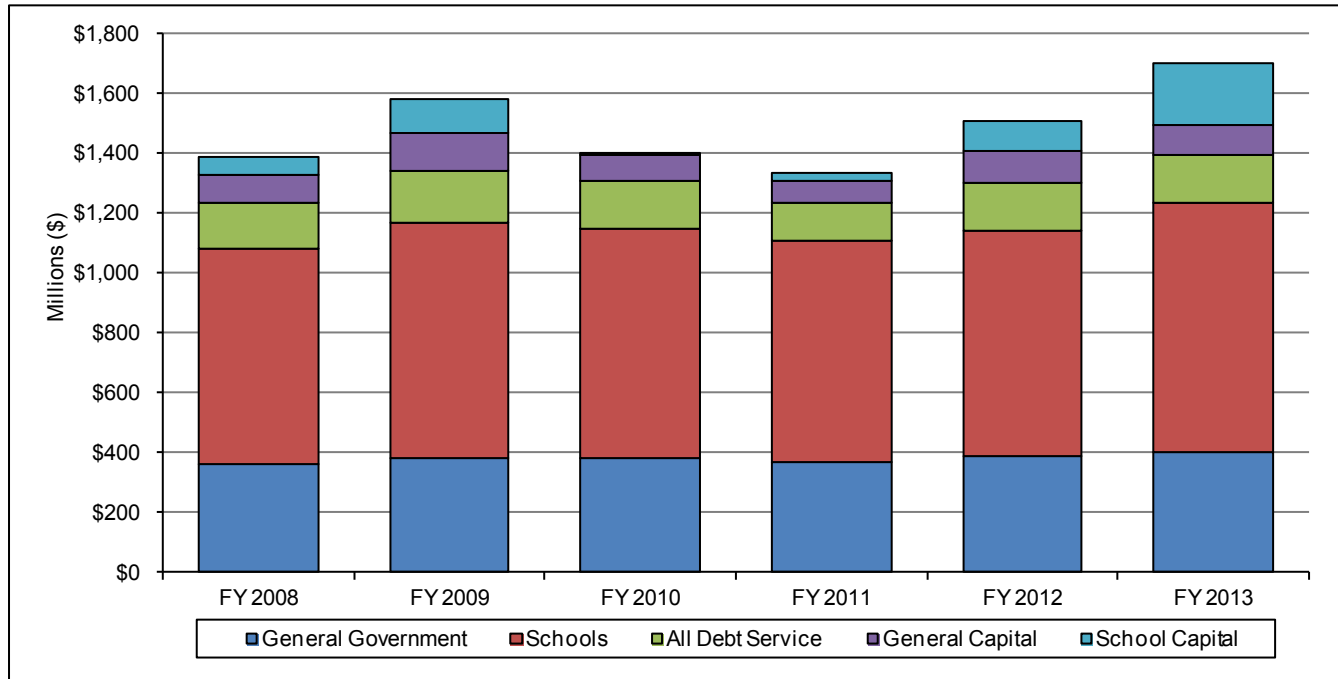




**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

History of Adopted Budgets by Fund

Adopted Budget Distribution (\$)						
FY	General Government	Schools	All Debt Service	General Capital	School Capital	Total
2008	\$ 359,955,196	\$ 720,102,863	\$ 151,512,472	\$ 94,998,000	\$ 58,990,257	\$1,385,558,788
2009	\$ 384,783,144	\$ 783,964,113	\$ 171,987,468	\$ 127,124,000	\$ 114,138,000	\$1,581,996,725
2010	\$ 385,121,306	\$ 762,020,390	\$ 160,201,652	\$ 85,768,165	\$ 1,400,000	\$1,394,511,513
2011	\$ 369,029,698	\$ 742,523,934	\$ 123,923,973	\$ 73,893,728	\$ 27,820,000	\$ 1,337,191,333
2012	\$ 387,299,465	\$ 755,116,894	\$ 158,668,110	\$ 106,194,789	\$103,305,000	\$1,510,584,258
2013	\$ 399,790,354	\$ 832,997,743	\$ 165,155,619	\$ 97,171,540	\$ 207,925,000	\$1,703,040,256



Adopted Budget Distribution (%)					
FY	General Government	Schools	All Debt Service	General Capital	School Capital
2008	26.0%	52.0%	10.9%	6.9%	4.3%
2009	24.3%	49.6%	10.9%	8.0%	7.2%
2010	27.6%	54.6%	11.5%	6.2%	0.1%
2011	27.6%	55.5%	9.3%	5.5%	2.1%
2012	25.7%	50.0%	10.5%	7.0%	6.8%
2013	23.5%	48.9%	9.7%	5.7%	12.2%



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2011-2013 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2011 Actual	2012 Estimate	2013 Budget	2011 Actual	2012 Estimate	2013 Budget
Revenue						
General Property Taxes	\$799,217,535	\$811,183,991	\$822,796,100	\$0	\$0	\$0
Other Local Taxes	116,954,802	118,711,418	121,308,300	0	0	0
Licenses and Permits	14,444,622	18,453,763	18,052,165	0	0	0
Fines and Forfeits	2,705,771	2,771,724	2,691,894	0	0	0
Use of money	4,030,921	4,584,520	3,549,387	1,731,045	0	0
Charges for Services	27,441,570	28,908,622	29,407,599	17,490,674	32,252,808	20,145,623
Miscellaneous Revenues	603,130	459,999	381,431	2,597,148	0	6,870,000
Recovered Costs	8,637,503	8,409,322	7,696,145	764,719	0	
Intergovernmental Revenues	91,026,449	113,909,740	87,396,358	239,836,540	234,721,010	269,183,308
Other Financing Sources	7,554,976	8,796,556	45,990,794	474,023,189	501,025,867	551,880,435
Total Revenues:	\$1,072,617,279	\$1,116,189,655	\$1,139,270,173	\$736,443,315	\$767,999,685	\$848,079,366
Expenditures						
Personnel	\$252,939,592	\$264,658,509	\$279,575,203	\$635,575,572	\$677,248,171	\$718,209,452
Operating	105,289,326	117,444,551	117,509,442	95,448,798	92,029,791	87,575,444
Capital	4,277,838	1,453,617	955,709	0	0	3,286,847
Other	0	0	1,750,000	7,434,609	8,721,723	14,000,000
Education	474,933,826	494,025,867	527,954,435	0	0	35,007,623
Transfers Out	226,003,438	196,909,891	210,706,044	1,700,000	0	0
Debt Service	0	0	0	0	0	0
Total Expenditures:	\$1,063,444,020	\$1,074,492,435	\$1,138,450,833	\$740,158,979	\$777,999,685	\$858,079,366
Net Increase (Decrease) in Fund Balance:						
	\$9,173,259	\$41,697,220	\$819,340	(\$3,715,664)	(\$10,000,000)	(\$10,000,000)
Fund Balance, July 1:	\$187,087,498	\$196,260,757	\$237,957,977	\$68,557,045	\$64,841,381	\$54,841,381
Fund Balance, June 30:	\$196,260,757	\$237,957,977	\$238,777,317	\$64,841,381	\$54,841,381	\$44,841,381



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2011-2013 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2011 Actual	2012 Estimate	2013 Budget	2011 Actual	2012 Estimate	2013 Budget
Revenue						
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	690,740	80,000	100,000	0	0	0
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	2,797	0	0	758,339	445,000	300,000
Charges for Services	1,878,484	2,156,883	2,747,913	0	0	0
Miscellaneous						
Revenues	149,150	0	0	1,132,478	754,217	754,217
Recovered Costs	1,380,567	0	0	0	0	0
Intergovernmental						
Revenues	2,465,935	7,960,000	2,000,000	0	0	0
Other Financing						
Sources	<u>186,268,510</u>	<u>209,967,362</u>	<u>300,248,628</u>	<u>167,524,731</u>	<u>164,637,527</u>	<u>149,483,524</u>
Total Revenues:	\$192,836,183	\$220,164,245	\$305,096,541	\$169,415,548	\$165,836,744	\$150,537,741
Expenditures						
Personnel	\$0	\$0	\$0	\$0	\$0	\$0
Operating	0	0	0	0	0	0
Capital	141,058,261	110,344,789	92,325,000	0	0	0
Other	0	0	0	0	0	0
Education	2,732,207	105,590,000	207,925,000	1,430,000	0	0
Transfers Out	8,262,131	4,999,456	4,846,541	3,708,868	96,050	90,000
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>163,843,478</u>	<u>170,774,998</u>	<u>155,272,923</u>
Total Expenditures:	\$152,052,599	\$220,934,245	\$305,096,541	\$168,982,346	\$170,871,048	\$155,362,923
Net Increase (Decrease) in Fund Balance:	\$40,783,584	(\$770,000)	\$0	\$433,202	(\$5,034,304)	(\$4,825,182)
Fund Balance, July 1:	\$293,120,861	\$333,904,445	\$333,134,445	\$19,498,018	\$19,931,220	\$14,896,916
Fund Balance, June 30:	\$333,904,445	\$333,134,445	\$333,134,445	\$19,931,220	\$14,896,916	\$10,071,734



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2011-2013 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Projects Financing Fund			Nonmajor Governmental Funds		
	2011 Actual	2012 Estimate	2013 Budget	2011 Actual	2012 Estimate	2013 Budget
Revenue						
General Property Taxes	\$0	\$0	\$0	\$0	\$8,617,038	\$9,602,000
Other Local Taxes	0	0	0	9,238,892	11,929,500	13,466,256
Licenses and Permits	0	0	0	12,783,292	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	0	0	0	0	0	0
Charges for Services	0	0	0	56,181	80,389	83,498
Miscellaneous Revenues	0	0	0	61,568	11,400,000	6,965,000
Recovered Costs	0	0	0	1,023,685	1,665,000	1,665,000
Intergovernmental Revenues	0	0	0	15,884,912	12,997,881	13,622,121
Other Financing Sources	<u>89,750,000</u>	<u>169,697,000</u>	<u>251,705,000</u>	<u>28,959,054</u>	<u>24,939,948</u>	<u>26,039,948</u>
Total Revenues:	\$89,750,000	\$169,697,000	\$251,705,000	\$68,007,584	\$71,629,756	\$71,443,823
Expenditures						
Personnel	\$0	\$0	\$0	\$879,273	\$948,539	\$931,849
Operating	0	0	0	33,257,066	53,553,793	58,749,484
Capital	0	0	0	27,019,443	0	0
Other	0	0	0	0	0	0
Education	47,005,000	92,660,000	184,290,000	0	0	0
Transfers Out	42,745,000	77,037,000	67,415,000	809,561	17,578,772	12,148,828
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$89,750,000	\$169,697,000	\$251,705,000	\$61,965,343	\$72,081,104	\$71,830,161
Net Increase (Decrease) in Fund Balance:	\$0	\$0	\$0	\$6,042,241	(\$451,348)	(\$386,338)
Fund Balance, July 1:	\$0	\$0	\$0	\$127,980,098	\$134,022,339	\$133,570,991
Fund Balance, June 30:	\$0	\$0	\$0	\$134,022,339	\$133,570,991	\$133,184,653



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2011-2013 Summary of Financial Sources and Uses of Fund Balance

Category	Total Funds		
	2011 Actual	2012 Estimate	2013 Budget
Revenue:			
General Property Taxes	\$799,217,535	\$819,801,029	\$832,398,100
Other Local Taxes	126,884,434	130,720,918	134,874,556
Licenses and Permits	27,227,914	18,453,763	18,052,165
Fines and Forfeits	2,705,771	2,771,724	2,691,894
Use of money	6,523,102	5,029,520	3,849,387
Charges for Services	46,866,909	63,398,702	52,384,633
Miscellaneous Revenues	4,543,474	12,614,216	14,970,648
Recovered Costs	11,806,474	10,074,322	9,361,145
Intergovernmental Revenues	349,213,836	369,588,631	372,201,787
Other Financing Sources	954,080,460	1,079,064,260	1,325,348,329
Total Revenues:	\$2,329,069,909	\$2,511,517,085	\$2,766,132,644
Expenditures:			
Personnel	\$889,394,437	\$942,855,219	\$998,716,504
Operating	233,995,190	263,028,135	263,834,370
Capital	172,355,542	111,798,406	96,567,556
Other	7,434,609	8,721,723	15,750,000
Education	526,101,033	692,275,867	955,177,058
Transfers Out	283,228,998	296,621,169	295,206,413
Debt Service	163,843,478	170,774,998	155,272,923
Total Expenditures:	\$2,276,353,287	\$2,486,075,517	\$2,780,524,824
Net Increase (Decrease) in Fund Balance:	\$52,716,622	\$25,441,568	(\$14,392,180)
Fund Balance, July 1:	\$696,243,520	\$748,960,142	\$774,401,710
Fund Balance, June 30:	\$748,960,142	\$774,401,710	\$760,009,530



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

History of Expenditures by Department

Department	FY 2009 Adopted	FY2009 Actual	FY 2010 Adopted	FY 2010 Actual
Boards, Commissions and Committees	\$3,408,000	\$3,321,705	\$3,271,187	\$2,965,147
County Administrator ¹	3,939,000	3,392,525	3,300,097	3,114,652
General Registrar	669,000	741,372	663,108	622,824
Regional Organizations & Contributions	4,480,000	4,582,737	3,602,921	3,703,419
County Attorney	2,382,000	2,593,660	2,412,500	2,413,233
County Assessor	3,404,000	3,261,946	3,841,381	3,170,879
Treasurer	3,909,000	3,474,874	3,445,365	3,557,375
Commissioner of the Revenue	2,801,000	2,667,658	2,825,147	2,616,324
Clerk of the Circuit Court	3,562,000	3,454,580	3,560,350	3,211,272
Commonwealth's Attorney	3,135,000	3,124,252	3,190,776	3,038,993
Sheriff	68,204,000	69,168,481	68,284,596	66,689,888
Management & Financial Services	11,696,000	10,260,055	10,636,800	10,429,290
Information Technology	16,881,000	18,355,669	16,084,390	16,264,598
General Services	26,043,000	28,149,620	25,515,396	26,773,602
Construction & Waste Management ²	9,485,000	9,097,400	9,110,839	8,663,591
Courts	1,152,000	1,079,654	1,071,482	1,172,120
Building and Development	23,440,000	22,553,826	20,594,372	19,927,104
Fire and Rescue Services	49,322,000	56,891,952	48,489,326	52,678,819
Planning Services	3,274,000	3,016,852	3,124,463	2,911,159
Economic Development	2,234,000	2,140,983	2,198,080	2,095,595
Mapping & Geographic Information	2,250,000	2,160,314	2,108,009	2,147,232
Animal Services	2,863,000	2,580,784	2,524,641	2,439,211
Health Services	4,697,000	4,308,435	4,322,135	4,285,938
Transportation Services	9,266,000	9,788,997	9,580,634	10,729,037
Library Services	11,953,000	11,457,276	11,358,172	10,927,383
Community Corrections	1,697,000	1,615,796	1,766,504	1,609,169
MH, SA & Developmental Services	31,359,000	29,742,411	31,162,565	29,712,791
Parks, Recreation & Community Services	33,291,000	32,081,705	33,019,616	31,258,866
Juvenile Court Services Unit	2,047,000	1,909,492	1,988,924	1,762,824
Family Services	32,639,000	33,440,754	32,968,959	35,895,967
Extension Services	586,000	552,272	581,544	526,413
Miscellaneous	-3,303,000	3,611,898	-4,513,000	11,347,130
General Government Subtotal	\$372,765,000	\$384,579,935	\$362,091,279	\$378,661,845
Schools³	\$776,964,113	\$736,638,532	\$762,020,390	\$742,202,134
Total	\$1,149,729,113	\$1,121,218,467	\$1,124,111,669	\$1,120,863,979

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

¹ Effective July 1, 2011, the Public Information Office merged with the Office of the County Administrator and became the Division of Public Affairs & Communications. The FY 2012 budget and FTE reflects the combined data for this merger as does the history for prior years presented.

² In FY 2010, Capital Construction & Solid Waste Management were consolidated into one department. History has also been combined.

³ Expenditures for Schools include School Operating, Food Services, and Bus Lease Expenditure.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

History of Expenditures by Department

Department	FY 2011 Adopted	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Boards, Commissions and Committees	\$3,622,349	\$3,071,424	\$3,826,081	\$3,896,803
County Administrator ¹	3,116,969	2,980,885	3,251,603	3,444,127
General Registrar	763,995	636,847	800,289	836,831
Regional Organizations & Contributions	4,028,460	4,363,882	5,166,693	5,442,051
County Attorney	2,418,051	2,626,268	2,492,455	2,516,295
County Assessor	3,378,688	3,161,261	3,448,374	3,567,765
Treasurer	3,869,013	3,657,574	4,025,555	4,191,992
Commissioner of the Revenue	2,692,320	2,478,038	2,771,888	2,911,862
Clerk of the Circuit Court	3,508,358	3,290,453	3,672,016	3,761,289
Commonwealth's Attorney	3,139,430	3,028,760	3,286,645	3,224,578
Sheriff	71,732,819	68,222,635	73,763,098	73,020,921
Management & Financial Services	10,462,022	10,256,098	10,780,012	11,110,824
Information Technology	16,146,005	17,293,533	18,293,978	19,970,582
General Services	26,196,705	27,720,499	27,376,695	27,536,024
Construction & Waste Management ²	9,156,152	10,559,327	9,461,010	9,497,388
Courts	1,030,451	982,556	1,134,049	1,052,556
Building and Development	19,387,259	18,698,454	20,398,127	21,028,092
Fire and Rescue Services	49,233,451	52,809,121	52,756,082	56,719,495
Planning Services	3,155,178	2,887,343	3,200,862	3,157,629
Economic Development	1,964,745	1,775,539	2,101,458	2,832,366
Mapping & Geographic Information	2,092,639	2,114,989	2,151,794	2,262,521
Animal Services	2,497,911	2,359,439	2,625,527	2,740,758
Health Services	4,292,582	4,006,464	4,244,348	4,386,074
Transportation Services	12,013,883	12,466,288	13,962,498	15,467,191
Library Services	11,415,074	10,765,444	11,513,325	13,684,824
Community Corrections	1,815,771	1,558,640	1,853,447	1,856,953
MH, SA & Developmental Services	30,609,136	28,968,525	31,144,029	32,082,699
Parks, Recreation & Community Services	34,155,274	31,851,395	35,373,137	36,136,248
Juvenile Court Services Unit	1,843,913	1,681,150	2,019,704	2,037,939
Family Services	33,393,300	33,614,560	34,832,216	32,486,544
Extension Services	529,057	485,182	569,801	417,288
Miscellaneous	4,936,602	10,817,346	5,565,286	7,604,356
General Government Subtotal	\$378,597,562	\$381,189,919	\$397,682,082	\$410,882,865
Schools³	\$742,523,934	\$739,168,371	\$777,999,685	\$844,086,488
Total	\$1,121,121,496	\$1,120,358,290	\$1,175,681,767	\$1,254,969,353

¹ Effective July 1, 2011, the Public Information Office merged with the Office of the County Administrator and became the Division of Public Affairs & Communications. The FY 2012 budget and FTE reflects the combined data for this merger as does the history for prior years presented.

² In FY 2010, Capital Construction & Solid Waste Management were consolidated into one department. History has also been combined.

³ Schools number has been restated to include School Operating, Food Services, and Bus Lease Expenditure.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

History of Full-Time Equivalents (FTE) by Department

Department	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Boards, Commissions and Committees	0.75	0.75	0.75	1.00	1.00
County Administrator ¹	31.33	26.80	24.80	24.60	24.80
General Registrar	8.77	8.77	8.77	8.77	9.00
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	20.00	20.00	20.00	20.00	20.00
County Assessor	34.00	34.00	34.00	34.00	34.00
Treasurer	42.00	42.00	43.00	43.00	43.00
Commissioner of the Revenue	34.55	34.55	32.55	32.55	32.55
Clerk of the Circuit Court	43.53	43.53	43.00	43.00	43.00
Commonwealth's Attorney	34.00	34.00	33.00	33.00	33.00
Sheriff	663.63	663.39	713.49	745.48	746.55
Management & Financial Services	76.84	77.84	77.84	76.84	77.84
Information Technology	86.39	84.39	84.19	84.19	85.19
General Services	80.00	78.00	76.00	76.00	75.00
Construction & Waste Management ²	60.10	57.10	57.10	58.63	59.63
Courts	7.00	6.00	6.00	7.00	6.00
Building and Development	252.80	225.80	205.80	205.80	208.27
Fire and Rescue Services	504.01	484.96	486.85	523.81	532.77
Planning Services	31.00	30.00	30.00	30.00	28.00
Economic Development	16.77	17.77	16.77	17.77	20.77
Mapping & Geographic Information	23.80	22.80	23.00	23.00	23.00
Animal Services	34.49	32.35	32.35	32.35	33.35
Health Services	82.00	80.00	79.00	78.00	78.00
Transportation Services	18.77	16.77	16.77	17.54	17.54
Library Services	145.71	145.71	140.80	144.80	170.94
Community Corrections	19.86	20.86	20.86	21.86	20.86
MH, SA & Developmental Services	344.09	345.15	330.05	332.05	329.12
Parks, Recreation & Community Services	496.45	489.44	490.66	501.58	505.00
Juvenile Court Service Unit	35.84	35.84	32.19	33.26	33.26
Family Services	194.80	193.33	192.27	192.27	193.64
Extension Services	11.72	11.47	11.62	11.37	8.37
Miscellaneous	0.00	0.00	0.00	0.00	0.00
General Fund Subtotal	3,435.00	3,363.37	3,363.48	3,453.52	3,493.45
School Fund ³	8,928.00	9,087.10	9,237.50	9,531.20	9,819.20
Central Services Fund	11.27	11.27	11.27	11.27	12.27
Law Library Fund	1.00	1.00	1.00	1.00	1.00
Total All Funds	12,375.27	12,462.74	12,613.25	12,996.99	13,325.92

¹ Effective July 1, 2011, the Public Information Office merged with the Office of the County Administrator and became the Division of Public Affairs & Communications. The FY 2012 budget and FTE reflects the combined data for this merger as does the history for prior years presented.

² In FY 2010, Capital Construction & Solid Waste Management were consolidated into one department. History has also been combined.

³ School Fund FTE has been restated to include School Operating and Food Services FTE.



County Funds, Fund Structure and Basis of Budgeting

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

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

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

GOVERNMENTAL FUND TYPES

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

The following funds are categorized as Governmental Funds:

GENERAL FUND

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

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

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

HOUSING CHOICE VOUCHER FUND

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



County Funds, Fund Structure and Basis of Budgeting

SCHOOL FUND

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

SPECIAL REVENUE FUNDS

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

GREENLEA TAX DISTRICT

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

LEGAL RESOURCE CENTER FUND

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

RESTRICTED USE TRANSIENT OCCUPANCY TAX FUND

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

ROUTE 28 SPECIAL TAX DISTRICT FUND

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

ALDIE WASTEWATER DISTRICT FUND

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

HAMILTON SEWER SERVICE DISTRICT FUND

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

SCHOOL CAFETERIA FUND

The School Cafeteria Fund is an operating fund for the School System's food service operations. This account is controlled by the School Board and is funded through a combination of a portion of the lump sum transfer to the



County Funds, Fund Structure and Basis of Budgeting

schools from the General Fund, meal charges and contributions from the Federal and Commonwealth governments.

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT FUND

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

DEBT SERVICE FUNDS

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

COUNTY DEBT SERVICE FUND

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

SCHOOL DEBT SERVICE FUND

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

CAPITAL PROJECTS FUNDS

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

COUNTY CAPITAL PROJECTS FUND

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

SCHOOL CAPITAL PROJECTS FUND

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



County Funds, Fund Structure and Basis of Budgeting

COUNTY CAPITAL ASSET PRESERVATION FUND (CAPP)

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

SCHOOL CAPITAL ASSET PRESERVATION FUND (CAPP)

The School Capital Asset Preservation Fund controls the regular repair and replacement of local educational facilities. The approval of these projects is at the direction of the School Board, with funding approved by the Board of Supervisors. Revenue sources for this fund include transfers of local tax funding from the General Fund and the occasional issuance of municipal debt. In FY 2001, the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

PUBLIC TRANSPORTATION FUND

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

PROPRIETARY FUND TYPES

INTERNAL SERVICE FUNDS

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

FIDUCIARY FUND TYPES

TRUST AND AGENCY FUNDS

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

FIXED ASSETS, CAPITALIZATION AND DEPRECIATION

The standard for capitalization of tangible property is \$5,000 or more per unit with an expected useful life greater than three years. Fixed assets consisting of certain improvements other than buildings are not capitalized. In the Internal Service Fund, depreciation is computed over the estimated useful life of each asset using the straight-line method. When assets are sold or retired, their cost and related accumulated depreciation are removed from the accounts and the gains or losses are reflected on the income statement in the year the sale or retirement occurs.



County Funds, Fund Structure and Basis of Budgeting

BASIS OF BUDGETING

Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles, applicable to governmental units. Formal budgetary integration is employed as a management control device during the year. Annual appropriations resolutions and budgets are adopted for the General, Special Revenue, and Debt Service Funds. Governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations adopted by the County Supervisors. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds, except the School Fund. The School appropriation is determined by the County Board of Supervisors and controlled at the major category level by the general government. The adopted budget also includes a program of capital expenditures to be financed from current operations and a separate six-year capital improvement plan. All annual appropriations lapse at the end of the fiscal year, except for the Capital Project Funds and grants. The budget resolution specifies that the budget and appropriation for each grant or project continue until the expiration of the grant or completion of the project.

In most cases, the County's budget follows the same basis of accounting used in preparing the County's Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Government Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). A few exceptions exist. The budget document does not include the Loudoun County Water Authority (formerly known as the Loudoun County Sanitation Authority), which is a component unit presented in the County's CAFR. The budget does not include the following funds listed as Special Revenue Funds in the CAFR: Federally Forfeited Property, County-Wide Sewer Service District, and Community Development. Another difference between GAAP and the budgetary basis of accounting is the treatment of encumbrances. Encumbered amounts are treated as expenditures under the budgetary basis of accounting used by the County, while encumbrances are treated as reservations of fund balance under the GAAP basis.

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

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

BUDGET AMENDMENT PROCESS

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



Long-Range Planning

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

FISCAL PLANNING AND BUDGETING

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

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

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

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

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

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



Long-Range Planning

FISCAL PLANNING AND BUDGETING POLICIES

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

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

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



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

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

STATEMENT OF POLICY PURPOSE

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

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

POLICY GOALS

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

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

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

1. Operating Budget Policies

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

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



Loudoun County Government FY 2013 Adopted Fiscal Plan

The County's goal is to pay for all recurring expenditures with recurring revenues and to use nonrecurring revenues for nonrecurring expenditures.

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

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

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

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

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

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

The County will annually seek the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

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

Staff Economy

The size and distribution of staff will be a prime concern. The Board will seek to limit staff increases to areas where approved growth and support absolutely requires additional staff; and to reduce staff where this can be done without adversely affecting approved service levels.

Capital Construction

Emphasis will be placed upon continued reliance on a viable level of "pay-as-you-go" capital construction to fulfill needs in a Board-approved comprehensive Capital Improvements Program. The Board will attempt to fund not less than 10% of the current portion of construction cost of the Capital Improvements Program (in excess of proffers) from current financial resources.

Program Expansions

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



Loudoun County Government FY 2013 Adopted Fiscal Plan

New Programs

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

Existing Service Costs

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

Administrative Priorities

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

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



Loudoun County Government FY 2013 Adopted Fiscal Plan

elements of the County's fiscal policy.

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

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

2. Debt Policies

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

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

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

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

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

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

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



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

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

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

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

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

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

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

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



Loudoun County Government FY 2013 Adopted Fiscal Plan

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

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

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

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

3. Revenue Policies

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

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

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

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

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

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



Loudoun County Government FY 2013 Adopted Fiscal Plan

beyond the control of the County.

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

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

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

4. Non-Tax Accounts Receivable Policies

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

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

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

5. Investment Policies

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

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

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

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

The County will regularly review contractual, consolidated banking services.

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



6. Accounting, Auditing, and Financial Reporting Policies

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

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

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

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

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

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

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

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

7. Capital Budget Policies

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

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

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

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

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

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



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

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

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

8. Asset Maintenance, Replacement, and Enhancement Policies

The operating budget will provide for minor and preventive maintenance.

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

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

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

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

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

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

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

9. Risk Management Policies

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

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



10. Fund Balance Policy: County and Schools

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

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

1) Nonspendable Fund Balance:

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

2) Restricted Fund Balance:

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

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

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

- The committed portion of Unrestricted Fund Balance at the close of each fiscal year shall be equal to no less than 10% of operating revenues of the General Fund. This portion of Unrestricted Fund Balance is not maintained for funding recurring expenditures during the normal business cycle.
- A withdrawal of the Unrestricted Fund Balance resulting in the remaining balance at less than the targeted 10% level of revenue may be considered if the total projected general fund revenues reflect a decrease from the total current year estimated general fund revenues of at least 3% or in the event of a federally declared natural or national disaster/emergency. Any withdrawal of this type shall be approved by the Board.
- If circumstances require the use of the Unrestricted Fund Balance to a point below the targeted level, the County will develop a plan during the annual appropriations process to replenish the Unrestricted Fund Balance to the 10% targeted level over a period of not more than three (3) years.

3) Committed Fund Balance:

Committed Fund Balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the Board. Board adoption of the Fiscal Policy commits the 10% targeted level of Unrestricted Fund Balance. Formal Board action includes the annual adoption of the appropriations resolution and subsequent budget amendments. As stated in the appropriations resolution, encumbrances remaining at year-end will be carried over to the next fiscal year. Formal action to commit fund balance must be taken prior to the end of the fiscal year.

4) Assigned Fund Balance:

Assigned Fund Balance includes amounts that reflect an intended or planned use of fund balance for specific purposes but are neither restricted nor committed. Assigned Fund Balance does not require formal action of the Board and may be assigned by



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

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

5) Unassigned Fund Balance:

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

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

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

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

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

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

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

11. Criteria for Establishment of Special Assessment Districts

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

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

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



Loudoun County Government FY 2013 Adopted Fiscal Plan

Limited to Projects which Advance County's Plans. The proposed project or purpose for establishing a District must advance the County's adopted comprehensive plan or provide greater benefit to the ultimate property owners utilizing the proposed facilities.

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

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

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

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

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

The petition must address:

- Protections for the benefit of the County with respect to repayment of debt, incorporation, and annexation;
- Protections for the benefit of individual lot owners within the District's boundaries with respect to foreclosure and other collection actions should their respective assessment be paid or is current; and



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

- Payment of the County's costs related to the administration of the District, specifically including the County's costs to levy and collect any special tax or assessment.

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

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

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

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

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

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

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

- The Board will retain practical and legal control of any debt issued by the district.
- The Board will approve a district debt issuance only after it has been determined the issue can reasonably be expected to receive an investment grade rating from a nationally recognized statistical rating agency (i.e., Fitch, Moody's, Standard and Poor's) including investment grade ratings derived from a credit enhancement (i.e., letter of credit, bond insurance, etc.) or demonstrate some other form of financial safeguard to the bond purchasers. Or
- The Board will approve a district debt issuance only after it has been determined that the district has acquired a credit enhancement device sufficient to guarantee payment of lease payments or debt service in the event of default until such time as the district's outstanding debt as compared to its estimated taxable assessed value is estimated not to exceed 10%. Or



Loudoun County Government FY 2013 Adopted Fiscal Plan

- The District limits its issuance of obligation to minimum \$100,000 denominations, thereby attracting only bondholders recognizing the inherent risk.
- The District's outstanding debt obligations as compared to the appraised value of property or adjusted appraised value if partial development has occurred within District boundaries as if the infrastructure being financed was in-place will be an important consideration in the ultimate review of the Project. As such, careful detailing of the level of debt as a percentage of the current and future appraisal value will be important criteria.

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

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

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

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



General Fund Revenue

GENERAL FUND REVENUE SUMMARY

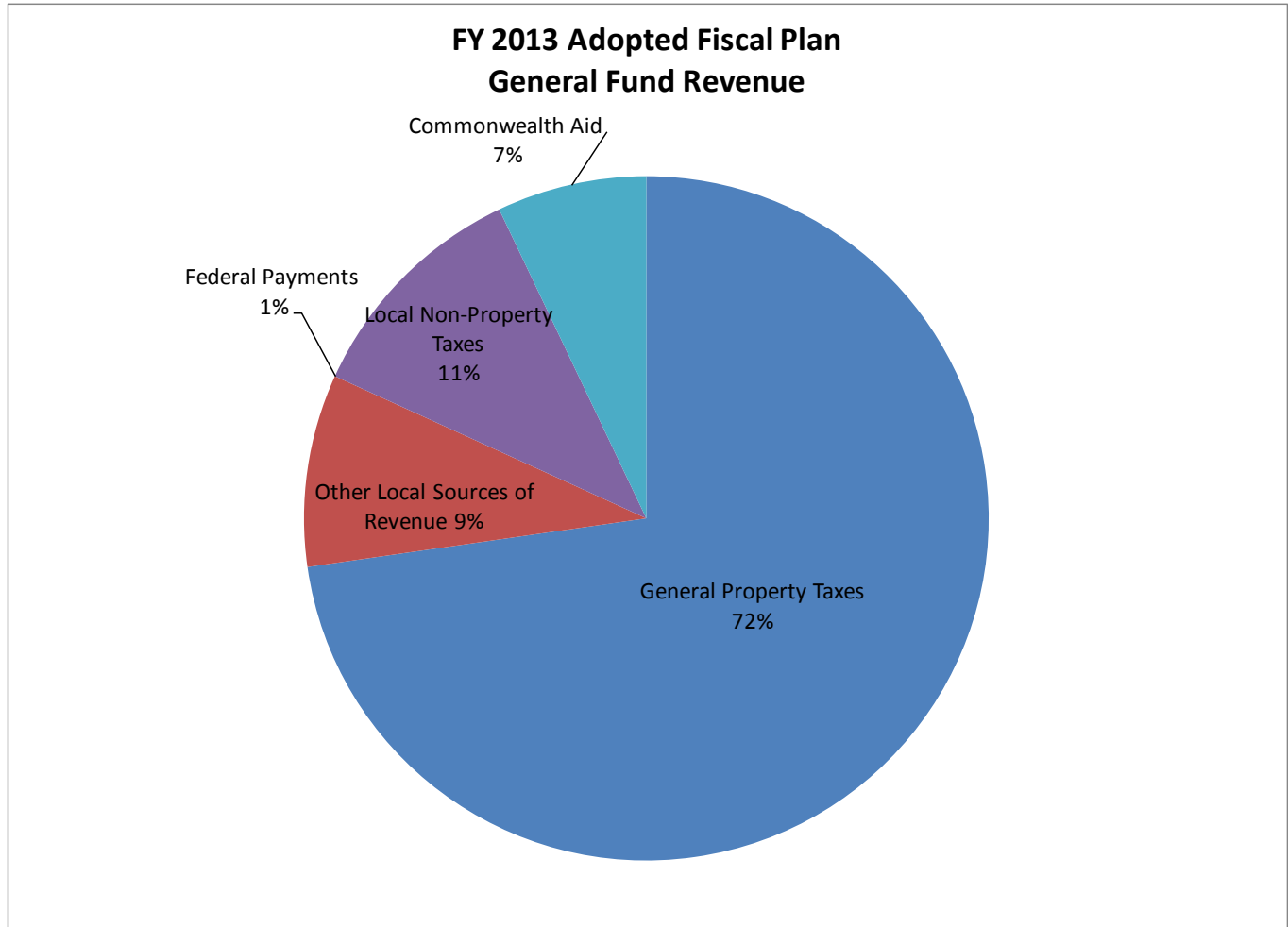
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General Fund Revenue	Page R – 2
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General Fund Revenue

General Fund revenue is divided into five major categories. These include General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Commonwealth Aid and Federal Payments.

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





**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

General Fund Revenue Profile

Local Revenue¹	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Local Tax Revenue					
General Property Taxes	\$764,027,829	\$768,030,491	\$799,217,537	\$796,687,040	\$822,796,100
Local Non-Property Taxes	<u>108,209,251</u>	<u>108,698,845</u>	<u>116,954,802</u>	<u>110,538,100</u>	<u>121,308,300</u>
Total Local Tax Revenue	\$872,237,080	\$876,729,336	\$916,172,339	\$907,225,140	\$944,104,400
Other Local Sources of Revenue					
Permits & Privilege Fees	\$11,844,640	\$10,791,657	\$14,444,627	\$14,679,700	\$18,052,170
Fines & Forfeitures	2,545,492	2,539,918	2,705,769	2,912,150	2,691,890
Use of Money & Property	7,056,756	3,566,339	4,030,924	4,370,680	3,549,390
Charges for Services	23,339,911	24,739,243	27,441,575	27,654,580	29,757,600
Miscellaneous Revenue	1,606,807	601,040	397,597	370,830	381,430
Recovered Costs	6,846,218	8,528,732	8,637,505	7,012,690	7,346,150
Other Financing Sources	<u>47,231,496</u>	<u>23,153,973</u>	<u>7,760,502</u>	<u>22,296,550</u>	<u>45,990,790</u>
Total Other Local Sources of Revenue	\$100,471,320	\$73,920,902	\$65,418,499	\$79,297,180	\$107,769,420
Total Local Revenue	\$972,708,400	\$950,650,238	\$981,590,838	\$986,522,320	\$1,051,873,820
Commonwealth Aid:					
State Non-Categorical Aid	\$56,170,800	\$54,729,338	\$55,380,301	\$55,942,000	\$56,773,910
State Shared Expenses	10,640,500	3,935,483	12,869,676	14,204,620	14,742,180
State Categorical Aid	<u>14,180,695</u>	<u>13,779,545</u>	<u>11,396,891</u>	<u>11,579,350</u>	<u>10,548,360</u>
Total Commonwealth Aid	\$80,991,995	\$72,444,366	\$79,646,868	\$81,725,970	\$82,064,450
Federal Payments:					
Payments in Lieu of Taxes	\$2,863	\$2,909	\$2,975	\$1,800	\$1,800
Federal Categorical Aid	<u>20,503,479</u>	<u>26,234,037</u>	<u>11,376,605</u>	<u>8,276,970</u>	<u>5,330,090</u>
Total Federal Payments	\$20,506,342	\$26,236,946	\$11,379,580	\$8,278,770	\$5,331,890
Total General Fund Revenue	\$1,074,206,737	\$1,049,331,550	\$1,072,617,286	\$1,076,527,060	\$1,139,270,160

The table above summarizes the major categories of revenues that contribute to the General Fund. Tax revenue is generated by taxing a variety of items such as property, retail sales, business receipts, utility purchases and the recordation of property. Examples of other revenue sources include fees, interest earnings and payments by the State and Federal governments.

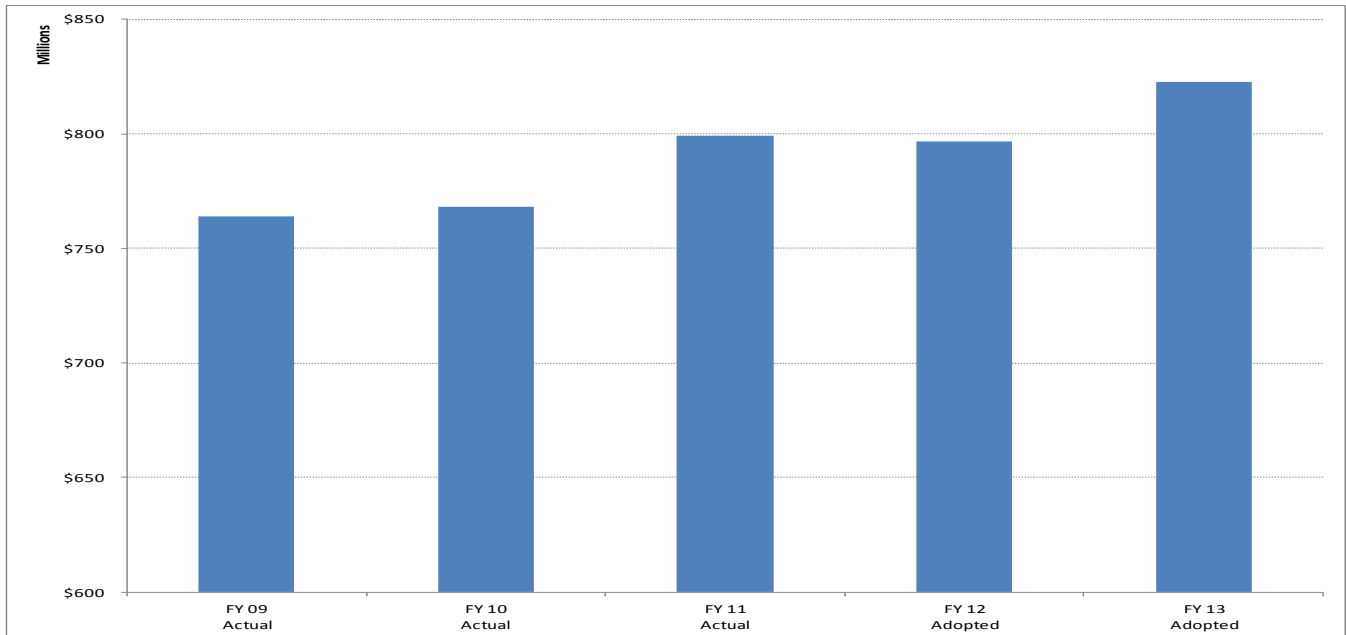
Current tax rates for General Fund revenues are included in the discussion on the following pages. For the recent history of property tax rates for both the General Fund and other funds, see the Executive Summary section of this document.

¹ Components for FY 2013 may not equal sums because of rounding.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

GENERAL PROPERTY TAXES



This category refers to real and personal property taxes, and is expected to constitute about 72% of all General Fund revenue in FY 2013. Real property taxes are levied on the assessed value of real estate owned by businesses, individuals and public service corporations (PSC). Personal property taxes are levied on the assessed value of tangible property such as vehicles, mobile homes, heavy equipment, and machinery and tools. Real property tax assessments are conducted by the County Assessor, while personal property assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per \$100 of assessed value.

Both real and personal property taxes are collected semiannually, with real property taxes due on December 5 and June 5 of each calendar year. Personal property taxes are due on October 5 and May 5 (June 5 for business personal property taxes). Personal property bills for prorated taxes (for vehicles and trailers new to the County as of August 1 or later) are also due on December 5.

General Property Taxes	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Current real property taxes	\$648,779,872	\$644,491,907	\$655,608,849	\$661,278,480	\$666,555,520
Current real property taxes-rollback	4,430	1,194	4,441	0	0
Delinquent real property taxes	3,906,946	7,082,893	7,423,139	6,500,000	5,400,000
Payments in lieu of taxes	179,200	184,600	190,200	195,210	201,070
PSC real property tax	12,621,091	14,664,727	17,502,538	15,856,960	17,325,100
PSC personal property - vehicles	89,133	71,458	67,617	71,000	71,000
PSC personal property taxes	4,180,992	4,161,927	4,699,195	4,678,550	4,716,280
Current personal property taxes	58,379,326	55,860,914	65,633,974	63,519,040	71,777,300
Delinquent personal property taxes	2,928,742	3,968,243	3,181,518	3,700,000	3,400,000
Mobile home taxes	12,942	13,519	14,062	15,000	13,530
Aircraft taxes	69,336	57,853	46,666	61,000	46,670
Heavy equipment taxes	1,766,330	1,475,032	1,188,213	1,475,000	842,400
Satellite manufacturing equipment	2,877	2,899	2,803	2,800	2,800
Computer equipment	26,025,251	30,004,439	37,042,432	33,005,000	46,200,000
Current machinery & tools taxes	1,232,888	1,095,497	1,099,851	1,095,000	1,026,860
Penalties (all property taxes)	2,527,906	2,974,978	2,648,268	2,992,000	2,000,000
Interest (all property taxes)	1,320,567	1,641,833	2,159,865	1,642,000	2,593,960
Additional Personal Prop. Penalties	0	276,578	703,906	600,000	623,610
Total - General Property Taxes	\$764,027,829	\$768,030,491	\$799,217,537	\$796,687,040	\$822,796,100



GENERAL PROPERTY TAXES

Real Property

Real property taxes are paid by owners of residential, commercial/industrial, and agricultural property. County policy continues to emphasize the accelerated development of commercial and industrial property needed to provide the revenue required to maintain service standards for the County's communities. The FY 2013 Adopted Fiscal Plan includes a countywide real property tax rate of \$1.235 per \$100 assessed value.

Loudoun County adopted the Land Use Assessment Program in 1973. This program provides for the deferral of real estate taxes on real estate that qualifies for agricultural, horticultural, forestry and/or open space uses. For Tax Year 2012, approximately 3.6% of Loudoun County real property assessments are in the tax deferred category, a decrease since Tax Year (TY) 2011.

Changes in use, rezoning to a more intense use and the split off or subdivision of lots may trigger rollback taxes. When rollback is issued, the taxes owed are based on the difference between land use value and fair market value for the current year, as well as the previous five tax years. Rollback taxes will equal the deferred tax, plus simple interest; currently at 10% per year. For TY 2011, Rollback taxes for the current and five previous years are estimated to equal \$2.3 million.

The County also levies supplemental real property taxes on properties located within three special improvement districts (Aldie, Hamilton, and Route 28). Revenues from these districts are dedicated to specific purposes for which separate funds have been created, and are discussed in the Other Funds Section of this document.

The County provides for real property tax relief for the elderly and disabled. In December 2004, the program's thresholds for household income and net worth were increased as allowed by 2004 General Assembly action, to \$72,000 gross combined income and \$340,000 net financial worth – excluding primary dwelling and associated land. The reduction in the real estate tax liability was also extended to the home plus three acres, rather than the previous one acre. In December 2006, the program's threshold for net worth was raised to \$440,000. In 2011, the Board of Supervisors voted to allow a spouse to deduct his or her first \$10,000 of income from total combined income and to permit the exclusion of all of the income received by an owner during the calendar year as compensation for permanent disability. The forecasted values below are subtracted real property taxes prior to their incorporation under the real property tax line.

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

<u>Real Property Tax Relief</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Forecast</u>	<u>FY 2013 Forecast</u>
Foregone Revenue, Elderly & Disabled	\$6,412,741	\$6,600,000	\$6,900,000	\$6,900,000	\$6,900,000
Foregone Revenue, Disabled Veterans	N/A	N/A	\$280,000	\$300,000	\$320,000

In addition to tax deferrals and tax relief, a portion of the County's assessment portfolio is classified as exempt, either by the General Assembly or by Board of Supervisor designation. In TY 2011, 8.4% of real property was classified as exempt. In TY 2012, this proportion declined slightly to 8.2%.

Personal Property

Personal property tax levy rates are dependent upon the classification of property. The largest personal property line – current personal property – includes taxes on vehicles and on business tangible property. The majority of this line is revenue from vehicles, which continues the recovery from the sharp decline in vehicle prices brought about by the spike in gasoline prices and the recession.



General Property Taxes

Unlike the other personal property revenue lines, the tax rate for mobile homes is the same as the real property tax rate. Among business tangible property, personal property tax receipts from the computer category has accelerated with the increase in data center construction and development.

A summary of several current personal property tax rates (expressed as rates per \$100 of assessed value) is provided below. Business tangible personal property is assessed at a decreasing percentage of original cost depending on time since purchase. Such property is assessed at 50% of original cost in the first year, decreasing to 10 percent for property at least five years old.

Personal Property Taxes (per \$100)	Tax (Calendar) Year 2012 Rate
Personal Property (general)	\$ 4.200
Mobile Homes	\$ 1.235
Aircraft & Flight Simulators	\$ 0.010
Heavy Equipment	\$ 4.000
Satellite Manufacturing Equipment	\$ 0.010
Computer Equipment	\$ 4.200
Machinery & Tools	\$ 2.750

Beginning in FY 1999, the State began a phased reduction of personal property taxes on the first \$20,000 in value of private vehicles. During the 2004 State General Assembly session, the reduction was held to 70%, with the foregone revenue reimbursed to localities. Beginning in 2006, the State's reimbursement to localities was capped, and the percentage reduction on each citizen's tax bill is expected to decline over time. For Tax (calendar) Year 2012, the percentage is 51%.

There are five additional categories of personal property tax rates for vehicles: volunteer fire & rescue, elderly & disabled, clean special fuels, four wheeled electrically-powered low speed vehicles, and motor vehicles powered solely by electricity. Personal property belonging to members of volunteer fire and rescue companies and/or auxiliary companies is taxed at \$0.01 per \$100 assessed value, while such property belonging to elderly and disabled residents is taxed at \$2.10 per \$100 assessed value. The 2004 General Assembly allowed localities to establish a separate category and tax rate for "clean special fuels" vehicles, such as hybrid and alternative fuel vehicles. Beginning in 2005, the Board of Supervisors established a clean special fuels tax rate of \$0.01. For (TY) 2009, this rate was set at \$1.00 per \$100 assessed value and for TY 2010 a rate of \$4.20 per \$100 assessed value was adopted. The category four-wheeled, electrically-powered low speed vehicles was established for TY 2009, with a rate set at \$1.00 per \$100 assessed value. The \$1.00 rate continues for TY 2012. The category of motor vehicles powered solely by electricity was established for TY 2010, with a rate of \$2.00 per \$100 assessed value. The TY 2012 rate remains the same as TY 2011.

Other Vehicle Taxes (per \$100)	Tax (Calendar) Year 2012 Rate
Volunteer Fire & Rescue	\$ 0.010
Elderly & Disabled	\$ 2.100
Clean Special Fuels	\$ 4.200
Four wheeled Electrically-Powered Low Speed Vehicles	\$ 1.000
Motor Vehicles Powered Solely by Electricity	\$ 2.000

Public Service Corporation Real and Personal Property Taxes

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

Public Service Corporation Taxes (per \$100)	Tax (Calendar) Year 2012 Rate
Real Property	\$ 1.235
Personal Property – non-vehicle	\$ 1.235
Vehicles	\$ 4.200
Aircraft	\$ 0.010



General Property Taxes – Methodology

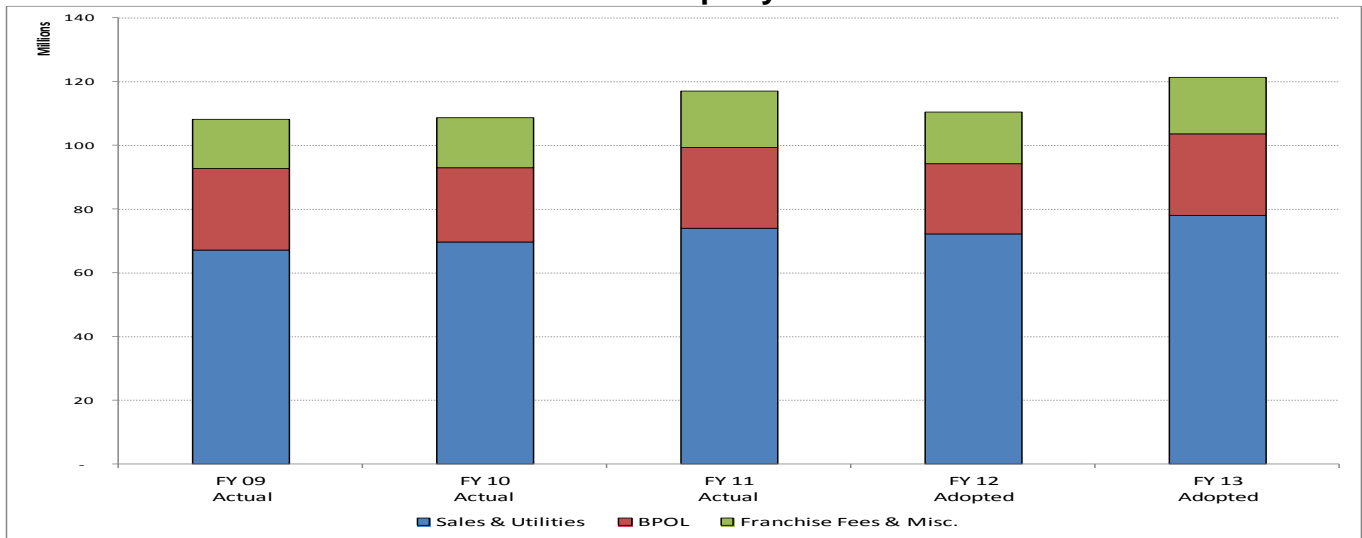
Forecasts for both real and personal property tax revenues are developed in consultation with the County Assessor, the Commissioner of the Revenue, the Clerk of the Circuit Court, and the County Treasurer. Forecasts are based on current estimates of respective tax bases, coupled with forecasts of growth or decline. Forecasts incorporate historical analysis, expected growth and business activity, and information regarding broader trends in market values. For real property, the County's automated assessment system serves as a crucial tool in the analysis of ongoing reassessment trends and the current status of the County's total valuation. Assessment data is consolidated in the County's automated Land Management Information System. Taxable assessments are adjusted for deferrals, new construction forecasts, tax relief programs, and the tax collection rate, prior to developing revenue forecasts for the Fiscal Year. The Fiscal Year 2013 (July 1, 2012 to June 30, 2013) forecast combines the forecasts for Tax (Calendar) Year 2012 and Tax (Calendar) Year 2013.

For vehicles, valuation data from the National Automobile Dealers' Association, fuel prices, and new vehicle registration trends are evaluated to provide a basis for the forecast for Tax Year 2012 and 2013.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Local Non-Property Taxes



Local non-property tax revenue includes a variety of local tax revenues independent of general property taxes. Local non-property taxes can be divided into three groups: Sales and Utilities; Business, Professional and Occupational License Taxes; and Franchise Fees/Miscellaneous.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Local Non-Property Taxes - Total					
Sales & Utilities	\$67,234,194	\$69,817,121	\$67,352,000	\$72,309,960	\$77,953,000
BPOL	25,552,291	23,076,921	23,796,000	22,024,000	25,780,830
Franchise Fees & Miscellaneous	15,422,766	15,804,803	14,969,000	16,204,140	17,574,470
Total – Local Non-Prop. Taxes	\$108,209,251	\$108,698,845	\$106,117,000	\$110,538,100	\$121,308,300

Sales and Utilities Taxes

The largest single type of local non-property tax is the local sales and use tax, which is derived from one-fifth of the 5% State sales tax on retail sales in the County. Local sales tax revenue is budgeted at \$56.8 million in FY 2013. Sales tax revenue has been increasing as the economy emerges from the recession and revenue is expected to continue to grow in FY 2013.

For utilities taxes, the Commonwealth's communications tax structure has an impact on the FY 2013 budget. Effective January 1, 2007, a set of statewide communications taxes replaced a number of state and local communications taxes and fees. Local revenues from these taxes are shown by the communications tax line. These taxes include a communications sales and use tax (5% of sales), an E-911 tax on landline telephone services (\$0.75 per access line), and a public rights-of-way use fee for cable television providers (\$0.75 per access line). These taxes are administered by the State, which returns revenues to localities. The County receives a fixed percentage, 2.78% of Commonwealth collections for state-wide communications taxes less an administrative fee.

The County continues to levy a tax on non-communication consumer utility purchases, such as natural gas and electricity. Consumers pay these taxes on a monthly basis to their utility companies. The collected revenue is subsequently remitted to the County. Consumer utility tax rates vary based on the type of user, as follows:

User Category	Monthly Tax Rate
Natural Gas	
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
Electricity	
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



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

LOCAL NON-PROPERTY TAXES

In addition to consumer utility taxes, there are also consumption taxes on natural gas and electricity. These taxes, which replaced an earlier tax, were instituted in response to utility industry deregulation. FY 2010 receipts for Cellular tax were the result of collections for a prior year when the tax was still collected by the county.

Local Non-Property Taxes - Sales & Utilities	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Local Sales & Use Taxes	\$47,342,934	\$49,729,614	\$53,832,926	\$51,612,960	\$56,619,390
Electric Utility Consumption Tax	940,568	992,213	1,077,912	1,011,000	1,086,360
Natural Gas Utility Consumption Tax	202,216	200,475	208,054	204,000	219,380
Cellular Tax-Mobile Communications Tax	0	1,909	0	0	0
Consumers Utility Tax-Electric	4,766,142	4,847,918	5,049,464	4,940,000	5,350,260
Consumers Utility Tax-Natural Gas	1,840,327	1,867,807	1,784,571	1,903,000	2,027,310
Communications Tax	12,142,007	12,177,185	12,116,915	12,639,000	12,650,300
Subtotal - Sales & Utilities	\$67,234,194	\$69,817,121	\$74,069,842	\$72,309,960	\$77,953,000

Business, Professional and Occupational License Tax

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield \$25.8 million in FY 2013. BPOL tax rates vary according to the category of business. An individual business' obligations are calculated by applying the appropriate rate to its gross receipts from the preceding calendar year. Beginning in FY 2000, those businesses with annual gross receipts less than \$200,000 became exempt from the gross receipts component of the BPOL tax; however, these businesses still pay an annual fee of \$30. BPOL rates are listed with the categories' budgeted revenues. Beginning in FY 2008, application fees were distributed to each BPOL business category rather than shown as a separate budget line. In FY 2013, a line for delinquent and appealed BPOL taxes has been added.

Local Non-Property Taxes - BPOL	BPOL Tax Rate	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Amusements	\$0.21/\$100	\$59,754	\$66,122	\$68,043	\$60,000	\$60,000
Business service occupations	0.17/100	6,903,167	6,101,590	7,070,771	6,000,000	7,865,430
Personal service occupations	0.23/100	901,111	1,089,594	1,034,866	1,000,000	1,010,000
Contractors & contracting	0.13/100	5,345,561	3,730,029	3,979,125	3,500,000	3,500,000
Hotels & motels	0.23/100	364,053	273,645	319,498	275,000	335,000
Professional & specialized	0.33/100	1,887,529	1,880,654	1,914,559	1,750,000	2,000,000
Renting by owner	0.16/100	949,841	990,752	1,048,149	900,000	1,150,000
Repair service occupations	0.16/100	335,788	317,519	422,995	300,000	473,000
Retail merchants	0.17/100	5,713,752	5,560,257	6,066,646	5,500,000	6,500,000
Wholesale merchants	0.05/100	772,102	734,706	829,511	725,000	950,000
Money lenders	0.16/100	10,578	15,504	20,608	15,000	311,400
Coin operated machines ¹	150	500	500	315	500	500
Fortune tellers and related	500/year	0	500	0	500	500
Itinerant merchants	500/year	13,260	11,250	13,900	11,000	11,000
Short-term rentals	0.20/100	224,068	201,386	214,424	225,000	225,000
Retail merchants/cert str	0.20/100	70,285	66,580	67,522	65,000	65,000
Business svcs./aircraft leases	0.05/100	31,951	58,282	33,917	55,000	55,000
Consumer utility licenses	0.50/100	899,020	815,683	1,005,296	800,00	1,075,000
Computer services	0.15/100	796,466	818,451	846,086	500,000	850,000
Research & development	0.03/100	31,836	33,544	41,807	30,000	30,000
Satellite imaging services	0.15/100	107,665	82,130	108,503	80,000	80,000
Delinquent BPOL & Appeals ²	N/A	N/A	N/A	N/A	N/A	(1,000,000)
Penalties, interest & cost	N/A	134,004	228,243	248,961	232,000	234,000
Subtotal - BPOL		\$25,552,291	\$23,076,921	\$25,355,442	\$22,024,000	\$25,780,830

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

² Beginning in FY 2013, revenues and costs attributed to delinquent and appealed BPOL taxes has been added.



LOCAL NON-PROPERTY TAXES

Franchise Fees & Miscellaneous Taxes

The County receives motor vehicle license taxes for the issuance of decals by the Office of the Treasurer, in connection with enforcement of the County's personal property tax program. As part of the FY 2004 budget process, the Board of Supervisors increased the fees for automobiles from \$24 to \$25 and, motorcycles from \$15 to \$16.

Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County (outside of towns). Bank franchise taxes increased during FY 2010 due to mergers changing the eligibility of branches for the tax. Higher collections in FY 2011 represented payment timing not deposit increases.

Recordation taxes are levied on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that are required to be admitted as matters of record to the Clerk of the Circuit Court. Taxes on wills are levied on matters of probate. These revenues are collected by the Clerk of the Circuit Court and remitted to the General Fund. The recordation tax rate is set by State Code at one-third of the State tax rate, and therefore increased from \$0.05 to \$0.083 per \$100 value in September 2004, when the State's rate increased from \$0.15 to \$0.25.

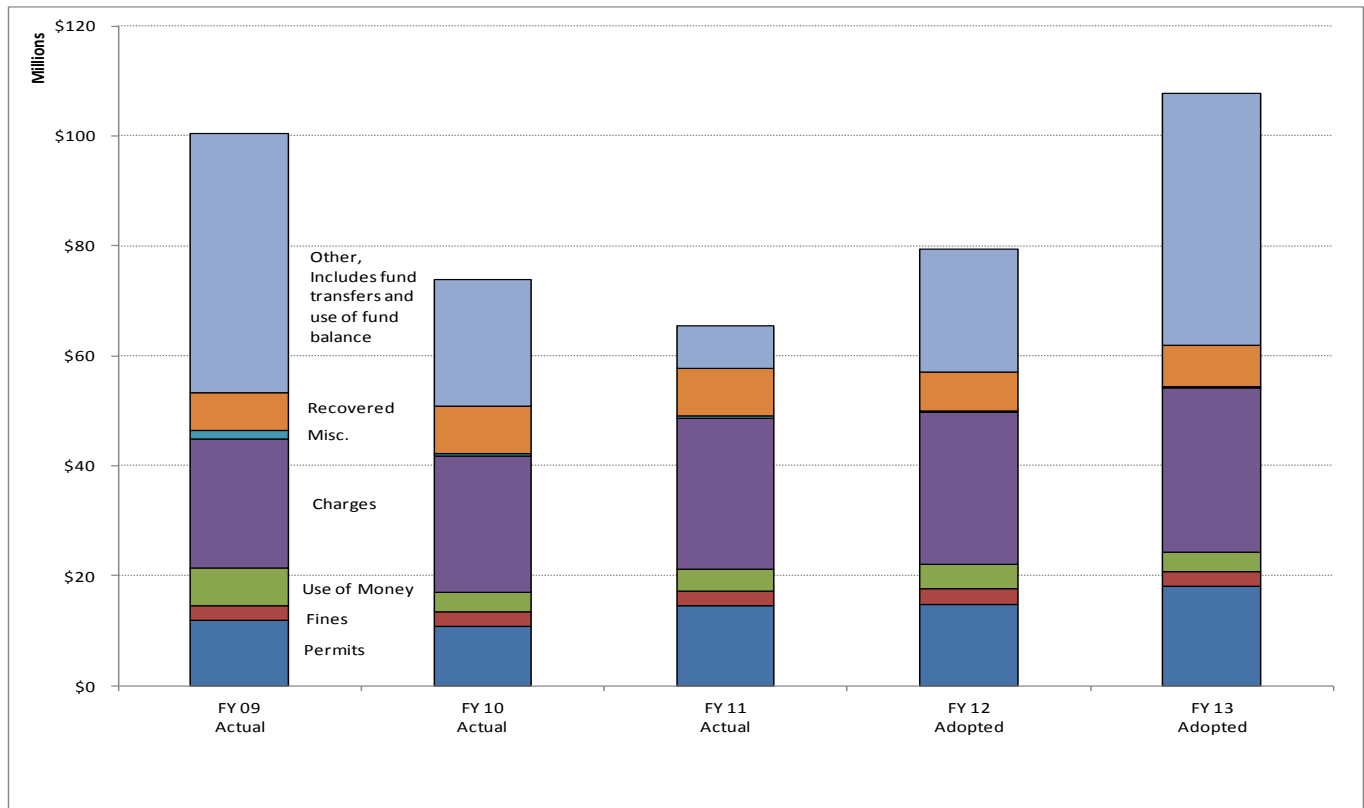
Hotel and motel taxes include a portion of the transient occupancy tax levied on limited-stay facilities. Of the 5% tax, 2% is allocated to the General Fund. The remaining 3% is deposited in the Restricted Use Transient Occupancy Tax Fund. A discussion of this fund may be found in the Other Funds section of this document.

Local Non-Property Taxes - Franchise Fees & Miscellaneous	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Motor vehicle licenses	\$5,313,627	\$5,486,330	\$5,663,926	\$5,500,000	\$5,800,000
Temporary motor vehicle licenses	195	13	0	0	0
Bank franchise taxes	585,119	1,098,270	2,015,493	1,400,000	1,100,000
Recordation taxes	7,259,709	7,287,296	7,798,769	7,204,140	8,543,470
Taxes on wills	34,946	33,341	33,489	45,000	45,000
Hotel & motel room taxes	<u>2,229,170</u>	<u>1,899,553</u>	<u>2,017,841</u>	<u>2,055,000</u>	<u>2,086,000</u>
Subtotal - Franchise Fees & Misc.	\$15,422,766	\$15,804,803	\$17,529,518	\$16,204,140	\$17,574,470



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Other Local Sources of Revenue



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

Other Local Sources of Revenue - Total¹

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Permits & Privilege Fees ²	\$11,844,640	\$10,791,657	\$13,416,000	\$14,679,700	\$18,052,170
Fines & Forfeitures	2,545,492	2,539,918	2,899,000	2,912,150	2,691,890
Use of Money & Property	7,056,756	3,566,339	3,090,000	4,370,680	3,549,390
Charges for Services ³	23,339,911	24,739,243	26,138,000	27,654,580	29,757,600
Miscellaneous Revenue	1,606,807	601,040	370,000	370,830	381,430
Recovered Costs	6,846,218	8,528,732	7,386,000	7,012,690	7,346,150
Other Financing Sources	47,231,496	23,153,973	8,037,000	22,296,550	45,990,790
Total – Other Local Revenue	\$100,471,32	\$73,920,902	\$61,335,000	\$79,297,180	\$107,769,420

¹ Components for FY 2012 and FY 2013 may not equal sums because of rounding. ^{2,3} Permits and Charges details are found on pages (18-20).

Permits and Privilege Fees

Permit and privilege fees include a variety of revenues associated with the collection of fees, permits and licenses. Land development fees constitute the preponderance of revenue allocated to this group. Revenues associated with the licensing of various facilities and domestic animals also are posted to this category.

During FY 2011, the Board of Supervisors approved several changes in the ministerial land development application fees administered by the Department of Building and Development. Several new fees were adopted and a number were revised effective in the second half of FY 2011. These changes were based on a study of the activities required to process each specific fee application. Overall, these new and increased fees continue to generate significant additional revenues and along with increased permit activity have led to increases in the FY 2013 budget.



Other Local Sources of Revenue

Fines and Forfeitures

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

<u>Fines & Forfeitures¹</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Court fines & forfeitures	\$2,113,787	\$2,138,855	\$2,085,104	\$2,267,000	\$2,000,000
Fire lane violation fines	127,109	120,363	114,720	126,650	121,650
Dulles airport pkg. & traffic fines	138,068	117,008	120,391	140,000	140,000
Parking fines	141,473	122,664	118,285	100,000	100,000
Animal law violation fines	4,380	8,133	4,776	3,000	3,000
Zoning violations	9,843	20,824	30,032	21,000	45,000
Environmental health violation fines	0	3,000	326	0	0
Overdue book fines	0	0	221,160	244,000	271,740
Interest (late payments on tickets)	10,832	9,071	10,975	10,500	10,500
Total - Fines & Forfeitures	\$2,545,492	\$2,539,918	\$2,705,769	\$2,912,150	\$2,691,890

¹ Components for FY 2012 and FY 2013 may not equal sums because of rounding.

Use of Money and Property

This category includes revenue received from the investment of General Fund balances. In addition, revenue is received from the rental of County facilities for public use and from the sale of concessions at various events. Interest income in FY 2013 is expected to be less than in years prior to FY 2011 because of interest rates are forecast to remain low.

<u>Use of Money & Property</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Interest on investments	\$5,929,540	\$2,353,675	\$1,831,144	\$1,600,000	\$1,100,000
Interest on loans	2,546	2,334	2,722	2,550	2,546
Rental of general & school prop.	70,997	98,383	1,091,008	1,301,570	823,410
Rental of recreational property	982,875	989,087	972,535	1,153,060	1,354,310
Concession rentals/commissions	4,452	3,707	7,382	14,030	14,030
Sale of materials and supplies	65,932	34,426	35,815	37,870	35,790
Sales of meals to non-prisoners	414	121	43	300	150
Sale of artwork	0	1,228	901	0	0
Sale of Concessions	0	83,378	89,374	212,890	219,160
Total - Use of Money & Property	\$7,056,756	\$3,566,339	\$4,030,924	\$4,370,680	\$3,549,390

Charges for Services

The County collects fees for a wide range of services provided to various customers. Fees are collected for court activities, day care and health services, emergency activities, parks and recreation programs, sales of County maps, animal control programs, and disposal of waste at the County landfill. See pages 19-20 for additional details.

Revenue posted to this category is administered by a cross-section of the County government. Fees associated with serving notice of court appearances are posted by the Office of the Sheriff. Treatment programs are administered by the Department of Mental Health, Substance Abuse & Developmental Services, while parks, recreation and day care programs are administered by the Department of Parks, Recreation and Community Services. The Department of Animal Services administers the County's animal adoption, neutering and protection programs, while the Office of Mapping and Geographic Information oversee the maintenance and sale of maps from the County's Geographic Information System database.



Other Local Sources of Revenue

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

Excess of court officers payments received by the Clerk of the Circuit Court were reduced for FY 2010 due to a distribution formula change implemented by the Commonwealth. This reduction continues for FY 2012.

In all cases, revenue estimates for this category incorporate a combination of historical trends analysis and projected increases in the agencies' client base.

Details are found in the Charges for Services table in the *Additional Revenue Details* section.

Miscellaneous Revenue

Revenues are allocated to this category if they do not belong in another local revenue category. Other revenues included in this group include monetary gifts from private donors (typically made to County libraries, community centers, or recreation programs), collection charges on returned checks, and reimbursement by individual users for damage to County library material.

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<u>Miscellaneous Revenue</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Miscellaneous revenues	\$1,155,958	\$172,822	\$153,363	\$203,280	\$126,1230
Primary Fees	0	0	3,902	0	0
Gifts & donations from private sources	306,148	237,777	149,586	29,320	28,860
Development Contribution-Proffer-Cash	8,378	0		0	0
Sale of property & non fixed assets	72,181	127,405	45,109	80,000	65,000
Returned check fees	17,468	14,170	16,092	12,500	12,500
Payments for damage to books	46,672	48,866	27,345	45,240	48,450
DMV collection fees	0	0	0	500	500
Rebate-Build America Bonds	0	0	0	0	100,000
Solar Renewable Credits	0	0	2,200	0	0
Total - Miscellaneous Revenue	\$1,606,807	\$601,040	\$397,597	\$370,830	\$381,430



Other Local Sources of Revenue

Recovered Costs

The County receives reimbursements from other entities for services performed on their behalf. For example, fees are collected from the State for housing prisoners convicted under State law in the County's detention facilities. In addition, incorporated municipalities within the County provide reimbursements for services provided in support of municipal elections, criminal prosecutions, extraditions and other county issues. The County receives the majority of payments in this category from insurance companies and the Federal government for medical services provided under the auspices of County programs.

<u>Recovered Costs</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Housing prisoners – Federal	\$54,100	\$70,705	\$88,170	\$50,000	\$89,000
Housing prisoners – State	446,478	375,468	365,556	237,100	575,000
Housing Prisoners – other	96,787	84,436	192,437	95,000	95,000
Costs for town elections	0	21,708	0	0	0
Facility Supervisors – PRCS	69,008	150,014	124,197	10,000	10,000
Extraditions - Supreme Court	58,498	34,715	36,186	25,000	35,000
Charges by insurance	298,530	289,610	335,674	326,500	356,500
Soil Water Conservation District	419,934	381,396	302,229	306,900	306,900
Juvenile detention contracts	68,255	100,375	100,375	88,330	88,330
Juvenile detention per diem	76,634	91,768	101,112	35,000	35,000
Central MHSADS services	45,631	33,680	34,170	35,000	35,000
Costs for protective services	303,804	358,117	493,699	285,000	300,000
Comprehensive Services Act	53,734	71,920	44,516	78,240	78,240
Medicaid cost recoveries	3,624,514	4,286,429	4,998,094	4,360,540	4,906,310
Loudoun Hospital	18,075	13,005	9,094	13,000	13,000
HIDTA substance abuse prevention	0	0	0	7,500	0
Central capital vehicle replacement	1,013	1,351	1,129	0	0
Miscellaneous recoveries	<u>1,211,223</u>	<u>2,164,035</u>	<u>1,748,000</u>	<u>1,059,580</u>	<u>422,870</u>
Total - Recovered Costs	\$6,846,218	\$8,528,732	\$8,637,505	\$7,012,690	\$7,346,150



Other Local Sources of Revenue

Other Financing Sources

The County receives revenue from the sale of assets and issuance of bonds and leases for capital and facilities improvements. This category also includes transfers from various other funds. For FY 2012, transfers will be made from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund, Transient Occupancy Tax (TOT) Fund, the Capital Projects Fund, the Debt Service Fund, the Local Gasoline Tax Fund, and the Self Insurance Fund. The Self Insurance Fund transfer accounts for the previously established reserve for anticipated state mandated increases in employer contributions to the Virginia Retirement System for Loudoun County Public Schools. Funding for the County's capital project management activities are shown as a transfer from the Capital Projects Fund to the General Fund. Expenses associated with these funds are found in the Capital Improvement Program, Debt Service and Other Funds sections of the FY 2013 Adopted Fiscal Plan – Volume 2.

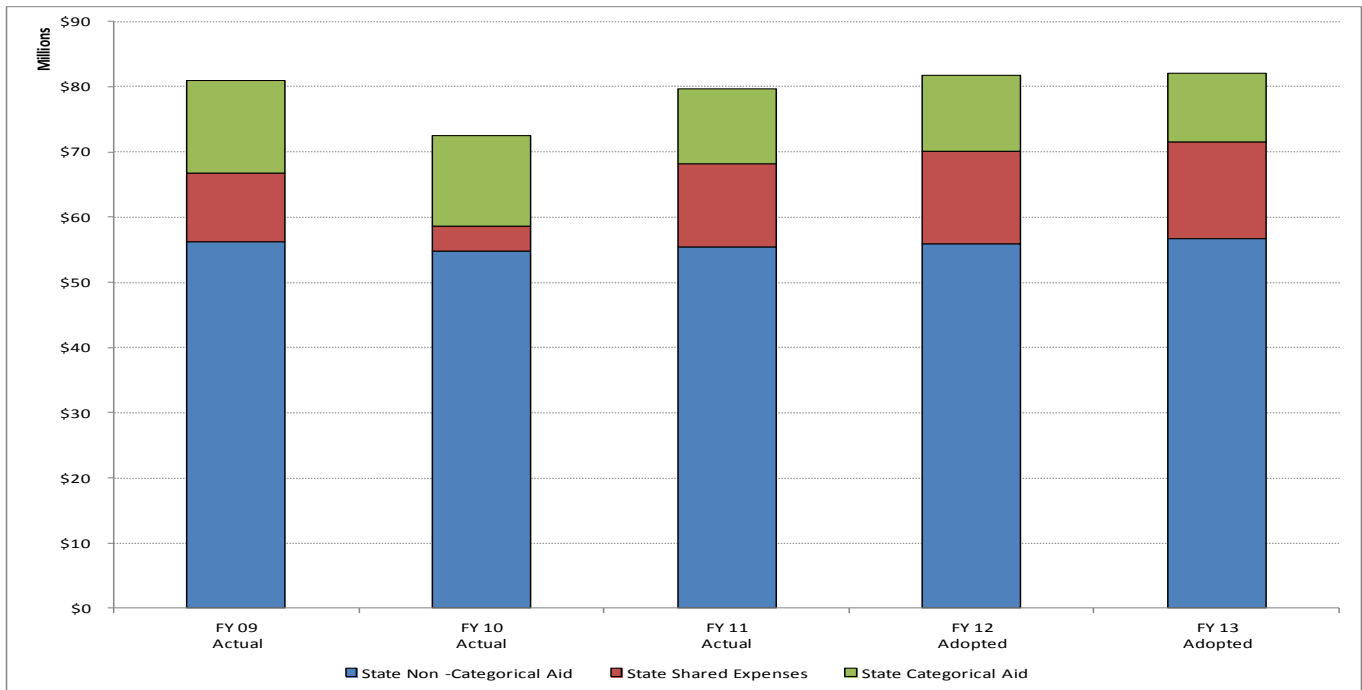
The use of prior year carryover (fund balance) from FY 2011 for FY 2013 is for one time funding requirements in this year's budget.

Other Financing Sources/Non-Revenue Receipts	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Sale Of Land	\$2,100,300	\$0	\$0	\$0	\$0
Sale Of Machinery & Equipment	20,000	4,014	300	0	0
Repayment Of Loans/Principal Only	8,165	5,368	205,233	0	0
Transfers from General Fund	0	409,601		0	0
Transfers from School Fund	14,651,367	10,440,778		0	0
Transfers from CSA Fund	183,000	183,000	183,000	183,000	183,000
Transfers from TOT Fund	606,249	725,441	581,560	802,870	788,290
Transfers from Community Dev. Fund	0	0	12,153	0	0
Transfers from Capital Projects Fund	743,857	4,099,957	4,029,982	4,342,570	4,198,630
Transfers from Capital Asset Fund	0	0	3,411	0	0
Transfers from Open Space Fund	0	0	81,250	0	0
Transfers from Debt Service Fund	13,062,190	5,710,801	585,000	90,000	90,000
Transfers from Self Insure. Fund	1,567,003	0	0	0	0
Transfers from School Self Insure. Fund	12,342,563	0	0	0	0
Transfers from Public Facilities Trust	0	0	214,314	0	0
Transfers from Animal Trust Fund	163,525	21,237	6,020	0	0
Transfers from Local Gasoline Tax Fund	1,783,277	1,553,776	1,858,279	3,378,110	3,727,540
Transfers from Self Insurance Fund	0	0	0	0	10,000,000
Prior year carryover	0	0	0	13,500,000	27,003,340
Total - Other Financing Sources	\$47,231,496	\$23,153,973	\$7,760,502	\$22,296,550	\$45,990,790



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Commonwealth Aid



Payments from the Commonwealth to the County are divided into three functional categories: (1) State Non-Categorical Aid, (2) State Shared Expenses and (3) State Categorical Aid. These are described below.

Commonwealth Aid Total

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
State Non-Categorical Aid	\$56,170,800	\$54,729,338	\$55,380,301	\$56,305,000	\$56,773,910
State Shared Expenses	10,640,500	3,935,483	12,869,676	13,258,000	14,742,180
State Categorical Aid	14,180,695	13,779,545	11,396,891	11,146,000	10,548,360
Total Commonwealth Aid	\$80,991,995	\$72,444,366	\$79,646,868	\$80,709,000	\$82,064,450

State Non-Categorical Aid

The State provides general support to localities through a variety of revenue generating mechanisms. The County receives a 3% tax on mobile home title filing and 50% of the revenue collected by the Clerk of the Circuit Court for the filing of deeds of property. In lieu of personal property tax revenue, the County receives a 4% daily vehicle rental tax (formerly referred to as sales and use tax) on vehicles rented within the County.

This category also includes reimbursements from the State for implementation of the personal property tax reduction on private vehicles. The 2004 General Assembly changed this program by adopting a \$950 million statewide cap on reimbursements starting in 2006. FY 2007 was the first full fiscal year with this cap in place. The amount of revenue coming to Loudoun will be the same each year (\$48.1 million).

The State also continues to require localities to fund the Line of Duty insurance program in FY 2013. In previous years the costs for this program were borne by the state. Anticipated Line of Duty costs are \$102,000 for FY 2013.

State Non-Categorical Aid

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Motor vehicle carriers taxes	\$7,451	\$2,785	\$5,865	\$4,000	\$4,000
Mobil home titling taxes	3,925	4,938	2,555	0	0
Taxes on deeds	2,054,576	1,969,328	1,962,607	1,969,000	2,327,900
Daily vehicle rental tax	7,023,515	5,670,326	6,473,006	6,000,000	6,473,010
State property tax reimbursement	48,070,701	48,071,000	48,071,000	48,071,000	48,071,000
State Revenue Reductions	(989,368)	(988,740)	(1,134,433)	(102,000)	(102,000)
Total - State Non-Categorical	\$56,170,800	\$54,729,338	\$55,380,301	\$55,942,000	\$56,773,910



COMMONWEALTH AID

State Shared Expenses

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

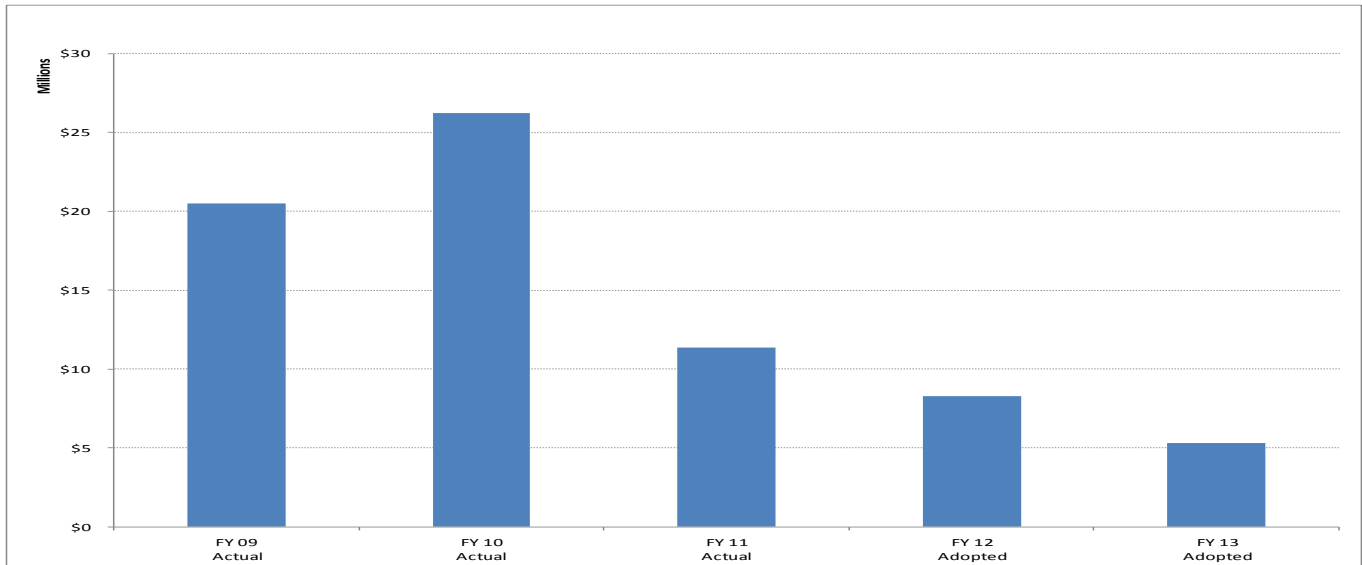
State Shared Expenses	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Commonwealth's Attorney	\$817,728	\$771,848	\$786,470	\$753,330	\$753,330
Sheriff's Office	7,957,172	1,386,296	10,188,191	11,908,370	12,432,390
Commissioner of the Revenue	390,873	339,831	320,314	306,460	320,000
Treasurer's Office	398,065	344,805	313,568	295,170	295,170
Registrar's Office	92,290	82,186	73,297	79,110	79,110
Electoral Board	17,465	15,221	13,229	15,130	15,130
Clerk of the Circuit Court	966,907	995,296	984,107	847,060	847,060
Technology Fund	\$0	\$0	\$190,500	\$0	\$0
Total - State Shared Expenses	\$10,640,500	\$3,935,483	\$12,869,676	\$14,204,620	\$14,742,180

State Categorical Aid

The County receives a variety of grants and other revenues that have been designated for specific purposes. Annual revenue estimates are developed by the administering departments based on the latest information available. Lottery proceeds for schools, shown by the Non-Departmental revenue line, are budgeted at \$0 for FY 2012 based on the Commonwealth budget. In FY 2012, \$706,529 of the State Categorical Aid budget was shifted from the General Fund to the new State/Federal Grant Fund to improve accountability for specific grants. These revenues are shown for each county department in the State Categorical Aid Table on page 21 the *Additional Revenues Detail* section at the end of the General Fund Revenue chapter.



Federal Payments



Payments from the Federal government to the County are divided into two categories: (1) Payments in Lieu of Taxes and (2) Federal Categorical Aid. These sources of revenue are described below.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Federal Payments – Total					
Payments in lieu of taxes	\$2,863	\$2,909	\$2,975	\$1,800	\$1,800
Federal categorical aid	20,503,479	26,234,037	11,376,605	8,276,970	5,330,090
Total – Federal Payments	\$20,506,342	\$26,236,946	\$8,714,000	\$8,278,770	\$5,331,890

Payments in Lieu of Taxes

The County receives a payment from the Federal Bureau of Land Management for tax-exempt parcels owned by the National Park Service.

	FY 2009 Actual	FY 10 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Payments in Lieu of Taxes					
Fed owned entitlement land	\$2,863	2,909	\$2,975	\$1,800	\$1,800
Total - In Lieu of Taxes	\$2,863	\$2,909	\$2,975	\$1,800	\$1,800

Federal Categorical Aid

Federal aid received by the County is principally of the categorical type. The majority of these grants are administered by the Department of Family Services. Other departments administering substantial grants in FY 2012 include: Mental Health, Substance Abuse & Developmental Services; and Parks, Recreation and Community Services. It should be noted that additional federal funding flowed into the County FY 2009 and FY 2010 as a result of stimulus funding under the American Recovery and Reinvestment Act (ARRA). In FY 2012, \$286,259, of the State Categorical Aid budget was shifted from the General Fund to the new State/Federal Grant Fund to improve accountability for specific grants. These revenues are shown for each County department in the *Additional Revenues Detail* section on page 21 at the end of the General Revenue Fund chapter.

Additional Revenue Details

The following tables describe the details of actual and budget revenues for Permits and Privilege Fees, Charges for Services, State Categorical Aid, and Federal Categorical Aid.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<u>Permits & Privilege Fees</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Dog licenses	\$228,315	\$296,702	\$378,985	\$232,560	\$368,420
Kennel application fees	601	350	400	1,100	800
Vicious and dangerous dog license	2,050	3,700	3,000	2,200	2,500
Pet shops and dealer fees	0	0	0	0	200
Hydro-geologic reviews	300	0	0	0	0
Site plan revision fees	104,900	123,008	49,500	0	2,750
Rural site plan fees	2,300	4,600	0	10,100	21,110
As-built submission fees	64,755	37,500	32,400	36,200	23,870
Soils map reviews/mapping fees	7,800	21,866	19,994	3,200	37,580
LDA-base density division	3,968	19,620	4,360	38,290	16,780
Remote Access fees	0	25,093	33,580	0	145,000
Pawn broker license fees	0	0	0	100	100
Final development plan fees	34,182	21,542	21,382	25,700	19,120
Alcohol Permit Fee	0	500	500	0	0
Land use tax application fees	56,399	47,030	115,385	150,000	75,000
Transfer fees	10,786	99,915	9,473	10,700	10,000
Easements	0	0	35,720	144,760	131,750
Zoning permits	274,950	271,665	760,760	443,600	1,024,840
Special exception sign development plan	0	0	5,120	0	22,330
Commission permits	(2,309)	34,950	20,970	39,710	55,850
Building permits	6,124,987	5,708,088	7,196,322	8,039,100	8,264,030
Electrical permits	375,650	405,350	432,345	471,400	481,410
Plumbing permits	313,570	318,800	427,415	422,000	645,050
Zoning Correspondence	0	0	12,105	201,900	41,530
Mechanical fees	186,675	192,755	231,800	239,700	302,540
Septic Tank permits	60,150	38,150	35,050	40,000	40,000
Sign zoning permits	0	0	42,375	0	69,230
Occupancy permits	71,950	71,880	189,490	83,900	364,230
Erosion & sediment control permits	677,500	598,997	559,956	554,200	565,020
Solicitor permits	4,470	5,565	4,125	4,400	4,400
Weapons permits	41,993	2,731	0	5,000	33,000
Fire permits	\$313,630	313,987	332,245	381,300	336,030
Refuse vehicle hauling licenses	11,860	11,620	11,770	12,000	12,000
Sanitation & water permits & fees	25,468	35,450	28,574	36,000	36,000
Swimming pool permits	52,220	49,940	50,600	48,950	48,950
Mixed beverage licenses	41,485	59,880	49,335	60,000	60,000
Sanitation licenses	14,200	11,360	11,360	14,200	14,200
Water Supply licenses	3,900	3,989	4,754	4,000	4,000
Going out of sale permits	40	0	129	100	100
Bond reduction processing fees	58,120	33,805	56,010	97,100	50,960
Construction plan review fees	256,706	237,804	503,057	370,600	620,250
Healthland sites evaluation	4,423	1,036	3,948	2,000	2,000
Road dedication plats	49,848	47,845	49,002	95,360	52,730
CAAM certification of approp. amd.	0	0	181	0	30
Rezoning in Rt 28 district	4,760	2,380	11,900	9,520	24,920
Special exception error in bldg. loc.	0	0	920	1,400	1,400
Minor special exception	1,870	8,580	1,497	17,200	25,160
Solid waste facility permits	24,512	14,500	16,500	19,200	17,500
Precious metal and gem license	600	1,400	1,200	1,400	1,200
Massage parlor fees	11,700	27,600	18,130	15,000	19,000
Rezoning	189,904	82,679	132,577	218,700	178,220
Rezoning modification	90,218	(4,326)	13,310	64,730	9,840
Zoning concept plan amendments	93,702	96,926	64,883	99,810	95,540
Special exceptions	68,030	156,431	179,894	236,370	165,310
Floodplain alterations	35,792	21,738	31,973	22,400	1,560
Variances	0	1,400	805	2,600	2,650
Appeals	2,450	3,150	5,249	5,500	1,070
Preliminary subdivisions	118,832	48,170	262,488	80,500	151,040
Preliminary record subdivisions	31,647	35,894	15,106	25,200	14,720
Record subdivisions	182,723	163,667	324,091	135,800	317,900
Family subdivisions	4,210	2,330	1,880	6,500	6,650
Subdivision wavier	16,569	21,800	18,145	11,000	30,930
Subdivision exceptions	1,490	0	12,010	36,500	33,250



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Permits & Privilege Fees,
Continued.....**

	FY 2009 Actual	FY 10 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Boundary line adjustments	\$33,060	\$24,795	\$47,755	\$41,700	\$125,980
Final site plans	215,103	146,932	225,103	163,100	422,430
Site plan amendments	101,400	65,500	193,830	94,200	506,060
Certificate of appropriateness	1,170	1,380	1,021	1,200	980
False alarm fees	265,741	162,462	211,612	275,000	159,000
Floodplain study fees	23,600	7,600	12,650	5,500	5,600
Replacement well fees	300	800	1,506	500	500
Well & septic re-inspection fees	550	1,275	2,350	1,500	1,500
Boca clearance fees	9,550	9,175	9,575	11,000	11,000
Technical sewage plan review fees	5,400	8,100	7,050	5,250	5,250
Percolation test monitoring fees	50	0	200	1,000	1,000
Sewage treatment plant insp. fees	225	75	0	0	0
Bond final release fees	194,320	133,401	130,255	126,900	130,560
Bond final release re-inspection fees	0	1,930	2,490	7,800	7,800
Bond extension fees	403,270	204,800	214,585	265,800	185,440
Agricultural district withdrawal fees	0	500	0	0	0
FSM waiver fees	28,250	18,750	47,260	28,100	80,090
Overlot grading fees	205,800	252,880	501,350	320,600	705,425
Additional revenue – not yet classified	0	0	0	0	600,000
Total - Permits & Privilege Fees	\$11,844,640	\$10,791,657	\$14,444,627	\$14,679,700	\$18,052,170

Charges for Services

	FY 2009 Actual	FY 10 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Freedom of information fees	\$4,651	\$3,257	\$3,531	\$2,550	\$2,600
Loss of summons copy	50	25	15	50	50
ATF form	2,490	1,550	2,185	2,350	2,050
Good conduct letter	520	380	520	400	400
Incident reports	3,135	2,195	1,880	3,000	1,800
Excess of court officers	1,443,984	855,155	778,995	800,00	875,000
Sheriff's fees	7,907	7,907	7,907	8,000	7,910
Costs collected in court cases	114,738	137,612	208,351	145,000	145,000
Commonwealth's attorney fees	3,369	3,511	6,026	0	0
Street light charges	1,440	3,533	(534)	0	0
Waste & refuse/collection & discharge	2,778	104	40	0	0
Courthouse security fees	306,235	578,160	584,016	575,000	570,000
DMV license agent commissions	45,359	66,423	68,668	60,000	60,000
Well & septic evaluation charges	3,740	3,740	3,190	5,300	5,300
Residential service fees	300,350	294,135	314,341	270,800	268,800
Outpatient clinic fees	131,080	134,323	143,424	166,000	139,000
Day treatment clinic fees	6,107	8,234	5,907	8,500	8,500
Parent-infant development fees	35,073	30,299	36,641	40,000	40,000
Sale of medication, drugs, etc.	9,207	5,698	4,684	13,500	13,500
Aftercare service fees	5,944	12,788	14,798	12,000	12,000
Court evaluation charges	61,735	65,601	57,014	67,000	67,000
Substance abuse counselor fees	83,054	91,272	94,768	110,000	110,000
Emergency service fees	10,541	9,700	9,299	10,000	10,000
Cafeteria sales	16,994	16,962	11,050	22,540	22,540
Recreation fees	953,471	606,404	646,869	516,830	500,970
Community center fees	1,626,466	1,781,049	1,819,050	1,532,090	1,536,770
Swimming pool fees	269,540	271,166	261,059	352,310	312,780
League sports fees	248,991	254,662	233,810	319,580	319,580
Group events fees	451,713	511,034	543,931	298,340	302,900
Transportation fees for group events	38,187	42,123	65,537	78,160	78,160
After school activity fees	4,416,330	4,852,952	5,123,223	5,462,530	5,771,530
Summer camp fees	1,301,165	1,680,625	1,793,422	2,046,500	2,085,733
Admission charges	852,834	855,682	847,666	1,076,190	1,072,730
Inter library loans fees	4,792	5,615	5,508	5,000	5,550
Sales of maps, surveys, plats, etc.	3,547	2,444	2,164	1,800	1,600
Sales of publications	78,831	65,545	83,762	70,460	59,900
Sales of cartographic maps	3,345	2,575	3,163	3,240	1,930
Sales of digital data	7,158	5,304	7,090	5,150	13,480
Sales of special cartographic maps	1,638	2,034	1,035	570	680
Animal protection charges	14,880	12,319	16,552	25,200	25,200
Board of animals	14,948	17,020	8,835	11,000	11,000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Charges for Services,
Continued.....**

	FY 2009	FY 10	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Animal adoption fees	\$25,463	\$17,175	\$24,506	\$37,700	\$37,700
Animal neuter & spaying fees	22,970	18,098	17,681	25,000	25,000
Tournament fees	40,539	8,132	772	55,020	55,020
Record check charges	5,712	5,219	5,215	6,800	5,800
Accident report charges	22,896	24,538	23,449	23,000	23,000
Fingerprinting charges	4,119	4,392	5,014	4,950	5,600
Clerk of court copy fees	38,012	40,327	35,081	45,000	45,000
Sheriff processing fees	54,025	51,977	43,592	50,000	45,000
Youth Sports User Fee	0	0	482,208	0	747,450
DNA sample of felons fees	1,294	1,605	1,761	1,200	1,800
Respite care fees	146,702	218,863	244,020	237,230	237,230
Hydrogeologic fees	871	0	871	2,000	2,000
House arrest fees	780	3,720	2,055	800	2,100
Daycare fees	931,945	921,057	876,617	1,085,770	1,267,540
Information services fees	759	561	484	0	530
Preschool fees	1,721,274	1,708,861	1,919,068	2,183,390	1,961,350
Court fine collection charge	0	111,504	241,200	200,000	200,000
Commuter bus	4,966,833	5,643,932	6,893,452	6,732,960	7,580,520
Sale-recyclable/scrap metal	122,413	97,822	127,466	60,100	55,000
Sale-recyclable/waste oil/batt/antifreeze					365,000
Landfill-construction	0	0	17,517	0	0
Landfill fees - municipal waste	(120,239)	235,402	254,067	205,620	45,000
Rebate - recycled paper	32,314	10,154	67,492	17,500	30,000
Joblink fees	0	0	0	500	500
Case management fees	21,778	33	19,458	68,890	32,500
Landfill - contract muni. solid waste	<u>2,411,134</u>	<u>2,314,754</u>	<u>2,319,047</u>	<u>2,484,200</u>	<u>2,525,000</u>
Total - Charges for Services	\$23,339,911	\$24,739,243	\$27,441,575	\$27,398,390	\$29,757,600



Loudoun County Government
FY 2013 Adopted Fiscal Plan

State Categorical Aid	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Boards, Commissions & Committees	\$10,002	\$21,920	\$0	\$0	\$0
Regional Organizations & Contributions	10,000	5,000	5,000	0	0
Clerk of the Circuit Court	40,720	11,712	10,983	0	0
Commonwealth's Attorney	40,000	0	37,134	40,000	40,000
Sheriff's Office	17,775	0	0	0	0
Fire, Rescue and Emergency Management	928,925	740,646	384,924	456,000	256,000
Construction & Waste Management	59,693	48,807	46,962	33,000	33,000
Transportation Services	1,581,981	2,069,903	2,613,907	2,517,740	2,814,580
Library Services	227,986	213,123	189,710	179,340	188,300
Community Corrections	573,193	626,345	622,437	631,770	631,770
Mental Health, Substance Abuse and Developmental Services	3,282,639	3,818,102	3,933,665	4,147,500	3,721,440
Parks, Recreation & Community Services	137,571	137,470	130,310	136,180	136,880
Family Services	3,628,732	3,809,624	3,421,859	3,457,800	2,726,390
Non Departmental	3,641,498	2,231,471	0	0	0
Total - State Categorical Aid	\$14,180,715	\$13,734,123	\$11,396,891	\$11,579,350	\$10,548,360

Federal Categorical Aid	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Commonwealth's Attorney	\$26,082	\$58,885	\$57,850	\$0	\$0
Sheriff's Office	5,703,911	0	627,738	0	7,500
Courts	16,278	155,996	61,017	0	0
Building & Development	360,308	155,026	4,834	0	0
Fire, Rescue and Emergency Management	5,803,523	20,000	1,357,657	29,760	29,760
Construction & Waste Management	0	314,035	711,410	236,490	0
Animal Care and Control	27,500	51,396	0	0	0
Health Services	294	15,958	1,374	0	0
Transportation Services	133,988	34,586	35,254	0	0
Library Services	0	0	94	180	0
Community Corrections	62,227	77,788	51,696	228,260	0
Mental Health, Substance Abuse and Developmental Services	813,377	1,095,382	642,383	805,080	437,520
Parks, Recreation & Community Services	338,548	290,000	391,282	350,400	303,260
Juvenile Court Service Unit	59,453	31,697	25,600	0	0
Family Services	7,157,390	6,696,229	7,408,416	6,855,230	4,552,050
Total - Federal Categorical Aid	\$20,503,479	\$26,234,037	\$11,376,605	\$8,276,970	\$5,330,090



Tax Exemptions by Board Action

A 2002 amendment to the State Constitution, effective January 1, 2003, directed localities to determine which organizations will be exempt from local property taxes. Previously, the General Assembly granted tax exemptions; tax exemptions previously granted by the General Assembly remain in place. The Board of Supervisors has placed a moratorium on new tax exemption applications.

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

Organization	Real Property		Personal Property		Total
	Calendar Year (CY) 2012 Assessment	Revenue Exempted	Calendar Year (CY) 2012 Assessment	Revenue Exempted	Annual (CY) Revenue Exempted
Air Force Retired Officers Community	\$69,643,300	\$860,095	\$1,220,600	\$51,265	\$911,360
American Water Resources Association	N/A	N/A	13,254	557	557
Friends of Homeless Animals, Inc	866,300	10,699	2,124	89	10,788
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	35,021	1,471	1,471
Howard Hughes Medical Research Institute	177,860,800	2,196,581	28,494,253	1,196,759	3,393,340
Jack Kent Cooke Foundation	8,970,200	110,782	130,807	5,494	116,276
Life Line, Inc.	672,400	8,304	5,766	242	8,546
Prison Fellowship Ministries Foundation	22,937,800	283,282	N/A	N/A	283,282
Prison Fellowship Ministries International	0	0	829,792	34,851	34,851
Virginia Regional Transportation Association	4,092,500	50,542	2,432,284	102,156	152,699
Total	\$285,043,300	\$3,520,285	\$33,163,901	\$1,392,884	\$4,913,170

N/A: not applicable.

Totals may not equal sums because of rounding.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

School Revenue Fund

The 21st Century has been a period of explosive growth in the County schools system. Since 2000, Loudoun County has opened 35 schools to accommodate 36,881 additional students. Continued construction and opening of new schools is expected into the foreseeable future.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Local Funding					
General Fund Transfer	\$536,847,81	\$513,117,547	\$465,621,173	\$494,025,867	\$517,954,435
County VRS Reserve ¹	0	0	0	0	10,000,000
Rebates & refunds	827,931	223,706	271,841	200,000	115,859
Sales of textbooks	7,667	39,207	28,063	30,000	30,000
E-Rate reimbursement	828,389	793,735	409,339	450,000	500,000
Tuition	954,733	1,171,180	1,056,797	1,174,900	1,165,000
Use of buildings	1,088,718	1,135,457	1,205,273	1,041,844	1,250,000
Athletic, parking and AP test fees	4,293	2,087,110	2,235,710	2,175,000	2,245,000
Hughes Foundation	805,036	680,305	818,460	1,000,000	1,000,000
PAVAN[1]	55,826	42,920	79,291	108,690	54,900
Local grants and contributions	214,399	282,654	231,084	0	0
Sales of equipment & supplies	54,935	250,466	174,149	205,100	70,000
Miscellaneous	952,016	1,105,255	793,863	294,466	439,241
Total Local Funding	\$542,641,75	\$520,929,542	\$472,925,043	\$500,705,867	\$534,824,435
Commonwealth Funding					
Sales tax	\$44,866,418	\$51,107,240	\$53,096,747	\$54,959,768	\$59,384,220
Basic aid	103,814,022	88,404,403	113,358,130	124,020,462	136,249,386
Fringe benefits	11,164,841	10,050,799	10,977,816	13,742,126	21,495,073
Textbooks	2,172,836	0	1,344,463	1,090,764	2,598,328
Special education	8,642,744	9,110,522	13,556,303	14,220,125	16,299,102
Vocation education	1,313,993	1,385,112	1,655,732	1,736,809	1,284,891
Additional Assistance VRS, Inflation, Pre-sch					2,059,168
Salary supplement	0	160,000	0	0	0
SOL[2] materials/training	88,372	92,904	116,202	123,326	190,168
Technology plan	1,922,000	2,000,000	2,026,000	2,104,000	2,104,000
Other	5,458,650	5,872,583	6,887,570	9,556,695	8,462,972
Total Commonwealth Funding	\$179,443,87	\$168,183,563	203,018,963	\$221,554,075	\$250,127,308
Federal Funding					
Title I	1,480,109	1,316,041	\$1,317,316	\$1,160,000	\$1,455,966
Head Start	796,033	1,006,849	830,445	790,000	831,317
Handicapped Education	9,562,902	9,428,578	8,854,325	8,754,194	8,887,445
Federal Stabilization	0	17,438,287	12,417,569	0	0
Other	2,380,037	7,333,037	6,885,323	2,982,741	2,945,272
Total Federal Funding	\$14,219,081	\$36,522,792	\$30,304,978	\$13,686,935	\$14,120,000
Other Financing Sources[3][5][6]	\$10,000,000	\$26,363,000	\$8,144,000	\$17,000,000	\$19,926,000
Total School Fund[4]	\$746,304,71	\$751,998,897	\$714,392,984	\$752,946,877	\$818,997,743
General Fund Transfer as a % of School	71.90%	68.20%	65.20%	65.60%	62.20%

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

² PAVAN (Performing and Visual Arts Northeast) is a consortium for which Loudoun County Public Schools functions as a fiscal agent.

³ SOL = Standards of Learning.

⁴ Other Financing Sources includes funding for school bus and vehicles leases.

⁵ The sum of the school funding components may not equal the Total School Fund because of rounding.

⁶ FY 2013: \$9.9 million bus and vehicle lease and \$10.0 million use of fund balance.

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



General Government Administration

GENERAL GOVERNMENT / ADMINISTRATION SUMMARY Page 1 – 2

.....
Boards, Commissions & Committees.... Page 1 – 3

.....
Commissioner of the Revenue Page 1 – 13

.....
Construction & Waste Management Page 1 – 19

.....
County Administrator..... Page 1 – 35

.....
County Assessor Page 1 – 47

.....
County Attorney Page 1 – 53

.....
General Registrar Page 1 – 59

.....
General Services Page 1 – 65

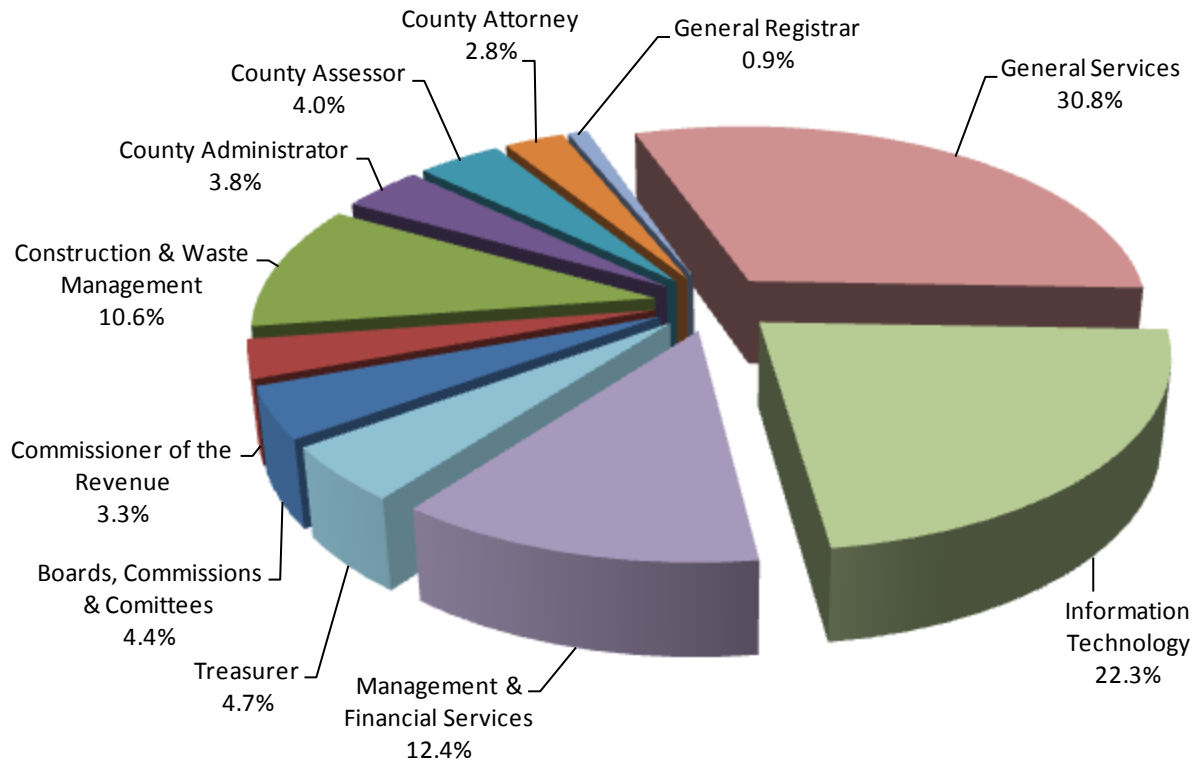
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Information Technology..... Page 1 – 77

.....
Management & Financial Services..... Page 1 – 93

.....
Treasurer..... Page 1 – 109



GENERAL GOVERNMENT ADMINISTRATION FY 2013 ADOPTED EXPENDITURES



General Government Administration Historical Expenditures

General Government Administration	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Boards, Commissions and Committees	\$3,321,705	\$2,965,147	\$3,071,424	\$3,826,081	\$3,896,803
Construction & Solid Waste Mgmt ¹	9,053,159	8,663,591	9,146,523	9,461,010	9,497,388
Commissioner of the Revenue	2,667,658	2,616,324	2,616,324	2,771,888	2,911,862
County Administrator ²	3,392,525	3,114,652	2,980,885	3,251,603	3,444,127
County Assessor	3,261,946	3,170,879	3,161,261	3,448,374	3,567,765
County Attorney	2,593,660	2,413,233	2,626,268	2,492,455	2,516,295
General Registrar	741,372	622,824	636,847	800,289	836,831
General Services	28,149,620	26,773,602	27,720,499	27,376,695	27,536,024
Information Technology	18,355,669	16,264,598	17,293,533	18,293,978	19,970,582
Management & Financial Services	10,260,055	10,429,290	10,256,098	10,780,012	11,110,824
Treasurer	3,474,874	3,557,375	3,657,574	4,025,555	4,191,992
Total General Government Administration	\$85,272,243	\$80,591,515	\$83,167,236	\$88,468,549	\$89,480,493

¹The Office of Capital Construction was consolidated with the Office of Solid Waste Management in FY 2010. The expenditure history of the two departments has been combined in the above table.

² The Public Information Office merged with the Office of the County Administrator in FY 2012 and became the Division of Public Affairs & Communications. The expenditure history of the two departments has been combined in the above table.



Boards, Commissions & Committees



Boards, Commissions & Committees

The Boards, Commissions, and Committees are considered one department for budgetary purposes. This department includes the Board of Supervisors and advisory boards, commissions and committees (most of which are appointed by the Board of Supervisors). Several of these boards are prescribed by the Code of Virginia or Federal law, while the Board of Supervisors has established many of the other boards. Most of the advisory boards, commissions and committees are ongoing, though a few are temporary units, created to accomplish specified tasks. It should be noted that there are other advisory boards that are not listed in this document. Some of these receive financial support through department budgets and some do not receive any financial support from the County other than staff resources. During the FY 2010 budget process, the Board of Supervisors (BOS) approved certain changes to advisory board budgets; these changes were the product of study and direction from the BOS Ad Hoc Committee for Staff Aide Policies, Commissions and Committees. These changes were implemented in FY 2010. The first change was the creation of separate accounting index codes for all advisory boards, commissions and committees and direction to departments to charge all expenditures for the groups to those codes. From this, the full operational costs of these groups are now listed in the budget document. Staff also developed and distributed written criteria for allowable and appropriate expenditures for boards, commissions and committees.

Each board, commission and committee allows citizens an opportunity to provide input and offer expertise that impacts decisions about their government. The following is a brief description of each of the boards, commissions and committees that have been funded by the Board of Supervisors:

Affordable Dwelling Unit Advisory Board (ADUAB)

Pursuant to the 1993 Zoning Ordinance (Section 7-100) and Chapter 1450.10 of the Codified Ordinance, the Affordable Dwelling Unit Advisory Board (ADUAB) establishes reasonable rules and procedures as well as allowable costs for implementing the affordable rental and for-sale housings. The ADUAB is also responsible for reviewing allowable modification requests. The ADUAB is an eleven (11) member board appointed by the Board of Supervisors that represents builders, developers, architects, planners, real estate industry, non-profits, affordable housing advocates, and includes a member of the public at-large.

Agricultural District Advisory Committee

The Agricultural District Advisory Committee makes recommendations to the Planning Commission regarding new agricultural districts, renewal of existing districts, additions to districts and withdrawals from districts. This committee renders expert advice as to the nature of farming and forestry and agricultural and forestal resources within the district and their relation to the entire locality. There are ten members appointed at-large by the Board of Supervisors. There are four landowners engaged in agriculture or forestal production; four other landowners of the locality; one commissioner of revenue or chief property assessment officer; and one member of the local governing board.

Board of Equalization

The purpose of the Board of Equalization is to serve as a review and appeal process for citizens who are not satisfied with their real property assessments. Through the Board of Equalization, citizens are provided a means of contesting their real estate assessments if they believe that the assessment figure is not equitable. The Board of Equalization is authorized by the Code of Virginia, Section § 15.2-840, and consists of five Loudoun landowners appointed by the Circuit Court as a permanent body. Members are appointed for a three-year term.

Board of Zoning Appeals

This Board is a seven-member appellate Board appointed by the Circuit Court which hears requests for zoning variances, special exceptions and other related zoning ordinance matters. Members are appointed for a five-year term. The purposes, functions and standards for action of the Board of Zoning Appeals are stated in Section § 15.2-2308 of the Code of Virginia. The County zoning regulations include administrative and procedural regulations.

Commission on Aging

The Commission on Aging, mandated under Section 306.6F of the Older Americans Act, consists of nine voting members appointed by the Board of Supervisors and non-voting members from various agencies and organizations concerned with senior citizens. Members are appointed for a four-year term, concurrent with the term of the Board of Supervisors. The Commission evaluates existing programs for the elderly and makes recommendations to the Board of Supervisors as needed. Commission members further serve in an advisory capacity to the Area Agency on Aging with regard to the development of the Annual Area Plan for Aging Services.

Community Services Board

This panel consists of 18 at-large members appointed by, and responsible to, the Board of Supervisors. The Community Services Board serves as the County's agent "...in the establishment and operation of community mental health, mental retardation and substance abuse programs as provided for in Chapter 10 of Title 37.1, of the Code of Virginia (1950) as amended..." The Loudoun County Community Services Board, which is the policy board for the County's Department of Mental



Boards, Commissions & Committees

Health, Substance Abuse and Developmental Services, was established by the Board of Supervisors in 1973. Its members are appointed for a three-year staggered term with eligibility for a second three-year term.

Disability Services Board

The Loudoun County Disability Services Board (LCDSB) represents persons of *all ages with physical and sensory disabilities in Loudoun County*. The Loudoun County Disability Services Board was established on November 1, 1992. Members of the Loudoun County Disability Services Board (DSB) are appointed by the Board of Supervisors. This board consists of an at-large representative who is an official of the Loudoun County government, a member of the Community Services Board, representatives who are business people or consumers, and representatives who are disabled or who are members of a family with a disabled person.

Economic Development Commission

This Commission consists of a maximum of thirty-five (35) voting members appointed by the Board of Supervisors. Membership features representatives from diverse industries such as: aerospace, agribusiness, banking & finance, higher education, professional services, federal contracting, information and communications technology, real estate development, retail, and small business. Additional commissioners include ex-officio members representing key economic development businesses and organizations, as well as a class of non-voting standing advisory members. The purpose of the Commission is to serve as a forum through which business and the Board of Supervisors meet to exchange ideas and experiences about business growth in the County. The mission of the Commission is to promote long-term economic growth and development of Loudoun County in a way that is economically sustainable and results in the expansion of its commercial and industrial tax base, in conjunction with assisting in the implementation of the Economic Development Strategy.

Electoral Board

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

Family Services Board

The Family Services Board was changed from an administrative to an advisory board in 2011. Current board members and terms limits remained intact. The Family Services Board, as set out in Section § 63.2-305 of the Code of Virginia, is appointed by the Board of Supervisors to advise the County Administrator and the Family Services Director, as his designee, on issues related to services and programs and to make recommendations on policy matters regarding the local department.

Fire and Rescue Commission

The Fire and Rescue Commission administers policies and procedures for the County's fire and rescue system, acting as an agent of the Board of Supervisors. Commission membership consists of seven voting members (three fire volunteers, three rescue volunteers and the Chief of Fire and Rescue Services) and two nonvoting members (a member of the Board of Supervisors and the Operational Medical Director). The commission's roles and responsibilities are specified by the Loudoun County Fire and Rescue Commission Charter, approved by the Board on May 20, 2002.

Fiscal Impact Committee

The Fiscal Impact Committee was established by the Board of Supervisors on February 3, 1992. The committee consists of eight members to include a representative of the Loudoun County Public Schools, and one member of the Board of Supervisors who serves as an ex-officio member. The committee reviews and comments on inputs to the Fiscal Impact Model (FIM) and provides recommendations to the Board of Supervisors on the input variable values for the upcoming year, i.e. real income growth, inflation rate, and population growth.

Library Board of Trustees

The nine member Library Board of Trustees is appointed by the Loudoun County Board of Supervisors for a four-year term; each member may be reappointed for one subsequent four-year term. The Library Board of Trustees is "a governing board which is legally responsible for the control and management of the library." Its broad administrative and policy-making duties are specified in the Code of Virginia. The by-laws of the Library Board of Trustees list its duties as: to secure adequate funds from private and public sources, determine library policies, approve expenditures of library funds and to receive gifts to the library system.



Boards, Commissions & Committees

Loudoun County Government Reform Commission (LCGRC)

The Loudoun County Government Reform Commission was appointed by the Board of Supervisors on January 3, 2012. There are 13 members on the commission – one from each district and four at-large members. The Commission was formed to provide the Board with recommendations that will result in a more cost-effective and responsive County government by focusing on strategies for reducing costs, increasing efficiencies and identifying innovative ways to improve and deliver services. The Commission began its work in January, 2012 and will continue into FY 2013.

Loudoun Soil and Water Conservation District Board (LSWCDB)

The LSWCD is a political subdivision of the Commonwealth of Virginia (Virginia Code Title § 10.1.500). The District works with Federal, State, local authorities and the private sector to address Loudoun County's soil and water conservation needs and provides educational and technical programs in the field of natural resource conservation, advice on conservation issues to governmental entities and private citizens, and administers programs aimed at specific conservation goals. The District Board consists of five directors: three are elected by the general public and two are appointed by the Virginia Soil and Water Conservation Board (VSWCB). The term of office for each director is four years. Federal and state agencies provide most of the District's funding, although Loudoun County Government is the primary funding source for the salaries of District employees. Through a memorandum of understanding, the U.S. Department of Agriculture's Natural Resources Conservation Service assigns one full-time employee to the district for technical assistance and support. Per the Code of Virginia, the LSWCD is responsible for locally implementing the VA Agricultural Best Management Practices (BMP) Cost Share and Tax Credit programs.

Parks, Recreation and Open Space Advisory Board

The Board of Supervisors voted on January 15, 2008, to combine the Open Space Advisory Committee with the Parks and Recreation Advisory Board, creating a nine-member body appointed by the Board of Supervisors. This Board addresses open space and parks and recreation issues within the context of the County's General Plan.

Planning Commission

The Planning Commission is a nine-member body required by State law and appointed by the Board of Supervisors for a four-year term concurrent with the Board of Supervisors. The Commission is empowered to prepare and recommend a comprehensive plan for physical development of the territory and its jurisdiction. The Planning Commission also provides recommendations on issues concerning legislative land development applications, land development ordinances, comprehensive planning, future land use policies, and the Capital Needs Assessment. The Planning Services staff supplies professional and support services to the Commission.

Rural Economic Development Council (REDC)

The REDC is a 25-member board appointed by the Board of Supervisors. Its purposes are to: promote the economic growth and vitality of Loudoun County's agricultural, horticultural and equine industries, furnish information and make recommendations to the Board of Supervisors relative to programs and policies affecting the economic growth of rural Loudoun County, provide a forum to exchange ideas and experiences relative to rural economic development practices and policies, and coordinate marketing and promotional activities among the various rural agencies. Members serve two-year terms. Five members represent rural-based agencies, fourteen members represent rural industry sectors and six members serve at-large.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Boards, Commissions & Committees

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,280,432	\$2,077,240	\$1,987,132	\$2,318,175	\$2,359,892
Operations & Maintenance	1,041,273	870,887	1,084,292	1,507,906	1,536,911
Capital Outlay	0	17,020	0	0	0
Total Expenditures:	\$3,321,705	\$2,965,147	\$3,071,424	\$3,826,081	\$3,896,803
Revenue					
Local Fees, Charges, Etc.	\$431,923	\$403,585	\$307,421	\$306,900	\$306,900
Commonwealth	27,467	37,141	13,229	15,127	15,127
Total Revenues:	\$459,390	\$440,726	\$320,650	\$322,027	\$322,027
Local Tax Funding:	\$2,862,315	\$2,524,421	\$2,750,774	\$3,504,054	\$3,574,776
FTE Summary:	0.75	0.75	0.75	1.00	1.00

FY 2013 Board Action:

FY 2013 Adopted Fiscal Plan for the Boards, Commissions & Committees includes \$80,000 in contractual services for an audit function which will be funded out of an existing Board of Supervisors' FY 2013 budget. The Board eliminated \$9,270 for Climate Communities' membership dues and reduced \$9,989 in personnel cost for the Board of Equalization. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2012: The Board added 0.25 FTE to increase a part-time to a full-time for the Electoral Board.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Boards, Commissions & Committees

BOARD OF SUPERVISORS

<u>Program Expenditure Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Program Expenditures					
Personnel	\$1,206,408	\$1,179,321	\$1,231,998	\$1,560,939	\$1,589,288
Operations & Maintenance	549,463	433,381	509,261	512,248	504,114
Total Expenditures:	\$1,755,871	\$1,612,702	\$1,741,259	\$2,073,187	\$2,093,402
Program Revenues					
Local Fees, Charges, Etc.	\$3,515	\$1,233	\$818	\$0	\$0
Total Revenues:	\$3,515	\$1,233	\$818	\$0	\$0
Local Tax Funding:	\$1,752,356	\$1,611,469	\$1,740,441	\$2,073,187	\$2,093,402

FY 2013 Adopted Fiscal Plan for the Board of Supervisors includes \$80,000 in contractual services for an audit function which will be funded out of an existing Board of Supervisors' FY 2013 budget. The Board eliminated \$9,270 for Climate Communities membership dues. FY 2013 Adopted funds are included for the Board of Supervisors professional memberships, estimated as follows: VACO - \$70,801, VML- \$25,726 High Growth Coalition - \$2,784, and NACO - \$2,573.

BOARD OF EQUALIZATION

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Personnel	\$36,478	\$51,936	\$50,522	\$42,565	\$32,576
Operations & Maintenance	14,007	69,593	3,973	33,251	33,251
Total Expenditures:	\$50,485	\$121,529	\$54,495	\$75,816	\$65,827
Total Revenue:	\$452	\$69	\$82	\$0	\$0
Local Tax Funding:	\$50,033	\$121,460	\$54,413	\$75,816	\$65,827

BOARD OF ZONING APPEALS

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Personnel	\$24,209	\$23,711	\$23,405	\$24,087	\$24,110
Operations & Maintenance	1,346	1,450	1,578	6,033	6,033
Total Expenditures:	\$25,555	\$25,161	\$24,983	\$30,120	\$30,143
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$25,555	\$25,161	\$24,983	\$30,120	\$30,143



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Boards, Commissions & Committees

COMMUNITY SERVICES BOARD

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Personnel	\$5,860	\$7,610	\$4,213	\$11,627	\$11,627
Operations & Maintenance	<u>15,865</u>	<u>21,676</u>	<u>19,550</u>	<u>17,585</u>	<u>17,585</u>
Total Expenditures:	\$21,725	\$29,286	\$23,763	\$29,212	\$29,212
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$21,725	\$29,286	\$23,763	\$29,212	\$29,212

ELECTORAL BOARD

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Personnel	\$350,413	\$223,287	\$209,427	\$465,984	\$488,193
Operations & Maintenance	<u>156,672</u>	<u>69,817</u>	<u>234,167</u>	<u>279,904</u>	<u>324,138</u>
Total Expenditures:	\$507,085	\$293,104	\$443,594	\$745,888	\$812,331
Revenue:					
Recovered Costs	\$400	\$20,887	\$4,292	\$0	\$0
State Shared Expenses	<u>17,465</u>	<u>15,321</u>	<u>13,229</u>	<u>15,127</u>	<u>15,127</u>
Total Revenue:	\$17,865	\$36,108	\$17,521	\$15,127	\$15,127
Local Tax Funding:	\$489,220	\$256,996	\$426,073	\$730,761	\$797,204
FTE Summary:	0.75	0.75	0.75	1.00	1.00

The FY 2013 Adopted Fiscal Plan for the Electoral Board includes an increase of \$66,443 in local tax funding associated with Presidential Election.

Budget History

FY 2012: The Board added 0.25 FTE.

FAMILY SERVICES BOARD

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Personnel	\$4,823	\$3,926	\$3,199	\$6,459	\$6,459
Operations & Maintenance	<u>1,286</u>	<u>1,053</u>	<u>891</u>	<u>1,880</u>	<u>1,880</u>
Total Expenditures:	\$6,109	\$4,979	\$4,090	\$8,339	\$8,339
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$6,109	\$4,979	\$4,090	\$8,339	\$8,339



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Boards, Commissions & Committees

PLANNING COMMISSION

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Personnel	\$208,406	\$206,054	\$203,623	\$206,514	\$207,639
Operations & Maintenance	17,251	17,660	12,964	34,708	22,613
Total Expenditures:	\$225,657	\$223,714	\$216,587	\$241,222	\$230,252
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$225,657	\$223,714	\$216,587	\$241,222	\$230,252

SOIL & WATER CONSERVATION BOARD

<u>Program Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures					
Operations & Maintenance	\$659,146	\$619,366	\$524,933	\$602,618	\$602,618
Total Expenditures:	\$659,146	\$619,366	\$524,933	\$602,618	\$602,618
Total Revenue:	\$419,934	\$381,396	\$302,229	\$306,900	\$306,900
Local Tax Funding:	\$239,212	\$237,970	\$222,704	\$295,718	\$295,718

Under a memorandum of understanding between the LSWCD and Loudoun County, the LSWCD's salaries are included in the County's payroll system. The State reimburses the County for members' compensation. Beginning in FY 2012, the County began funding the LSWCD at a higher level due to state reductions in the LSWCD budget than previous years.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Boards, Commissions & Committees

FUNDING HISTORY – ADDITIONAL BOARDS

<u>Program Expenditure Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Affordable Dwelling Unit Advisory Board	--	--	--	\$1,544	\$1,544
Agricultural District Advisory Board	5,226	--	--	--	--
Civil War Cavalry Battles ¹	10,002	21,920	-	-	-
Commission on Aging	2,009	911	1,078	2,078	2,078
Commission on Women ²	641	--	--	--	--
Courthouse Grounds & Facilities Committee	--	--	25,000	--	--
Disability Services Board	27,745	--	--	--	--
Economic Development Commission	9,919	6,577	3,265	4,554	4,554
Fire and Rescue Commission	3,771	4,450	4,551	5,574	5,574
Fiscal Impact Committee	112	128	42	1,400	1,400
Historic District Review Committee	8,099	--	--	--	--
Library Board of Trustees	1,087	898	3,542	1,670	1,670
Loudoun County Govt Reform Commission	--	--	--	--	5,000
Parks, Rec and Open Space Advisory Board	--	850	--	850	850
Rural Economic Development Council	<u>1,461</u>	<u>422</u>	<u>242</u>	<u>2,009</u>	<u>2,009</u>
TOTAL – Additional Boards	\$70,072	\$36,156	\$37,720	\$19,679	\$24,679

<u>Program Revenue Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Civil War Cavalry Battles ¹	\$10,002	\$21,920	--	--	--
Disability Services Board	<u>7,750</u>	--	--	--	--
TOTAL – Additional Boards	\$17,752	\$21,920	\$0	\$0	\$0

<u>Local Tax Funding</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Affordable Dwelling Unit Advisory Board	--	--	--	\$1,544	\$1,544
Agricultural District Advisory Board	5,226	--	--	--	--
Civil War Cavalry Battles ¹	0	0	--	--	--
Commission on Aging	2,009	911	1,078	2,078	2,078
Commission on Women ²	641	--	--	--	--
Courthouse Grounds & Facilities Committee	--	--	25,000	--	--
Disability Services Board	19,995	--	--	--	--
Economic Development Commission	9,919	6,577	3,265	4,554	4,554
Fire and Rescue Commission	3,771	4,450	4,551	5,574	5,574
Fiscal Impact Committee	112	128	42	1,400	1,400
Historic District Review Committee	8,099	--	--	--	--
Library Board of Trustees	1,087	898	3,542	1,670	1,670
Loudoun County Govt Reform Commission	--	--	--	--	5,000
Parks, Rec and Open Space Advisory Board	--	850	--	850	850
Rural Economic Development Council	<u>1,461</u>	<u>422</u>	<u>242</u>	<u>2,009</u>	<u>2,009</u>
TOTAL – Additional Boards	\$52,320	\$14,236	\$37,720	\$19,679	\$24,679

¹ Grant funding is from the Virginia Department of Historic Resources.

² Advisory board was eliminated during FY 2009.



NOTES



Office of the Commissioner of the Revenue



Office of the Commissioner of the Revenue

Mission Statement

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

Description

The Commissioner of the Revenue is a locally elected Constitutional Officer whose tax assessment duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large, serves a four year term and provides direct service to most Loudoun residents and business owners on an annual basis. The Commonwealth, through the State Compensation Board, reimburses most all of the principal officer's salary as well as a portion of staff salaries and expenses as mandated by Va. Code §15.2. For FY 2012, the Commonwealth provided over \$320,000 for Office expenses, salaries and benefits. While the Commissioner of the Revenue cooperates with and receives funding and office space from the County, as an elected official, the position is directly accountable to the voters of Loudoun County.

As the chief tax assessing officer in Loudoun County, the Commissioner of the Revenue and his staff identify, classify and value individual (primarily vehicles) and business personal property located in Loudoun County and assess local business license tax and other local taxes, excluding real property. Approximately \$130 million annually is generated from the programs administered by the Office. These tax programs comprise the second and third largest locally administered revenue resources for the County. Loudoun's real property is valued by the Assessor, an appointee of the Board of Supervisors. After completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office and the County's seven incorporated towns for their use in preparing tax bills.

The Commissioner of the Revenue's Office staff also review and audit business records and tax returns and visit commercial centers and construction sites to ensure compliance with local and State tax laws, and administer the local tax relief program for persons 65 or older or with disabilities. Additionally, the Office provides assistance in the completion and filing of state income tax returns and serves as a DMV Select Agent, providing Virginia residents with state vehicle registration and license plate services.

Although the County's rate of population growth has slowed, the number of items to be assessed continues to increase each year, along with the population. While the Office has expanded the use of online services by steering taxpayers to Internet self-service, staff continues to have considerable customer contact from taxpayer office visits, phone calls, e-mail, and correspondence. Customers include citizens, business owners, leasing companies, accountants, attorneys, representatives of County departments, and federal, state and local authorities, including Loudoun's incorporated towns.

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

Often viewed as the repository of information about businesses and taxpayers in the County, the Office receives increasing numbers of requests for statistical and other information from elected officials, other departments, other localities, taxpayers and the media. While most of the data maintained by the Office is protected as confidential tax information, delays in compiling timely, actionable public data result from the County's obsolete tax assessment systems. In September 2011, the County entered into a contract to replace these outdated tax assessments systems. The software implementation is anticipated to take twenty-four months.

Budget Overview

FY 2013 Issues

- The Virginia Constitution and Code of Virginia mandate the taxation of property without regard to staffing resource and funding levels.
- The Office must meet increased legal demands resulting from classification, valuation and exemption appeals, bankruptcies, litigation and repossessions.
- The growing number and complexity of businesses increases assessment challenges.
- The Office must continue efficient and uniform management of two office locations.
- The Office is in the process of scanning and imaging a significant number of prior year business tax records.
- The Office must continue to efficiently provide Loudoun's seven incorporated towns with the necessary personal and business property assessment and tax relief applicant data for use in administering their tax programs.
- Loudoun's growing ESL and non-English speaking population increases the number of walk-in customers.



Office of the Commissioner of the Revenue

- The complexity and sophistication of investments owned by applicants for tax relief for persons 65 or older or with disabilities requires more time per application.
- The increasing number of commercial centers requires substantial discovery work to ensure compliance with local tax regulations.
- Virginia's legislature annually considers changes to the business, professional and occupational license and business property taxes which could have a significant impact on the Office.
- Considerable wait times at DMV's full-service customer service centers offices in Leesburg and Sterling results in additional walk-in traffic in the Commissioner's offices.
- The Office is continuously challenged by ever increasing demands concerning legal issues and increasingly frequent requests for statistical and other tax data from the public, other localities, other departments, businesses, organizations, and elected officials.
- The Office staff will be involved in the design, testing and implementation of the new tax system for the next few years. This extra workload will impact the normal functioning of the Office.

FY 2013 Major Work Plan Initiatives

- Meet legislatively mandated duty to ascertain and assess, at fair market value as of January 1, all subjects of taxation in the County each year.
- Produce personal property books by prescribed deadlines.
- Utilize all available means to discover untaxed property and receipts.
- Expand use of online services by steering taxpayers to Internet self-service by clearly communicating filing requirements through the use of mailings, the County's Citizen Alert System, the Internet, newspapers and cable TV.
- Continue implementation of new tax assessment system.
- Complete imaging of over 2 million prior year tax records and transferring of hard copies of the documents to the County's Centralized Record Center for temporary storage and eventual destruction.
- Begin reconfiguration of the Leesburg office to more efficiently utilize the office space made available by the imaging and offsite storage of prior year tax records.

FY 2012 Major Achievements

- Implemented new constitutional amendment to provide real estate tax exemption for veterans with a 100% total and permanent service-connected disability.
- Selected a software package for the replacement of the County's tax assessment systems and began 24-month software implementation.
- Provided more than 16,000 DMV Select transactions allowing citizens one stop vehicle registration in Leesburg and Sterling.
- Outsourced the printing of over 180,000 annual tax notices previously printed by DIT and stuffed by Commissioner of the Revenue staff.
- Held seminars throughout the County to provide citizens the opportunity to learn about the County's Tax Relief for the Elderly and Disabled program.
- Commenced the imaging of over 2 million pages of prior year tax records.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Office of the Commissioner of the Revenue

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,404,822	\$2,363,931	\$2,172,358	\$2,469,666	\$2,609,640
Operations & Maintenance	262,836	252,393	305,680	302,222	302,222
Total Expenditures	\$2,667,658	\$2,616,324	\$2,478,038	\$2,771,888	\$2,911,862
Revenues					
Other Local Taxes	\$25,913,342	\$23,973,805	\$27,156,511	\$23,199,000	\$26,655,830
Permits Privilege Fees & Reg Licenses	41,525	59,880	49,464	60,100	60,100
Charges For Services	45,359	66,423	68,668	60,000	60,000
State Shared Expenses	390,873	339,831	320,314	306,457	320,000
Total Revenues	\$26,391,099	\$24,439,939	\$27,594,957	\$23,625,557	\$27,095,930
Local Tax Funding	\$(23,723,441)	\$(21,823,615)	\$(25,116,919)	\$(20,853,669)	\$(24,184,068)
FTE Summary	34.55	34.55	32.55	32.55	32.55

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Office of the Commissioner of the Revenue includes an increase of \$3,710,000 in BPOL taxes which are anticipated from an emerging economic recovery. Local tax funding for the Office is decreased by \$3,330,399. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2011: The Board eliminated 2.00 FTE and \$114,000 in Local Tax Funding.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Office of the Commissioner of the Revenue

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012¹ Adopted	FY 2013 Adopted
Business Tax Assessment	\$859,041	\$850,748	\$0	\$0	\$0
Information Services	583,751	543,973	0	0	0
Office of the Commissioner of the Revenue	726,543	732,995	2,478,038	2,771,888	2,911,862
Administration	498,323	488,608	0	0	0
Total Expenditures	\$2,667,658	\$2,616,324	\$2,478,038	\$2,771,888	\$2,911,862
Revenues by Program					
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Business Tax Assessment	\$25,450,011	\$22,988,537	\$0	\$0	\$0
Information Services	45,359	66,423	0	0	0
Office of the Commissioner of the Revenue	895,729	1,384,979	27,594,957	23,625,557	27,095,930
Total Revenues	\$26,391,099	\$24,439,939	\$27,594,957	\$23,625,557	\$27,095,930
Local Tax Funding by Program					
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Business Tax Assessment	\$(24,590,970)	\$(22,137,789)	\$0	\$0	\$0
Information Services	538,392	477,550	0	0	0
Office of the Commissioner of the Revenue	(169,186)	(651,984)	(25,116,919)	(20,853,669)	(24,184,068)
Administration	498,323	488,608	0	0	0
Total Local Tax Funding	\$(23,723,441)	\$(21,823,615)	\$(25,116,919)	\$(20,853,669)	\$(24,184,068)
Staffing Summary by Program					
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Business Tax Assessment	12.00	12.00	12.00	0.00	0.00
Information Services	10.00	10.00	8.00	0.00	0.00
Office of the Commissioner of the Revenue	8.00	8.00	8.00	32.55	32.55
Administration	4.55	4.55	4.55	0.00	0.00
Total FTE	34.55	34.55	32.55	32.55	32.55

¹ The Commissioner of the Revenue combined all programs in the Office into one program for efficiencies in administration which allowed for the absorption of increased workloads.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Office of the Commissioner of the Revenue

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Effectively administer the County's tax relief program for the elderly and disabled. Complete tax relief application review process by established deadlines.				
• Tax Relief Applications Received	2,199	2,353	2,200	2,400
Ensure timely, uniform, and thorough application of local business taxes. Assess business, professional and occupational license tax and prepare business tangible personal property book by prescribed deadlines.				
• Business License Desk Audits	1,637	1,863	2,000	2,000
• Business License Field Audits	255	120	275	200
• Business Licenses Issued	13,684	13,485	14,000	13,500
• Business Personal Property Desk Audits	2,831	3,270	3,000	3,000
• Business Personal Property Field Audits	464	412	500	400
Objective: Prepare personal property assessment books by prescribed deadlines. Ensure timely, uniform, and thorough application of local personal property tax.				
• Personal Property Assessments	360,631	349,611	368,000	370,000
Provide Virginia state titling and vehicle registration services.				
• Number of Titles Processed for DMV	3,249	4,155	4,000	4,200



Construction & Waste Management

Construction & Waste Management

Solid Waste Diversion & Recycling

Environmental Assurance & Strategic Planning

Disposal Operations

Capital Construction



Construction & Waste Management

Mission Statement

The Department of Construction & Waste Management provides essential support services to County Government operations as well as direct services essential to the residents of Loudoun County. The Department effectively manages all facets of the Capital Improvement and Solid Waste Management programs; providing safe, functional, cost-effective, energy efficient and environmentally sustainable facilities and services that meet or exceed all Federal, State, and local codes and Board of Supervisors' policies that serve the citizens and employees of Loudoun County.

Description

The Division of Capital Planning, Budget & Design, together with the Division of Construction, develops and administers the County's Capital Improvement Program. These Divisions provide planning, budget, technical expertise, and design and construction oversight services to manage all phases of the County's Capital Improvement Plan to provide safe, functional, cost-effective, energy efficient and environmentally sustainable facilities.

The Division of Waste Management, together with the Division of Landfill Operations, maintains a viable County Solid Waste Management System that meets or exceeds State code requirements and implements the Board of Supervisors' policies for safe and efficient solid waste management in Loudoun County.

Budget Overview

FY 2013 Issues

- The Department must sustain knowledge of changing State and Federal legal and regulatory requirements.
- Effectively managing capital projects in a down economy will continue to be a challenge.
- The Department continues to work to implement countywide energy and environmental strategies.
- Maintaining schedules and service levels during program transitions and personnel vacancies is difficult.
- Implementation of the County Energy Strategy, including construction, planning, and outreach projects have been funded primarily by \$2.2 million through the EECBG grant program. In June of 2012 this grant funding will end and the County will face considerable challenges in implementing the County Energy Strategy and other energy initiatives with this funding loss.

FY 2013 Major Work Plan Initiatives

- Managing the programming, design and construction of capital projects in accordance with the Capital Improvement Program schedule.
- Coordinating with inter and intra County agencies in implementing the countywide energy and environmental strategies plan.
- Providing the high level of services required by the residents of the County in light of increasing demands and no new resources.

FY 2012 Major Achievements

- Capital Planning, Budgeting and Design Projects completed: Adopted FY 2017 – FY 2026 Capital Needs Assessment, Completion of the Water and Wastewater Needs Assessment Report, Neighborhood Stabilization Program – purchase of 10 homes, Emergency Homeless Shelter LEED Gold Certified, implemented e-Builder construction management software system.
- Construction Projects: Philip A. Bolen Memorial Park, North Street Library Administration and Senior Center, Moorefield Fire and Rescue Station, Harmony Park & Ride Lot, Courts Lobby, Acquisition of 801 & 803 Sycolin Road Buildings for Public Safety and General Office Building, Pedestrian Improvements at Hardwood Forest Drive, and Sterling Blvd, Franklin Park ballfield lighting, Route 7/607 Interchange, Landfill Leachate Transmission project at Landfill Equipment Storage and Maintenance Buildings.
- Solid Waste Management projects: Review of the Loudoun County Solid Waste Management Plan with the Work Group's recommendations for service improvements to the Board of Supervisors, demonstrated a 33% Countywide Recycling Rate, (Landfill) met revenue goals for covering operational expenditures with some funds reserved for capital construction expenses while also providing over \$1,000,000 in services to governmental agencies and non-profit organizations that hold fee waivers; the Facility processed 107,796 tons of waste, served 82,518 customers, began accepting credit cards and underwent 4 State inspections and maintained all environmental systems with no violations. Completed a Landfill Buffer Irrigation Project to irrigate tree buffer plantings with rainwater, implemented new Federal Greenhouse Gas and Title V reporting requirements and a new Gas Management Plan completion to cover recent cell construction.
- Energy and Environmental Program projects completed: Concluded the 2011 Green Business Challenge resulting in 63 Loudoun businesses and organizations implementing sustainable practices; Energy Efficiency and Conservation Block Grant projects including: the Scott Jenkins Memorial Park/Park & Ride EV Charging Stations & LED Lights, Home Energy Improvement Program, Town of Purcellville Lighting Retrofit, and Department of Information Technology Virtual Servers.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Construction & Waste Management

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$5,620,696	\$5,031,982	\$5,274,086	\$5,587,146	\$5,776,008
Operations & Maintenance	3,008,512	3,162,464	4,790,393	3,727,114	3,711,380
Capital Outlay & Capital Acquisitions ¹	62,104	59,544	433,875	146,750	10,000
Transfer to General Fund	406,088	409,601	0	0	0
Transfer to General Capital Improvement	0	0	60,973	0	0
Total Expenditures	\$9,097,400	\$8,663,591	\$10,559,327	\$9,461,010	\$9,497,388
Revenues					
Permits Privilege Fees & Reg Licenses	\$36,372	\$26,120	\$28,270	\$31,000	\$29,500
Charges For Services	2,449,088	2,658,549	2,785,794	2,767,424	2,670,000
Miscellaneous Revenue	2,680	3,269	1,455	0	0
Recovered Costs ²	0	0	2,494	0	350,000
State Categorical Aid	59,693	48,807	46,962	33,000	33,000
Federal Categorical Aid ¹	35,845	314,035	711,410	236,489	0
Other Financing Sources	3,024,810	4,099,957	3,807,628	4,007,812	3,835,805
Total Revenues	\$5,608,488	\$7,150,737	\$7,384,013	\$7,075,725	\$6,918,305
Local Tax Funding	\$3,488,912	\$1,512,854	\$3,175,314	\$2,385,285	\$2,579,083
FTE Summary	60.10	57.10	57.10	58.63	59.63

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Construction & Waste Management includes increases in recycling and landfill fee revenues as the Waste Management section moves toward revenue neutrality. The Federal Categorical Aid reduction in FY 2013 reflects the expiration of the EECBG grant program. Capital Outlay from FY 2012 included the one time implementation costs for e-Builder and these costs are not included in FY 2013. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefits costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment. Personnel costs also include the mid-year transfer of an environmental policy specialist position from the Planning Department.

Additional information on the Department's Capital Improvement Program projects can be found in Volume 2 of this document.

Budget History

FY 2010: The total FTE change from FY 2009 to FY 2010 is 3.00 FTE resulting from a mid-year transfer of positions from Building & Development, Management & Financial Services and County Administration into the Department and the elimination of 1.00 FTE SWM director position and 5 FTE in project management and administration.

FY 2012: The total FTE change from FY 2010 to FY 2012 is 1.53 FTE with 1.00 FTE transferred from Planning Services and the addition of a program assistant position (0.53 FTE).

FY 2012 Mid-year: Environmental Policy Specialist position (1.00 FTE) transferred from Planning Services.

¹ In FY 2011 Construction & Waste Management received Federal ARRA/EEBCG grant funding which was used for capital purchases in the Energy Program.

² The FY 2013 Adopted Fiscal Plan includes \$350,000 in fee revenue as the recycling and landfill functions move towards revenue neutrality.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Construction & Waste Management

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Solid Waste Diversion & Recycling	\$1,118,883	\$1,203,701	\$1,131,825	\$1,174,419	\$1,357,618
Environmental Assurance & Strategic	1,587,060	1,439,196	1,422,570	1,352,466	1,386,857
Disposal Operations	2,338,475	2,551,279	2,625,373	2,689,824	2,577,531
Capital Construction	4,052,982	3,469,415	5,379,559	4,244,301	4,175,382
Total Expenditures	\$9,097,400	\$8,663,591	\$10,559,327	\$9,461,010	\$9,497,388
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Solid Waste Diversion & Recycling	\$214,420	\$156,783	\$242,228	\$110,600	\$483,000
Environmental Assurance & Strategic	36,769	26,433	28,653	31,000	29,500
Disposal Operations	2,294,234	2,551,279	2,593,620	2,689,824	2,570,000
Capital Construction	3,063,065	4,416,245	4,519,512	4,244,301	3,835,805
Total Revenues	\$5,608,488	\$7,150,740	\$7,384,013	\$7,075,725	\$6,918,305
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Solid Waste Diversion & Recycling	\$904,463	\$1,046,918	\$889,597	\$1,063,819	\$874,618
Environmental Assurance & Strategic	1,550,291	1,412,763	1,393,917	1,321,466	1,357,357
Disposal Operations	44,241	0	31,753	0	7,531
Capital Construction	989,917	(946,830)	860,047	0	339,577
Total Local Tax Funding	\$3,488,912	\$1,512,851	\$3,175,314	\$2,385,285	\$2,579,083
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Solid Waste Diversion & Recycling	4.25	4.25	4.25	4.25	4.25
Environmental Assurance & Strategic	9.35	8.35	8.35	8.35	8.35
Disposal Operations	14.50	14.50	14.50	15.03	15.03
Capital Construction	32.00	30.00	30.00	31.00	32.00
Total FTE	60.10	57.10	57.10	58.63	59.63



Construction & Waste Management Solid Waste Diversion & Recycling

Program Goal and Service Description

Solid Waste Diversion and Recycling programs strive to ensure that Loudoun County meets the State's 25% recycling mandate and provides residents and businesses with opportunities to recycle and dispose of reusable materials in compliance with County Code Chapter 1086 - Solid Waste Reduction and Recycling. Through contracted services, materials are collected from nine recycling dropoff centers, the Loudoun County Solid Waste Management Facility, eight annual Household Hazardous Waste collection events, two hazardous waste collection events for qualifying local businesses, and two electronics collection events. The program also administers the Virginia Litter Prevention and Recycling Grant program for the County's seven incorporated towns and other outside organizations.

Budget Overview

FY 2013 Issues

- A clearinghouse of information about solid waste providers to residents for the multiple service providers and modes of delivery will be provided.
- Information and technical assistance to solid waste businesses and residential recycling customers will be provided to help them comply with Chapter 1084 (Solid Waste Collection and Transportation) and Chapter 1086 (Solid Waste Reduction and Recycling) of the County Ordinances.
- Solid waste planning initiatives to improve recycling and solid waste services to residents and businesses will be implemented.
- Services for collection events for household hazardous waste and electronics and other special materials.

FY 2013 Major Work Plan Initiatives

- Maintain direct service levels and solid waste / recycling information to businesses and residents in consideration of increasing demand and level resources for routine programs and services.
- Provide safe and cost effective services for recycling, household hazardous waste (HHW) and electronics recycling collection events for the proper disposal of hazardous materials.
- Sustain options for managing special waste such as HHW, batteries, fluorescent bulbs, electronics, paint and other materials that require special handling, packaging, and transport.
- Maintain the only public collection center for used motor oil, antifreeze and auto batteries.
- Administer the State Litter Grant in cooperation with the Towns and other community organizations.
- Maintain at least a 25% recycling rate for municipal solid waste as required by State regulations.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$298,673	\$298,831	\$260,326	\$302,757	\$305,139
Operations & Maintenance	820,210	904,870	871,499	871,662	1,052,479
Total Expenditures	\$1,118,883	\$1,203,701	\$1,131,825	\$1,174,419	\$1,357,618
Revenues					
Charges For Services	\$154,727	\$107,976	\$194,958	\$77,600	\$100,000
Recovered Costs	0	0	0	0	350,000 ¹
State Categorical Aid	59,693	48,807	46,962	33,000	33,000
Other Financing Sources	0	0	308	0	0
Total Revenues	\$214,420	\$156,783	\$242,228	\$110,600	\$483,000
Total Local Tax Funding²	\$904,463	\$1,046,918	\$889,597	\$1,063,819	\$874,618
FTE Summary	4.25	4.25	4.25	4.25	4.25

¹ The FY 2013 Adopted Fiscal Plan includes the projected increase in revenue which is a Board initiative for this function to move toward revenue neutrality.

²In FY 2012 the Board appropriated \$154,554 in local tax funding for the Recycling Drop-off Centers to maintain FY 2011 service levels.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Construction & Waste Management

Solid Waste Diversion & Recycling

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide a clear and consistent message about solid waste management, solid waste services and requirements in Loudoun County.				
• Number of media releases regarding solid waste and recycling	142	128	130	130
• Number of solid waste and recycling educational programs	33	97	32	35
• Number of telephone inquiries per year	10,000	10,000	7,000	7,250
• Percentage of inquiries answered on first call or within one day	100%	100%	100%	100%
• Solid waste and recycling educational program participants	1,748	1,831	1,850	1,850
Objective: Demonstrate compliance with Commonwealth of Virginia mandated recycling goal of 25%.				
• Reported countywide recycling rate	31%	33%	25%	25%
Objective: Provide recycling opportunities for residents and businesses at the Loudoun County Solid Waste Management Facility (LCSWMF), Recycling Dropoff Centers, and collection events for household hazardous waste, electronics and other special materials.				
• Number of households participating in Household Hazardous Waste and Electronics Recycling events	2,971	4,613	3,750	3,900
• Tons of household hazardous waste and electronics collected for proper disposal and/or recycling	158	196	180	180
• Tons of material Collected at LCSWMF for reuse on site or return to public for use (rubble and yardwaste/mulch)	14,532	15,328	14,500	14,500
• Tons of recyclables collected at the County's Recycling Dropoff Centers (paper, cardboard, commingled containers)	3,507	3,517	3,550	3,550
• Tons of Special Materials collected at LCSWMF (tires, grass, waste oil, antifreeze, batteries and metal)	1,997	1,270	1,250	1,250



Construction & Waste Management Environmental Assurance & Strategic Planning

Program Goal and Service Description

The Environmental Assurance and Strategic Planning program provides planning, management and quality control programs for the County's solid waste management system according to County, State and Federal solid waste regulations. These activities include management of the Solid Waste Management Facility's environmental programs, which involve leachate, landfill gas, surface water, stormwater, and groundwater monitoring, as well as closure and post-closure care of closed landfill sites, which includes monitoring and site maintenance for environmental liability as required by State law. Other division activities include resident/customer service, enforcement of the County's solid waste ordinances for solid waste facilities, trash collection, illegal dumping and litter control, and the planning, design and construction of future County solid waste facilities. The program provides policy and planning support to the Board of Supervisors while implementing the County's Solid Waste Management Plan and responding to legislative, compliance and emergency issues concerning solid waste.

Budget Overview

FY 2013 Issues

- The Program will continue to provide a solid waste management service delivery system that meets the demand for local solid waste disposal and recycling services.
- Staff will maintain knowledge of changing State and Federal legal and regulatory requirements.
- The Program will maintain environmental compliance at the County Solid Waste Management Facility in light of challenges related to disturbed land activity and increased types of environmental controls and maintenance liabilities.
- Efforts will continue to monitor and offer finance options for groundwater constituent levels in portions of landfill constructed prior to current environmental design standards.

FY 2013 Major Work Plan Initiatives

- Maintain quality assurance and control for the Solid Waste Management Facility's environmental management systems (gas, leachate, groundwater, and surface water), financial activities, waste stream handling and reporting, and site and landfill closure/post closure operations.
- Enforce Chapters 1080, 1084, 1086, and 1088 of the County Codified Ordinances for solid waste facilities, vehicles, illegal dumping and recycling.
- Respond to requests for information and technical assistance and to complaints regarding solid waste collection and recycling services, illegal dumping, litter, and hazardous material disposal.
- Sustain the revenue neutrality program for conserving capacity while generating revenues to pay operational costs and to provide residual for future capital construction.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$919,140	\$791,371	\$774,455	\$740,327	\$779,873
Operations & Maintenance	636,868	629,296	612,554	605,389	606,984
Capital Outlay & Capital Acquisitions	31,052	18,529	35,561	6,750	0
Total Expenditures	\$1,587,060	\$1,439,196	\$1,422,570	\$1,352,466	\$1,386,857
Revenues					
Permits Privilege Fees & Reg Licenses	\$36,372	\$26,120	\$28,270	\$31,000	\$29,500
Charges For Services	397	313	83	0	0
Other Financing Sources	0	0	300	0	0
Total Revenues	\$36,769	\$26,433	\$28,653	\$31,000	\$29,500
Total Local Tax Funding	\$1,550,291	\$1,412,763	\$1,393,917	\$1,321,466	\$1,357,357
FTE Summary	9.35	8.35	8.35	8.35	8.35



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Construction & Waste Management

Environmental Assurance & Strategic Planning

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Demonstrate Environmental Compliance at the County's Solid Waste Management Facility according to permit requirements and approved environmental management plans.				
• Number of monthly, quarterly and annual leachate samples analyzed	15	15	15	15
• Number of quarterly and annual groundwater samples analyzed	118	103	86	86
• Number of quarterly and monthly landfill gas monitoring samples analyzed	1,028	1,190	984	984
Objective: Demonstrate Environmental Compliance in the County's Solid Waste Management System for solid waste management collection, facilities and other activities in accordance with Federal, State, local laws, regulations and ordinances regarding environmental management systems, financial assurance, waste stream reporting and other requirements, including County Codified Ordinances Chapters 1080, 1084, 1086 and 1088.				
• Number of complaints responded to related to illegal dumping, facility violations, and collection.	140	136	140	140
• Number of facilities permitted and inspected	6	6	6	6
• Number of vehicles permitted for solid waste collection activities	433	331	450	450
• Percentage of complaints and violations brought into compliance with County Ordinances	98%	98%	100%	100%
Objective: Plan for and ensure availability of adequate disposal, transfer, recycling and collection capacity in the County's Solid Waste Management System in accordance with the Loudoun County Solid Waste Management District's Plan.				
• Estimated tons of municipal solid waste generated by County residents, businesses, other institutions	286,910	303,204	295,000	295,000
• Percentage of Management District Plan reviews and updates ¹	0%	100%	0%	0%
• Percentage of capacity projects adhering to CIP schedule	100%	100%	100%	100%

¹ As of FY 2012 the LCSWM District Plan reviews are updated and completed every five years.



Construction & Waste Management Disposal Operations

Program Goal and Service Description

The Disposal Operations program provides a solid waste disposal option for County residents, businesses, contractors and permitted collectors. This program also provides disposal options to the County government, the Loudoun County Public Schools and other governmental and non-profit agencies. The Loudoun County Solid Waste Management Facility (LCSWMF) operates according to Virginia Department of Environmental Quality (VDEQ) regulations and Board of Supervisors' policies. In addition to serving individual residential and business needs, the Facility maintains operations to serve collectors who enter agreements for contract rates. Disposal activities include the screening, weighing and assessing of fees for different types of solid waste, and the management and maintenance of site grounds, infrastructure, buildings and equipment. The Solid Waste Management Facility has a waste disposal area and a Homeowners' Convenience Center, which includes the County's largest recycling dropoff center.

Budget Overview

FY 2013 Issues

- Sustain business operations, customer service and environmental compliance while addressing expanded maintenance requirements related to additional acreage of closed cells, disturbed land excavated for future cell construction and environmental control structures.
- Plan for and develop long-term funding strategies for future cell construction and closure costs, including groundwater remediation option for portion of landfill constructed prior to current environmental standards.
- Cover operational costs incurred by approximately \$1.8 million in landfill fee waivers provided by the Board of Supervisors for governmental and nonprofit agencies.
- Maintain business operations and adequate staff and internal controls to ensure financial transparency and accountability.
- Sustain adequate "Put-or-Pay" contract tonnage to cover most or all of operational costs for daily disposal operations in continuing economic uncertainty.
- Sustain operational efficiencies for maximizing use of landfill cell capacity.

FY 2013 Major Work Plan Initiatives

- "Put-or-Pay" contracts for FY 2013 and FY 2014 will be negotiated and awarded in the latter part of FY 2013.
- Sustain operating efficiencies to maximize cell space usage.
- Identify and manage increasing land and equipment maintenance liabilities to ensure safety and compliance.
- Maintain a financially sound operation in light of economic uncertainty by monitoring revenue, collections, various waste stream fluctuations, and other market factors.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,109,748	\$1,112,860	\$1,119,086	\$1,166,165	\$1,212,432
Operations & Maintenance	1,197,675	1,405,184	1,357,973	1,508,659	1,355,099
Capital Outlay & Capital Acquisitions	31,052	33,235	148,314	15,000	10,000
Total Expenditures	\$2,338,475	\$2,551,279	\$2,625,373	\$2,689,824	\$2,577,531
Revenues					
Charges For Services	\$2,293,804	\$2,550,260	\$2,590,671	\$2,689,824	\$2,570,000
Miscellaneous Revenue	430	1,019	455	0	0
Recovered Costs	0	0	2,494	0	0
Total Revenues	\$2,294,234	\$2,551,279	\$2,593,620	\$2,689,824	\$2,570,000
Total Local Tax Funding	\$44,241	\$0	\$31,753	\$0	\$7,531
FTE Summary	14.50	14.50	14.50	15.03	15.03



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Construction & Waste Management Disposal Operations

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Conserve Landfill capacity consumption by meeting or exceeding a filling efficiency ratio of 2.5 cubic yards/ton in accordance with the Board of Supervisors' policy, which calls for a balance between conserving capacity and funding operations.				
• Months of Capacity Remaining in Constructed Cell/s	36	278	272	268
• Tons of waste buried at maximum efficiency level	83,747	91,329	90,000	92,000
• Value of foregone revenues to fee waivers for governmental and non-profit agencies	1,002,776	1,027,914	1,646,314	1,836,000
Objective: Demonstrate to State/Federal regulators and to the public that structures, environmental controls and operations are compliant with local, State and Federal laws and regulations through quarterly DEQ landfill and one annual air inspections.				
• Number of quarterly state inspections with no violations	4	4	4	4
Objective: Provide Loudoun residents with access to an environmentally sound solid waste disposal facility.				
• Number of waste screening and fee assessment transactions	77,521	82,076	82,000	82,000
• Percentage of complaints addressed within 24 hours	100%	100%	100%	100%
• Tons of waste processed	99,250	107,796	96,500	96,500



Construction & Waste Management Capital Construction

Program Goal and Service Description

The Capital Construction Program consists of the Capital Planning, Budget & Design Division, the Construction Division and the Energy and Environmental Program Division.

The first two Divisions develop and administer the County's Capital Facility Standards, Ten Year Capital Needs Assessment, Six Year Capital Improvement Program budget, and Design and Construction Administration for General Government public use facilities. The Divisions provide planning, budget, technical expertise, and design and construction oversight services to manage all phases of the County's public facility development to provide safe, functional, cost effective, and energy and environmentally sustainable facilities. The Division of Capital Planning, Budget & Design also integrates the Loudoun County Public School facility needs into the County planning, budgeting and development plans.

The Energy & Environmental Division provides program and policy consistency among multiple departments and functions and provides policy and legislative guidance to the Board of Supervisors in the known and emergent environmental issues.

Budget Overview

FY 2013 Issues

- The Divisions must manage capital project debt issuance per the Board of Supervisors' policy direction.
- Capital Budget, Planning and Design Division will be challenged by the implementation of two new software initiatives. The County's ERP implementation and the Department's e-Builder implementation are both supported by staff in this division; Construction / Transportation Division staff will also be impacted by e-Builder implementation.
- The Department funds 3 FTE in other department's from the Capital Fund to support the County's capital improvement program. During FY 2011-FY 2012, the position funded in the County Attorney's office has not been able to meet project delivery dates to insure projects remain on schedule. Funding this position should be reevaluated to determine whether a new model for support needs to be developed.
- The Department continues to assess current land acquisition and land development policy and provide options to the Board of Supervisors.

FY 2013 Major Work Plan Initiatives

- Effectively manage program design and construction of capital projects in accordance with the Capital Improvement Plan schedule.
- Continue to develop internal and external processes to navigate the land use processes more effectively.
- Implement the County's Energy & Environmental program and provide policy and legislative guidance to the Board of Supervisors in the many known and emergent environmental areas.
- Continue implementation of construction management software for greater efficiencies in managing project schedules and financial management.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Construction & Waste Management
Capital Construction

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,293,135	\$2,828,920	\$3,120,219	\$3,377,897	\$3,478,564
Operations & Maintenance ¹	353,759	223,114	1,948,367	741,404	696,818
Capital Outlay & Capital Acquisitions	0	7,780	250,000	125,000	0
Transfer to General Fund	406,088	409,601	0	0	0
Transfer to General Capital Improvement	0	0	60,973	0	0
Total Expenditures	\$4,052,982	\$3,469,415	\$5,379,559	\$4,244,301	\$4,175,382
Revenues					
Charges For Services	\$160	\$0	\$82	\$0	\$0
Miscellaneous Revenue	2,250	2,250	1,000	0	0
Federal Categorical Aid ¹	35,845	314,035	711,410	236,489	0
Other Financing Sources	3,024,810	4,099,957	3,807,020	4,007,812	3,835,805
Total Revenues	\$3,063,065	\$4,416,245	\$4,519,512	\$4,244,301	\$3,835,805
Total Local Tax Funding	\$989,917	\$(946,827)	\$860,047	\$0	\$339,577
FTE Summary²	32.00	30.00	30.00	31.00	32.00

¹In FY 2011 Construction & Waste Management received Federal ARRA/EEBCG grant funding which was used for capital purchases in the Energy Program. This grant funding expires in FY 2013.

²In FY 2012 Mid-Year a Environmental Policy Specialist position (1.00 FTE) transferred from Planning Services.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Construction & Waste Management
Capital Construction

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Deliver approved Capital projects in accordance with the Capital Improvement Plan schedule.				
• Active capital projects on schedule	79.00%	81.25%	95.00%	86.00%
• Annual cash flow (excluding land acquisition)	\$70,000,000	\$45,585,000	\$50,000,000	\$60,000,000
• Current active projects - design	10.00	28.50	43.00	30.00
• Current active projects - construction	26	25	26	21
• Capital projects completed	3	15	25	17
• Cost to administer current project volume (% of annual cash)	4.90%	5.30%	5.00%	5.00%
Objective: Deliver approved capital projects within budget.				
• Percent of projects bid within budget	100%	100%	100%	100%
• Percent of projects completed within budget	100%	100%	100%	100%
• Percent of change orders generated by unforeseen conditions and program changes	5%	3%	4%	4%
Objective: Deliver quality Capital projects that meet or exceed the needs of the County.				
• Customer satisfaction rating	90.00%	88.50%	100.00%	100.00%
• Contractor satisfaction/Avg. # of days to process payments (Current County standard payment terms are net 30 days)	20	15	25	25



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**FY 2013 LANDFILL FEE WAIVERS
JULY 1, 2012 – JUNE 30, 2013**

Under the Board of Supervisors' policy, an organization that meets all three of the following criteria is eligible to apply for a waiver of the landfill fee:

1. Grant requests are confined to those organizations currently receiving the fee waiver or parties expressing an interest in receiving the fee waiver.
2. Organization must be a governmental entity or nonprofit organization with Internal Revenue Service 501(c)3 status.
3. Organization must provide a service for the public good. This must be explained in writing on the application for the fee waiver.

Interested organizations may apply for the landfill fee waiver on a biennial basis. The adopted fee waiver period is from July 1, 2012 through June 30, 2013, the first year of the biennium. Organizations receiving fee waivers include Loudoun County Government departments, towns in the County, Fire and Rescue Companies, other government entities, and nonprofit organizations. The total estimated annual landfill fee waiver for FY 2013 is \$1,768,302. Approximately 64% of the waivers recommended are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 11% for town governments, less than 1% for volunteer fire companies, 22% for other government entities (primarily the Virginia Department of Transportation) and 4% for non-profits.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2013 LANDFILL FEE WAIVERS
JULY 1, 2012 – JUNE 30, 2013

	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Provisional
Loudoun County Government & Public Schools			
Loudoun Animal Services	240	240	240
Loudoun Building & Development	600	150	150
Loudoun Construction & Waste Management	160,720	186,240	186,240
Loudoun Family Services	490	480	480
Loudoun General Services	319,060	471,085	495,385
Loudoun Parks & Recreation	56,725	53,400	53,400
Loudoun Sheriff's Office Community Workforce	2,769	2,705	2,780
Loudoun County Public Schools	<u>495,000</u>	<u>408,575</u>	<u>438,875</u>
Total, County Govt. & LCPS	1,035,604	1,122,875	1,177,550
Towns in County			
Town of Hamilton	7,200	10,500	10,500
Town of Hillsboro	255	-	-
Town of Leesburg	109,235	136,060	136,060
Town of Purcellville	15,335	18,000	19,200
Town of Round Hill	<u>17,600</u>	<u>29,042</u>	<u>29,042</u>
Total, Towns	149,625	193,602	194,802
Loudoun Fire and Rescue Companies			
Ashburn Volunteer Fire & Rescue Co.	153	205	205
Lovettsville Volunteer Fire Co	495	-	-
Purcellville Volunteer Rescue Squad	190	157	157
Round Hill Volunteer Fire Co.	333	261	261
Philomont Volunteer Fire Co.	<u>-</u>	<u>-</u>	<u>-</u>
Total, Fire/Rescue Companies:	1,171	623	623
Other Government Entities			
City of Fairfax	197	258	258
Loudoun Water	34,465	34,470	34,470
No. Va. Community College	1,315	1,590	2,080
No. Va. Regional Park Authority	3,365	3,290	3,290
VPI -- Middleburg Agricultural Center (VA Tech. Univ.)	375	-	-
Virginia Department of Transportation	350,000	346,515	346,515
Federal Aviation Administration	<u>250</u>	<u>370</u>	<u>370</u>
Total, Other Government Entities:	389,967	386,493	386,983
Nonprofit Organizations			
Blossom & Bloom	30	-	-
Christmas in April	380	510	510
Friends of Homeless Animals	1,580	1,555	1,555
Glaydin School & Camps	775	1,280	1,280
Good Shepherd Alliance	1,759	1,699	1,699
Grafton (formerly Graydon Manor)	204	263	263
Highroad Program Center	1,126	1,143	1,143
Hillsboro Ruritan Club	4,500	4,500	4,500



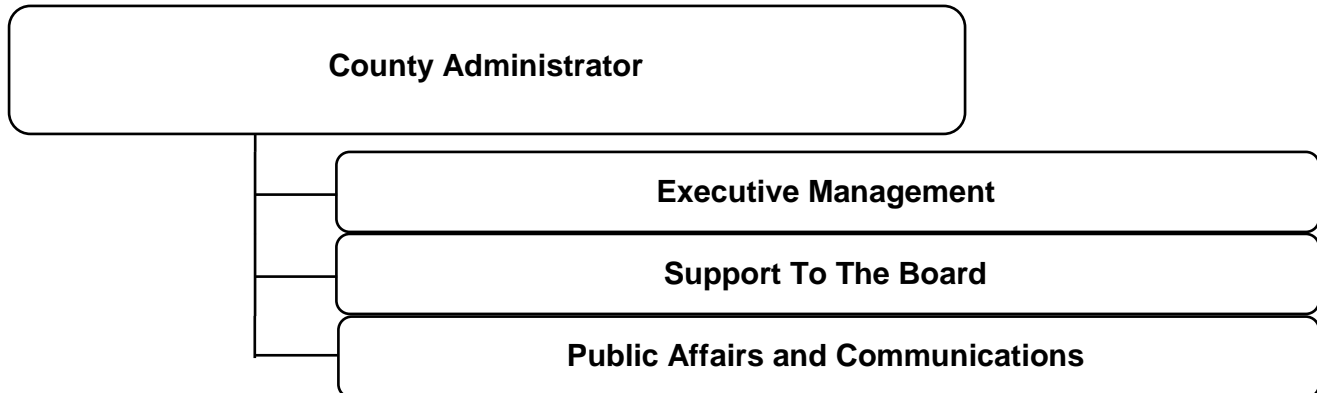
Loudoun County Government
FY 2013 Adopted Fiscal Plan

FY 2013 LANDFILL FEE WAIVERS
JULY 1, 2012 – JUNE 30, 2013

	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Provisional
Keep Loudoun Beautiful	\$750	\$3,200	\$3,200
Ladies Board - INOVA Loudoun Hospital Center	660	660	660
Loudoun Fair & Associates	2,112	1,510	1,510
Loudoun Abused Women Shelter	60	60	60
Loudoun Cares	60	10,950	625
Loudoun Habitat for Humanity	655	813	813
Loudoun Interfaith Relief, Inc.	2,970	480	780
Lovettsville Community Center Advisory Board	4,500	4,500	4,500
Lucketts Ruritan Club	28,500	27,010	28,510
Middleburg Community Center	5,038	895	895
Middleburg Academy (formerly Notre Dame Academy)	1,575	1,848	1,848
Salvation Army	14,725	1,425	1,535
Sterling Ruritan Club	315	-	-
Sycolin Creek PTA	9,000	-	-
Waterford Foundation	<u>534</u>	<u>408</u>	<u>408</u>
Total, Nonprofit Organizations:	81,808	64,709	56,294
Grand Total Landfill Fee Waivers	\$1,658,175	\$1,768,302	\$1,816,252



County Administrator





County Administrator

Mission Statement

The mission of the Office of the County Administrator is to provide professional public policy advice to the Board of Supervisors and leadership and direction to staff to implement the vision and strategic plan of the Board of Supervisors.

Description

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

Budget Overview

FY 2013 Issues

- With the newly elected Board of Supervisors, the County Administrator's Office will assist the governing body in establishing its strategic and policy framework including a Strategic Work Plan for its term.
- Loudoun County continues to grow, with the County's population estimated to reach 336,001 in 2013, an annual increase of 2.5% over 2012. Given an increasing population, the County will continue to face challenges due to increased service demands, with potentially fewer resources.
- Shifting of responsibilities and unfunded mandates from the State to localities could result in significant impacts on the County in the areas of secondary road maintenance projects, which could impact Loudoun in the estimated amount of \$70 million, as well as the shift of Comprehensive Services for At Risk Youth (CSA) costs.

FY 2013 Major Work Plan Initiatives

- Maintain the County's Triple A bond rating by continued monitoring of the County's financial condition, maintaining a 10% fiscal reserve and providing quarterly updates to the Board through Financial and Housing reports along with periodic budget outlook reports.
- Board action will be required, along with executive oversight, upon receipt of the completed preliminary engineering documents for Phase II as well as other issues related to the Dulles Corridor Metrorail project in early FY 2013.
- Provide executive oversight of key strategic land planning and transportation initiatives, including Zoning Ordinance Amendments, Community Planning Outreach, and policy amendments as directed by the Board.
- Prepare update of Fire Rescue Service Plan for Board adoption to address several areas requiring attention to include staffing, emergency communications technology, and maintenance of equipment.
- Develop and coordinate a citizen survey to acquire community feedback on County services.

FY 2012 Major Achievements

- Loudoun's Triple A status was reaffirmed by all three major bond rating agencies in June 2011.
- Completion of various capital facilities such as Philip A. Bolen Park, Harmony Park & Ride Lot, Leesburg Senior Center, Library Administration at North Street, back up Emergency Communications Center, Adult Detention Center Phase II, Moorefield Public Safety Center, and Eastern Loudoun Respite Center.
- Working with DIT and an outside consultant, a redesign of the County's website was completed.
- Consolidated former Public Information Office with the Office of the County Administrator which resulted in cost savings as well as realigned administrative support responsibilities in the department.
- Staff supported various Board initiatives to include Redistricting, Transportation Needs Assessment for People with Disabilities, Sign Ordinance, and the Home-Buyer Education Program.
- Implemented paperless Board of Supervisor meeting packets with Apple iPad, resulting in reduced courier delivery and duplicating costs.
- Developed a Freedom Of Information Act (FOIA) policy, to include a request and tracking process with a dedicated FOIA Officer.
- New video E-comment services for senior citizens allowing for public comment at Board meetings was implemented as a pilot program in October 2011.
- Completion of the \$2.2 million ARRA Energy and Efficiency and Conservation Block Grant projects.
- Received national and state recognition for the County's Domestic Violence Program.
- Developed model for career and volunteer service agreement for the career staffed fire rescue stations approved by the Board.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

County Administrator

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,896,959	\$2,627,871	\$2,557,165	\$2,846,606	\$3,070,193
Operations & Maintenance	495,566	486,781	423,720	404,997	373,934
Total Expenditures	\$3,392,525	\$3,114,652	\$2,980,885	\$3,251,603	\$3,444,127
Revenues					
Permits Privilege Fees & Reg Licenses	\$111,000	\$111,000	\$111,000	\$0	\$0
Use Of Money & Property	0	0	16	0	0
Charges For Services	99	52	138	0	0
Recovered Costs	6	0	20,000	0	0
Total Revenues	\$111,105	\$111,052	\$131,154	\$0	\$0
Local Tax Funding	\$3,281,420	\$3,003,600	\$2,849,731	\$3,251,603	\$3,444,127
FTE Summary	31.33	26.80	24.80	24.60	24.80

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Office of the County Administrator includes an enhancement of \$103,642 in local tax funding and 0.20 FTE for continuation of recording and televising Loudoun County Government public meetings. The Board also reduced the County Administrator's operating budget by \$5,000. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: 2.00 FTE were transferred to the Department of Parks, Recreation, and Community Services for the Youth Initiative Program, 1.00 FTE was transferred to the Office of Capital Construction, 1.00 FTE to the Department of management and Financial Services, and 0.53 was eliminated.

FY 2011: The Board eliminated 2.00 FTE in Executive Management and Support to the Board.

FY 2012: 5.80 FTE were transferred from the Public Information Office and 0.80 FTE was transferred from Mental Health, Substance Abuse and Developmental Services. Effective July 1, 2011, the Public Information Office merged with County Administration and became the Division of Public Affairs & Communications. Budget and FTE history for prior years have been combined.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Administrator

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Executive Management	\$1,872,118	\$1,690,111	\$1,662,067	\$1,685,230	\$1,676,145
Support To The Board	697,829	624,099	622,765	706,510	783,685
Public Affairs and Communications	822,578	800,442	696,053	859,863	984,297
Total Expenditures	\$3,392,525	\$3,114,652	\$2,980,885	\$3,251,603	\$3,444,127
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Executive Management ¹	\$111,039	\$111,000	\$111,028	\$0	\$0
Support To The Board ²	66	52	20,126	0	0
Total Revenues	\$111,105	\$111,052	\$131,154	\$0	\$0
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Executive Management	\$1,761,079	\$1,579,111	\$1,551,039	\$1,685,230	\$1,676,145
Support To The Board	697,763	624,047	602,639	706,510	783,685
Public Affairs and Communications	822,578	800,442	696,053	859,863	984,297
Total Local Tax Funding	\$3,281,420	\$3,003,600	\$2,849,731	\$3,251,603	\$3,444,127
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Executive Management	13.53	11.00	10.00	11.50	11.00
Support To The Board	9.00	9.00	8.00	6.50	7.00
Public Affairs and Communications	6.80	6.80	6.80	6.60	6.80
Youth Initiative ³	2.00	0.00	0.00	0.00	0.00
Total FTE	31.33	26.80	24.80	24.60	24.80

¹ Revenue is from the ministerial land development applications costs and fees study. It is no longer allocated to the Office of the County Administrator in FY 2012 & FY 2013.

² FY 2011 revenue is from Leadership Loudoun Recovery fee as a result of the transfer of PIO function to the County Administration.

³ 2.00 FTE for Youth Initiative was transferred to the Department of Parks, Recreation, and Community Services.



County Administrator Executive Management

Program Goal and Service Description

The Executive Management function exercises daily management and supervision over all County operations in the areas of Community Development, Community Services, Public Safety and Finance/Internal Operations. This includes executive oversight on the implementation of County policies and regulations. The County Administrator serves as the Chief Administrative Officer of County Government and is directly accountable to the Board of Supervisors. This program provides leadership and strategic direction of county operations of overall service initiatives to include transportation and land use initiatives; and Countywide emergency preparedness in conjunction with regional planning and response activities. This office works proactively to manage the County's finances and expenditures which has resulted in maintaining a Triple A credit rating with all three rating agencies.

Budget Overview

FY 2013 Issues

- To maintain core service levels and customer expectations with existing staff, managing workloads of staff will require careful balance to meet established deadlines. It will be critical that efforts to streamline operations may be necessary.
- Loss of institutional knowledge due to increasing numbers of retirements in the organization will require development of staff and continued succession planning.
- Efforts to retain a high quality workforce will need to continue by providing professional development and educational opportunities as well as, competitive salaries and benefits.
- Provide critical policy analysis in the development of staff reports that present issues, alternatives and impacts that aid the Board members in decision making.

FY 2013 Major Work Plan Initiatives

- Maintain Triple A credit rating with Moody's Investors, FitchRating and Standard & Poors to ensure fiscal efficiency for Loudoun's residents.
- Provide strategic direction on a range of initiatives and priorities identified by the Board of Supervisors.
- With improvements directed by the Board to the County's Performance Management System during FY 2012, staff will continue implementation efforts to include incorporating 3-5 specific objectives in each employee's performance expectations.
- Implement and continue to improve the administrative policies to enhance process and procedures for the organization.
- Proactively address employee morale to strengthen and revitalize the County workforce with outreach through the Leadership Team, the Employee Advisory Committee and recognition of employee exceptional performance.
- Proceed with planned capital facilities, to include Gum Spring Library to meet its scheduled opening.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,747,606	\$1,571,365	\$1,551,641	\$1,570,963	\$1,567,119
Operations & Maintenance	124,512	118,746	110,426	114,267	109,026
Total Expenditures	\$1,872,118	\$1,690,111	\$1,662,067	\$1,685,230	\$1,676,145
Revenues					
Permits Privilege Fees & Reg Licenses ¹	\$111,000	\$111,000	\$111,000	\$0	\$0
Charges For Services	39	0	28	0	0
Total Revenues	\$111,039	\$111,000	\$111,028	\$0	\$0
Total Local Tax Funding	\$1,761,079	\$1,579,111	\$1,551,039	\$1,685,230	\$1,676,145
FTE Summary²	13.53	11.00	10.00	11.50	11.00

¹ This Revenue was a result of the ministerial land development applications costs and fees study. Beginning in FY 2012, it is no longer allocated to the Office of the County Administrator.

² In FY 2013, 0.50 FTE is reallocated to the Support to the Board Division due to shift in realignment of duties.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**County Administrator
Executive Management**

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Maintain the County's Triple A bond rating and credibility in the municipal finance markets.				
• Fitch	AAA	AAA	AAA	AAA
• Moody's	Aaa	Aaa	Aaa	Aaa
• Standard & Poor's	AAA	AAA	AAA	AAA
Objective: Assist the Board in providing strategic direction and administrative oversight to accomplish Board priorities.				
• Number of strategic work sessions held ²	1	4	3	3
• Priority projects identified	26	23	25	25
• Projects on schedule	8	10	11	12
Objective: Attract and retain high quality workforce with a turnover rate at 10% or lower.				
• County workforce turnover rate	7.80%	8.20%	9.5%	10.00%
• Percentage of Residents satisfied with County services	n/a	n/a	75%	75%
• Residents satisfied with overall value for their tax dollars	n/a	n/a	75%	75%

¹ Measures with an n/a were new for the year in which numerical data begins. Prior history is not available.

² Pending the Board's adopted strategic plan.



County Administrator Support To The Board

Program Goal and Service Description

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

Budget Overview

FY 2013 Issues

- Though support is provided to the Board of Supervisors' standing committees and ad hoc committees to include the Government Reform Commission through this program, adequate staffing to meet the Board's new meeting schedule and added citizen committees will be a challenge due to staffing reductions in previous years.
- With the increase in meeting coverage along with other duties, staff will be constrained in its ability to make available to the public, Board meeting minutes, action summaries and Board documents in a timely fashion.
- Staff, along with the County's legislative team, will work with the Board on legislation that may have resulted from the 2012 General Assembly session and its impact on Loudoun County. In addition, pending the outcome of the session, issues related to unfunded mandates will need to be addressed for future fiscal planning.

FY 2013 Major Work Plan Initiatives

- Provide timely Board of Supervisors Action Summaries to accommodate citizen inquiries within two days of the meeting.
- Prepare sufficient meeting materials for Board members and the public meeting established deadlines to include posting materials on the County's website generally a week in advance of the meeting. It is estimated that 120 meeting packets for Board business meetings, standing committees, ad hoc committees and public hearings may be prepared during FY 2013.
- Continue efforts to increase iPad usage for Board documents to reduce paper and printing costs.
- In preparation of the Board's Legislative Package for the 2013 General Assembly, staff will assist the Board in meeting bill introduction and position deadlines in late 2012 and during the session which will begin in January 2013 through mid-March. Since this is a short session, staff estimates approximately 2,600 bills will be screened for impact on Loudoun County.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$600,264	\$505,021	\$505,206	\$653,618	\$732,056
Operations & Maintenance	97,565	119,078	117,559	52,892	51,629
Total Expenditures	\$697,829	\$624,099	\$622,765	\$706,510	\$781,685
Revenues					
Use Of Money & Property	\$0	\$0	\$16	\$0	\$0
Charges For Services	60	52	110	0	0
Recovered Costs ¹	6	0	20,000	0	0
Total Revenues	\$66	\$52	\$20,126	\$0	\$0
Total Local Tax Funding	\$697,763	\$624,047	\$602,639	\$706,510	\$783,685
FTE Summary²	9.00	9.00	8.00	6.50	7.00

¹ FY 2011 revenue was from Leadership Loudoun for services reward from the former Office of Public Information.

² In FY 2013, 0.50 FTE is reallocated from the Executive Management Division due to shift of office duties.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**County Administrator
Support To The Board**

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide response to FOIA requests within required deadline of 5 business days.				
• FOIA requests responded to using the ACR system	n/a	n/a	100%	100%
Objective: Develop and support the Board of Supervisors' legislative package for General Assembly to meet deadlines for adopted positions.				
• Legislative bills screened for impact on Loudoun	3,104	2,692	3,000	2,600
• Legislative bills with impact analyzed	217	206	300	200
Objective: Provide meeting materials and action summaries to Board, staff and the public reflecting actions and background information in a timely manner.				
• Action summaries of Board business meetings and public hearings completed within two days of meeting	100%	95%	80%	90%
• Board meeting minutes completed for meetings held	82	68	60	55
• Number of packets prepared for business meetings, public hearings, and special meetings	87	53	55	55
• Number of standing committee and ad hoc committee meeting packets prepared	65	34	52	77

¹ Measures with an n/a were new for the year in which numerical data begins. Prior history is not available for Active Citizen Response system (ACR).



County Administrator Public Affairs and Communications

Program Goal and Service Description

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

Communications integration and engagement activities, including execution of strategic communications plans; strategy and policy development; training; community outreach and engagement; media relations; online communications; broadcast communications; and constituent and accessibility services (including front-line customer service, multilingual services and American Disability Act (ADA) compliance oversight), achieve the goal of educated, informed and engaged county residents and communities that understand the operations of their government and how to obtain information on its operations and services offered to the public.

Emergency communications activities, including execution of comprehensive risk and crisis communications strategies; establishment of policies and procedures; training; and close collaborating with inter-departmental, local and regional partners, achieve the goal of educated, informed and engaged residents, communities, partner organizations and county employees who are prepared for crisis situations and know how to stay informed during emergencies.

Internal communications and employee engagement activities, including execution of internal communications audits, strategic communications plans and policies; management and utilization of various communications platforms, tools and tactics; training; and oversight and enforcement of countywide communication policies, achieve the goal of informed, engaged and motivated employees who are abreast of county operations and their role in it.

Budget Overview

FY 2013 Issues

- Due to the recent changes in the media landscape, Public Affairs and Communications is faced with the challenge of being able to respond to the demands for timely and accurate information in a 24/7 news cycle.
- Rapidly evolving technologies are widening the array of communications platforms available, which in turn increases public expectations for timely information dissemination across all platforms. The rapidly expanding use of social media has also created an expectation of instantaneous customer service delivery.
- As the multilingual populations are rapidly growing, there is a rising need for bilingual messaging and outreach material development.
- The rise of citizen journalism makes it increasingly difficult to provide accurate information to the public during emergencies. Due to vast amounts of misinformation, it is important for the government to effectively communicate with the public and disseminate accurate information.
- The Comcast Corporation has been providing Public, Educational and Government (PEG) services support to the county government since 2005. Comcast will end support to the county in these areas effective July 21, 2012, and new resources are needed to maintain the same level of PEG services.

FY 2013 Major Work Plan Initiatives

- Establish and conduct an annual community communications survey to better understand how the public wants to be communicated with and how to best engage in a two-way dialogue.
- Conduct an annual employee communications survey to better understand internal communication needs.
- Develop a countywide communication standards policy (to establish a common look and feel) and an associated Web portal of communication tools (including all communication policies) to be utilized by County employees.
- Develop proactive community outreach and engagement programs to enable resident participation and enhance their understanding of critical county initiatives.
- Develop and execute a communications training curriculum (to include communication standards, media, Web content, crisis communications, social media, employee communications, facilitation, etc.) in collaboration with Human Resources.
- Establish an inter-departmental e-Government Steering Committee to develop, review and enforce online communications related policies and procedures.
- Establish bi-annual Web content review process and work with all county departments to ensure Web content accuracy, quality and style countywide.
- Evaluate and revise emergency communications policies and procedures, and work with regional partners to strengthen collaboration.
- Provide the Public, Educational and Government (PEG) services by County staff in FY 2013.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Administrator
Public Affairs and Communications

- Maintain the County's Limited English Proficiency Plan to reflect changes in demographics and the changing needs of residents.
- Develop a multicultural media outreach program to be able to better target hard to reach audiences when critical information about services or during an emergency needs to be disseminated.

Program Financial Summary¹	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$549,089	\$551,485	\$500,318	\$622,025	\$771,018
Operations & Maintenance	273,489	248,957	195,735	237,838	213,279
Total Expenditures	\$822,578	\$800,442	\$696,053	\$859,863	\$984,297
 Total Local Tax Funding	 \$822,578	 \$800,442	 \$696,053	 \$859,863	 \$984,297
 FTE Summary²	 6.80	 6.80	 6.80	 6.60	 6.80

¹ Effective July 1, 2011, the Public Information Office merged with County Administration and became the Division of Public Affairs and Communications. 5.80 FTE was transferred from the Public Information Office and 0.80 FTE was transferred from Mental Health, Substance Abuse and Development Services. Budget and FTE history for prior years have been combined.

² FY 2013 Adopted Fiscal Plan includes an enhancement of \$103,642 in local tax funding and 0.20 FTE for continuation of recording and televising Loudoun County Government public meetings.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Administrator
Public Affairs and Communications

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Strengthen cooperation with inter-agency, community and regional partners to assure seamless communication and information dissemination during crisis.				
• Attendance rate in Emergency Support Function (ESF) 15 meetings	n/a	n/a	75%	80%
Objective: Continue to increase the usage of the County website and social media platforms as the primary source of information for residents by increasing the number of website page views by 5% annually.				
• Discrete website visits (millions)	29.50	30.00	31.50	33.07
• Respondents using the County's online tools in the last 3 months	n/a	n/a	65%	65%
• Visits on social media (millions)	7.06	7.41	7.78	8.20
Objective: Increase employees' knowledge of county issues and operations, and their role in it.				
• Employee respondents' satisfaction with internal communications	n/a	n/a	50%	60%
• Respondents reporting knowledge of specific county issues	n/a	n/a	65%	85%
Objective: Increase use of government access channel to inform residents through video programming and bulletin board announcements.				
• Announcements on Government Access bulletin board	107	112	117	123
• Hours of government meetings covered	n/a	n/a	450	600
Objective: Maintain media interaction and placement value through proactive media outreach and rapid response.				
• Media inquiries responded to within 24 hours	n/a	n/a	100%	100%
• Pitched stories that received media placement	n/a	n/a	50%	55%
Objective: Increase public awareness on emergency preparedness before, during and after crisis.				
• Citizens subscribing to Alert Loudoun	n/a	n/a	77,000	78,000
• Discrete visits on emergency related web pages	n/a	n/a	427,500	435,000
Objective: Keep residents and communities informed, and provide prompt response within 24 hours.				
• Citizen satisfaction with information about County Services	n/a	n/a	65%	65%
• Program areas participating in Active Citizen Request system	13	13	14	15
• Translation requests completed for multilingual residents	n/a	n/a	100%	100%

¹ Measures with an n/a were new for the year in which numerical data begins. Prior history is not available.



NOTES



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

County Assessor



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

County Assessor

Mission Statement

The mission of the Office of the County Assessor is to uniformly assess real property in an equitable manner at fair market value on an annual basis, encouraging the citizenry of the County to participate in the process, while producing an assessment roll in accordance with the Code of Virginia and the Codified Ordinances of Loudoun County.

In the execution of this mission, it is the duty of each and every staff member to provide accurate information in a timely, professional, effective, respectful, and courteous fashion to all internal and external customers.

Description

The principal responsibilities of the Office of the County Assessor are the administration of the annual ad valorem real property assessments, real property exemptions, and the management of the Land Use and Revitalization Programs. The practice of annually assessing real property at fair market value provides the most fair, most objective and most easily understood basis of an "ad valorem taxation" (taxation according to value). The management of the County's real estate portfolio is the most integral factor related to the operation of the County. Real property assessments are the foundation of the County's largest and most practical source of revenue, which are real property taxes. The size and complexity of the property mix within the County contributes to the challenges faced by the Assessor and staff.

The Office of the County Assessor works in conjunction with other departments and offices within the County government. The Office of the County Assessor is not independent of them, but is required to remain impartial to their influences. The most important parts of the legal framework related to the Assessor's responsibilities are the requirements governing the value standard set by the Code of Virginia and the Codified Ordinances of Loudoun County. These standards regulate the level of assessment and the frequency related to the valuation known as the assessment cycle. The role and multiple functions of the Assessor are mandated.

The Code of Virginia, § 58, Chapter 32, sets forth the statutes guiding the Real Property Tax Law in the Commonwealth of Virginia. The standard of value is identified in the Code of Virginia § 58.1-3280 as "fair market value." Loudoun County Ordinance 860.09(a) authorizes that the assessment and equalization of real estate for local taxation shall be performed annually.

Budget Overview

FY 2013 Issues

- Staffing levels are below recommended industry standards based on the number of parcels and the complex nature of Loudoun County's real property portfolio.
- Replacement of the legacy mass appraisal (CAMA) system is a major project which is underway.
- The combination of additional service demands placed on the County by residents along with a shifting economy and real estate market is anticipated to result in the number of appeals increasing which will cause additional demands on staff resources.

FY 2013 Major Work Plan Initiatives

- Implementation of the iasWorld CAMA system.
- Accurately assess all real property annually in accordance with the Code of Virginia and Loudoun County Ordinance.
- Audit and reconcile the exempt real property portfolio in order to maintain an accurate accounting of exemptions by classification and exemptions by designation.
- Collect and process data associated with new construction and miscellaneous permits.
- Administer the Land Use and Revitalization Programs in accordance with Office policy, the Code of Virginia and the Codified Ordinances of Loudoun County.
- Produce the annual Land Book in accordance with the Code of Virginia.
- Review local ordinances associated with assessment issues and update accordingly.

FY 2012 Major Achievements

- Implemented a new building permit tracking system to track new construction and miscellaneous permits at the parcel level, which provides the ability to track appraiser production levels, value added due to new construction, as well as generate a variety of reports associated with building permits.
- Expanded the REAA Program (Real Estate Assessment Review Online Application Program) making the process completely automated from initialization by property owner to resolution by Assessor's Office.
- Implemented Pictometry, which is an ortho-digital aerial imaging system that will allow staff to capture new construction and permits, improving property records and customer service levels.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Assessor

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,011,052	\$2,935,757	\$2,917,401	\$3,148,035	\$3,277,661
Operations & Maintenance	250,894	235,122	243,860	300,339	290,104
Total Expenditures	\$3,261,946	\$3,170,879	\$3,161,261	\$3,448,374	\$3,567,765
Revenues					
Permits Privilege Fees & Reg Licenses	\$56,399	\$47,030	\$115,385	\$150,000	\$75,000
Charges For Services	4,051	3,471	4,264	3,100	3,000
Total Revenues	\$60,450	\$50,501	\$119,649	\$153,100	\$78,000
Local Tax Funding	\$3,201,496	\$3,120,378	\$3,041,612	\$3,295,274	\$3,489,765
FTE Summary	34.00	34.00	34.00	34.00	34.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Office of the Assessor includes a reduction in Land Use Fee revenue of \$75,000 following the trend from recent years. This revenue varies with the number of applications, revaluations and the number of properties in the Land Use Program. The Operations & Maintenance budget has a reduction in contractual services. Personnel expenditures reflect an average increase of 8% in health insurance costs, as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Assessor

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Real Estate Assessments	\$3,261,946	\$3,170,879	\$3,161,261	\$3,448,374	\$3,567,765
Total Expenditures	\$3,261,946	\$3,170,879	\$3,161,261	\$3,448,374	\$3,567,765
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Real Estate Assessments	\$60,450	\$50,501	\$119,649	\$153,100	\$78,000
Total Revenues	\$60,450	\$50,501	\$119,649	\$153,100	\$78,000
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Real Estate Assessments	\$3,201,496	\$3,120,378	\$3,041,612	\$3,295,274	\$3,489,765
Total Local Tax Funding	\$3,201,496	\$3,120,378	\$3,041,612	\$3,295,274	\$3,489,765
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Real Estate Assessments	34.00	34.00	34.00	34.00	34.00
Total FTE	34.00	34.00	34.00	34.00	34.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

County Assessor

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.				
• Number of New Structures	1,296	1,390	1,402	1,550
• Percent of New Structures Assessed	100%	100%	100%	100%
Objective: Annually assess all real property at 100% of Fair Market Value per State Code and County Ordinances.				
• Countywide Assessment to Market Value Ratio	97%	97%	99%	99%
• Number of Parcels	115,571	118,709	121,123	123,000
• Parcels valued	100%	100%	100%	100%
Objective: Annually reassess all real property parcels and verify real property sales.				
• Average # of parcels per commercial appraiser	2,289	2,306	1,739	1,755
• Average # of parcels per residential appraiser	7,234	7,367	7,545	7,738
• IAAO standard # of parcels per commercial appraiser	1,250	1,250	1,250	1,250
• IAAO standard # of parcels per residential appraiser	5,000	5,000	5,000	5,000
• Number of commercial appraisers	3	3	4	4
• Number of residential appraisers	15	15	15	15
• Number of transfers	15,225	16,173	19,000	22,000
• Percent of sales verified	65%	70%	65%	70%
Objective: Respond to all FOIA requests as required by the Code of Virginia.				
• Average staff hours spent on each request	7	7	7	7
• Number of FOIA requests	725	750	750	700
Objective: Meet State requirements for revalidations of all Land Use parcels every 6 years.				
• Number of annual revalidations and inspections	957	836	950	950
• Number of parcels enrolled in Land Use	5,037	4,986	4,979	4,950
Objective: Process new deeds, subdivisions and related records to insure accurate records as they pertain to the production of the County Land Book.				
• Percent of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	26,588	27,962	28,800	32,000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Assessor

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide support for the implementation of the new CAMA system while maintaining the workload in the office.				
• Percent of implementation completed	n/a	50%	75%	90%
• Staff hours working with the new CAMA system (includes testing)	2,000	9,750	11,700	5,000
Objective: Process all requests for exemptions.				
• Average hours spent on each application processing	40	40	40	40
• Number of applications received	10	16	25	30
Objective: Respond to all requests for assessment reviews, BOE appeals and court cases.				
• Average hours of staff time spent on each BOE appeal	4	4	4	4
• Average hours spent on each court case/tax sale	120	120	120	120
• Net value change in millions from BOE decisions	\$93	\$118	\$120	\$100
• Net value change in millions from reviews	\$74	\$52	\$50	\$50
• Number of BOE commercial appeals	386	184	150	150
• Number of BOE residential appeals	311	267	250	250
• Number of commercial office reviews	471	254	200	200
• Number of court cases	6	12	10	5
• Number of residential office reviews	917	540	500	500
• Number of tax sales	30	29	20	20
Objective: Validate improvements whether permitted or unpermitted through site visits.				
• Number of permits issued	6,732	8,018	10,000	12,000
• Percent of permits worked	70%	65%	65%	60%
• Value in billions added to land book from permits	\$1.2	\$1.4	\$1.7	\$2.3



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

County Attorney



County Attorney

Mission Statement

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

Description

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

Budget Overview

FY 2013 Issues

Over the last decade, the County has witnessed increasing demands upon legal counsel in all of these functional areas. The following summarizes some of the current and anticipated challenges for the office.

- **Taxation:** With the current economic situation, tax assessment and collection efforts are requiring a substantial level of support from the office. In recent years there has been an upward trend in bankruptcy filings, tax foreclosure sales, and tax assessment challenges. The office has undertaken a proactive collection effort for the largest delinquent accounts, prior to those cases being referred for initiation of tax foreclosure sales. In addition, the office anticipates a continuing level of demand for general legal assistance to the local tax officials, including legal opinions and tax ordinance changes.
- **Transactional matters:** The County Attorney's Office is involved in a range of transactional matters. The office is required to review contract documents and advises on disputes about contract performance. In addition, legal counsel plays an essential role in financing and capital projects, which have become more numerous and complex. Finally, legal counsel usually plays a central role in the establishment of innovative vehicles to build infrastructure such as public private partnerships, special taxing districts and community development authorities. Such projects are being pursued more aggressively and require legal support.
- **Department of Family Services:** The office has dedicated substantial additional time and effort in the support of the housing programs. This includes aggressive efforts to enforce ADU covenants, assistance with transactions under the neighborhood stabilization program, and a variety of other support, enforcement and advising activities. In addition, the office devotes substantial effort in support of Child Protective Services and Adult Protective Services.
- **Land Development and Regulatory Enforcement:** Legal support for current land development applications is expected to increase. In addition, the office anticipates increased legal support to administer and enforce existing development conditions and approvals. The County currently holds \$615,543,369 in performance bonds for public improvements associated with approved projects, which will need to be extended, replaced or called if construction is not completed by the performance date. Increasing demands have been placed on the office for civil enforcement of zoning, building code, erosion and sediment control, and solid waste regulations. Finally, assistance of legal counsel is required for Board initiated changes to land use policies and regulations.
- **General Government:** Increasing demands for legal services come from a wide range of other county departments and agencies. Areas requiring substantial legal support include: personnel law, legal services to public safety agencies, preparation of ordinances, FOIA requests, and conflict of interest issues.
- **Litigation:** Denial of land use applications, adoption of new regulations and tax assessments are some of the actions that can generate legal challenges, among other matters. The County Attorney recommends continuing close consultation to identify and manage legal risks, and maintaining an appropriate litigation contingency.

FY 2013 Major Work Plan Initiatives

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

FY 2012 Major Achievements

- Managed increasing demands for legal services with constrained resources.
- Provide increased support of tax collection efforts, including monitoring bankruptcy filing for tax officials (multi-year).
- Sustained an effort to enforce ADU covenants and otherwise provide increased support for housing programs.
- Maintained staff response rates at high levels for review of contracts, leases and land development documents.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

County Attorney

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,228,381	\$2,142,683	\$2,167,627	\$2,352,059	\$2,382,434
Operations & Maintenance	365,279	270,550	458,641	140,396	133,861
Total Expenditures	\$2,593,660	\$2,413,233	\$2,626,268	\$2,492,455	\$2,516,295
Revenues					
Permits Privilege Fees & Reg Licenses	\$107,119	\$102,075	\$142,337	\$184,060	\$212,499
Fines & Forfeitures	0	0	1,775	0	1,500
Charges For Services	50	600	875	600	500
Miscellaneous Revenue	0	0	56,321	1,000	10,000
Other Financing Sources	(70,189)	0	113,372	144,940	167,574
Total Revenues	\$36,980	\$102,675	\$314,680	\$330,600	\$392,073
Local Tax Funding	\$2,556,680	\$2,310,558	\$2,311,588	\$2,161,855	\$2,124,222
FTE Summary	20.00	20.00	20.00	20.00	20.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the County Attorney includes a decrease in local tax funding of \$37,633 due to projected increases in revenues of \$61,473 for Legislative Land Development Fees, Zoning Violation Fees, Miscellaneous revenue and CIP Support. The County Attorney's budget also includes a decrease of \$6,535 in Operating & Maintenance expenditures from the FY 2012 adopted budget. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefits costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Attorney

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Legal Counsel	\$2,593,660	\$2,413,233	\$2,626,268	\$2,492,455	\$2,516,295
Total Expenditures	\$2,593,660	\$2,413,233	\$2,626,268	\$2,492,455	\$2,516,295
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Legal Counsel	\$36,980	\$102,675	\$314,680	\$330,600	\$392,073
Total Revenues	\$36,980	\$102,675	\$314,680	\$330,600	\$392,073
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Legal Counsel	\$2,556,680	\$2,310,558	\$2,311,588	\$2,161,855	\$2,124,222
Total Local Tax Funding	\$2,556,680	\$2,310,558	\$2,311,588	\$2,161,855	\$2,124,222
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Legal Counsel	20.00	20.00	20.00	20.00	20.00
Total FTE	20.00	20.00	20.00	20.00	20.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

County Attorney

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide legal services in support of the general county government by delivering effective and timely advice or representation based on established priorities.				
• Land Development (Submissions Received)	1,086	815	1,200	1,330
• Land Development (Submissions Reviewed)	827	817	1,200	1,270
• Land Development (Turnaround within 10 days)	29%	33%	35%	30%
• Land Development (Turnaround within 20 days)	57%	67%	65%	75%
• Land Development (Turnaround within 30 days)	85%	85%	85%	88%
• Litigation (DFS cases)	73	48	75	76
• Litigation (general)	56	30	35	25
• New files opened, written request for opinions/advice	872	670	725	632
• Regulatory Enforcement	40	47	75	68
• Tax Collection Cases	624	822	1,000	720
• Transactional Matters (Leases and Contracts)	1,630	2,220	2,000	1,868
• Transactional Matters (Property Acquisition)	8	19	8	6



NOTES



General Registrar



General Registrar

Mission Statement

The Office of the General Registrar is committed to providing each resident of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner and in accordance with the Constitution of the United States and the Code of Virginia.

Description

The General Registrar is a State-mandated office whose purpose is to register voters and maintain up-to-date voter registration documents. In addition, the office receives and processes voter registration applications from various sources; provides voter registration applications at all libraries and community centers throughout Loudoun County; provides absentee voting prior to all Elections; provides election related data to all citizens and candidates; accepts and certifies candidate filings; and assists the Loudoun County Electoral Board with the training of election officials.

Budget Overview

FY 2013 Issues

- The Presidential Election will be held on November 6, 2012, requiring the Office to process extremely large numbers of voter registration applications and changes in the months prior to election day. Absentee voting for this election will be a major undertaking. The Office will provide ballots by mail to eligible voters as well as in-person absentee voting at the main office for the 45 days prior to the election and also at the Cascades Senior Center satellite location in Sterling for the two weeks prior to the election.
- Due to the many changes made to voting districts and precincts over the past two years, a county-wide mail out of Voter Registration cards is being scheduled prior to the Presidential Election to help alleviate voter confusion.
- A primary election is scheduled for June 11, 2013. Offices on the ballot are scheduled to include Governor, Lt. Governor, Attorney General and House of Delegates.

FY 2013 Major Work Plan Initiatives

- Open absentee voting, both in-person and by mail a minimum of 45 days prior to the November 6, 2012 Presidential Election.
- Complete a county-wide mailing of voter cards prior to the Presidential Election in order to alleviate voter confusion due to the numerous changes over the previous 18 months.
- Coordinate and train additional staff needed to handle the increased workload expected for the four months prior and two months following the Presidential Election.
- Process all voter registration transactions in a timely manner to ensure individuals are eligible to participate in the electoral process.
- Educate the public about voter registration and absentee voting deadlines and procedures by running ads in newspapers and provide and update the County's voting website.

FY 2012 Major Achievements

- Completed the changes needed to voter records due to the redistricting process ahead of the deadline.
- Updated the software on the electronic pollbooks to a new version and served as a test county for the State prior to widespread deployment. Worked directly with the vendor to custom design software to accommodate the multiple ballot styles that were necessary as a result of redistricting.
- Trained all election officers in the use of electronic pollbooks prior to the November 8, 2011 General Election. Conducted special in-depth training classes for all workers in split precincts.
- Successfully managed in-person and by mail absentee voting for the November 8, 2011 General Election. This was a major undertaking as there were 34 different ballots in use due to the various changes and precinct splits caused by the local and state redistricting process.
- Worked with the Board of Supervisors and County Administration to facilitate additional precinct splits needed due to state redistricting and population growth. Also worked on a 'technical corrections' submission to the Senate and House of Delegates.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Registrar

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$553,084	\$457,763	\$458,413	\$596,032	\$632,574
Operations & Maintenance	188,288	165,061	178,434	204,257	204,257
Total Expenditures	\$741,372	\$622,824	\$636,847	\$800,289	\$836,831
Revenues					
Recovered Costs	\$0	\$821	\$0	\$0	\$0
State Shared Expenses	92,290	82,186	73,297	79,107	79,107
Total Revenues	\$92,290	\$83,007	\$73,297	\$79,107	\$79,107
Local Tax Funding	\$649,082	\$539,817	\$563,550	\$721,182	\$757,724
FTE Summary	8.77	8.77	8.77	8.77	9.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Office of the General Registrar includes an enhancement of \$20,208 in local tax funding and 0.23 FTE to convert a part-time assistant registrar to full time. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Registrar

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Voter Registration	\$637,633	\$511,431	\$527,348	\$800,289	\$836,831
Electronic Poll Book Project ¹	103,739	111,393	109,499	0	0
Total Expenditures	\$741,372	\$622,824	\$636,847	\$800,289	\$836,831
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Voter Registration	\$92,290	\$83,007	\$73,297	\$79,107	\$79,107
Total Revenues	\$92,290	\$83,007	\$73,297	\$79,107	\$79,107
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Voter Registration	\$545,343	\$428,424	\$454,051	\$721,182	\$757,724
Electronic Poll Book Project	103,739	111,393	109,499	0	0
Total Local Tax Funding	\$649,082	\$539,817	\$563,550	\$721,182	\$757,724
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Voter Registration	8.77	8.77	8.77	8.77	9.00
Total FTE	8.77	8.77	8.77	8.77	9.00

¹ The Electronic poll books project to replace traditional paper poll books was implemented in FY 2009 and completed in FY 2011.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

General Registrar

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide each citizen of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner by processing voter registration applications in a timely manner, maintaining accurate voter registration records, and providing absentee ballots for eligible voters.				
• Absentee Voters - By Email ²	n/a	n/a	300	1,000
• Absentee Voters - By Mail	4,389	3,872	3,200	13,000
• Absentee Voters - In Person ²	n/a	n/a	3,000	11,000
• Cost of Voter Registration Office per registered voter	\$2.93	\$2.92	\$3.52	\$3.60
• Elections held	2	1	6	3
• Number of Electronic Pollbooks and Lookup Devices maintained	320	320	395	395
• Number of Registered Voters per Registrar	21,040	21,973	23,375	23,333
• Number of transactions per Registrar	4,220	3,190	8,552	5,416
• Registered Voters	184,522	192,697	205,000	210,000
• Transactions processed ³	37,007	27,976	75,000	47,500

¹ Measures with an n/a were new for the year in which numerical data begins. Prior history is not available.

² The number of absentee voters is projected to be higher in FY 2013 as a result of the Presidential Election.

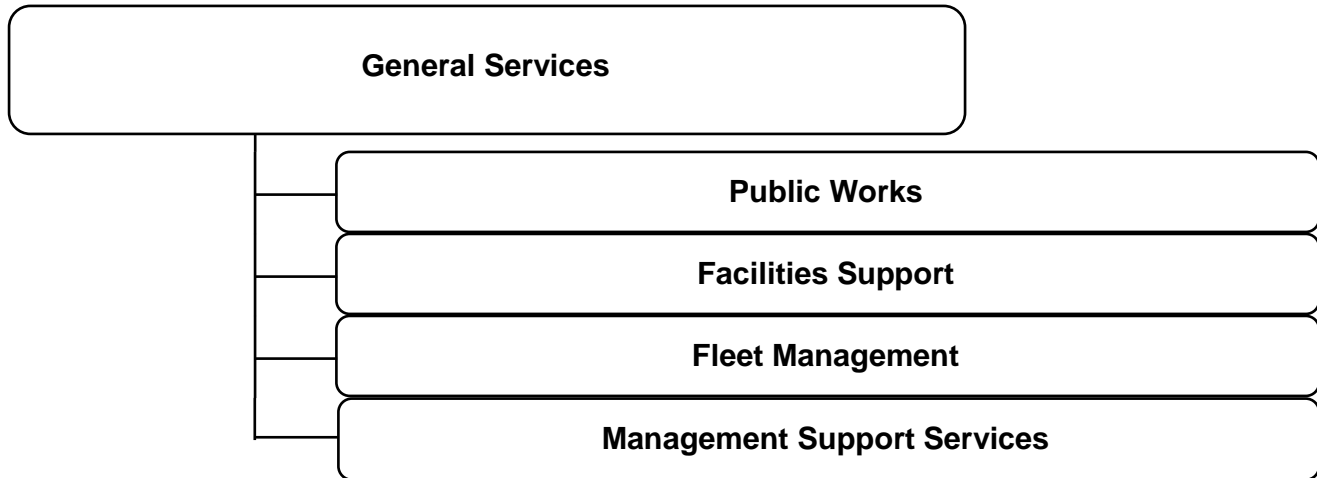
³ The transactions processed are higher due to anticipated six elections.



NOTES



General Services





**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

General Services

Mission Statement

The Department of General Services provides direct emergency and essential Public Works support to County residents and provides responsive and effective facility maintenance, internal services, and vehicle support to County government.

Description

General Services is an integral part of the County's emergency response and recovery operations and is designated as one of the "first responders" to major County emergencies resulting from natural or man-made disasters. Additionally, on a daily basis, it provides direct support to citizens through its Stormwater Management Program. Concurrent with citizen support responsibilities, General Services operates and maintains the County's physical plant, provides internal services, and manages the vehicle fleet to support County operations.

Budget Overview

FY 2013 Issues

- The impacts of the forthcoming Phase II, Chesapeake Bay TMDL Watershed Implementation Plan stormwater discharge requirements, may result in significant increases in stormwater management project costs and program management staffing.
- Reduced Capital Asset Preservation Program (CAPP) funding over several budget cycles has resulted in stop-gap and costly repairs to aging facility mechanical systems that have reached the end of their useful life.
- The increased size of the County's physical plant from the addition of new facilities without additional maintenance staff may impact service levels.

FY 2013 Major Work Plan Initiatives

- Continue to satisfy the Virginia Stormwater Management Program (VSMP) annual stormwater discharge permit requirements.
- Ensure that facilities, workspace, and vehicles are adequate to support County programs.
- Renovate the building at 803 Sycolin Road for consolidation of Sheriff's Office functions.
- Renovate the building at 801 Sycolin Road for a new state-of-the-art Emergency Communications Center and Fire-Rescue administrative offices.
- Conduct a thorough review of fleet management operation and procedures to increase vehicle utilization and reduce fleet operation and maintenance costs.

FY 2012 Major Achievements

- Satisfied all VSMP stormwater discharge permit requirements and expanded the countywide comprehensive stormwater infrastructure inspection and repair program.
- Integrated new facilities into the preventive and essential maintenance program.
- Negotiated amendments and termination of commercial leases and planned the integration of geographically scattered Sheriff's Office functions into a consolidated facility at 803 Sycolin Road.
- Initiated design of a new state-of-the-art Emergency Communications Center at 801 Sycolin Road that will replace the current center at the Fire-Rescue Training facility.
- Re-directed fleet management toward development of programs and processes to increase vehicle utilization and reduce fleet operation and maintenance costs.
- Sold the electrical distribution system serving the County Complex on Sycolin Road to Northern Virginia Electric Cooperative to reduce long-term maintenance and replacement costs and to ensure system repair in case of a major area-wide outage.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

General Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$6,103,340	\$5,843,634	\$5,849,805	\$6,134,239	\$6,248,904
Operations & Maintenance	21,943,007	20,340,695	21,523,848	20,739,924	21,095,327
Capital Outlay & Capital Acquisitions	35,000	565,558	290,600	0	0
Transfer to General Debt Service Fund	0	0	0	502,532	191,793
Transfer to Central Services Fund	68,273	23,715	56,246	0	0
Total Expenditures	\$28,149,620	\$26,773,602	\$27,720,499	\$27,376,695	\$27,536,024
Revenues					
Use Of Money & Property	\$67,634	\$95,446	\$1,087,425	\$1,293,677	\$815,133
Charges For Services	1,440	3,533	(832)	0	0
Miscellaneous Revenue	68,580	124,158	43,535	75,000	60,000
Recovered Costs	160,621	145,476	154,184	156,500	30,500
Other Financing Sources	0	56,739	112,925	146,925	149,725
Total Revenues	\$298,275	\$425,352	\$1,397,237	\$1,672,102	\$1,055,358
Local Tax Funding	\$27,851,345	\$26,348,250	\$26,323,262	\$25,704,593	\$26,480,666
FTE Summary	80.00	78.00	76.00	76.00	75.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of General Services includes an increase of \$355,403 for utilities and maintenance for new County facilities and a decrease of \$310,739 in the debt service transfer for recently purchased buildings. The decrease of \$616,744 in revenue is a result of a reduction in tenant occupancy and lower reimbursement due to tenants making direct payment for utilities. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The Board reduced General Services by 2.00 FTE during the FY 2010 budget process.

FY 2011: The Board reduced General Services by 2.00 FTE during the FY 2011 budget process.

FY 2012: 1.00 FTE was transferred to the Department of Information Technology during the year.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Works	\$3,282,989	\$3,187,497	\$3,098,067	\$2,751,026	\$2,850,805
Facilities Support	22,691,545	21,842,015	22,874,318	22,750,239	22,802,069
Fleet Management	1,205,908	809,525	849,201	895,794	884,126
Management Support Services	969,178	934,565	898,913	979,636	999,024
Total Expenditures	\$28,149,620	\$26,773,602	\$27,720,499	\$27,376,695	\$27,536,024
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Works	\$7,757	\$55,444	\$113,215	\$147,425	\$150,225
Facilities Support	176,270	199,133	1,214,647	1,394,677	815,133
Fleet Management	45,668	46,603	28,040	55,000	30,000
Management Support Services	68,580	124,172	41,335	75,000	60,000
Total Revenues	\$298,275	\$425,352	\$1,397,237	\$1,672,102	\$1,055,358
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Works	\$3,275,232	\$3,132,053	\$2,984,852	\$2,603,601	\$2,700,580
Facilities Support	22,515,275	21,642,882	21,659,671	21,355,562	21,986,936
Fleet Management	1,160,240	762,922	821,161	840,794	854,126
Management Support Services	900,598	810,393	857,578	904,636	939,024
Total Local Tax Funding	\$27,851,345	\$26,348,250	\$26,323,262	\$25,704,593	\$26,480,666
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Works	19.00	18.00	18.00	18.00	19.00
Facilities Support	41.00	41.00	40.00	39.00	37.00
Fleet Management	10.00	10.00	9.00	10.00	10.00
Management Support Services	10.00	9.00	9.00	9.00	9.00
Total FTE	80.00	78.00	76.00	76.00	75.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**General Services
Public Works**

Program Goal and Service Description

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

Budget Overview

FY 2013 Issues

- Refresher training for Public Works personnel to respond to major County emergencies is needed since the last major incident occurred in 2010.
- The impact of the forthcoming Phase II, Chesapeake Bay TMDL Watershed Implementation Plan stormwater discharge requirements may result in significant increases in stormwater management project costs and program management staffing.

FY 2013 Major Work Plan Initiatives

- Provide refresher training for all Public Works personnel to ensure timely and effective response to major County emergencies.
- Continue to satisfy the Virginia Stormwater Management Program (VSMP) annual stormwater discharge permit requirements.
- Continue restoration of aging stormwater infrastructure.
- Initiate planning to respond to increased stormwater management requirements resulting from the forthcoming Phase II, Chesapeake Bay TMDL Watershed Implementation Plan.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,578,566	\$1,465,001	\$1,450,006	\$1,496,547	\$1,584,925
Operations & Maintenance	1,669,423	1,601,776	1,610,211	1,254,479	1,265,880
Capital Outlay & Capital Acquisitions	35,000	120,720	37,850	0	0
Total Expenditures	\$3,282,989	\$3,187,497	\$3,098,067	\$2,751,026	\$2,850,805
Revenues					
Charges For Services	\$0	\$0	\$(298)	\$0	\$0
Recovered Costs	7,757	(1,281)	588	500	500
Other Financing Sources	0	56,725	112,925	146,925	149,725
Total Revenues	\$7,757	\$55,444	\$113,215	\$147,425	\$150,225
Total Local Tax Funding	\$3,275,232	\$3,132,053	\$2,984,852	\$2,603,601	\$2,700,580
FTE Summary¹	19.00	18.00	18.00	18.00	19.00

¹ For FY 2013, 1.00 FTE was transferred from the Facility Support Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Services
Public Works

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Execute the comprehensive stormwater infrastructure, repair, maintenance and restoration program.				
• Backlog of maintenance and repair work orders in months	14	13	12	12
• Capital stormwater repair and restoration funds obligated	\$2,072,342	\$2,088,382	\$2,500,000	\$2,750,000
• Number of stormwater repair and restoration projects completed	238	488	500	550
• Programmed illicit discharge inspections completed	100%	100%	100%	100%
• Programmed water quality inspections completed	100%	100%	100%	100%
Objective: Maintain street name signs for use by emergency responders.				
• Number of street name signs currently installed	15,400	16,000	16,600	17,300
• Number of street name signs maintained/replaced	214	263	265	275
• Signs missing replaced within two business days	100%	100%	100%	100%
Objective: Train & equip personnel for response to County emergencies.				
• Emergency response equipment serviceable and available	100%	100%	100%	100%
• Management personnel receiving initial emergency response	100%	100%	100%	100%
• Personal protective gear serviceable and available	100%	100%	100%	100%
• Personnel receiving WEB EOC training within the past 12 months	100%	100%	100%	100%



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

General Services Facilities Support

Program Goal and Service Description

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

Budget Overview

FY 2013 Issues

- Insufficient Capital Asset Preservation Program (CAPP) has resulted in stop-gap and costly repairs to aging facility mechanical systems that have reached the end of their useful life.
- The increased size of the County's physical plant from the addition of new facilities without additional maintenance staff may impact service levels.

FY 2013 Major Work Plan Initiatives

- Continue timely maintenance and repair of County facilities to ensure safe workspace to meet program requirements.
- Develop and execute the most critical major repair projects within reduced resource levels.
- Renovate building at 803 Sycolin Road for consolidation of Sheriff's Office functions.
- Renovate building at 801 Sycolin Road for a new state-of-the-art Emergency Communications Center and Fire-Rescue administrative functions.
- Provide technical support to the Electoral Board during local and national elections.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,995,142	\$2,930,233	\$2,953,118	\$3,094,533	\$3,086,075
Operations & Maintenance	19,628,130	18,443,229	19,612,204	19,153,174	19,524,201
Capital Outlay & Capital Acquisitions	0	444,838	252,750	0	0
Transfer to General Debt Service Fund	0	0	0	502,532	191,793
Transfer to Central Services Fund	68,273	23,715	56,246	0	0
Total Expenditures	\$22,691,545	\$21,842,015	\$22,874,318	\$22,750,239	\$22,802,069
Revenues					
Use Of Money & Property ¹	\$67,634	\$95,446	\$1,087,425	\$1,293,677	\$815,133
Charges For Services	1,440	3,533	(534)	0	0
Miscellaneous Revenue	0	0	2,200	0	0
Recovered Costs ²	107,196	100,154	125,556	101,000	0
Total Revenues	\$176,270	\$199,133	\$1,214,647	\$1,394,677	\$815,133
Total Local Tax Funding	\$22,515,275	\$21,642,882	\$21,659,671	\$21,355,562	\$21,986,936
FTE Summary³	41.00	41.00	40.00	39.00	37.00

¹ The decrease in use of money and property revenue is a result of a reduction in tenant occupancy in co owned properties .

² The decrease in recovered costs revenue is a result of tenants making direct payment for utilities.

³ In FY 2013, 1.00 FTE was transferred to the Public Works Division and 1.00 FTE was transferred to the Department of Information Technology.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**General Services
Facilities Support**

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Acquire and manage adequate leased space to support essential County programs and activities.				
• Notify landlords of facility emergencies within one hour	100%	100%	100%	100%
• Notify landlords of routine/essential facility issues within one day of occupant notification	100%	100%	100%	100%
• Square feet of space leased by the County	415,880	383,813	366,000	340,000
• Square foot cost of leased space	\$21.64	\$21.00	\$20.00	\$21.00
Objective: Develop and execute major maintenance & repair programs for County-owned facilities.				
• CAPP funds budgeted	\$800,000	\$989,000	\$1,840,000	\$2,844,000
• CAPP funds expended	100%	96%	100%	100%
• Number of facilities maintained	70	73	78	79
• Number of facility assessments completed	12	22	16	16
Objective: Repair and maintain County facilities to provide a safe, healthy and functional work environment.				
• Maintenance funds budgeted	\$3,145,148	\$3,677,588	\$4,480,421	\$4,762,421
• Maintenance funds expended	99%	98%	100%	100%
• Respond to emergency work requests within one hour	100%	100%	100%	100%
• Respond to routine/essential work requests within 48 hours	100%	100%	100%	100%
• Square feet of space maintained	1,214,160	1,390,160	1,666,740	1,799,059
• Square foot cost of space maintained	\$2.59	\$2.65	\$2.69	\$2.65



General Services Fleet Management

Program Goal and Service Description

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

Budget Overview

FY 2013 Issues

- The volatility of fuel prices is likely to increase operating costs of the County's vehicle fleet.
- The maintenance workload will exceed current resource capacity at the Vehicle Maintenance Facility as the combined County and School fleet continues to grow.
- The lack of dedicated satellite vehicle maintenance, fueling, and parking sites in Eastern Loudoun County will continue to impact the economical operation of both the County and School fleets.

FY 2013 Major Work Plan Initiatives

- Conduct a thorough review of fleet management operation and procedures to increase vehicle utilization and reduce fleet operation and maintenance costs.
- Increase the County's inventory of fuel efficient vehicles.
- Assist Fire-Rescue in reducing maintenance and repair costs on fire apparatus by monitoring and identifying any potential overcharges in contract billings.
- Relocate the vehicle fueling site in eastern Loudoun County to a more accessible location that will also provide parking for County and School vehicles.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$672,900	\$591,957	\$643,020	\$665,622	\$680,127
Operations & Maintenance	533,008	217,568	206,181	230,172	203,999
Total Expenditures	\$1,205,908	\$809,525	\$849,201	\$895,794	\$884,126
Revenues					
Recovered Costs ¹	\$45,668	\$46,603	\$28,040	\$55,000	\$30,000
Total Revenues	\$45,668	\$46,603	\$28,040	\$55,000	\$30,000
Total Local Tax Funding	\$1,160,240	\$762,922	\$821,161	\$840,794	\$854,126
FTE Summary	10.00	10.00	9.00	10.00	10.00

¹ The reduction in revenue between FY 2012 and FY 2013 is associated with a decline in motor pool utilization due to business travel restrictions.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Services
Fleet Management

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase the County's inventory of hybrid vehicles.				
• General-purpose vehicles that are hybrid	9%	10%	12%	14%
• Number of hybrid general purpose vehicles in the County fleet	48	60	70	80
• Number of hybrid vehicles added to the County fleet	13	12	10	10
Objective: Operate and maintain County fleet vehicles to provide safe transportation.				
• Number of County vehicles in service at year-end	1,112	1,238	1,200	1,200
• Required State vehicle inspections completed	100.00%	99.65%	100.00%	100.00%
• Required vehicle emissions inspections completed	100.00%	99.48%	100.00%	100.00%
Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.				
• Non-public safety vehicle maintenance cost per mile	\$0.17	\$0.21	\$0.21	\$0.20
• Non-public safety vehicle maintenance downtime	1.78%	2.10%	2.90%	2.75%
• Number of non-public safety vehicles in service at year-end	535	594	570	570
Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.				
• Number of public safety vehicles in service at year-end	578	630	630	630
• Public safety vehicle maintenance cost per mile	\$0.22	\$0.21	\$0.28	\$0.25
• Public safety vehicle maintenance downtime	2.03%	2.50%	2.90%	2.75%



General Services Management Support Services

Program Goal and Service Description

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

Budget Overview

FY 2013 Issues

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

FY 2013 Major Work Plan Initiatives

- Continue to facilitate program agencies' records migration to centrally archived records management and storage.
- Restrain costs in a volatile energy market.
- Maintain fiscal controls while meeting increased service demands and regulatory oversight.
- Increase mail distribution program efficiencies to meet expanding service requirements.
- Increase revenues from sale of surplus County property.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$856,732	\$856,443	\$803,661	\$877,537	\$897,777
Operations & Maintenance	112,446	78,122	95,252	102,099	101,247
Total Expenditures	\$969,178	\$934,565	\$898,913	\$979,636	\$999,024
Revenues					
Miscellaneous Revenue ¹	\$68,580	\$124,158	\$41,335	\$75,000	\$60,000
Other Financing Sources	0	14	0	0	0
Total Revenues	\$68,580	\$124,172	\$41,335	\$75,000	\$60,000
Total Local Tax Funding	\$900,598	\$810,393	\$857,578	\$904,636	\$939,024
FTE Summary	10.00	9.00	9.00	9.00	9.00

¹ The decline in revenue between FY 2012 and FY 2013 is associated with the variability of on-line and store sales from the surplus store.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Services
Management Support Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase both the number of centrally-archived records stored at County Records Center and County government participation to minimize County records stored in agencies' office space.				
• Increase in department participation	1	11	2	4
• Number of County entities participating in the program	38	49	51	55
• Number of record boxes stored at Centralized Record Center	11,757	12,759	15,000	16,000
Objective: Increase the number of surplus property items internally reallocated (re-purposed) to other County Agencies and maximize revenue from the public resale of County surplus property.				
• Number of in-store items sold	5,108	6,075	5,500	5,000
• Number of items auctioned on-line	429	596	650	700
• Repurposed/reallocated items within government agencies	853	896	900	950
• Revenue from in-store sales	\$86,953	\$58,509	\$53,000	\$48,000
• Revenue from on-line auctions	\$251,898	\$331,820	\$360,000	\$380,000
Objective: Operate and maintain County facilities to minimize annual energy cost increases.				
• Energy cost per square foot of space	\$2.16	\$2.08	\$2.10	\$2.11
• Energy use in kWh per square foot of space	24.10	23.10	23.30	23.40
• Total cost of energy for all County facilities	\$3,715,869	\$4,185,612	\$4,500,000	\$4,800,000



Information Technology

Information Technology

Computer Operations

Technology Services

Systems Development & Support Services

Communications Services

Internet/Intranet Services



Information Technology

Mission Statement

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

Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and LCPS and radio services to the County's public safety agencies and volunteer firefighters and emergency medical staff. Assistance and services are also provided to the County's incorporated Towns and County staff that use State-provided equipment and networks. The department provides services on a 24 hours per day, seven days per week basis. County information systems manage data and provide management information for County and LCPS functions including tax administration, public safety, dispatching, administration, land development, student information, and fiscal management. Services for County and School staff cover a range of activities including training; problem solving; hardware and software maintenance; systems development; network management; audio/video services; teleworking services; radio communications; voice and data communications; copying, printing and imaging systems; and Help Desk services. The Department's services are provided through five programs. Voice communications, copying services, and imaging services are funded through the Central Services fund.

Budget Overview

FY 2013 Issues

- The Department will implement a new Computer Aided Dispatch System and E-911 System for the public safety emergency communications operations at the same time that the Emergency Communications Center is being relocated.
- The technology based service delivery needs of County and LCPS agencies and departments will need to be addressed with increasingly scarce resources.
- Technology changes, the increasing mobile and virtual workforce, and changing demands associated with mobile consumer devices being integrated into County operations require that DIT search out and implement new technologies.
- The Department will implement an Enterprise Resource Planning System (ERP) and new Tax System while simultaneously maintaining the operational status of existing systems.
- Community and County government broadband communications services require improvement and availability to ensure the continued vitality and growth of the community.
- One-third of the information technology staff will be eligible for retirement within three years which could result in the loss of institutional knowledge and legacy Information Technology skills.
- The Department will maintain the security of County networks, systems, and data in an era of increasing worldwide cyber threats.

FY 2013 Major Work Plan Initiatives

- Expand the wide area communications network to include four additional LCPS and County government facilities.
- Continue implementation of new core financial, administrative and revenue systems while supporting existing legacy systems.
- Effectively manage the provision of required technology based services with increasingly scarce resources.
- Continue implementation of Countywide document imaging.
- Continue facilitation of expanding and enhancing broadband services to citizens and businesses with emphasis on western Loudoun.
- Procure and initiate implementation of a new Computer Aided Dispatch System and E-911 System.

FY 2012 Major Achievements

- Expanded the wide area communications network to include seven additional LCPS and County government facilities.
- Implemented Phase II of the new Public Safety Radio System and rebanded frequencies as required by the FCC.
- Completed implementation of the County network's connection to the National Capital Region network (NCR net).
- Completed implementation of the upgrade to the backup Emergency Communications Center.
- Completed virtualization of 61 computer servers.
- Procured and commenced implementation of new core financial systems for Management and Financial Services, the County Treasurer and Commissioner of Revenue, the County Assessor, and LCPS.
- Began implementation of an upgraded release of the Student Information System.
- Upgraded the network capacity to 54 County facilities.
- Integrated programs transferred from other departments to support County audio/visual systems and to provide support to the Cable and Open Video Systems Commission into the department's operations.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Information Technology

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$9,461,458	\$9,319,847	\$9,224,795	\$9,953,790	\$10,560,663
Operations & Maintenance	8,219,710	6,265,968	7,217,929	8,301,188	9,370,919
Capital Outlay & Capital Acquisitions	674,501	678,783	850,809	39,000	39,000
Total Expenditures	\$18,355,669	\$16,264,598	\$17,293,533	\$18,293,978	\$19,970,582
Revenues					
Other Local Taxes	\$2,440,703	\$2,435,437	\$2,423,383	\$2,527,800	\$2,530,060
Federal Categorical Aid ¹	0	921,969	0	0	0
Other Financing Sources	0	0	3,417	0	0
Total Revenues	\$2,440,703	\$3,357,406	\$2,426,800	\$2,527,800	\$2,530,060
Local Tax Funding	\$15,914,966	\$13,829,161	\$14,866,733	\$15,766,178	\$17,440,522
FTE Summary	86.39	84.39	84.19	84.19	85.19

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Information Technology includes an enhancement of \$102,359 and 1.00 FTE for the Imaging Team Lead position funded by the Central Services Fund; therefore, these are not reflected in the General Fund expenditures and FTEs above. The operations and maintenance expenditures budget for FY 2013 is \$1,069,731 higher due primarily to the costs for the development and implementation of the Enterprise Resource Management Financial and Human Resources Systems (ERP). Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment. The Board of Supervisors also reduced the Department's FY 2013 operations and maintenance budget by \$114,485.

Budget History

FY 2010: The Board reduced 2.00 FTE, one systems programming supervisor and one senior programmer analyst.

FY 2011: The Board reduced 0.20 FTE for a senior programmer analyst.

FY 2012: 1.00 FTE Program Technician was transferred to the Department from the Department of General Services.

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

¹ The Department has not received federal grant funding since FY 2010 when \$921,969 was received for the INets PSIC Grant – Fairfax County, the federal grant for the connection of the Loudoun County government to the National Capital Region's public safety network.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Computer Operations	\$4,539,257	\$4,613,710	\$4,975,588	\$5,407,319	\$5,756,146
Technology Services	4,864,713	3,626,314	4,314,380	3,497,165	3,775,704
Systems Development & Support Services	6,361,468	5,843,754	5,413,962	6,077,240	6,548,523
Communications Services	1,982,164	1,603,917	2,015,924	2,675,373	3,046,825
Internet/Intranet Services	608,067	576,903	573,679	636,881	843,384
Total Expenditures	\$18,355,669	\$16,264,598	\$17,293,533	\$18,293,978	\$19,970,582
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Technology Services	\$0	\$921,969	\$3,417	\$0	\$0
Communications Services	2,440,703	2,435,437	2,423,383	2,527,800	2,530,060
Total Revenues	\$2,440,703	\$3,357,406	\$2,426,800	\$2,527,800	\$2,530,060
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Computer Operations	\$4,539,257	\$4,613,710	\$4,975,588	\$5,407,319	\$5,756,146
Technology Services	4,864,713	3,626,314	4,310,963	3,497,165	3,775,704
Systems Development & Support Services	6,361,468	5,843,754	5,413,962	6,077,240	6,548,523
Communications Services	(458,539)	(831,520)	(407,459)	147,573	516,765
Internet/Intranet Services	608,067	576,903	573,679	636,881	843,384
Total Local Tax Funding	\$15,914,966	\$13,829,161	\$14,866,733	\$15,766,178	\$17,440,522
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Computer Operations	18.53	18.18	19.18	19.18	19.18
Technology Services	18.38	20.38	19.38	19.38	20.38
Systems Development & Support Services	42.75	39.10	38.90	38.90	37.90
Communications Services	2.00	2.00	2.00	2.00	2.00
Internet/Intranet Services	4.73	4.73	4.73	4.73	5.73
Total FTE	86.39	84.39	84.19	84.19	85.19



Information Technology Computer Operations

Program Goal and Service Description

This program is responsible for the operation of the County's data center and maintaining the required standby or operational status of the disaster recovery sites. Three major functions are performed: computer operations, systems programming, and information security. Computer operators perform computer console operations, print and distribute reports, and back up the major computers and over 200 network file servers to centralized file tape storage equipment. The systems programming function is responsible for administering the County's email system and ensuring that the software operating systems for the major computers are operational and up to date. This requires the monitoring of system performance, installation of new software releases, fixing "bugs," and problem solving. Computer Operations is also responsible for the development and administration of the County's information technology security program and policies including maintaining all Microsoft Windows operating systems at current patch levels. The security policies define the information and systems security responsibilities of DIT and the departments that use County networks and over 205 major County government and LCPS information systems.

Budget Overview

FY 2013 Issues

- The Department will continue to ensure the secure and dependable 24 hours per day operation of County servers.
- The Department will continue to maintain the operation of an effective security program that ensures the safety of the County's technology infrastructure from increasing threats.
- The Department continues support of legacy mainframe computer operations while implementing new server systems for replacement information systems.
- The Department will integrate new County information systems operating at outsourced data centers into the County's operational infrastructure.
- The Department will continue to enhance the disaster recovery status of County information systems.

FY 2013 Major Work Plan Initiatives

- Continue to maintain 99% availability of the County's major computer systems.
- Continue virtualization of Windows servers to reduce operating costs, improve service, and facilitate central management.
- Minimize the County's risk to SPAM, computer viruses, and other network/system threats.
- Support the initiatives to enhance the disaster recovery status of County information systems including the County's new finance systems currently being implemented.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,963,574	\$2,102,162	\$2,137,654	\$2,236,543	\$2,301,941
Operations & Maintenance ¹	2,200,126	2,296,765	2,499,993	3,170,776	3,454,205
Capital Outlay & Capital Acquisitions	375,557	214,783	337,941	0	0
Total Expenditures	\$4,539,257	\$4,613,710	\$4,975,588	\$5,407,319	\$5,756,146
 Total Local Tax Funding	 \$4,539,257	 \$4,613,710	 \$4,975,588	 \$5,407,319	 \$5,756,146
 FTE Summary	 18.53	 18.18	 19.18	 19.18	 19.18

¹ FY 2013 operations and maintenance expenditures are \$283,429 higher than FY 2012 due to the development and implementation of the Enterprise Resource Management Financial and Human Resources Systems (ERP).



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology Computer Operations

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Acquire, install, support all new finance systems' hardware systems.				
• Enterprise Resource Management System ²	n/a	n/a	50%	60%
• Real Property Assessments System ²	n/a	n/a	100%	100%
• Tax System ²	n/a	n/a	70%	100%
Objective: Maintain the security of County systems and data				
• Blocked internet based network attacks	n/a	n/a	5,439,305	6,527,166
• Workstation malware removed	n/a	n/a	22,368	24,157
Objective: Manage email related threats.				
• Email delivered	19,008,817	22,452,717	24,248,934	26,188,849
• Email received	31,518,703	26,549,432	28,673,387	30,967,257
• Productivity gain in FTE's from minimized spam/malicious email ³	8.98	2.94	3.18	3.43
• Threats removed	12,509,886	4,096,715	4,424,452	4,778,408
Objective: Maintain operational availability of all major computer systems.				
• Major computer availability	100.00%	99.99%	98.00%	98.00%
• Percentage of windows servers virtualized ⁴	37.10%	40.00%	48.00%	51.00%
• Windows servers virtualized	91	105	135	155
Objective: Update critical disaster recovery plans, procedures and acquire equipment.				
• Critical Systems with Disaster Recovery (DR)	n/a	42%	53%	73%
• Number with DR	n/a	11	14	18
• Other critical systems with a plan to achieve Disaster Recovery	31%	20%	42%	71%
• Number with a DR plan	8	3	5	5
• Update Disaster Recovery Priorities	70%	70%	85%	100%

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

² Work to implement new core financial systems commenced in FY 2012.

³ One measure of the impact of SPAM and malware shows that reading, deleting and other handling of approximately 1,393,122 items of SPAM or malicious email requires the equivalent of one FTE of work effort per year.

⁴ DIT received a Federal Energy Grant in FY 2011 to continue the server virtualization project through FY 2012.



Information Technology Technology Services

Program Goal and Service Description

This program provides technical support services to County government offices, community centers, libraries, LCPS administrative offices, LCPS buildings, and other facilities; and to staff located in these facilities. Services include operation and 24/7 support of County networks, personal computer equipment and software installation; troubleshooting and repair; equipment upgrades; asset control; telephone services; copiers; scanners; and help desk services. The County's network extends to 115 County facilities. The Town of Leesburg's administrative offices and all Public School facilities are connected to the County's wide-area network and are provided Internet access, firewall services, virus scanning, intrusion prevention, other services. Support and problem solving assistance is also provided to departments and agencies equipped with State-owned and operated hardware, software, and networks.

Budget Overview

FY 2013 Issues

- The Department will improve the capacity, service quality, and efficiency of County data and telephone networks through the implementation of new systems and technologies.
- The Department will continue to ensure the 24 hours per day operation of the County networks.
- The Department will continue to provide network services to new or renovated County government and public school facilities.
- The Department will provide vision and leadership to align information technologies architectures and standards with County department goals and requirements when new emerging technologies change expectations for the delivery of services.
- The Department will facilitate the expansion of broadband to underserved communities in the County.

FY 2013 Major Work Plan Initiatives

- Implement the network in four new County government and LCPS facilities.
- Continue to merge County voice, data, and video networks to reduce costs, minimize support and maintenance requirements, and allow for implementation of contemporary communications technologies.
- Continue the migration to contemporary Voice-Over-Internet Protocol (VOIP) telephone technologies and plan for the next generation of cloud (internet) based communications services.
- Support the infrastructure changes required to relocate the Emergency Communications Center.
- Implement 150 virtual desktop workstations in strategically designated facilities.
- Upgrade County government in-building wireless networks from existing 802.11G technology to 802.11N technology. This will increase the capacity and bandwidth for users of wireless devices. Phase 1 of the project will include the County's Leesburg area facilities and Phase 2 of the project will include County remote facilities.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,916,893	\$1,921,173	\$1,920,797	\$2,078,764	\$2,336,569
Operations & Maintenance	2,737,137	1,385,816	2,166,438	1,388,401	1,409,135
Capital Outlay & Capital Acquisitions	210,683	319,325	227,145	30,000	30,000
Total Expenditures	\$4,864,713	\$3,626,314	\$4,314,380	\$3,497,165	\$3,775,704
Revenues					
Federal Categorical Aid ¹	\$0	\$921,969	\$0	\$0	\$0
Other Financing Sources	0	0	3,417	0	0
Total Revenues	\$0	\$921,969	\$3,417	\$0	\$0
Total Local Tax Funding	\$4,864,713	\$3,626,314	\$4,310,963	\$3,497,165	\$3,775,704
FTE Summary²	18.38	20.38	19.38	19.38	20.38

¹ The Department has not received federal grant funding since FY 2010. The \$921,969 is for the INets PSIC Grant – Fairfax County, the federal grant for the connection of the Loudoun County government to the National Capital Region's public safety network.

² 1.00 FTE was transferred from the Systems Development Program to the Technology Services Program during FY 2012 and this is reflected in the FY 2013 Adopted FTE amount.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology Technology Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Add new County government and public school facilities to County Network.				
• Customer satisfaction rating for network services	96%	94%	95%	95%
• Number of planned new networked facilities	2	6	8	4
• Percent of new School/County connections completed	100%	100%	100%	100%
Objective: Close 50% of Help Desk Calls on Initial Contact.				
• Calls closed on initial contact	13,933	12,141	14,000	14,000
• Calls closed per Help Desk staff	2,943	2,587	3,800	3,000
• Customer satisfaction rating for Help Desk services	95.50%	96.00%	95.00%	95.00%
• Help Desk calls closed on initial contact	60%	59%	54%	56%
• Help Desk calls received	23,105	20,653	26,000	25,000
Objective: Close 90% of service call requests within 48 hours.				
• Calls Opened	23,105	20,653	26,000	25,000
• Customer satisfaction rating for pc/printer support services	92.00%	93.50%	95.00%	95.00%
• Number of calls closed within 48 Hours	16,884	14,721	18,000	16,000
• Number of personal computers maintained	3,445	3,445	3,551	3,570
• Number of personal computers maintained per system engineer	492	492	507	510
• Percentage of calls closed within 48 hours	73%	71%	69%	64%
Objective: Implement a virtual desktop computing pilot program.				
• Percentage virtual desktop computing pilot program completed	n/a	n/a	10%	100%
Objective: Upgrade networks.				
• Pctg. complete upgrade wireless networks, Leesburg Facilities	n/a	n/a	n/a	80%
• Pctg. complete upgrade wireless networks, Other Facilities	n/a	n/a	n/a	40%
• Planned upgrades accomplished	2	2	3	1

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



Information Technology Systems Development & Support Services

Program Goal and Service Description

The Systems Development and Support Program provide services for support of existing information systems and the development of new systems. Systems analysis and design, computer programming, and database administration services are provided to all County government departments, the Offices of the County Administrator, County Attorney, and Board of Supervisors; the Courts; and the LCPS. Over 205 major information systems and subsystems are utilized by the County government and LCPS and are maintained and supported by this program. Services are provided through six staff teams assigned to two of DIT's operating divisions. DIT operates and provides systems support for the LCPS's Payroll, Human Resource, Student Information, and Procurement Systems and shared use of the County's Finance System. Other DIT programs provide additional services to the LCPS.

Budget Overview

FY 2013 Issues

- The Department will focus on training existing staff on the technologies required to support the new financial and Computer Aided Dispatch systems.
- The Department will focus support on implementation of new County and school finance systems and new public safety Computer Aided Dispatch systems while supporting 205 existing information systems with staff turnover caused by retirements.
- The Department will maintain the correct mix of staff with legacy skills and institutional knowledge and staff with new skills in an environment where one-third of the Information Technology staff can retire within the next three years.
- The Department will continue to improve project management and systems development practices and procedures to continue compliance with the financial auditor's recommendations, and ensure a safe and effective systems development and support environment.
- The Department will continue to enhance the Disaster Recovery status of County information systems.

FY 2013 Major Work Plan Initiatives

- Completion of 90% of systems development projects (estimated at more than three days to complete) on time.
- Provide enhanced support for the first year operation of the new Real Property Assessment System.
- Continue implementation of core Financial Systems (Tax and Phase 1 of ERP) which includes general ledger, budgeting and fixed asset accounting for the County and Public Schools.
- Maintain the operational and productive status of 205 existing information systems.
- Begin implementation of a new Computer Aided Dispatch System and E-911 System.
- Complete implementation of an upgraded Student Information System for the LCPS.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,840,860	\$4,555,312	\$4,396,354	\$4,855,019	\$5,022,824
Operations & Maintenance ¹	1,449,168	1,276,370	1,017,608	1,222,221	1,525,699
Capital Outlay & Capital Acquisitions	71,440	12,072	0	0	0
Total Expenditures	\$6,361,468	\$5,843,754	\$5,413,962	\$6,077,240	\$6,548,523
 Total Local Tax Funding	 \$6,361,468	 \$5,843,754	 \$5,413,962	 \$6,077,240	 \$6,548,523
 FTE Summary²	 42.75	 39.10	 38.90	 38.90	 37.90

¹ FY 2013 Operations and Maintenance expenditures are \$303,478 higher than FY 2012 due to the development and implementation of the Enterprise Resource Management Financial and Human Resources Systems (ERP).

² 1.00 FTE was transferred from the Systems Development Program to the Technology Services Program during FY 2012 and this is reflected in the FY 2013 Adopted FTE amount.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology

Systems Development & Support Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Implement new or upgraded systems.				
• Award vendor contracts for new core County financial systems ²	n/a	50%	100%	100%
• Develop detailed project plan and timeline for finance systems ²	n/a	45%	100%	100%
• Implement Enterprise Resource Management System ³	n/a	n/a	26%	90%
• Implement Real Property Assessments System ³	n/a	n/a	100%	100%
• Implement Tax System ³	n/a	n/a	45%	100%
• Implement the upgraded Student Information System ³	n/a	n/a	90%	100%
Objective: Maintain the operational status of the existing County Government and Public Schools' information systems and provide support to staff.				
• Number of existing systems	177	189	195	205
• Percent of total systems development resources required for systems maintenance and County staff support	44%	43%	45%	45%
Objective: Provide timely systems development and enhancement services to Schools.				
• Annual demand of project requests for Schools	285	255	275	220
• Number of projects pending at year end for Schools	68	51	80	60
• Percent of projects/tasks completed on time for Schools	92.00%	90.50%	86.00%	85.00%
• Existing capacity by work month resources for Schools	51.95	52.87	51.00	50.00
• Unmet annual demand, in work months, for Schools	16.28	13.22	20.80	18.00
Objective: Provide timely systems development and enhancement services to County Government.				
• Annual volume of project requests for County Government	493	550	400	450
• Number of projects completed for County Government	225	245	180	170
• Number of projects pending at year end for County Government	268	305	220	280
• Percent of projects/tasks completed on time for County Government	87%	87%	87%	85%
• Existing capacity by work month resources for County Government	135.74	138.16	133.32	130.00
• Unmet annual demand, in work months, for County Government	161.69	172.00	162.80	160.00

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

² Contract awards for the new core replacement systems commenced in FY 2011.

³ Work to implement new core financial systems and the upgraded Student Information System commenced in FY 2012.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology
Systems Development & Support Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Public Safety Computer Assisted Dispatch (CAD) replacement.				
• Select consulting firm and perform requirements analysis ²	n/a	50%	100%	100%
• Develop RFP specifications and procure system ²	n/a	n/a	100%	100%
• Implementation of system ²	n/a	n/a	n/a	40%

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

² Work on the CAD replacement initiative began with the selection of a consulting firm to perform a requirements analysis in FY 2011. Other measures related to the CAD system were new for the year data begins following the progression of the replacement project.



Information Technology Communications Services

Program Goal and Service Description

This program is responsible for ensuring the working order and performance of the County government's radio communications systems that include the radio transmitters, radio console systems, ten radio tower sites, hand-held and vehicle mounted mobile radios, the E-911 public safety communications equipment and the E-911 voice/radio recording equipment. The system provides radio and paging communication for Fire, Rescue and Emergency Management, the Volunteer Fire and Rescue Companies, the Sheriff's Department, Animal Services, and the Police Departments for the Towns of Leesburg, Middleburg, and Purcellville. There are also radios in use by the Virginia Game Wardens serving Loudoun County, Northern Virginia Community College security, Commonwealth's Attorney, Juvenile Probation, General Services, and the Treasurer's Office. This program also supports high speed microwave data communications equipment. The program coordinates the sharing of County tower sites with the LCPS's radio group and uses School-owned radio assets where appropriate.

Budget Overview

FY 2013 Issues

- The Department will continue to ensure the 24 hours per day operation of the public safety radio system.
- The Department will continue to ensure the maintenance and operation of critical power, HVAC, security, and other environmental and technological systems at the radio tower sites.
- The Department will assist in the relocation of the E-911 Emergency Communications Center.

FY 2013 Major Work Plan Initiatives

- Maintain 99.9% functional availability of the Public Safety Radio System.
- Initiate activities to support the relocation of the E-911 Emergency Communications Center.
- Support activities related to the implementation of the new Computer Aided Dispatch System and E-911 System.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$224,541	\$227,506	\$255,326	\$241,200	\$250,661
Operations & Maintenance ¹	1,754,510	1,243,808	1,474,875	2,425,173	2,787,164
Capital Outlay & Capital Acquisitions	3,113	132,603	285,723	9,000	9,000
Total Expenditures	\$1,982,164	\$1,603,917	\$2,015,924	\$2,675,373	\$3,046,825
Revenues					
Other Local Taxes	\$2,440,703	\$2,435,437	\$2,423,383	\$2,527,800	\$2,530,060
Total Revenues	\$2,440,703	\$2,435,437	\$2,423,383	\$2,527,800	\$2,530,060
Total Local Tax Funding	\$(458,539)	\$(831,520)	\$(407,459)	\$147,573	\$516,765
FTE Summary	2.00	2.00	2.00	2.00	2.00

¹ FY 2013 Operational and Maintenance expenditures were \$361,991 higher than FY 2012 due to expenditures needed for the relocation of the E-911 Emergency Communications Center and the implementation of the new Computer Aided Dispatch System and E-911 System.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology Communications Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Implement new E-911 System.				
• Issue RFP and Award Contract ²	n/a	n/a	n/a	50%
Objective: Maintain the public safety radio system at 99.99% availability.				
• 800 MHz System Availability	100.00%	100.00%	99.99%	99.99%
• Number of voice radio transmissions	6,600,000	6,720,000	6,880,000	7,050,000
• Public Safety Radio System Upgrade Implementation	90%	90%	95%	100%
Objective: Reband and implement Phase II (P25) Open Standard for the Public Safety Radio System.				
• Implement Phase II (P25) Open Standard ³	n/a	n/a	85%	100%
• Reband the Public Safety Radio System ⁴	70%	70%	95%	98%
Objective: Support the relocation of the Emergency Communications Center.				
• Prepare necessary planning documents ⁵	n/a	n/a	100%	100%
• Procure equipment and services for implementation ⁵	n/a	n/a	20%	40%
• Install equipment and communications infrastructure ⁵	n/a	n/a	n/a	60%

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

² Work on the initiative to replace the E-911 System will begin in FY 2013 with partial completion of the effort to issue a contract for the new system. The new system will be procured and implemented in FY 2014.

³ Work on the initiative to upgrade the Public Safety Radio System began in FY 2009. The upgraded system was turned on in FY 2010. Phase II of the project implements the P25 Open Standard that was not fully adopted by the industry until FY 2012.

⁴ Rebanding is a Federal Communications Commission (FCC) requirement and timeline.

⁵ Work on the initiative to establish and move to a new Emergency Communications Center commenced in FY 2012.



Information Technology Internet/Intranet Services

Program Goal and Service Description

The Internet/Intranet Program is responsible for design, installation, and maintenance of systems that are components of the County government's Internet website and Intranet applications. The Program develops applications that facilitate access to information in the County's major information systems. Other applications improve business processing by providing for collection of taxes and other fees via the Internet as well as the facilitation of information collection and communication. The Internet/Intranet program is also responsible for the enterprise imaging/document management system, web conference and teleconferencing systems, webcasting of Board of Supervisors (BOS) and BOS committee meetings, and management of the recordings archive. The program also maintains the Audio/Video equipment in the County including the equipment in the Board of Supervisors Meeting Room. Other systems administered include the Countywide email system, the email archiving system, and the newsletter system. Training and support for these systems is also provided.

Budget Overview

FY 2013 Issues

- The Department will continue to seek opportunities to work with other departments and agencies to implement efficiency improvement changes to internal County government processes through improved utilization of office technologies.
- The Department will continue to maintain website compliance with the Americans with Disabilities Act (ADA) as required.
- The Department will continue to maintain 24 hours per day operations of existing systems with increasing demands for new systems and services.
- The Department may be required to redevelop/reconfigure web based internet and intranet systems in order to operate with the new core financial systems.
- The Department must continue integration of the audio/visual support program transferred to DIT in FY 2012 from the Department of General Services.

FY 2013 Major Work Plan Initiatives

- Develop new methods and techniques to continue to provide service with increasing demands.
- Expand the use of public meeting web casting and electronic newsletters to enhance information delivery to the public.
- Expand the document imaging and management system with integration to the new financial systems.
- Maintain 24 hours per day operation of County web based systems and services.
- Implement two new web based services and systems for County departments.
- Expand the use of features and functions available in the new website with the intent to replace costly existing systems or to increase the level of service to the public.
- Develop processes to better inventory and service the County's audio/visual equipment.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$515,590	\$513,694	\$514,664	\$542,264	\$648,668
Operations & Maintenance ¹	78,769	63,209	59,015	94,617	194,716
Capital Outlay & Capital Acquisitions	13,708	0	0	0	0
Total Expenditures	\$608,067	\$576,903	\$573,679	\$636,881	\$843,384
 Total Local Tax Funding	 \$608,067	 \$576,903	 \$573,679	 \$636,881	 \$843,384
 FTE Summary²	 4.73	 4.73	 4.73	 4.73	 5.73

¹ FY 2013 Operations and Maintenance expenditures are \$100,099 higher than FY 2012 due to expanded services for the use of public meeting web casting and electronic newsletters; the document imaging and management system with integration to the new financial systems; and the use of features and functions available in the new website.

² 1.00 FTE was transferred to this program from the Department of General Services during FY 2012 and this is reflected in the FY 2013 Adopted FTE amount.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Information Technology
Internet/Intranet Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase/enhance services for residents and County employees using web technology.				
• Average monthly internet user sessions on County website	342,261	370,666	380,000	390,000
• Average monthly staff user sessions of the County Intranet	332,838	352,325	360,000	375,000
• Implement a new County website ¹	n/a	10%	90%	100%
• Number of applications/systems maintained	74	73	80	80
• Number of New Applications/Systems Developed	1	0	0	2
Objective: Implement enterprise document management/imaging.				
• Number of departments not implemented	22	17	15	14
• Number of departments utilizing document enterprise imaging	8	13	15	16
Objective: Implement webcasting of public meetings and programs.				
• Number of webcasts	40	54	45	65

¹ Implementation of the new County website was initiated in FY 2011.



NOTES



Management and Financial Services

Management and Financial Services

Human Resources Management

Accounting & Financial Analysis

Budget Analysis & Research

Procurement



Management and Financial Services

Mission Statement

The mission of the Department of Management and Financial Services is to effectively support the provision of direct services to the residents of Loudoun County by professionally managing, on behalf of the County Administrator, organization-wide processes and providing sound advice in the areas of budget, human resources management, procurement and financial management.

Description

The Department of Management and Financial Services provides centralized support to other County agencies and the County Administrator in the areas of budgeting, management analysis, demographic, economic and analytical research, human resources, benefits management, training, procurement, financial accounting and reporting, payroll, risk management, insurance, capital financing and debt management. The Department's programs include Human Resources Management, Accounting and Financial Analysis, Budget Analysis and Research, and Procurement. In addition, the Department functions as the County liaison to the Board of Equalization and provides administrative support.

Budget Overview

FY 2013 Issues

- The County government has responded to continuing population growth and changing demographics by actively managing enhancements to County services and a substantial capital program. Proliferation in the number of programs and capital projects places a growing demand on department staff.
- Management of Countywide benefit and self-insurance programs continues to present a challenge as market-wide pressures underscore the need for innovative cost management.
- The County will embark on a 36-month implementation of a new Oracle based, financial/HR operating system (ERP). Staff resources must be dedicated to this implementation and could impact current service levels and development and implementation of future initiatives.
- The County's financial and human resources systems and the technology upon which they were built have been pushed far beyond their useful life cycle. Most of the legacy systems are not supported by the original vendor and must be maintained by DIT support personnel. External support arrangements for other systems have, in some cases, deteriorated from lack of qualified resources.
- With the economic crisis and related budget ramifications, recruitment and retention of a high performing, continuous learning workforce remains a top priority. Focus on employee development must continue if Loudoun County is to remain an employer of choice in the DC metro region.
- The rising costs of benefits, particularly health insurance, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to employees. The goals are to motivate employees to utilize the County's network providers to take advantage of the County's award-winning wellness program.

FY 2013 Major Work Plan Initiatives

- Manage the debt issuance process and maintain the debt limits set by the Board of Supervisors.
- Implement changes to the performance evaluation system approved by the Board of Supervisors to include identifying specific FY 2013 objectives in each employee's performance expectations, changing to a five-tier rating scale, and requiring supervisors to attend performance evaluation training.
- Design, build and configure ERP system for phased implementation beginning with financials.
- Manage the County's insurance programs to provide maximum cost effectiveness and benefit.
- Implement employee training programs that are focused on a core competency training model with e-training initiatives, project management training and Spanish language training. A continued customer service focus will enhance service delivery to residents.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities program for the County.
- Support the new Board of Supervisors' initiatives.
- Engage the workforce to take advantage of the County's award-winning wellness program.
- Implement comprehensive risk management programs and safety measures.

FY 2012 Major Achievements

- Successfully recruited 392 new employees (134 regular employees, 258 temporary employees) in order to provide high quality service delivery to residents.
- Received Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the FY 2012 Adopted Budget document and the FY 2010 Comprehensive Annual Financial Report.
- Received the Start! Fit-Friendly American Heart Association Platinum Award in April 2012 for the fifth consecutive year in a row. The County's Wellness Program has improved employee use of preventive care options as well as decreased health care costs and disease trends.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Management and Financial Services

- Successfully processed 451 residential and commercial appeals that were submitted to the Board of Equalization (BOE) with 697 appeals being heard in 2010. In comparison to 2009, 2,484 residential and commercial appeals were reviewed by the Board of Equalization with 1,347 appeals being heard.
- Earned Achievement of Excellence in Procurement Award for 2011 from National Procurement Institute and the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP). This is a three-year accreditation for local, State and Federal agencies which formally recognizes excellence in procurement.
- Assisted the Board of Supervisors with the redistricting process, including the integration of the 2010 census information.
- Received the ICMA Center for Performance Measurement's Certificate of Achievement in performance measurement.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Management and Financial Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$6,799,321	\$6,564,959	\$6,476,777	\$6,859,303	\$7,221,165
Operations & Maintenance	3,460,734	3,070,408	2,849,641	3,920,709	3,889,659
Transfer to Self Insurance Fund	0	793,923	929,680	0	0
Total Expenditures	\$10,260,055	\$10,429,290	\$10,256,098	\$10,780,012	\$11,110,824
Revenues					
Use Of Money & Property	\$103,827	\$70,848	\$53,417	\$0	\$0
Charges For Services	231	252	(15)	0	0
Miscellaneous Revenue	58,202	147,345	32,526	38,700	138,700
Recovered Costs	51	8,979	32,498	0	30,000
Other Financing Sources	637,086	550,895	1,042,699	279,821	285,249
Total Revenues	\$799,397	\$778,319	\$1,161,125	\$318,521	\$453,949
Local Tax Funding	\$9,460,658	\$9,650,971	\$9,094,973	\$10,461,491	\$10,656,875
FTE Summary	76.84	77.84	77.84	76.84	77.84

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for Management and Financial Services includes an enhancement of 1.00 FTE for a pension analyst with \$92,082 in expenditures, offset by \$30,000 of additional revenue. The Board reduced the Department's operating budget by an additional \$34,951. Miscellaneous revenue is increased \$100,000 from earning rebates resulting from credit card purchases. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: 5.00 FTEs were reduced from Human Resources Management, Procurement, and Budget Analysis and Research. Six approved, unfunded, vacant, and frozen positions were removed from the department where previously assigned, and were held in the Human Resources Division until reassignment is made. In addition, 1.00 FTE for a capital specialist was transferred to Office of Capital construction and 1.00 FTE was transferred from Building and Development into Budget Analysis and Research for grants management.

FY 2012: 1.00 FTE from Human Resources Management Operations transferred to the Parks, Recreation and Community Services.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Human Resources Management	\$3,939,903	\$5,121,394	\$5,026,816	\$5,303,054	\$5,481,505
Accounting & Financial Analysis	3,645,572	2,529,807	2,499,304	2,432,962	2,537,059
Budget Analysis & Research	1,582,040	1,729,467	1,668,685	1,868,472	1,876,872
Procurement	1,092,540	1,048,622	1,061,293	1,175,524	1,215,388
Total Expenditures	\$10,260,055	\$10,429,290	\$10,256,098	\$10,780,012	\$11,110,824
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Human Resources Management	\$0	\$100,740	\$32,890	\$0	\$30,000
Accounting & Financial Analysis	801,854	650,768	847,815	120,000	120,000
Budget Analysis & Research	0	0	71,438	0	0
Procurement	(2,457)	26,811	208,982	198,521	303,949
Total Revenues	\$799,397	\$778,319	\$1,161,125	\$318,521	\$453,949
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Human Resources Management	\$3,939,903	\$5,020,654	\$4,993,926	\$5,303,054	\$5,451,505
Accounting & Financial Analysis	2,843,718	1,879,039	1,651,489	2,312,962	2,417,059
Budget Analysis & Research	1,582,040	1,729,467	1,597,247	1,868,472	1,876,872
Procurement	1,094,997	1,021,811	852,311	977,003	911,439
Total Local Tax Funding	\$9,460,658	\$9,650,971	\$9,094,973	\$10,461,491	\$10,656,875
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Human Resources Management	27.31	32.56	32.14	30.81	32.14
Accounting & Financial Analysis	21.30	20.55	20.13	19.80	20.13
Budget Analysis & Research	14.70	12.45	13.54	14.20	13.54
Procurement	13.53	12.28	12.03	12.03	12.03
Total FTE	76.84	77.84	77.84	76.84	77.84



Management and Financial Services

Human Resources Management

Program Goal and Service Description

The goal of the Human Resources Management Program is to maintain a well qualified workforce and a safe, healthy work environment by consulting with County departments and providing services to Loudoun County Government in the areas of human resources operations, training, benefits administration and risk management.

HR Operations achieves the goals of attracting and retaining a high performing workforce, delivering competitive average actual pay, reviewing and revising policies to address best practices, and providing services in a cost effective manner through the following activities: recruitment and selection, policy development and interpretation, employee relations, employee communication, classification and compensation, training and organizational development.

HR Benefits Administration and Risk Management strives to achieve the goals of ensuring cost effective management of insurance programs, promoting workplace safety, reducing and managing work related injuries, and promoting employee wellness through the following activities: benefits administration, wellness program administration and expansion, employee communications, risk management and risk management training.

Budget Overview

FY 2013 Issues

- Despite the economy, the County remains in a challenging position to attract and retain a high performing workforce. Projected turnover of approximately 10% may result in a total recruitment of 300 regular County positions, in addition to a multitude of recruitments for temporary staff.
- Meeting the demands of a workforce with expectations of professional development opportunities, competitive pay and benefits package, and reasonable workload assignments will be a challenge given the growth and service demands the County faces in concert with expected fiscal constraints for FY 2013.
- Maintaining competitive average actual pay in accordance with the Board's approved compensation philosophy may be a challenge, especially if fiscal constraints limit or eliminate funds for Countywide salary increases and for salary adjustments needed to remain competitive in certain key benchmark jobs.
- Developing staff to prepare the County for the increasing number of retirements and subsequent loss of institutional knowledge is a priority.
- Management of Countywide benefit and self-insurance programs continues to represent a challenge as market-wide pressures underscore the need for cost management. The rising costs of benefits, particularly healthcare, have required and will continue to require innovative solutions to minimize increased costs to the County and our employees.
- Identify risk management concerns and evaluation of current safety programs for minimizing exposure and future costs continue to be a high priority.

FY 2013 Major Work Plan Initiatives

- Conduct a bi-annual compensation study and salary survey beginning in FY 2013 to analyze Loudoun County's competitive pay position in the market.
- Provide an annual report to County Administration on the County's competitive pay position in the market to include recommendations for maintaining market competitiveness.
- Implement approved changes to the performance evaluation system to include identifying specific FY 2013 objectives in each employee's performance expectations, changing to a five-tier rating scale, and requiring supervisors to attend performance evaluation training.
- Continue to provide e-learning training on topics including workplace safety, regulatory compliance, and professional, management and leadership skills.
- Continue to provide classroom training including Crucial Conversations, Cultural Differences in the Workplace, and Worker's Compensation Training for Supervisors.
- Conduct a review of personnel policies in chapters 5, 6, 8, 10, and 11 of the Human Resources Handbook and recommend changes as appropriate.
- Begin the implementation of the new human resources system for the ERP and audit all automated files prior to data conversion.
- Maintain and update Loudoun County's Equal Employment Opportunity Plan (EEO).
- Engage the workforce to take advantage of the County's award winning wellness program.
- Increase outreach efforts with the workforce to encourage employees to take advantage of the mental health, legal and financial offerings of the Employee Assistance Program provider.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services
Human Resources Management

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,609,993	\$2,556,420	\$2,431,822	\$2,343,928	\$2,540,226
Operations & Maintenance	1,329,910	1,771,051	1,665,314	2,959,126	2,941,279
Transfer to Self Insurance Fund	0	793,923	929,680	0	0
Total Expenditures	\$3,939,903	\$5,121,394	\$5,026,816	\$5,303,054	\$5,481,505
Revenues					
Miscellaneous Revenue	\$0	\$91,761	\$392	\$0	\$0
Recovered Costs ¹	0	8,979	32,498	0	30,000
Total Revenues	\$0	\$100,740	\$32,890	\$0	\$30,000
Total Local Tax Funding	\$3,939,903	\$5,020,654	\$4,993,926	\$5,303,054	\$5,451,505
FTE Summary^{2,3}	27.31	32.56	32.14	30.81	32.14

¹ The FY 2013 revenue of \$30,000 will offset a portion of the pension analyst position

² In FY 2013 the Board added 1.00 FTE for a pension analyst position and an additional 0.33 FTE was reallocated from the Budget Analysis & Research Division.

³ Five unfunded positions are reserved in Human Resources Operations for emergency staffing needs.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services
Human Resources Management

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Deliver competitive pay increases for County staff.				
• Actual total pay increase	0%	0%	3%	0%
• Average pay increase for the competitive market ²	0.25%	0.84%	1.63%	3.53%
Objective: Deliver comprehensive benefit programs to eligible County employees.				
• Eligible employees enrolled in deferred compensation plan	n/a	75.80%	77.00%	79.10%
• Eligible employees enrolled in flexible spending accounts	n/a	32.90%	33.40%	34.40%
• Eligible employees enrolled in group health plan	n/a	80.40%	81.10%	82.40%
Objective: Deliver a comprehensive risk management program designed to positively impact employee health and workplace safety.				
• Incidence rate for OSHA cases per 100 FTEs	n/a	3.68	4.00	4.00
• Participants in Risk Mgt./Workplace Safety training & activities	n/a	n/a	1,000	1,100
• Risk Mgmt./Workplace Safety training, activities & events	n/a	n/a	12	15
Objective: Deliver a comprehensive wellness program designed to positively impact employee health, mitigate absenteeism, and reduce health care costs to the organization.				
• Average health plan cost per employee per year	\$11,445	\$12,011	\$13,417	\$14,405
• Eligible employees completing annual wellness challenge	n/a	137	163	187
• Employee wellness activities and events	n/a	33	19	19
• Employees participating in health coaching programs	n/a	86	64	64
• Participants in wellness activities and events	2,431	2,217	2,350	2,350
Objective: Deliver Countywide HR services in a cost effective manner which meets the needs of the organization.				
• Number of regular employees supported per HR Ops. position ³	n/a	241	241	241
• Number of regular employees supported per Benefits position	n/a	683	660	660
• Number of regular employees supported per Risk Mgmt. position	n/a	1,442	1,392	1,392

¹ Measures with n/a were new for the year in which numerical data begins. Prior history is not available.

² The Board of Supervisors has defined the competitive market as the City of Alexandria and the counties of Arlington, Fairfax and Prince William.

³ The number of HR Operations positions used in this measure does not include HR administrative positions and five unfunded positions.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services

Human Resources Management

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Deliver learning offerings to support employee development and to meet organizational needs.				
• Average employee training evaluation score on a 5 point scale	4.50	4.50	4.40	4.40
• Employees completing required e-learning	n/a	n/a	99%	100%
• Employees participating in e-learning	n/a	n/a	3,000	3,000
• Number of classroom training sessions offered annually	65	61	55	55
• Number of employees participating in classroom training	1,178	1,083	1,000	1,000
Objective: Deliver outstanding customer service which consistently meets or exceeds the customer's expectations.				
• Customer service satisfaction survey rating – Benefits	n/a	3.55	3.50	3.50
• Customer service satisfaction survey rating – HR Operations	n/a	4.15	4.15	4.00
• Customer service satisfaction survey rating – Risk Management	n/a	3.31	3.50	3.50
• Employees who rate Benefits service as satisfactory or better	n/a	96%	95%	95%
• Employees who rate Risk Mgmt. service as satisfactory or better	n/a	95%	95%	95%
• Mgrs. who rate experience for HR Ops. as satisfactory or better	n/a	97%	95%	95%
Objective: Provide efficient recruitment services.				
• Applicant referrals to departments within 3 business days	n/a	n/a	95%	95%
• Number of job vacancies posted annually	n/a	n/a	250	250

¹ Measures with n/a were new for the year in which numerical data begins. Prior history is not available.



Management and Financial Services

Accounting & Financial Analysis

Program Goal and Service Description

The Accounting & Financial Analysis Division provides for the management of the centralized accounting system responsible for processing, recording and reporting of all financial transactions of the General Government and the Loudoun County Public Schools (LCPS); processes and record employee attendance so County employees can be accurately paid on a timely basis; ensures compliance with payroll and accounts payable Federal reporting; develops financing strategies that fund the capital improvement program for both the General Government and LCPS; and reviews and reports to the various State and Federal agencies the results of the County's management of grants awarded.

Budget Overview

FY 2013 Issues

- A new ERP system implementation will initiate a total review of all accounting processes and business procedures.
- The Governmental Accounting Standards Board's various pronouncements will be analyzed to determine the future impact on the County's accounting and reporting requirements to include the Comprehensive Annual Financial Report (CAFR).
- The federal debt limit and budget issues may impact the County's credit rating.
- The staff will continue to monitor outstanding debt and any debt refunding opportunities. Staff will develop and recommend project financing and debt strategies that will minimize the impact on the Board's debt ratios.
- Staff will continue to maintain a high level of service while working on the ERP implementation.

FY 2013 Major Work Plan Initiatives

- Analyze business process in conjunction with the ERP consultants and reengineer on an ongoing basis until final implementation.
- Implement GASB Pronouncements including an analysis of necessary policy or process changes.
- Manage the debt issuance process and maintain debt limits set by the Board of Supervisors.
- Finalize financing plan for the Dulles Rail project to provide necessary information for the Board should the BOS participate.
- Continue to hold discussions with credit rating analysts on the inter-relationship of federal and County ratings and will revise credit presentations to strengthen the County's position.
- Conduct an ongoing review and redistribution of employee workload to maintain service during ERP implementation.
- Earn achievement of the Government Finance Officers Association annual award for the FY 2012 Comprehensive Annual Financial Report.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,838,241	\$1,806,903	\$1,827,833	\$1,902,820	\$2,010,868
Operations & Maintenance	1,807,331	722,904	671,471	530,142	526,191
Total Expenditures	\$3,645,572	\$2,529,807	\$2,499,304	\$2,432,962	\$2,537,059
Revenues					
Use Of Money & Property	\$103,827	\$70,848	\$53,417	\$0	\$0
Charges For Services	231	248	(15)	0	0
Miscellaneous Revenue	30,724	28,777	4,180	30,000	30,000
Other Financing Sources	667,072	550,895	790,233	90,000	90,000
Total Revenues	\$801,854	\$650,768	\$847,815	\$120,000	\$120,000
Total Local Tax Funding	\$2,843,718	\$1,879,039	\$1,651,489	\$2,312,962	\$2,417,059
FTE Summary¹	21.30	20.55	20.13	19.80	20.13

¹ In FY 2013, 0.33 FTE was reallocated and transferred from the Budget Analysis and Research Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services
Accounting & Financial Analysis

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Maintain AAA bond rating with Moody's, Standard and Poor's and Fitch rating agencies.				
• County's Bond Rating - Fitch	AAA	AAA	AAA	AAA
• County's Bond Rating - Moody's	Aaa	Aaa	Aaa	Aaa
• County's Bond Rating - Standard & Poor's	AAA	AAA	AAA	AAA
Objective: Meet all financial obligations and maintain compliance with the Virginia Prompt Payment Act.				
• Maintain compliance with Prompt Payment Act	100%	100%	100%	100%
• Number of employee payments made	94,088	93,997	95,000	95,000
• Number of Operating Checks	91,980	92,949	92,000	94,000
Objective: Minimize the cost of borrowing to the County.				
• Net Debt issuance per year	\$92,863,000	\$122,326,000	\$181,506,000	\$204,800,000
• Number of debt issues	6	3	6	3
Objective: Develop timely and effective services from departments and specific vendors based on management direction and established priorities.				
• Customer service and vendor satisfaction rating (out of 5.00)	n/a	4.30	4.00	4.00

¹ Measures with n/a were new for the year in which numerical data begins. Prior history is not available.



Management and Financial Services Budget Analysis & Research

Program Goal and Service Description

The Budget Analysis and Research Division provides primary support to the County Administrator in development, analysis, review and implementation of the County's operating budget and directs the Countywide grants management and development program. This Division also conducts management analysis, performance measurement, fiscal impact analysis and special projects for County officials and staff. This division also provides administrative and documentary support to the Board of Equalization (BOE) when in session and is the main contact for all citizens appealing the current assessments; answers all phone calls and emails and provides administrative support to department staff as needed.

Budget Overview

FY 2013 Issues

- This division serves as the County government's primary resource for management analysis and research, and provides support to the County for a variety of special projects.
- The development and implementation of the County budget is an increasingly challenging task given the continuous changes to the size and complexity of the County government.
- The County government has responded to continuing population growth and changing demographics by enhancing services and programs. Proliferation in the number of programs places a growing demand on division staff.
- Changes experienced in the County government in recent years brought a heightened need for more meaningful measurement of program effectiveness. Division staff will continue working to implement management direction and bring more transparency to agencies' activities.
- Existing staff will need to actively participate in the procurement process, selection and implementation of the new Countywide financial, human resources and budgeting system.
- Revenue estimates are more challenging to predict in the current economic environment.
- Support to the BOE is an unknown factor until the appeals are filed on June 1. The existing staff cannot handle workload alone and temporary staff has to be contracted if more than 1,000 appeals are submitted.
- Due to limited staff resources, the BOE's interest in night meetings could be problematic.
- Implementation of the Enterprise Resource Planning (ERP) system will significantly impact the workload of the existing staff.

FY 2013 Major Work Plan Initiatives

- Work with County departments and the LCPS to successfully manage the FY 2013 budget and develop an FY 2014 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.
- Earn recognition from the Government Finance Officers' Association for the annual budget document.
- Provide professional and technical advice on a variety of financial and demographic research topics and projects.
- Continue updates and improvements to the Board of Equalization's on-line system to improve efficiency of appeal process and reduce redundancy.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,317,266	\$1,206,339	\$1,192,285	\$1,520,095	\$1,533,747
Operations & Maintenance	264,774	523,128	476,400	348,377	343,125
Total Expenditures	\$1,582,040	\$1,729,467	\$1,668,685	\$1,868,472	\$1,876,872
Revenues					
Other Financing Sources	\$0	\$0	\$71,438	\$0	\$0
Total Revenues	\$0	\$0	\$71,438	\$0	\$0
Total Local Tax Funding	\$1,582,040	\$1,729,467	\$1,597,247	\$1,868,472	\$1,876,872
FTE Summary¹	14.70	12.45	13.54	14.20	13.54

¹ In FY 2013, 0.33 FTE reallocated and transferred to the Human Resources Management Division and 0.33 FTE to the Accounting & Financial Analysis Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services
Budget Analysis & Research

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Assist and support the Board of Equalization for required public hearings to meet deadlines and State mandates.				
• Decision documentation (907) processed for appellants and BOE	100%	100%	100%	100%
• Number of appeals submitted	697	451	1,000	1,000
• Number of FOIA requests	5	10	10	10
• Number of packets prepared for hearing	625	389	1,000	1,000
• Number of public hearings scheduled and advertised meetings	51	41	60	60
Objective: Develop timely and effective services for internal clients based on management direction and established priorities.				
• Overall Client Survey Satisfaction rating (out of 5.00)	3.62	4.01	4.00	4.00
Objective: Develop grants application procedures and information on current grant funded activities from the Budget Office. Identify new outside grant opportunities to help defray and augment County services by at least \$1,000,000.				
• New grant opportunities	\$15,703,668	\$26,811,223	\$16,000,000	\$16,000,000
• Number of employees participating in grant training programs ¹	7	0	25	25
Objective: Provide quarterly revenue and expenditure analysis to County departments and management from the Budget Office and maintain a positive fiscal environment.				
• Budget Adjustments processed	4,519	4,767	4,790	4,898
• Finance/Government Services & Operations Committee updates	26	8	15	15

¹ The grant analyst position was vacant in FY 2011.



Management and Financial Services

Procurement

Program Goal and Service Description

The Procurement Division is responsible for the acquisition of all goods and services, including professional services and construction, required to meet the service needs of the growing population and County Government operations. The division conducts all procurements in accordance with the Virginia Public Procurement Act of the Code of Virginia and other applicable law. Procurement makes contract awards in a fair and impartial manner with avoidance of even the appearance of impropriety, while giving all qualified vendors access to the County's business.

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

Budget Overview

FY 2013 Issues

- Procurement is affected by vacancies within County departments as it relates to delegated purchasing authority. With a training period for delegated authority staff of about one year, turnover affects average staff workload dramatically and limits available time for process improvements and training.
- A number of legislative initiatives to require small, women-owned, and minority (SWAM) programs, including set-asides, have been proposed in the recent sessions. In addition, lawmakers regularly amend applicable laws, such as the Virginia Public Procurement Act (VPPA), the Public-Private Education Facilities and Infrastructure Act (PPEA), and the Public-Private Transportation Act (PPTA), requiring revisions to County policies and procedures.
- Procurement is responsible for ensuring compliance with ARRA guidelines for procurements that are affected by those guidelines. Procurement has worked with County legal staff to develop contract template documents that include the ARRA provisions. These templates are modified on a case-by-case basis depending on the type of ARRA requirements.
- Procurement is responsible for ensuring compliance of the County's P'card and Delegated Purchasing programs.
- Implementation of new financial system will strain already reduced staff resources.

FY 2013 Major Work Plan Initiatives

- Expand Push4P'card Campaign to increase efficiencies, streamline purchasing process and expedite vendor payment by increasing cardholder spend limits based on need; increasing mandatory use thresholds for non-contract purchases; and broadening P'card use for specific contract purchases.
- Continue Vendor Outreach Programs by participating in Buyer/Seller Information Exchange meetings and in local and regional small and minority vendor trade shows.
- Earn Achievement of Excellence in Procurement Award from the National Purchasing Institute.
- Perform necessary tasks to comply with the Countywide Enterprise Resource Planning (ERP) system to include Procurement module phase implementation.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services
Procurement

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,033,821	\$995,297	\$1,024,837	\$1,092,460	\$1,136,324
Operations & Maintenance	58,719	53,325	36,456	83,064	79,064
Total Expenditures	\$1,092,540	\$1,048,622	\$1,061,293	\$1,175,524	\$1,215,388
Revenues					
Charges For Services	\$0	\$4	\$0	\$0	\$0
Miscellaneous Revenue ¹	27,478	26,807	27,954	8,700	108,700
Recovered Costs	51	0	0	0	0
Other Financing Sources	(29,986)	0	181,028	189,821	195,249
Total Revenues	\$(2,457)	\$26,811	\$208,982	\$198,521	\$303,949
Total Local Tax Funding	\$1,094,997	\$1,021,811	\$852,311	\$977,003	\$911,439
FTE Summary	13.53	12.28	12.03	12.03	12.03

¹ Miscellaneous revenue in FY 2013 is increased \$100,000 from earning rebates resulting from credit card purchases.



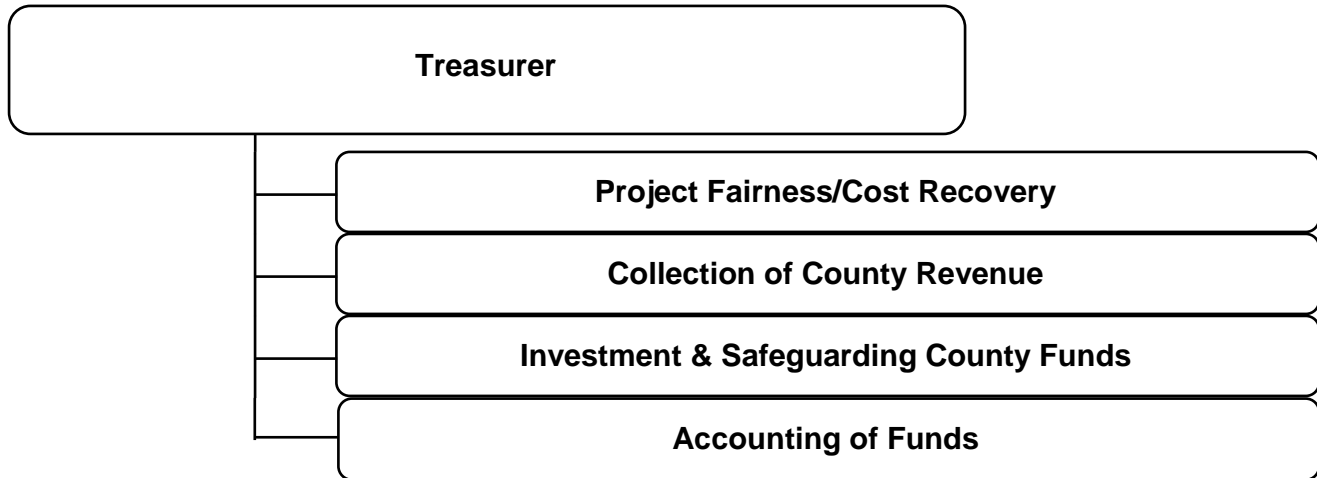
Loudoun County Government
FY 2013 Adopted Fiscal Plan

Management and Financial Services
Procurement

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.				
• Average monthly active contracts	339	437	445	450
• Average monthly value P'card spent	\$301,303	\$305,968	\$480,831	\$769,629
• Average number of weeks to process IFBs/RFPs	14	16	16	16
• External Customer Satisfaction (out of 5.00)	4.50	4.70	4.70	4.70
• New Term Contracts	6	4	4	4
• Number of IFBs/RFPs Issued	55	60	60	60
• Percent of dollars spent using term contracts	44%	45%	45%	45%
• Percent of P'card spent vs. total spent	0.04%	0.03%	0.04%	0.10%
• Percent of PO spent on active contracts	75.10%	87.40%	90.00%	90.00%
• Percent of Purchases by Departments via Delegated Authority	76.76%	77.00%	77.00%	77.00%
• Percentage of the value of Delegated Authority purchases compared to the total value of all purchases	11.75%	10.00%	10.00%	10.00%
• Total PO spent on active contracts	\$65,278,813	\$93,255,644	\$108,596,180	\$115,800,000



Treasurer





Loudoun County Government FY 2013 Adopted Fiscal Plan

Treasurer

Mission Statement

The Treasurer is a Constitutional Officer under the State's Constitution and the Code of Virginia. The Treasurer's Office is dedicated to serving the citizens of Loudoun County, both commercial and private, as well as the Board of Supervisors, and other government agencies. The services provided by the Treasurer's Office affect virtually every citizen in Loudoun County. The Treasurer's Office main functions are collecting all real and personal property, business license and other taxes as specified by the State Code; primary depository for all County agencies, investing and safeguarding County funds; reconciliation of County funds; providing outstanding customer services to taxpayers and County and School staff; and ensuring vehicle registration compliance.

Description

The Treasurer's Office is structured into four programs: Collection of County Revenue, Investment and Safeguarding County Funds, Accounting of Funds and Project Fairness. As a constitutional office, the department administers tax regulations as specified in the Code of Virginia and the Codified Ordinances of Loudoun County. The Treasurer also serves as the depository of funds for County agencies.

Budget Overview

FY 2013 Issues

- As the population continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone, email, or in person, as well as handling more than 850,000 annual payments without increasing staff in a tight economic environment.
- The Treasurer's Office staff will be critical in the ongoing design, testing, and implementation of the new tax system. Considerable staff resources will be required to ensure design, testing and implementation of the system prior to its completion in FY 2014. This is in addition to the new ERP system that will also put demands on staff.
- The Treasurer continues to seek ways to automate processes to handle the increases in tax accounts and number of calls resulting from the population growth.
- As primary depository for County agencies, staff anticipates an increase in electronic payment methods for other agencies which will add to the complexity of the reconciliations, training and administrative demands put on the Treasurer's Office.
- Real and personal property delinquency rates in Loudoun County are currently among the lowest in Northern Virginia. The Treasurer's Office continues to actively collect delinquent accounts in order to maintain these low rates throughout this challenging economic climate.
- With interest rates at their lowest in recent history, the Treasurer must continue to wisely invest County funds to obtain the highest yield with minimal risk while ensuring cash flow needs are met during the year.
- The Office will strive to continue to provide outstanding customer service to County citizens, as well as to County and School staff.

FY 2013 Major Work Plan Initiatives

- Continue to maintain or decrease delinquency rate in a tough economic climate.
- Continue phased implementation of new tax system software in conjunction with the Commissioner of the Revenue and DIT.
- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Implement Image Cash Letter (Check 21), which decreases the expense of physical deposits and accelerates the availability of investable funds for the County.
- Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes at least 30 days prior to the due date, although code mandates 14 business days.

FY 2012 Major Achievements

- Reviewed and made final selection for new tax assessment software through vendor demonstrations, review of cost, and mini-gap analysis and began the implementation.
- Integrated new assessment system into current tax system.
- Implemented Animal Services online credit card processing.
- Successfully selected new vendors for banking, safekeeping, automated accounts payable process, and lockbox services.
- Implemented new merchant card service contract with over \$75,000 savings for the County and taxpayers.
- Successfully implemented Town of Leesburg Reciprocal Tax Collection Agreement.
- Implemented Laser Fiche Scanning for Treasurer's Office documentation.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Treasurer

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,825,669	\$2,822,047	\$2,942,825	\$3,130,996	\$3,287,878
Operations & Maintenance	635,704	727,549	714,749	858,299	875,837
Capital Outlay & Capital Acquisitions	13,501	7,779	0	36,260	28,277
Total Expenditures	\$3,474,874	\$3,557,375	\$3,657,574	\$4,025,555	\$4,191,992
Revenues					
General Property Taxes	\$462,186	\$532,938	\$521,405	\$500,000	\$500,000
Other Local Taxes	5,313,822	5,486,343	5,663,926	5,500,000	5,800,000
Fines & Forfeitures	141,473	122,664	118,285	100,000	100,000
Use Of Money & Property	5,825,713	2,282,877	1,777,766	1,600,000	1,100,000
Charges For Services	114,938	249,166	449,601	345,000	345,000
Miscellaneous Revenue	20,051	15,839	46,250	15,500	15,500
Recovered Costs	5,000	5,000	4,975	500	500
State Shared Expenses	398,065	344,805	313,568	295,166	295,166
Total Revenues	\$12,281,248	\$9,039,632	\$8,895,776	\$8,356,166	\$8,156,166
Local Tax Funding	\$(8,806,374)	\$(5,482,257)	\$(5,238,202)	\$(4,330,611)	\$(3,964,174)
FTE Summary	42.00	42.00	43.00	43.00	43.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Treasurer's Office includes a projected decrease in interest earnings due to the downward economic trends of the last four years. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010 Mid-Year: The department received 1.00 FTE from the Commonwealth's Attorney for the collection of court fines.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Treasurer

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Project Fairness/Cost Recovery	\$61,264	\$63,531	\$63,727	\$91,352	\$77,326
Collection of County Revenue	2,599,843	2,718,309	2,816,114	3,072,626	3,276,711
Investment & Safeguarding County Funds	278,694	277,417	278,680	340,457	297,888
Accounting of Funds	535,073	498,118	499,053	521,120	540,067
Total Expenditures	\$3,474,874	\$3,557,375	\$3,657,574	\$4,025,555	\$4,191,992
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Project Fairness/Cost Recovery	\$747,985	\$803,657	\$787,666	\$700,000	\$700,000
Collection of County Revenue	5,707,550	5,953,148	6,330,344	6,056,166	6,356,166
Investment & Safeguarding County Funds	5,825,713	2,282,827	1,777,766	1,600,000	1,100,000
Total Revenues	\$12,281,248	\$9,039,632	\$8,895,776	\$8,356,166	\$8,156,166
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Project Fairness/Cost Recovery	\$(686,721)	\$(740,126)	\$(723,939)	\$(608,648)	\$(622,674)
Collection of County Revenue	(3,107,707)	(3,234,839)	(3,514,230)	(2,983,540)	(3,079,455)
Investment & Safeguarding County Funds	(5,547,019)	(2,005,410)	(1,499,086)	(1,259,543)	(802,112)
Accounting of Funds	535,073	498,118	499,053	521,120	540,067
Total Local Tax Funding	\$(8,806,374)	\$(5,482,257)	\$(5,238,202)	\$(4,330,611)	\$(3,964,174)
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Project Fairness/Cost Recovery	0.90	0.90	0.90	0.90	0.90
Collection of County Revenue	32.55	32.55	34.55	34.15	33.95
Investment & Safeguarding County Funds	1.95	1.95	1.95	1.95	2.15
Accounting of Funds	6.60	6.60	5.60	6.00	6.00
Total FTE	42.00	42.00	43.00	43.00	43.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Treasurer
Project Fairness/Cost Recovery**

Program Goal and Service Description

The Project Fairness Program is a joint effort between the Treasurer's Office and the Sheriff's Office with input from County residents. The Sheriff's Office issues citations on vehicles with expired, improper, or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees. The Project Fairness program has collected over \$11 million in new revenue since its inception. Additional recurring annual revenue is received on these vehicles which continue to be taxed in future years.

Budget Overview

FY 2013 Issues

- County residents with vehicles garaged in Loudoun are legally required to register those vehicles with the Commissioner of the Revenue. Project Fairness actively seeks to identify and enforce vehicle registration.
- Loudoun County also participates in the Northern Virginia Compact for Local Motor Vehicle License Enforcement. The participating jurisdictions reciprocally enforce local motor vehicle license display requirements.
- Project Fairness Program will need to be integrated into the new tax revenue system.

FY 2013 Major Work Plan Initiatives

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

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$57,981	\$57,543	\$57,685	\$60,691	\$63,613
Operations & Maintenance	3,283	5,988	6,042	30,661	13,713
Total Expenditures	\$61,264	\$63,531	\$63,727	\$91,352	\$77,326
Revenues					
General Property Taxes	\$462,186	\$532,938	\$521,405	\$500,000	\$500,000
Other Local Taxes	144,326	148,055	147,976	100,000	100,000
Fines & Forfeitures	141,473	122,664	118,285	100,000	100,000
Total Revenues	\$747,985	\$803,657	\$787,666	\$700,000	\$700,000
Total Local Tax Funding	\$(686,721)	\$(740,126)	\$(723,939)	\$(608,648)	\$(622,674)
FTE Summary	0.90	0.90	0.90	0.90	0.90



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Treasurer
Project Fairness/Cost Recovery

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Issue warning notices and notices of violations to vehicles with expired, improper or missing County decals.				
• Number of new accounts established on discovered vehicles	11,005	10,270	11,000	11,000
• Number of violation notices issued	3,115	3,501	3,000	3,000
• Number of warning notices issued	13,011	11,682	14,500	14,500



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Treasurer
Collection of County Revenue**

Program Goal and Service Description

The Treasurer's Office is the focal point for collection of all County and LCPS revenue, including real and tangible personal property taxes, and serves as the depository for all cash receipts for all County agencies. This program prepares and mails tax bills; collects and processes revenue; issues County decals; provides quality customer service both internally and externally; and accounts for all revenue from the various County agencies, departments, and programs.

Budget Overview

FY 2013 Issues

- With the increasing population of Loudoun County, the Treasurer's Office faces the challenge of responding to more taxpayer inquiries, either by phone or email or in person. In addition, the Office handles more than 850,000 payments annually.
- The Treasurer's Office staff will be implementing a new tax/treasury software package with the planning stages beginning in FY 2012 and continuing into FY 2013, further impacting valuable staff resources. This implementation will be done in conjunction with the regular handling of all taxpayer collection and ongoing County agencies depository services.
- Collection rates for delinquent taxes in Loudoun County are currently among the lowest in Northern Virginia due to the diligence and emphasis on collection efforts.
- Personal property tax accounts are increasing which means the Treasurer is tasked with finding ways to continue to automate to meet the increase in taxpayer payments. The Treasurer's Office continues to add new avenues of online payment for taxpayers.
- When changes in the State Tax Code and County Ordinances occur, the Office educates the public and implements new processes and procedures to accommodate such changes.

FY 2013 Major Work Plan Initiatives

- Strive to provide outstanding customer service to County citizens, as well as County departments and staff.
- Implement a new tax/treasury system replacing its legacy system.
- Continue to maintain or decrease delinquency rate for personal and real property.
- Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes at least 30 days prior to the due date, although code mandates 14 business days.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,005,432	\$2,039,570	\$2,158,358	\$2,317,570	\$2,446,953
Operations & Maintenance	580,910	670,960	657,756	742,056	801,481
Capital Outlay & Capital Acquisitions	13,501	7,779	0	13,000	28,277
Total Expenditures	\$2,599,843	\$2,718,309	\$2,816,114	\$3,072,626	\$3,276,711
Revenues					
Other Local Taxes	\$5,169,496	\$5,338,288	\$5,515,950	\$5,400,000	\$5,700,000
Use Of Money & Property	0	50	0	0	0
Charges For Services	114,938	249,166	449,601	345,000	345,000
Miscellaneous Revenue	20,051	15,839	46,250	15,500	15,500
Recovered Costs	5,000	5,000	4,975	500	500
State Shared Expenses	398,065	344,805	313,568	295,166	295,166
Total Revenues	\$5,707,550	\$5,953,148	\$6,330,344	\$6,056,166	\$6,356,166
Total Local Tax Funding	\$(3,107,707)	\$(3,234,839)	\$(3,514,230)	\$(2,983,540)	\$(3,079,455)
FTE Summary	32.55	32.55	34.55	34.15	33.95



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Treasurer
Collection of County Revenue

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objectives: Bill and collect 95% of semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by the mandated dates.				
• Current Dollar Values Levied (in millions)	\$816.30	\$848.30	\$835.00	\$855.00
• Number of Accounts Levied (in thousands)	837.00	860.70	860.00	880.00
• Tax Value Collected in Dollars (current and delinquent in millions)	\$812.28	\$835.90	\$850.00	\$855.00
• Tax Value Collected Online in Dollars (in millions)	\$60.32	\$77.80	\$65.00	\$70.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Treasurer
Investment & Safeguarding County Funds**

Program Goal and Service Description

The Treasurer's Office strives to obtain the highest possible yield on available County assets, consistent with constraints imposed by its safety objectives, cash flow considerations and the County's Investment Policy. The program maintains the County's primary banking relationship and associated services for both the County and LCPS. The Loudoun County Finance Board, whose members are designated by the Code of Virginia, reviews the County's investment holdings and activities and provides program guidance.

Budget Overview

FY 2013 Issues

- Revenues within the County may increase slightly but managing cash flows with expenditures becomes more of a challenge while trying to balance prudent investing with liquidity. This must be accomplished with one designated staff member while many jurisdictions utilize far more personnel.
- The County utilizes the investment portfolio's weighted average to maturity, in comparison with the associated U.S. Treasury Bill, as its benchmark. The benchmark identifies efficiencies, or inefficiencies, in the County's investing practices. The County continues to exceed its benchmark by an average of 25 basis points by maximizing the use of available investment tools.

FY 2013 Major Work Plan Initiatives

- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Implement Image Cash Letter to increase availability of funds and decrease costs associated with physical deposits.
- Maintain the County's primary investment objective of preserving capital and liquidity.
- Continue to monitor bank ratings for possible exposure of non-compliance with banking policies.
- Review various banking products to look for more efficiencies in banking that could benefit the County.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$233,428	\$232,272	\$232,751	\$240,790	\$244,475
Operations & Maintenance	45,266	45,145	45,929	76,407	53,413
Capital Outlay & Capital Acquisitions	0	0	0	23,260	0
Total Expenditures	\$278,694	\$277,417	\$278,680	\$340,457	\$297,888
Revenues					
Use Of Money & Property ¹	\$5,825,713	\$2,282,827	\$1,777,766	\$1,600,000	\$1,100,000
Total Revenues	\$5,825,713	\$2,282,827	\$1,777,766	\$1,600,000	\$1,100,000
Total Local Tax Funding	\$(5,547,019)	\$(2,005,410)	\$(1,499,086)	\$(1,259,543)	\$(802,112)
FTE Summary	1.95	1.95	1.95	1.95	2.15

¹ Interest earnings are projected to decrease in FY 2013 based on the downward economic trends of the last four years.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Treasurer
Investment & Safeguarding County Funds

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Deposit funds within 24 hours of receipt in the office. Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.				
• Average percent of available funds maintained for liquidity	36.88%	29.37%	30.00%	30.00%
Objective: Maintain 100% compliance with the County's Investment Policy. Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.				
• Average dollar value of investment portfolio (in millions)	\$271.90	\$256.61	\$349.00	\$360.00
• Average rate of return	0.77%	0.49%	0.40%	0.30%
• Benchmark rate of return	0.16%	0.13%	0.25%	0.10%



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Treasurer
Accounting of Funds

Program Goal and Service Description

The Treasurer's Office manages the disbursement of all County and LCPS funds, including refunds and operating expenditures. The disbursement of funds consists of verifying funding, disbursing checks and reconciling the County's bank accounts. The division also attempts to research and resolve outstanding checks before submission to the Commonwealth's Unclaimed Property.

Budget Overview

FY 2013 Issues

- Although the County is seeking to replace their legacy tax and financial systems, most current processes surrounding the accounting for funds are manual and require many hours of manipulation to review data for refunds and reconciliation of bank accounts.
- As the number of County residents increase, this division strives to continue to research and approve all tax refunds in a timely manner pursuant to the Code of Virginia.
- As the County and Schools continue to grow, the need for automated and electronic payment processing through credit cards will increase, thus increasing the number of bank and credit card reconciliations needed on a monthly basis.
- Implementation of new ERP system will place new demands on Treasurer's staff in addition to new tax system demands.

FY 2013 Major Work Plan Initiatives

- Continue to reduce amount of checks submitted for Unclaimed Property.
- Reconcile the County's 98+ bank statements within 45 days of month-end.
- Strive to approve tax refunds as expediently as possible in tight economic climate.
- Continue to work on the phased completion of new tax revenue system.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$528,828	\$492,662	\$494,031	\$511,945	\$532,837
Operations & Maintenance	6,245	5,456	5,022	9,175	7,230
Total Expenditures	\$535,073	\$498,118	\$499,053	\$521,120	\$540,067
 Total Local Tax Funding	 \$535,073	 \$498,118	 \$499,053	 \$521,120	 \$540,067
 FTE Summary	 6.60	 6.60	 5.60	 6.00	 6.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Treasurer
Accounting of Funds

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Research and process payment re-application or authorize real property, personal property and business.				
• Number of accounting entries	30,330	31,627	28,000	32,300
• Number of tax refunds authorized	32,217	32,650	32,000	33,430
Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 98+ bank statements within 45 days of month end.				
• Average number of monthly bank transactions (in thousands)	n/a	n/a	369	350
• Percentage of bank reconciliations completed in 45 days	100%	100%	100%	100%

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



Public Safety and Judicial Administration

PUBLIC SAFETY AND JUDICIAL ADMINISTRATION SUMMARY.....Page 2 – 2

.....
Animal Services..... Page 2 – 3

.....
Clerk of the Circuit Court..... Page 2 – 15

.....
Commonwealth's Attorney..... Page 2 – 21

.....
Community Corrections..... Page 2 – 27

.....
Courts..... Page 2 – 33

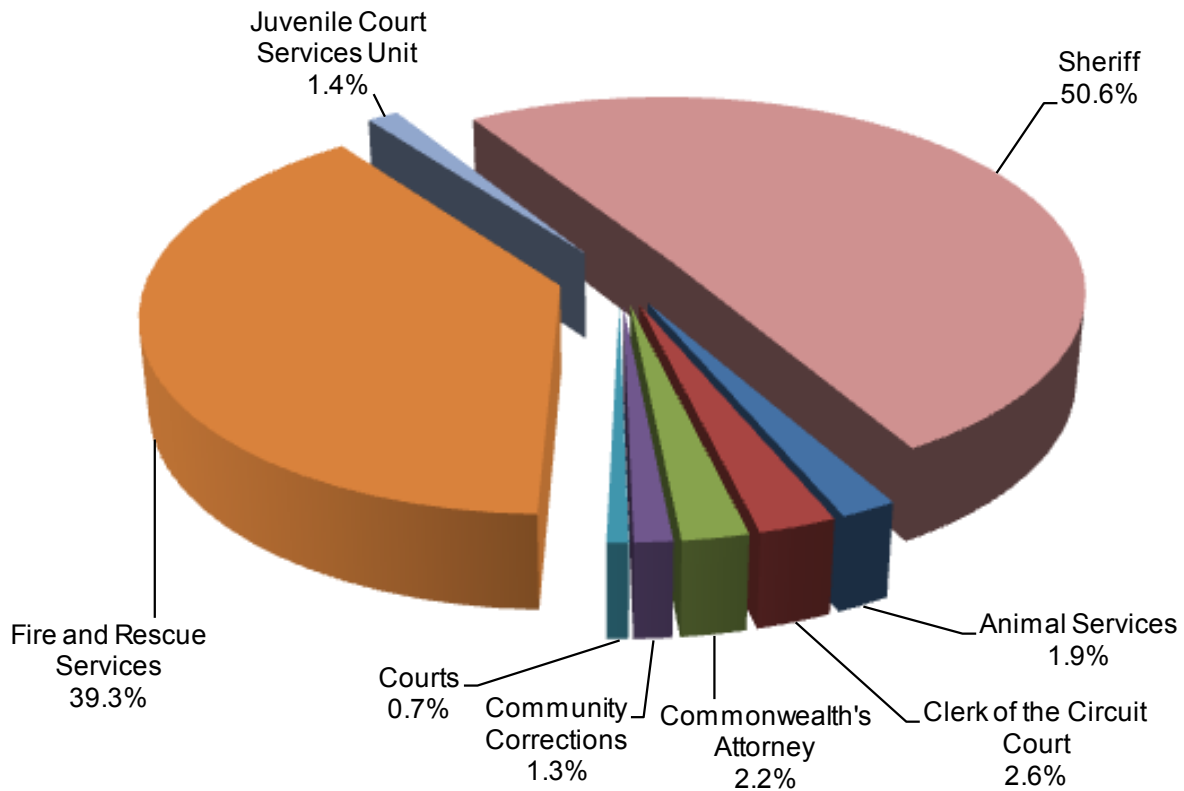
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Fire, Rescue and Emergency Services..... Page 2 – 45

.....
Juvenile Court Service Unit..... Page 2 – 73

.....
Sheriff's Office..... Page 2 – 81



PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2013 ADOPTED EXPENDITURES



Public Safety & Judicial Administration Historical Expenditures

Public Safety & Judicial Administration	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Animal Services	\$2,580,784	\$2,439,211	\$2,359,439	\$2,625,527	\$2,740,758
Clerk of the Circuit Court	3,454,580	3,211,272	3,290,453	3,672,016	3,761,289
Commonwealth's Attorney	3,124,252	3,038,993	3,028,760	3,286,645	3,224,578
Community Corrections	1,615,796	1,609,169	1,558,640	1,853,447	1,856,953
Courts	1,079,654	1,172,120	982,556	1,134,049	1,052,556
Fire and Rescue Services	56,891,952	52,678,819	52,809,121	52,756,082	56,719,495
Juvenile Court Services Unit	1,909,492	1,762,824	1,681,150	2,019,704	2,037,939
Sheriff's Office	69,168,481	66,689,888	68,222,635	73,763,098	73,020,921
Total Public Safety & Judicial Administration	\$139,824,991	\$132,602,296	\$133,932,754	\$141,110,568	\$144,414,489



Department of Animal Services

Department of Animal Services

Animal Shelter

Animal Control



Department of Animal Services

Mission Statement

As a significant animal resource in Loudoun County, the Department of Animal Services is dedicated to ensure the humane treatment of animals and to serve the community with compassion, integrity and professionalism. Staff are committed to fostering the positive treatment of animals through an innovative and creative approach to animal sheltering, law enforcement, humane education and community outreach.

Description

The Department of Animal Services is organized into two operational program areas – Animal Shelter and Animal Control. The Animal Shelter, which is located in Waterford, Virginia, is staffed 365 days a year to accomplish its mission of promoting and providing for the safe, humane and lawful treatment of companion animals. In addition to caring for the animals under its charge, the Animal Shelter is open to the public for animal adoptions, stray drop-off and surrenders, lost and found identification and returns, dog licensing, and animal behavior counseling and guidance. Community outreach efforts are designed to enhance the department's adoption programs and provide a venue for promoting animal welfare educational information. Volunteers provide critical support to enrichment and socialization programs and participate in adoption events and activities. Animal Control Officers (ACOs) enforce the Comprehensive Animal Laws of Virginia and local ordinances 24 hours a day, seven days a week. ACOs also serve as a resource to the community on companion animal care and safety issues, to pet owners in need of assistance for the care of their animals, and provide guidance on wildlife issues and concerns.

Budget Overview

FY 2013 Issues

- The shelter's location in Waterford impacts accessibility to citizens living in areas east and south of Leesburg.
- The Department's ability to maintain current service levels is impacted by the growing number of animals in the community, especially the number of animal control cases involving inadequate care and welfare of companion and domestic animals.
- Call volume continues to increase impacting the department's ability to maintain response times for animal related call volume in the western and northern areas (west/north of Belmont Ridge Road) of the county.
- The Department anticipates an increase in citizen demands for animal control response to wildlife issues that are non-threatening or do not pose an immediate threat or danger.
- The high number of feral and stray cats/kittens continues to have a significant impact on shelter operations due to rising costs of care and disease management efforts.
- The issuance of new dog licenses and renewals significantly impacts the administrative work performed by current department staff.

FY 2013 Major Work Plan Initiatives

- Increase adoption rates by maintaining and enhancing programs such as animal enrichment and rehabilitation, foster care, breed rescue and alternative placement opportunities, sterilization, and lost and found identification.
- Provide greater community outreach and educational services by creating stronger partnerships with local community organizations, public safety agencies and with state, regional and national animal services organizations.
- Improve the volunteer program's impact on departmental operations by creating new assignments and providing additional training and continuing educational opportunities.
- Exercise plans for department and community response to emergency events that require temporary or pet friendly animal sheltering.
- Begin implementing a new strategic plan and incorporate plan goals and measures in the County's budget document.

FY 2012 Major Achievements

- Processed almost 30,000 new dog licenses and renewals throughout the fiscal year.
- Successfully enforced animal abandonment, cruelty, and neglect cases resulting in felony and misdemeanor convictions.
- Provided pet food, medical care, and spay/neuter services to hundreds of Loudoun County companion animals through the CARE program and the Holiday Coalition's Pet Pantry.
- Successfully deployed the Mobile Adoption Vehicle to help bridge the accessibility gap between the western Loudoun shelter's location and the eastern and southern areas of Loudoun.
- Developed new programs for spay/neuter of cats by partnering with local non profits that have sterilization programs capable of serving the needs of the Loudoun community.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Department of Animal Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,923,042	\$1,934,942	\$1,856,092	\$2,106,715	\$2,231,679
Operations & Maintenance	464,990	504,269	503,347	518,812	505,278
Capital Outlay & Capital Acquisitions	0	0	0	0	3,801
Transfer to Central Services Fund	192,752	0	0	0	0
Total Expenditures	\$2,580,784	\$2,439,211	\$2,359,439	\$2,625,527	\$2,740,758
Revenues					
Permits Privilege Fees & Reg Licenses	\$230,966	\$300,752	\$382,385	\$235,863	\$371,923
Fines & Forfeitures	4,380	8,133	4,776	3,000	3,000
Use Of Money & Property	0	70	1,310	4,500	4,500
Charges For Services	78,274	64,700	68,739	100,400	100,400
Miscellaneous Revenue	6,644	2,052	2,901	0	0
Recovered Costs	7,828	0	0	0	0
Federal Categorical Aid	27,500	51,396	0	0	0
Other Financing Sources	163,525	21,237	6,020	0	0
Total Revenues	\$519,117	\$448,340	\$466,131	\$343,763	\$479,823
Local Tax Funding	\$2,061,667	\$1,990,871	\$1,893,308	\$2,281,764	\$2,260,935
FTE Summary	34.49	32.35	32.35	32.35	33.35

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Animal Services includes a decrease in local tax funding of \$20,829 as well as an increase of one Administrative Assistant position or 1.00 FTE. The decrease in local tax funding is primarily attributable to projected increases in department revenues of \$136,060 as well as a 1.88% decrease in other fringe benefit costs. This decrease is offset by increases in personnel expenditures which reflect an average increase of 8% in health insurance costs. It should be noted there is no impact on local tax funding associated with the Administrative Assistant position as sufficient department revenue is generated to fully offset all related costs.

Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board's adopted policy, these employees will also receive a 5% pay adjustment.

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

Budget History

FY 2010: The Board approved a net decrease from FY 2009 to FY 2010 of 2.14 FTE as a result of the elimination of 2.14 FTE in the Animal Shelter for an Animal Care Technician and an Animal Field Technician.

Note: The increase in Other Financing Sources in FY 2009- FY 2011 is a result of utilizing funding from the Animal Trust Fund for the purchase of the Mobile Adoption Vehicle, and other operating expenses.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Animal Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Animal Shelter	\$1,544,889	\$1,413,708	\$1,286,033	\$1,456,665	\$1,408,330
Animal Control	1,035,895	1,025,503	1,073,406	1,168,862	1,332,428
Total Expenditures	\$2,580,784	\$2,439,211	\$2,359,439	\$2,625,527	\$2,740,758
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Animal Shelter	\$263,846	\$115,809	\$56,398	\$79,700	\$79,700
Animal Control	255,271	332,531	409,733	264,063	400,123
Total Revenues	\$519,117	\$448,340	\$466,131	\$343,763	\$479,823
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Animal Shelter	\$1,281,043	\$1,297,899	\$1,229,635	\$1,376,965	\$1,328,630
Animal Control	780,624	692,972	663,673	904,799	932,305
Total Local Tax Funding	\$2,061,667	\$1,990,871	\$1,893,308	\$2,281,764	\$2,260,935
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Animal Shelter ¹	21.72	19.58	19.58	19.58	18.51
Animal Control ¹	12.77	12.77	12.77	12.77	14.84
Total FTE	34.49	32.35	32.35	32.35	33.35

¹ Reflects the reclassification and reassignment of a Customer Service/ Dispatcher position or 1.07 FTE from the Animal Shelter to a Dispatcher position in Animal Control during FY 2012 due to operational requirements.



Department of Animal Services Animal Shelter

Program Goal and Service Description

The Code of Virginia Section 3.2-6546 mandates that the governing body of each County shall maintain (or cause to be maintained) an animal pound in accordance with guidelines issued by the Department of Agriculture and Consumer Services. The animal shelter provides care and treatment for all unwanted, stray, abused, abandoned, and impounded animals in Loudoun County. As an open access facility, the shelter accepts all companion and domestic animals and facilitates placement through a variety of community outreach programs including online animal postings, mobile adoptions, adoption promotions, social and traditional media outlets, and various rescue and transfer partnerships. The Division provides humane education programs and tours for children and adults in conjunction with schools and community groups and partners. The Volunteer Program provides critical support to a variety of shelter activities including community outreach efforts, socializing and rehabilitating animals, assisting with the department website and administrative tasks, aiding in veterinarian transport and performing other special duties as needed.

Budget Overview

FY 2013 Issues

- Economic issues in the community will continue to impact the shelter's ability to collect fees for impoundment and boarding of companion animals brought to the animal shelter. The lack of discretionary funds causes many pet owners to forgo vaccination and routine veterinary care for their animals, causing an increase in the number of sick and/or unvaccinated pets coming to the shelter.
- The Animal Shelter's location in Waterford continues to adversely impact accessibility for residents of the eastern and southern parts of the county. Continued use of the Mobile Adoption Unit in these areas is expected to improve adoption numbers and community awareness of the unique advantages of adopting from the County's Animal Shelter.
- The increased complexity of abandonment, cruelty and neglect cases affecting companion animals as well as horses, livestock and poultry in the County continues to present both financial and facility challenges for the shelter. The Department's ability to handle an unanticipated large influx of animals with unique care and welfare issues and the increase in costs associated with that care will continue to have an adverse impact on operations.
- The increased costs for veterinary care, medical and food supplies and other necessary facility and animal care products presents budgetary challenges that can affect the level of care the animal shelter can or will be able to provide.
- Staff's ability to provide for the social and behavioral needs of animals in addition to basic care continues to be a challenge; therefore, the department's ability to support these efforts with volunteer resources is critical to ensuring performance goals are met.

FY 2013 Major Work Plan Initiatives

- Improve lost/found systems and education on pet identification to reunite animals with their owners helping to reduce the number of stray animals being housed at the shelter facility.
- Enhance behavioral and enrichment programs to provide the best possible outcome for animals and to ensure the best quality of life for each animal while in the care of the shelter.
- Streamline processes and eliminate redundancies to improve customer service and operational efficiency.
- Work to better utilize resources such as foster care providers, rescue and transfer partners and other state and national sheltering programs to assist with animal care and welfare and animal placement programs designed to reduce euthanasia.
- Promote spay/neuter programs targeted at reducing the feral and stray cat/kitten population to reduce euthanasia as a population control alternative.
- Reduce animal surrenders and returns by owners by utilizing best practices in adoption and surrender counseling.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Animal Services
Animal Shelter

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,081,096	\$1,095,353	\$984,944	\$1,183,567	\$1,137,239
Operations & Maintenance	271,041	318,355	301,089	273,098	271,091
Transfer to Central Services Fund	192,752	0	0	0	0
Total Expenditures	\$1,544,889	\$1,413,708	\$1,286,033	\$1,456,665	\$1,408,330
Revenues					
Permits Privilege Fees & Reg Licenses	\$(45)	\$(40)	\$0	\$0	\$0
Use Of Money & Property	0	70	1,310	4,500	4,500
Charges For Services	63,394	52,331	52,187	75,200	75,200
Miscellaneous Revenue	6,644	2,052	2,901	0	0
Recovered Costs	7,828	0	0	0	0
Federal Categorical Aid	27,500	51,396	0	0	0
Other Financing Sources	158,525	10,000	0	0	0
Total Revenues	\$263,846	\$115,809	\$56,398	\$79,700	\$79,700
Total Local Tax Funding¹	\$1,281,043	\$1,297,899	\$1,229,635	\$1,376,965	\$1,328,630
FTE Summary¹	21.72	19.58	19.58	19.58	18.51

¹ The FY 2013 Adopted Fiscal Plan for the Animal Shelter Division includes a decrease in local tax funding of \$48,335 is primarily attributable to 1.07 FTE being reassigned to the Animal Control Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Animal Services
Animal Shelter

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase presence in community through social media, online, and outreach activities.				
• Number of outreach activities to promote animal welfare	58	65	60	62
• Number of participants that attend outreach activities ¹	n/a	n/a	2,500	2,500
• Number of social media contacts ¹	n/a	n/a	1,200	1,200
• Number of visits to website	419,108	442,208	460,000	480,000
Objective: Increase the level of volunteer support to the department through appropriate training, assignment and active participation of volunteers.				
• Total number of volunteer hours	2,889	2,896	3,000	3,500
• Value of volunteer hours	57,717	58,643	60,750	73,500
Objective: Increase the percentage of animal placements.				
• Percentage of companion animals adopted/transferred	31%	35%	35%	35%
• Percentage of intake animals with serious medical/behavioral issue	47%	44%	44%	45%
• Percentage of lost companion animals returned to owner	35%	41%	34%	35%
• Total intake number of companion animals	2,628	2,797	2,700	2,700
Objective: Strive for 100% of respondents who "Agree" or "Strongly Agree" with their overall satisfaction with the department.				
• Number of adopter surveys received	241	240	250	250
• Percentage of surveys responding "Agree" or "Strongly Agree"	96%	100%	98%	100%

¹ As part of the strategic planning efforts many performance measures and objectives have been revised and will be tracked beginning in FY 2013.



Department of Animal Services Animal Control

Program Goal and Service Description

The Animal Control Division is responsible for providing for the health, safety and welfare of the citizens and animals in Loudoun County through the enforcement of both state and local animal laws as mandated by the Code of Virginia, Section 3.2 6555. Animal Control Officers (ACOs) protect the public's health and safety from sick, injured, rabid or dangerous animals and assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment. ACOs provide animal related emergency service response 24 hours a day, seven days a week, which includes the rescue of sick or injured domestic animals, removing aggressive domestic and potentially rabid animals, protecting livestock from dog attacks, and providing assistance to law enforcement and fire and rescue personnel. ACOs investigate and resolve reports of alleged animal cruelty, neglect and abandonment through education and, when applicable, the courts system. The ACOs actively participate in educational opportunities at local schools, community groups, and county-wide events on various animal related topics.

Budget Overview

FY 2013 Issues

- Service demand increases will continue to have a profound impact on animal control response. In comparing the data from FY 2010 and FY 2011, dog bites increased approximately 52%, wildlife calls increased approximately 11.5%, and stray/surrender pick up increased approximately 24%.
- Response and resolution of animal related calls will be increasingly difficult as call volume throughout the County continues to increase.
- The response to cases involving cruelty, neglect, or abandonment is increasing in complexity, often requiring extensive investigations, collection of evidence, interviewing of witnesses and intensive case preparation for court. Despite the number of cases being down 7.5% from FY 2010, FY 2011 cruelty cases proved to be very challenging given several large scale hoarding and puppy mill cases.
- Loudoun County continues to have one of the highest numbers of reported rabies exposures in the state. Fairfax, Fauquier, and Loudoun Counties rank in the top four highest number of rabies exposure rates in the state for calendar year 2011. Public awareness and community outreach efforts are necessary to help reduce the number of human and companion animal contact with rabid animals.
- Residential and commercial development continues to be a key factor in the increasing call volume, not just for service, but also for information and guidance. Call volume to the department's communications center has averaged 19,979 calls per year from FY 2007 to FY 2011.

FY 2013 Major Work Plan Initiatives

- Address Animal Control Officer deployment through the development of plans to best address the County's highest call volume areas.
- Utilize a new system to measure officer response by matching priority levels and descriptors with targeted response times. Priority levels range from Emergency calls to Noncurrent /Routine calls.
- Continue to provide educational services in the field and through the department's communication center. Educational efforts in the areas of animal care and welfare, animal laws and regulations, and animal related issues directly affecting the local community have proven to be effective in enhancing community awareness and reducing the number of calls requiring officer response.
- Focus outreach and awareness efforts on wildlife issues and companion animal contact with rabid animals. The promotion of rabies vaccinations is a key step in reducing the impact that rabies exposure has in the County.
- Utilize technology to help streamline operations and create greater capabilities to better serve the public.
- Streamline communication's operations to improve call taking response, dispatch effectiveness, and reporting efficiency.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Animal Services
Animal Control

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$841,946	\$839,589	\$871,148	\$923,148	\$1,094,440
Operations & Maintenance	193,949	185,914	202,258	245,714	234,187
Capital Outlay & Capital Acquisitions	0	0	0	0	3,801
Total Expenditures	\$1,035,895	\$1,025,503	\$1,073,406	\$1,168,862	\$1,332,428
Revenues					
Permits Privilege Fees & Reg Licenses	\$231,011	\$300,792	\$382,385	\$235,863	\$371,923
Fines & Forfeitures	4,380	8,133	4,776	3,000	3,000
Charges For Services	14,880	12,369	16,552	25,200	25,200
Other Financing Sources	5,000	11,237	6,020	0	0
Total Revenues	\$255,271	\$332,531	\$409,733	\$264,063	\$400,123
Total Local Tax Funding¹	\$780,624	\$692,972	\$663,673	\$904,799	\$932,305
FTE Summary¹	12.77	12.77	12.77	12.77	14.84

¹ The FY 2013 Adopted Fiscal Plan for the Animal Control Division includes an increase in local tax funding of \$27,506 and 2.07 FTE which is primarily attributable to costs associated with 1.07 FTE being reassigned from the Animal Shelter Division and an enhancement Administrative Assistant position or 1.00 FTE, which is offset by projected departmental revenue increase of \$136,060. It should be noted that there is no local tax funding impact associated with the enhancement position as sufficient departmental revenue is generated to fully offset all associated costs.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Animal Services
Animal Control

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: To improve citizen compliance through the enforcement of state and local laws.				
• Number of calls dispatched to Animal Control Officers	3,843	4,069	4,200	4,155
• Number of cases resolved outside of court	3,629	3,899	3,780	3,855
• Number of complaints requiring more than one response by an ACO ¹	n/a	n/a	1,360	1,360
• Percentage of successful court dispositions	56%	61%	75%	75%
• Total number of court cases	216	158	220	245
Objective: Maintain a response time of 30 minutes for emergency and urgent calls.				
• Average response time for urgent calls, animals in danger (min:sec) ¹	n/a	n/a	26:00	26:00
• Average response time for emergency calls, persons in danger (min:sec) ¹	n/a	n/a	30:00	30:00
• Average response time for noncurrent calls (hour:min) ^{1, 2}	n/a	n/a	2:30	2:30
• Average response times for calls after 9 PM (min:sec) ¹	n/a	n/a	41:00	41:00
• Total number of animal control complaints received ¹	n/a	n/a	4,155	4,155
• Total number of emergency/ urgent calls ¹	n/a	n/a	825	825
• Total number of noncurrent calls ^{1,2}	n/a	n/a	3,330	3,330
• Total number of calls after 9 PM ¹	n/a	n/a	165	165
Objective: Improve effectiveness of call taking services by resolving more animal call through education.				
• Number of wildlife calls received	3,077	2,840	3,080	3,700
• Percentage of calls received regarding Animal Control operations ¹	n/a	n/a	48%	48%
• Percentage of domestic animal calls resolved through education ¹	n/a	n/a	25%	25%
• Percentage of wildlife calls resolved through education ¹	n/a	n/a	75%	75%
• Total number of calls for service	20,272	22,290	22,400	24,150

¹ As part of the strategic planning efforts many performance measures and objectives have been revised and will be tracked beginning in FY 2013.

² Noncurrent calls do not require an immediate response from ACOs as they are considered non-urgent, routine and administrative in nature.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Animal Services
Animal Control

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase number of citizens and animal served through the Community Animal Resource Effort (CARE) Program.				
• Number of animals served by CARE	1,146	1,190	1,300	1,500
• Number of animals spayed/neutered through CARE	40	45	20	30
• Number of citizens receiving food and/or CARE supplies	667	567	552	550
Objective: Increase the percentage of dogs licensed in Loudoun County.				
• Number of dog license notices issued ¹	n/a	n/a	29,500	30,000
• Number of dogs licensed	19,415	22,875	25,000	26,000
• Number of dogs licensed by Animal Control Officers	157	160	151	225
• Percentage of dogs licensed in Loudoun County	34%	39%	36%	40%
Objective: Increase the number of pets reunited with their owners in the field.				
• Number of pets picked up by an Animal Control Officer ¹	n/a	n/a	1,250	1,250
• Percentage of pets returned to owner in the field by an ACO ¹	n/a	n/a	15%	15%

¹ As part of the strategic planning efforts many performance measures and objectives have been revised and will be tracked beginning in FY 2013.



NOTES



Clerk of the Circuit Court



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Clerk of the Circuit Court

Mission Statement

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

Description

The Clerk of the Circuit Court is organized into nine (9) functional divisions:

Recording – Recordation of deeds, docket judgments, records management, issue marriage licenses, administer notary public authorization, public research assistance, manage daily mail for the Clerk's Office and court.

Probate – Adjudicate the probate of wills and estates, administer the appointment of guardians/fiduciaries, preparation of legal documents, assist citizens with probate process, and issue legal directives on probate/guardian cases. The probate division is located at 114 Edwards Ferry Road, approximately one block from the Courts Complex.

Criminal Court Cases – Case management of criminal cases, records management, judicial support, collection of fines and costs, administer fines and costs payment program, public research assistance.

Civil Court Cases – Case management of civil cases, records management, judicial support, administer court order processing, receipt statutory filing fees, issue subpoenas, process concealed handgun permits, public research assistance. The Civil Division is responsible for the administration of the off-site records center in the Cardinal Park industrial center where the majority of court files are retained.

Judicial Services – Assist judges in court proceedings, prepare criminal court orders, prepare fines and costs legal documents, administer oaths, process evidence and exhibits.

Jury Management – Assemble qualified juror pool, issue jury summons, manage juror scheduling for trial, assist judges with jury trials, administer juror services, records management of jury reports, administration of jury trials and grand jury

Archives – Management of historic records collections, administer preservation of records and State grant programs, public research assistance, and administer public education programs.

Administration – Management of office operations, budget and finance, payroll, human resources, information technology administration, purchasing, records management of election ballots, freedom of information responses, administer oaths to elected officials and appointees, management of criminal restitution payments to victims of crime.

Law Library – Manage legal research resources in Law Library, public research assistance to *pro se* litigants.

Budget Overview

FY 2013 Issues

- Recent trends in the Commonwealth resulting in legislative action to reduce funding for constitutional officers and/or to deter local revenue collections to the state, present significant challenges for the Clerk's Office to achieve state mandates and achieve the high degree of accuracy required while significant workload increases continue in civil court cases, concealed handgun permits, docketing of judgments and the probate of wills.
- The integration and introduction of new digital court case management technologies in FY 2013 will present challenges in light of increasing workload in civil court cases and inadequate staffing levels.
- The continued need for records storage space and the simultaneous challenge of funding staffing resources to digitize over 50,000 court files will require innovative management.
- A steady increase in the number of *pro-se* litigants assisted in the law library will continue in FY 2013 requiring the investment of more resources to properly assist these citizens.

FY 2013 Major Work Plan Initiatives

- Examine the possibility of instituting an E-filing project for the filing of civil and criminal court cases, pleadings and orders consistent with statutory changes.
- Continue to increase cross training in order to maximize available staff resources to meet the changes in workload across the Clerk's Office and provide consistent, high quality customer service once the Clerk's Office is fully staffed.
- Identify court records for conversion to digital images and integrate those images into an online management and retrieval system to improve the retention of court records and improve the access to court records for the judges, attorneys and customers.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Clerk of the Circuit Court

- Scan final court orders and provide those digital images electronically to attorneys and defendants in lieu of paper copies to reduce the use of postage and paper.
- Continue expanding the number of criminal and civil court cases that are digitized and integrated to enhance efficiencies and streamline the case management functions of criminal and civil court cases.
- Streamline deed recordation processes by expanding the number of E-Recording clients to national banks and mortgage companies to increase the number of E-Recordings to 75% of daily recordation workload.
- Introduce a "paperless" court file approach in the circuit courtrooms and increase the use of digital technologies to display court evidence and exhibits during trials and hearings.
- Develop a team of Clerk's office staff and bar association representatives to review the challenges to the court system presented by *pro-se* litigants to review strategies to improve the efficiency of court processes involving *pro-se* litigants.

FY 2012 Major Achievements

- Completion of Phase III of the reorganization of the Clerk's Office to consolidate court processes (criminal and civil), creating a more efficient approach of case management and develop specialization of court services.
- Successfully completed the implementation of the Digital Docket System in the Clerk's Office and the Courts. The new system allows attorneys, litigants and customers to view dockets on video monitors in central locations in the courts complex. The system will reduce costs related to paper production and duplication and will reduce manual labor involved with producing thousands of paper dockets throughout the year.
- Successfully completed an 8-month pilot project to test the E-Recording technologies associated with the recordation of deeds and land records. This program will allow users to file deeds and other land records electronically.
- Expanded the collection of digital historic court records by adding chancery papers from the 1800's, the Freed Negro Papers, and Veteran Court Records.
- Established public partnership with the Library of Virginia to provide free access to historic court records through the Library's website and linking our historic records to this website.
- Successfully secured more state funding for technology enhancements and programs in the Clerk's Office (E-Recording, Digital Docket System, Digital Court Files, Digital Historic Records) reducing the local tax funding for technology projects.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Clerk of the Circuit Court

Departmental Financial Summary¹	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,119,347	\$2,981,739	\$3,045,835	\$3,359,858	\$3,467,411
Operations & Maintenance	296,008	229,533	243,679	280,158	268,878
Capital Outlay & Capital Acquisitions	39,225	0	939	32,000	25,000
Total Expenditures	\$3,454,580	\$3,211,272	\$3,290,453	\$3,672,016	\$3,761,289
Revenues					
Other Local Taxes	\$7,291,832	\$7,320,637	\$7,832,258	\$7,249,139	\$8,588,470
Permits Privilege Fees & Reg Licenses	10,786	35,008	43,053	10,700	155,000
Charges For Services	1,481,996	895,482	814,076	845,000	920,000
State Non-categorical Aid	2,054,576	1,969,328	1,962,607	1,969,000	2,327,900
State Shared Expenses	966,907	995,296	1,174,607	847,063	880,882
State Categorical Aid	40,720	11,712	10,983	0	0
Other Financing Sources ²	0	0	487,153	0	0
Total Revenues	\$11,846,817	\$11,227,463	\$12,324,737	\$10,920,902	\$12,872,252
Local Tax Funding	\$(8,392,237)	\$(8,016,191)	\$(9,034,284)	\$(7,248,886)	\$(9,110,963)
FTE Summary	43.53	43.53	43.00	43.00	43.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Clerk of the Circuit Court includes a decrease in local tax funding of \$1,862,077 due to projected increases in revenues for technology grant funding, recordation taxes, taxes on deeds, and charges for services. The FY 2013 revenues for recordation taxes and taxes on deeds reflect the department's current projection, based on actual revenue received so far in FY 2012, as well as increases in building permits and real estate activity. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2011: The Board reduced 0.53 FTE for a jury management position.

¹ Revenue and expenditures related to the Clerk's Technology Trust Fund are also reflected in the Special Revenue Fund found in the Other Funds section. This fund was established during FY 2011 to record revenues which restrict expenditures for specified purposes.

² The FY 2011 entry in Other Financing Sources for the Clerk of Circuit Court is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Clerk of the Circuit Court

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Clerk of the Circuit Court	\$3,454,580	\$3,211,272	\$3,290,453	\$3,672,016	\$3,761,289
Total Expenditures	\$3,454,580	\$3,211,272	\$3,290,453	\$3,672,016	\$3,761,289
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Clerk of the Circuit Court	\$11,846,817	\$11,227,463	\$12,324,737	\$10,920,902	\$12,872,252
Total Revenues	\$11,846,817	\$11,227,463	\$12,324,737	\$10,920,902	\$12,872,252
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Clerk of the Circuit Court	\$(8,392,237)	\$(8,016,191)	\$(9,034,284)	\$(7,248,886)	\$(9,110,963)
Total Local Tax Funding	\$(8,392,237)	\$(8,016,191)	\$(9,034,284)	\$(7,248,886)	\$(9,110,963)
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Clerk of the Circuit Court	43.53	43.53	43.00	43.00	43.00
Total FTE	43.53	43.53	43.00	43.00	43.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Clerk of the Circuit Court

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Review, process and transmit court orders in civil court cases to counsel, litigants and other appropriate local and state government agencies.				
• Number of civil court orders processed	8,356	9,966	9,150	9,350
Objective: Provide public access and inspection of criminal and civil court files and properly retain all court files requested.				
• Number of court files provided for public inspection	7,142	7,327	7,500	7,500
Objective: Preparation, processing, issuance and transmission of criminal conviction/sentencing orders, dismissal orders and legal notice of fines, costs and restitution payments to counsel, litigants, public safety agencies and other appropriate local and state agencies.				
• Number of criminal orders/notices prepared and disseminated	8,638	6,835	6,885	8,265
Objective: Review complaints for divorce, receive and retain all court filings in divorce cases, assist judges with divorce proceedings, issue legal notices and copies of court orders to counsel, litigants, child enforcement agencies and other appropriate county and state agencies.				
• Number of concluded and processed divorce cases	605	652	1,010	1,000
Objective: Ensure a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia. Issue requisite number of jury questionnaires to provide adequate numbers of jurors.				
• Number of Jury Summons issued	45,000	45,000	45,000	45,000
Objective: Review application for business name to ensure compliance with law and properly record fictitious business filing.				
• Number of fictitious business name applications filed	1,206	1,110	1,200	1,200
Objective: Review the filing of all deed recordings to ensure compliance with law, collect the appropriate amount of state and county taxes for the transactions and properly record the deeds among the land records for public inspection.				
• Number of deed and deed of trust recordings	64,312	65,745	62,250	64,500
Objective: Review the filing of garnishment petitions, establish hearing dates, process and issue legal garnishment notices, collect garnishment payments from employees and disburse garnishment collections to appropriate parties.				
• Number of garnishment cases/collections administered	203	413	500	600
Objective: Review marriage license application to ensure compliance with law, administer oaths to bride and groom and legally issue marriage license.				
• Number of marriage licenses issued	1,670	1,798	1,903	1,958
Objective: Probate all wills and estates as required annually by the Code of Virginia.				
• Number of Wills Probated	575	499	680	650
• Probate Documents Indexed/Scanned	5,426	4,831	5,000	5,000
Objective: Annually issue Concealed Handgun Permits within 45 days per the Code of Virginia.				
• Number of Concealed Handgun Permits issued	1,377	1,406	1,880	2,000

¹ Several measures have been updated to reflect current and projected workload.



Commonwealth's Attorney



Commonwealth's Attorney

Mission Statement

The mission of the Commonwealth's Attorney office is to investigate and prosecute felony, misdemeanor, traffic and juvenile cases presented by law enforcement officers including the Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department, Federal Law Enforcement agencies and certain County departments; and to ensure victim and witness cooperation in prosecution, increase witness safety, and reduce levels of trauma often associated with criminal cases through the Victim-Witness program. There are over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia.

Description

As legal counsel for the Commonwealth of Virginia, the duties of the office are mandated by the Code of Virginia. An on duty prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours and an on call prosecutor is available 24 hours to handle any law enforcement emergencies or other situations requiring immediate attention. The attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. The office focuses particular attention on addressing gang activity and has prosecutors assigned as liaisons to the gang investigation unit and the Northern Virginia Regional Gang Task Force to better coordinate regional efforts with neighboring Northern Virginia jurisdictions. One full-time and one part-time prosecutor are specifically assigned to concentrate efforts on domestic violence cases and are involved in developing training programs for local law enforcement agencies as well as assisting in the coordination of a county wide multi-agency response through the Domestic Violence Steering Committee and the Domestic Abuse Response Team (DART). One unique aspect of the office is its proximity to the National Capital, as well as a major international airport. As such, coordinating efforts with Federal law enforcement agencies and the U.S. Attorney's office is essential. To this end, attorneys are at times cross designated as Special Assistant United States Attorneys (SAUSAs) and are able to prosecute cases in the Federal Courts if necessary. Additionally, an Assistant United States Attorney (AUSA) has been appointed as a volunteer Assistant Commonwealth's Attorney for Loudoun.

The Victim Witness program provides crisis intervention by advising victims of their rights and notifying them of the services the program and State provide. These services include an explanation of the court process, introductions to the courtroom environment, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing with the Criminal Injuries Compensation Fund, supportive services referrals, victim impact statement preparation, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence. This program also serves as liaison to the County's DART, the Child Protective Committee and the Child Advocacy Center (CAC).

Budget Overview

FY 2013 Issues

- Residential and commercial development has made the County an increased target for criminal activity and gang related crimes in the recent past. A struggling economic climate often gives rise to increases in property crimes and retail theft. This can also be an indicator of additional family stresses which have the tendency to result in increased domestic matters, both civil and criminal. These variables make caseload predictions imperfect.
- The Victim Witness program continues to manage large case volumes. Crimes against persons, including but not limited to child abuse, sexual assault, domestic violence, homicide and identity theft, involve specialized resources and services.

FY 2013 Major Work Plan Initiatives

- Develop cases with regional gang prosecutors through coordinated efforts of local Gang Intelligence Units.
- Continue to coordinate efforts with local agencies, the Domestic Violence Steering Committee and the Domestic Abuse Response Team (DART) to focus efforts on Domestic Violence prosecutions.
- Streamline organizational structure, liaison assignments and training initiatives in coordination with refocused areas of new law enforcement administration initiatives.
- Continue to expand use of the Check Enforcement Program to aide local businesses with loss and recovery.
- Increase efforts related to criminal asset forfeitures.
- Expand community outreach through additional electronic communication and notification efforts.

FY 2012 Major Achievements

- Maximized volunteer labor efforts through internships with regional law students. The number of volunteer hours in the office has negated the need for full time legal assistants or paralegals to date.
- Continued to develop law enforcement training programs, keeping officers updated on current legal issues, evidence collection and updates to the Code of Virginia.
- Contract for collection of delinquent Court fines and costs with the Office of the Treasurer was extended due to successful efforts and county revenues that were greater than initial estimates.
- Maintained core service levels without increasing staffing and keeping operational spending flat.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Commonwealth's Attorney

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,946,329	\$2,903,627	\$2,902,428	\$3,128,281	\$3,081,680
Operations & Maintenance	177,923	135,366	126,332	158,364	142,898
Total Expenditures	\$3,124,252	\$3,038,993	\$3,028,760	\$3,286,645	\$3,224,578
Revenues					
Charges For Services	\$3,369	\$3,511	\$6,026	\$0	\$0
State Shared Expenses	817,728	771,848	786,470	753,332	753,332
State Categorical Aid	40,000	40,000	37,134	40,000	40,000
Federal Categorical Aid	26,082	58,885	57,850	0	0
Other Financing Sources ¹	0	0	546,062	0	0
Total Revenues	\$887,179	\$874,244	\$1,433,542	\$793,332	\$793,332
Local Tax Funding	\$2,237,073	\$2,164,749	\$1,595,218	\$2,493,313	\$2,431,246
FTE Summary	34.00	34.00	33.00	33.00	33.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Commonwealth's Attorney includes a decrease in local tax funding of \$62,067 due to an overall reduction in expenditures. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board policy, these employees will also receive a 5% pay adjustment. Despite the increases associated with health insurance and the 5% pay adjustment, the Commonwealth's Attorney's personnel budget netted a decrease from the FY 2012 adopted budget due to turnover in positions encumbered by senior level employees. Additionally, Operations & Maintenance reflects a decrease of \$15,466 from FY 2012 largely due to reductions in central services/support charges.

Budget History

FY 2010 Mid Year: The Board transferred 1.00 FTE for an administrative support position from the Victim-Witness Program to the Treasurer for the collection of court fines.

¹ The FY 2011 entry in Other Financing Sources for the Commonwealth's Attorney is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Commonwealth's Attorney

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Prosecutions	\$3,124,252	\$3,038,993	\$3,028,760	\$3,286,645	\$3,224,578
Total Expenditures	\$3,124,252	\$3,038,993	\$3,028,760	\$3,286,645	\$3,224,578
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Victim Witness	\$0	\$0	\$14,918	\$0	\$0
Prosecutions	887,179	874,244	1,418,624	793,332	793,332
Total Revenues	\$887,179	\$874,244	\$1,433,542	\$793,332	\$793,332
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Victim Witness	\$0	\$0	\$(14,918)	\$0	\$0
Prosecutions	2,237,073	2,164,749	1,610,136	2,493,313	2,431,246
Total Local Tax Funding	\$2,237,073	\$2,164,749	\$1,595,218	\$2,493,313	\$2,431,246
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Prosecutions	34.00	34.00	33.00	33.00	33.00
Total FTE	34.00	34.00	33.00	33.00	33.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Commonwealth's Attorney

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.¹				
• Forfeiture action initiated	69	91	75	75
• Number of Jury Trials	32	31	50	50
• Probation violation hearings	361	401	425	425
Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.				
• Local brochures distributed	6,500	6,507	6,500	6,500
• Number of Criminal Injuries Compensation Fund claims	100	98	100	100
• Number of referrals to LAWS and other agencies	2,000	2,020	2,000	2,000
• Number of victims impact statements issued	250	282	250	260
• Number of victims provided services	4,000	4,020	4,000	4,000
• Percent of Victims/Witnesses provided with services	75%	96%	95%	95%
• Reports of violent crimes against women	1,000	1,020	1,000	1,000

¹ The Office of the Commonwealth's Attorney is no longer tracking the number of Circuit Court, General District, and Juvenile & Domestic Relations Court cases. These numbers can be found on the Courts budget pages.



NOTES



Community Corrections



Community Corrections

Mission Statement

The mission of the Community Corrections Program is to promote public safety by providing quality pretrial and probation services to the Loudoun Judiciary.

Description

The Community Corrections Program provides pretrial and post trial services for the Loudoun Courts by supervising defendants and offenders for whom Loudoun County is responsible. The Pretrial Division utilizes pretrial officers to conduct pre-adjudication investigations, make recommendations to the Courts concerning defendants' suitability for supervised release and supervises those placed with the program by the Courts. The Post Trial Division utilizes probation officers to complete pre-sentence investigation reports ordered by the Courts and to supervise offenders placed on probation for which Loudoun County is responsible. The Post trial Division consists of standard probation and domestic violence services. The domestic violence program is a multi agency County response to domestic violence involving services for the victims and offenders.

Budget Overview

FY 2013 Issues

- The growth in the number of defendants and offenders placed in the pretrial and local probation programs has generally kept pace with overall County population growth trends and subsequently increases staff workload.
- The ability to provide services for the growing number of non-English speaking defendants and offenders remains an issue. Community Corrections currently has six officers who are fluent in Spanish which is the most prevalent; however, there are defendants and offenders who speak other languages and need accommodation as well.

FY 2013 Major Work Plan Initiatives

- Continue to enforce all Pretrial general and special conditions of probation, and provide consequences for offenders through community service work.
- Require offenders to pay Court costs and fines and collect these payments on a daily basis.
- Ensure that offenders compensate victims for their losses as ordered by the Courts by establishing offender payment plans, monitoring their compliance, collecting the restitution and submitting the payments.
- Increase the number of available jail beds in the local detention center daily through community supervision provided by local probation programs.
- Work through a collaborative plan to reduce domestic violence in Loudoun County by facilitating a comprehensive domestic violence program.
- Serve the Spanish speaking population by providing probation and pretrial services through officers that are fluent in Spanish.
- Work with the Courts to assure that the DUI offenders attend the victim impact panels as ordered by the Courts.
- Continue to enforce all general and special conditions of bond.
- Provide verified information and sound bond recommendations to the Courts for all incarcerated pretrial defendants, which is essential to the public safety of Loudoun County.
- Increase the number of available jail beds in the local detention center daily through community supervision provided by pretrial services programs.

FY 2012 Major Achievements

- Managed an average daily caseload of 175 pretrial defendants in the community; 90% of the defendants placed on community supervision completed the program successfully.
- Investigated 1,250 incarcerated pretrial defendants and submitted bond reports on each to the court.
- Managed an average daily caseload for the local probation office of 800 offenders, of which 85% successfully completed the program.
- Offenders completed 22,000 hours of community service, paid \$92,000 in restitution to the victims of their crimes and paid \$225,000 in fines and Court costs.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Community Corrections

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,507,908	\$1,481,331	\$1,440,170	\$1,722,868	\$1,716,965
Operations & Maintenance	107,888	127,838	118,470	130,579	139,988
Total Expenditures	\$1,615,796	\$1,609,169	\$1,558,640	\$1,853,447	\$1,856,953
Revenues					
Charges For Services	\$21,730	\$0	\$19,500	\$68,386	\$32,000
Recovered Costs	1,670	17,800	15,681	54,000	54,000
State Categorical Aid	573,193	626,345	622,437	631,773	631,773
Federal Categorical Aid	62,227	77,788	51,696	0	0
Other Financing Sources ¹	0	0	26,044	0	0
Total Revenues	\$658,820	\$721,933	\$735,358	\$754,159	\$717,773
Local Tax Funding	\$956,976	\$887,236	\$823,282	\$1,099,288	\$1,139,180
FTE Summary	19.86	20.86	20.86	21.86	20.86

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for Community Corrections includes an increase in local tax funding of \$39,892 due to a projected decrease in revenues for Case Management Fees and an increase of \$9,409 in Operations & Maintenance. Personnel expenditures reflect an average increase of 8% in health insurance costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment. These personnel increases are offset primarily by the elimination of the Adult Drug Court program which included 1.00 FTE and \$99,000, as well as a 1.88% decrease in other fringe benefit costs.

Budget History

FY 2010 Mid-year and FY 2011: The Board added 1.00 FTE for a grant funded probation officer and eliminated 1.00 FTE for a customer service position in FY 2011. This resulted in a zero net change in FTE from FY 2010 to FY 2011.

FY 2012: The Board added 1.00 FTE for an Administrative Assistant for the Victim Impact Panel program.

¹ The FY 2011 entry in Other Financing Sources for Community Corrections is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Community Corrections

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Corrections	\$1,615,796	\$1,609,169	\$1,558,640	\$1,853,447	\$1,856,953
Total Expenditures	\$1,615,796	\$1,609,169	\$1,558,640	\$1,853,447	\$1,856,953
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Corrections	\$658,820	\$721,933	\$735,358	\$754,159	\$717,773
Total Revenues	\$658,820	\$721,933	\$735,358	\$754,159	\$717,773
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Corrections	\$956,976	\$887,236	\$823,282	\$1,099,288	\$1,139,180
Total Local Tax Funding	\$956,976	\$887,236	\$823,282	\$1,099,288	\$1,139,180
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Corrections	19.86	20.86	20.86	21.86	20.86
Total FTE	19.86	20.86	20.86	21.86	20.86



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Community Corrections

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide an array of alternatives to detention to reduce space issues in the Adult Detention Center.				
• Local Probation: Number of jail beds saved daily	82	78	85	85
• Local Probation: Value of jail beds saved daily ²	\$13,886	\$13,563	\$15,750	\$15,750
• Pretrial: Number of jail beds saved daily	51	62	65	70
• Pretrial: Value of jail beds saved daily ²	\$9,100	\$10,850	\$11,375	\$12,250
Objective: Assist the Courts in making bond decisions by interviewing, evaluating and investigating incarcerated pretrial defendants to provide verified information on each pre-bond report.				
• Number of pretrial defendants interviewed, evaluated and investigated	1,107	1,119	1,200	1,200
Objective: Provide an alternative to detention through community service work.				
• Number of Community Service hours worked	15,995	22,945	24,000	24,000
• Value of Community Service hours worked	\$95,970	\$137,670	\$144,000	\$144,000
Objective: Promote public safety and increase accountability by supervising persons who have been charged with and/or convicted of domestic assault and related offenses.				
• Local Probation: Percentage of DV offenders successfully completing probation	n/a	n/a	75%	75%
• Local Probation: Average daily number under supervision	n/a	n/a	225	245
• Local Probation: New DV cases opened	n/a	n/a	225	245
• Pretrial: Average daily number under supervision	n/a	n/a	30	35
• Pretrial: New DV cases opened	n/a	n/a	50	55
• Pretrial: Percentage of DV defendants successfully completing supervision	n/a	n/a	80%	80%
Objective: Promote public safety and serve the Loudoun Judiciary by enforcing all general and special conditions of pretrial and probation and supervising all defendants and offenders referred by the Courts.³				
• Local Probation: Percentage of offenders successfully completing probation	87%	84%	85%	85%
• Local Probation: Average daily number under supervision	819	780	650	650
• Local Probation: New cases opened	1,609	2,011	1,750	2,000
• Pretrial: Percentage of defendants successfully completing supervision	82%	85%	85%	85%
• Pretrial: Average daily number under supervision	127	112	145	160
• Pretrial: New cases opened	344	599	450	500

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

² The value of jail beds is based on the average annual cost per the Loudoun County Sheriff's Office.

³ FY 2012 estimated and FY 2013 projected numbers for these measures are lower than prior year actuals because the domestic violence cases are broken out and shown separately in the measure above.



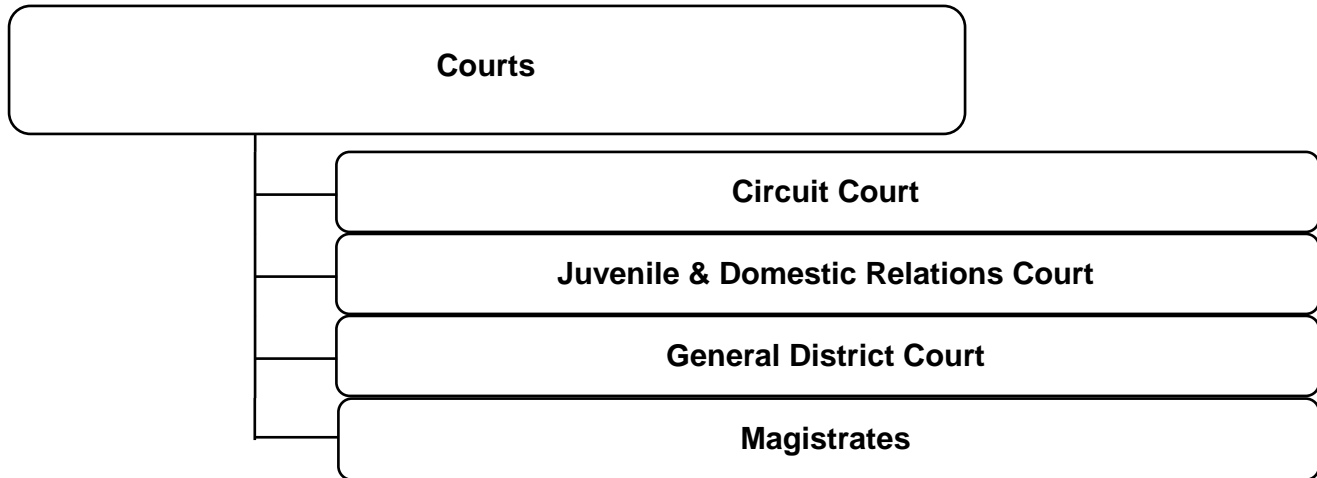
Loudoun County Government
FY 2013 Adopted Fiscal Plan

Community Corrections

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.				
• Value of fines and costs collected from offenders	\$65,693	\$238,000	\$225,000	\$240,000
• Value of restitution collected from offenders	\$111,038	\$92,000	\$100,000	\$110,000



Courts





**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Courts

Mission Statement

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

Description

The court system in Loudoun County is composed of the Circuit, Juvenile and Domestic Relations, General District Courts, and the Magistrates. The Circuit Court, the only trial court of record in the County, is the court of original and appellate jurisdiction and has three sitting judges. The Circuit Court is the only court exercising general jurisdiction over all matters both criminal and civil, including appeals from the district courts. The Juvenile and Domestic Relations (JDR) District Court provides the citizens of the community access to the legal system to resolve domestic disputes and adjudicate delinquent offenses as well as provide youth and families with the services needed to rehabilitate and to protect the community. The General District Court Clerk's Office works as a team member with judges, law enforcement agencies, the Commonwealth Attorney's Office, attorneys and the public in an effort to provide accurate records and information and the issuance of legal documents in a timely manner. The Magistrate's Office is the point of entry for the court system. The Magistrates provide 24 hour service to the public, law enforcement, and other agencies that need access to the Court. The Magistrates issue warrants of arrest, conduct bail bond hearings, commit offenders to jail and release prisoners from jail.

Budget Overview

FY 2013 Issues

- Court caseloads and community demand for services continue to increase with population growth.
- Providing services to clients for whom English is a second or nonexistent language puts pressure on the Court system. As the County's population becomes more diverse, additional resources are needed to translate automated phone system messaging, forms, signage, and web site information.

FY 2012 Major Achievements

- Delivered requested cases and managed dockets to the Courts in a timely and efficient manner.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$692,319	\$671,871	\$663,053	\$783,699	\$725,855
Operations & Maintenance	387,335	500,249	319,503	350,350	326,701
Total Expenditures	\$1,079,654	\$1,172,120	\$982,556	\$1,134,049	\$1,052,556
Revenues					
Other Local Taxes	\$2,823	\$0	\$0	\$0	\$0
Recovered Costs	31,392	36,543	27,782	20,768	20,768
Federal Categorical Aid	16,278	155,996	61,017	0	0
Total Revenues	\$50,493	\$192,539	\$88,799	\$20,768	\$20,768
Local Tax Funding	\$1,029,161	\$979,581	\$893,757	\$1,113,281	\$1,031,788
FTE Summary	7.00	6.00	6.00	7.00	6.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Courts includes a decrease in local tax funding of \$81,493, which is primarily attributable to the elimination of the Adult Drug Treatment Court program by the Board of Supervisors of 1.00 FTE and \$97,658 in the Circuit Court, a decrease of \$14,513 in operating funding for the General District Court as well as a 1.88% decrease in other fringe benefit costs. This decrease is offset by increases in personnel expenditures which reflect an average increase of 8% in health insurance costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The Board eliminated 1.00 FTE for one County Attorney position

FY 2012: The Board added 1.00 FTE for one County Attorney position in the Circuit Court.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Circuit Court	\$719,653	\$853,699	\$693,575	\$755,386	\$688,406
Juvenile & Domestic Relations Court	69,189	65,114	60,778	78,923	78,923
General District Court	134,815	121,645	97,606	149,463	134,950
Magistrates	155,997	131,662	130,597	150,277	150,277
Total Expenditures	\$1,079,654	\$1,172,120	\$982,556	\$1,134,049	\$1,052,556
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Circuit Court	\$19,101	\$155,996	\$61,017	\$0	\$0
General District Court	31,392	36,543	27,782	20,768	20,768
Total Revenues	\$50,493	\$192,539	\$88,799	\$20,768	\$20,768
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Circuit Court	\$700,552	\$697,703	\$632,558	\$755,386	\$688,406
Juvenile & Domestic Relations Court	69,189	65,114	60,778	78,923	78,923
General District Court	103,423	85,102	69,824	128,695	114,182
Magistrates	155,997	131,662	130,597	150,277	150,277
Total Local Tax Funding	\$1,029,161	\$979,581	\$893,757	\$1,113,281	\$1,031,788
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Circuit Court	7.00	6.00	6.00	7.00	6.00
Total FTE	7.00	6.00	6.00	7.00	6.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Courts Circuit Court

Program Goal and Service Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal which an appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, information and indictments for misdemeanors. The Circuit Court has appellate jurisdiction of all cases, civil and criminal, in which an appeal, or writ of error may be taken from or to the judgment or proceedings of any inferior tribunal. Jury trials are conducted in the Circuit Court. The Circuit Court is charged with the supervision of fiduciaries, the jury selection process, hearing administrative appeals, conducting medical malpractice panels, participating in annexation hearings, hearing election contests, and lawyer discipline. Overall responsibility for the oversight of the court facilities rests with the Circuit Court. Appointments to the Board of Equalization, Board of Zoning Appeals, and Electoral Boards are made by the Circuit Court. The Circuit Court also processes appointments of marriage celebrants, name changes, and applications for concealed weapons. The six administrative support positions for the Circuit Court are provided by the County. The Circuit Court Judges are elected by the Virginia General Assembly to preside over and administer the laws of the Commonwealth to the citizens of Loudoun County.

Budget Overview

FY 2013 Issues

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

FY 2013 Major Work Plan Initiatives

- Continue to provide the same judicious, prompt, and efficient handling of all cases in light of the increased number of cases and increased complexity.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$547,846	\$549,387	\$542,005	\$663,100	\$605,256
Operations & Maintenance	171,807	304,312	151,570	92,286	83,150
Total Expenditures	\$719,653	\$853,699	\$693,575	\$755,386	\$688,406
Revenues					
Other Local Taxes	\$2,823	\$0	\$0	\$0	\$0
Federal Categorical Aid	16,278	155,996	61,017	0	0
Total Revenues	\$19,101	\$155,996	\$61,017	\$0	\$0
Total Local Tax Funding¹	\$700,552	\$697,703	\$632,558	\$755,386	\$688,406
FTE Summary¹	7.00	6.00	6.00	7.00	6.00

¹ The FY 2013 Adopted Fiscal Plan for the Circuit Court includes a decrease in local tax funding of \$66,980, which is primarily attributable to the elimination of the Adult Drug Treatment Court program by the Board of Supervisors of 1.00 FTE.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts
Circuit Court

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide a cost effective and accountable system of judicial supervision and treatment to reduce the impact of drug driven crime on the community.¹				
• Average number of participants in the Drug Court program	16	13	20	n/a
• Complete screening and assessment process within two weeks of referral	100%	100%	100%	n/a
• Maintain graduate recidivism rate below 30%, 12 months post graduation	20%	14%	20%	n/a
• Participants who maintain abstinence from drugs/alcohol for six months or longer	71%	67%	75%	n/a
Objective: Maintain judicious, prompt, and efficient handling of cases by concluding all civil and criminal cases in a judicious, prompt, and efficient manner.				
• Number of commenced civil cases	4,071	3,850	4,200	4,300
• Number of commenced criminal cases	1,862	1,907	2,587	2,687

¹ As part of the FY 2013 budget development process, the Board of Supervisors eliminated the Adult Drug Treatment Court Program. As a result this objective and the following associated measures will no longer be tracked.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts

Juvenile & Domestic Relations Court

Program Goal and Service Description

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

Budget Overview

FY 2013 Issues

- Providing services to clients for whom English is a second or nonexistent language is increasing. As the County's population becomes more diverse, additional resources are needed to translate automated phone system messaging, forms, signage, and web site information.

FY 2013 Major Work Plan Initiatives

- Address need for additional support for the Court's second full time judge, as the current state provided support is not sufficient.
- Address increased need for Spanish and other language interpreters/translators and forms.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Operations & Maintenance	\$69,189	\$65,114	\$60,778	\$78,923	\$78,923
Total Expenditures	\$69,189	\$65,114	\$60,778	\$78,923	\$78,923
 Total Local Tax Funding	 \$69,189	 \$65,114	 \$60,778	 \$78,923	 \$78,923



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts

Juvenile & Domestic Relations Court

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.				
• Number of Juvenile & Domestic Relations hearings	21,413	20,348	20,658	21,112
• Number of new Domestic Relations cases	3,954	3,922	3,859	3,859
• Number of new Juvenile cases	6,193	4,307	4,728	4,728
• Number of spouse abuse cases	970	947	885	885



Courts

General District Court

Program Goal and Service Description

General District Courts are courts of limited jurisdiction. In addition to limited civil controversies designated by statute, the General District Court has jurisdiction to hear and decide civil cases where the amount of the controversy does not exceed \$25,000. These court cases include criminal, civil, traffic and mental health hearings, arrests, community relations, community service programs, court dates, and general information in regard to each of these types of cases. Additionally, the General District Court processes all paperwork filed for service, courtroom paperwork, updates and issues many court processes required by law. Support staff is provided by the State. The staff of the General District Court is employed by the State, while the County funds the office's operating expenses.

Budget Overview

FY 2013 Issues

- The population has increased in Loudoun County and in surrounding areas which affects the volume of cases filed in the General District Court, including traffic cases, criminal cases and civil cases.
- Due to the changes in the statute, the civil jurisdictional limit has increased from \$15,000 to \$25,000 for Warrant in Debts and unlimited amount on Unlawful Detainers. As a result of this change, there will be a significant increase in the number of filings.
- The public continues to request information from the Court on a daily basis.
- Misdemeanor crimes of a criminal or traffic nature result in considerable paperwork to be filed for each General District Court case.
- The Court provided translators for the non-English speaking public in court proceedings will continue to rise requiring additional resources to complete casework.

FY 2013 Major Work Plan Initiatives

- Continue to meet the increasing needs of services and handle more complex cases with current staff.
- Use qualified/certified language interpreters for non-English speaking individuals for court hearings by using services over the phone.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Operations & Maintenance	\$134,815	\$121,645	\$97,606	\$149,463	\$134,950
Total Expenditures	\$134,815	\$121,645	\$97,606	\$149,463	\$134,950
Revenues					
Recovered Costs	\$31,392	\$36,543	\$27,782	\$20,768	\$20,768
Total Revenues	\$31,392	\$36,543	\$27,782	\$20,768	\$20,768
Total Local Tax Funding	\$103,423	\$85,102	\$69,824	\$128,695	\$114,182



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts
General District Court

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure court cases are resolved promptly and efficiently by processing all court cases filed by attorneys, police agencies and the public.				
• Number of civil cases concluded	14,215	16,050	16,000	16,000
• Number of criminal cases concluded	7,199	8,263	9,250	9,250
• Number of defendant's request for an Interpreter	1,954	2,636	2,025	2,636
• Number of traffic cases concluded	66,092	58,590	66,450	66,450
Objective: Provide information and assist the public with questions by phone and in person.				
• Number of information packets distributed	134,500	136,125	136,500	136,500
• Number of questions answered by phone calls per deputy clerk	81,250	80,000	87,000	87,000
• Number of questions answered in person per deputy clerk	88,000	86,200	88,000	88,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Courts Magistrates

Program Goal and Service Description

The Magistrate's Office is a point of entry for the County's court system. Magistrates conduct probable cause hearings, issue warrants, conduct bail hearings, commit offenders to jail and release prisoners from jail, issue emergency custody orders, temporary detention orders, medical emergency detention orders as well as emergency protective orders in domestic abuse and stalking cases. The office operates 24 hours a day. The County funds the operating expenditures for the Magistrates office and a 50% supplement for many of the Magistrates in addition to their State salaries. The Magistrate's Office is under the supervision of the Supreme Court of Virginia.

Budget Overview

FY 2013 Issues

- A proposal before the State Legislature is underway for major reorganization of the Magistrate System. If approved, this would create a "hub" magistrate system by reporting directly to Richmond instead of the local Chief Circuit Court Judge.
- Loudoun County continues to have the lowest ratio of magistrates to population of any locality in Virginia and continues to average the third most processes issued per magistrate in Virginia.
- The Magistrate's Office is staffed by six full time magistrates and the Chief Magistrate, who also cover Fauquier and Rappahannock Counties as needed. Periodically magistrates from Fauquier County are required to work in the Loudoun office to cover workload.
- As video conferencing is becoming widely utilized, this increase in activity will require additional resources.
- Staffing shortages coupled with population growth and staffing increases in the Sheriff's Office and other law enforcement agencies add tremendous workload to the Magistrate's Office.

FY 2013 Major Work Plan Initiatives

- Secure staffing from the Commonwealth of Virginia as the office is still short one position based on population. It is challenging to cover for medical, personal, and vacation leave. During staffing shortages, the Chief Magistrate has to cover the front line while other managerial duties are neglected or delayed.
- Continue to maintain the current level of service provided by the Magistrate's Office.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$144,473	\$122,484	\$121,048	\$120,599	\$120,599
Operations & Maintenance	11,524	9,178	9,549	29,678	29,678
Total Expenditures	\$155,997	\$131,662	\$130,597	\$150,277	\$150,277
 Total Local Tax Funding	 \$155,997	 \$131,662	 \$130,597	 \$150,277	 \$150,277



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Courts
Magistrates

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Goal: Provide judicial services and accomplish statutory responsibilities on a 24 hours per day, 365 days per year basis.				
• Duty hours	11,839	10,223	11,000	11,900
• Processes administered per Magistrate	4,991	3,654	5,100	4,453
• Processes issued	24,956	21,926	26,720	26,720
• Processes issued per duty hours per Magistrate	2.10	2.14	2.50	2.24



Fire, Rescue and Emergency Management

Fire, Rescue and Emergency Management

Emergency Medical Services

Operations

Communications & Support Services

Volunteer Coordination

Fire-Rescue Training

Fire Marshal's Office

Office of Emergency Management

Administrative Services

Asset Management



Fire, Rescue and Emergency Management

Mission Statement

The Loudoun County Department of Fire, Rescue and Emergency Management is dedicated to the well being of citizens, visitors and members. The department will provide essential emergency and non-emergency programs utilizing teamwork, integrity, professionalism and service as its core values.

Description

Fire, Rescue and Emergency Management is organized into nine programs: Emergency Medical Services, Operations, Emergency Communications, Volunteer Coordination, Fire Rescue Training, Fire Marshal's Office, Office of Emergency Management, Administrative Services, and Asset Management. The department delivers operational Fire and EMS Services from 18 strategically located stations, provides administrative support for the County's 17 volunteer fire companies and the Fire and Rescue Commission as well as maintains the County's emergency communications and emergency operations centers. All code related fire inspections for existing business and production, multi-family and commercial occupancies, along with determining the causes and origins for fires, explosions and hazardous materials incidents are also conducted by the department. Fire and Rescue also coordinates the County emergency management and related all hazards disaster services, special events planning, strategic planning and GIS/mapping services, and public education and risk reduction.

Budget Overview

FY 2013 Issues

- Growth in commercial and residential construction continues to generate a need for additional resources, such as ladder companies, heavy rescue, advanced life support and basic life support ambulances, water tankers, new stations, additional training programs, station renovations and new apparatus.
- As demands for emergency medical services increase, so will the demand for additional advanced life support providers. Furthermore, additional training and staffing is needed to maintain current system service delivery.
- Rapid energy fires, combined with lightweight construction, necessitate a greater reliance on built in fire suppression systems, such as sprinklers. Due to modern construction, rapid intervention response to avert building collapse and improve firefighter safety is needed.
- Planning for mitigation of natural and manmade disasters, pandemic medical emergencies and prospective acts of terrorism, remains a key focus of the department. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.

FY 2013 Major Work Plan Initiatives

- Update the Board's Adopted Fire, Rescue and Emergency Management Service Plan, which guides future budget development and service goals for the combination system.
- Update the Department's strategic plan, which links the combined fire and rescue system service plan and the budgetary process, and provides measurable goals for program development and implementation.
- Conduct fire and rescue training classes and programs, convene career and volunteer recruit academies as necessary, and provide Fire and EMS system specific training programs.
- Continue efforts to provide interoperability with remote GIS data systems from other jurisdictions in accordance to the PSAP grant.
- Conduct regular drills in the County's Emergency Operations Center to insure operational readiness.
- Complete, outfit, and open the Western Loudoun (Station 16), and Brambleton (Station 9 & Fire Marshal's Office Headquarters); coordinate/support activities associated with design/build of the Route 28/7 (Station 24) Fire Rescue Station for FY 2013 opening; complete, outfit, and re-open the renovated Middleburg (Station 3) Fire Rescue Station; coordinate construction activities for the Sterling (Station 11/15) renovation; program, design; and coordinate the equipping and materials as part of the replacement Emergency Communications/ E-911 Center at the newly acquired County property at Sycolin Road.
- Conduct a comprehensive needs assessment and feasibility study for all existing fire rescue stations in need of renovation to establish clear priorities/project sequencing, required scope of work, and cost-benefit analysis to determine the facilities targeted for renovation from those in need of replacement.
- Working with the Recruitment and Retention Committee, design and implement a plan focused on retention.
- Continue a fully automated fire prevention inspection program development using identified occupancies within the County's Land Management Information System.
- Reduce first year attrition rate of volunteer fire rescue members by providing support to companies to enhance screening, application and mentoring processes.



Fire, Rescue and Emergency Management

FY 2012 Major Achievements

- Continued implementation strategy for the Meadowood Court Fire Incident Report recommendations, and adopted nationally recognized fire life safety standards for first responders, such as the "Everyone Goes Home" program.
- Continued as an active regional partner in the threat assessment and response for Federal Urban Area Securities Initiatives for the National Capital Region, while enhancing response capabilities through planning and training.
- Assisted the County in identifying new vendors for the Computer Aided Dispatch and management information system software.
- Monitored the prioritized countywide inventory of properties that require inspections to be maintained in the County's Land Management Information System (LMIS).
- Maintained standardized fire cause information for fire investigation case management procedures and for further Public Fire Safety Education targeted curriculum.
- Provided fire and rescue training to 3,672 career and volunteer students through 156 different courses; 85 volunteers completed Firefighter I and II; 82 volunteers completed EMT Basic, EMT Enhanced or Intermediate; 52 career members completed Firefighter II/EMT Basic; 832 career and volunteer students completed advanced level training to become a company officer. The EMT Basic provider is trained to function independently in a medical emergency. The trainee is taught the basic knowledge and skills needed to provide basic life support care.
- Procured and placed into front line service one engine, two tankers, two squads, and one bomb truck as part of the Board's adopted apparatus program.
- Opened and began operations from the permanent Moorefield Public Safety Center.
- Completed live fire burn and rural water delivery training for all career and many volunteer members to evaluate and improve firefighting and incident command skills.
- Installed Mobile Data Computers in all response apparatus and conducted associated classroom training of the system members.
- Placed 374 new volunteers into 17 independent volunteer corporations.
- Retention rate of trained members in their third year increased to 95%.
- Sixty-seven percent of the new volunteers voluntarily obtained pre-placement physicals.
- Established emergency communications interoperability with the State of West Virginia and Jefferson County, WV.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$35,868,877	\$36,504,936	\$39,078,209	\$40,235,001	\$43,345,474
Operations & Maintenance	20,132,700	14,570,073	12,306,948	12,227,814	13,361,646
Capital Outlay & Capital Acquisitions	759,072	1,486,349	1,423,964	113,267	12,375
Transfer to Central Services Fund	131,303	117,461	0	0	0
Total Expenditures	\$56,891,952	\$52,678,819	\$52,809,121	\$52,576,082	\$56,719,495
Revenues					
Other Local Taxes	\$4,850,652	\$4,870,874	\$4,846,766	\$5,055,600	\$5,060,120
Permits Privilege Fees & Reg Licenses	100,092	102,520	110,585	126,489	122,784
Fines & Forfeitures	5,225	4,307	1,198	6,650	6,650
Charges For Services	0	1,017	1,247	0	0
Miscellaneous Revenue	4,959	21,167	696	0	0
Recovered Costs	13,661	9,014	2,419	0	0
State Categorical Aid	928,925	740,646	384,924	256,000	256,000
Federal Categorical Aid	5,803,523	2,647,254	1,357,657	29,762	29,762
Other Financing Sources ¹	88,354	68,354	509,382	68,354	76,060
Total Revenues	\$11,795,391	\$8,465,153	\$7,214,874	\$5,542,855	\$5,551,376
Local Tax Funding	\$45,096,561	\$44,213,666	\$45,594,247	\$47,033,227	\$51,168,119
FTE Summary	504.01	484.96	486.85	523.81	532.77

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Fire, Rescue and Emergency Management includes an increase in local tax funding of \$4,518,722 and 8.96 FTE. This increase is primarily attributable to an enhancement of 8.96 FTE and partial year funding of \$514,763 for staffing associated with the Kincora Fire Rescue Station Company 24 anticipated to open in summer 2013; \$1,500,000 for projected overtime requirements in FY 2013; \$40,000 to provide Advanced Life Support services at the Dulles South Fire-Rescue Station Company 19; \$166,380 for stipend pay eligibility; \$115,000 for funding requirements for the volunteer length of service retirement program (LOSAP); increases associated with fleet maintenance, replacement and fuel requirements; and an average increase of 8% for health insurance costs.

These increases are offset by a reduction in the operating budget of \$181,426 approved by the Board of Supervisors as well as a decrease of 1.88% in benefit costs. It should be noted that beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document.

Budget History

FY 2010: The Board approved a net decrease from FY 2009 to FY 2010 of 19.05 FTE as a result of the elimination of 19.05 FTE from Arcola Company 9, Brambleton Public Safety Center and part-time administration staffing (two lieutenants, 14 firefighters and one Deputy Chief) as part of the FY 2010 Adopted Fiscal Plan.

FY 2011: The Board approved a net increase from FY 2010 to FY 2011 of 1.89 FTE as a result of the FY 2010 Mid-Year addition of 4.48 FTE to the Philomont Volunteer Fire Department Company 8; the elimination of 0.53 FTE for a part-time program specialist position; and the elimination of 2.06 FTE (1.06 FTE in the Fire Marshal's Office and 1.00 FTE in the Administration Division) as part of the FY 2011 Adopted Fiscal Plan.

FY 2012: The Board approved a net increase from FY 2011 to FY 2012 of 36.96 FTE as a result of the FY 2011 Mid-Year addition of 28.00 FTE associated with the implementation of hybrid staffing in the Department to decrease overtime spending as well as provide contingency staffing for volunteer company staffing requests; and the addition of 8.96 FTE in order to provide 24-hour coverage at the Middleburg Volunteer Fire Department Company 3 station as part of the FY 2012 Adopted Fiscal Plan.

¹ Other Financing Sources for FY 2011 of \$444,028 reflects an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Emergency Medical Services	\$546,905	\$709,487	\$626,188	\$382,527	\$709,648
Operations	29,196,823	28,891,383	32,540,676	34,068,671	36,613,910
Communications & Support Services	2,935,514	2,918,203	3,089,879	3,266,182	3,312,270
Volunteer Coordination	6,315,631	6,306,313	6,406,793	6,286,998	6,519,361
Fire-Rescue Training	4,235,444	4,092,033	2,661,496	2,928,292	3,017,119
Fire Marshal's Office	9,180,672	4,188,494	3,272,069	1,987,100	2,117,028
Office of Emergency Management	1,140,674	2,608,311	943,755	693,456	736,986
Administrative Services	2,882,575	2,532,676	2,830,933	2,494,609	2,130,078
Asset Management	457,714	431,919	437,332	468,247	1,563,095
Total Expenditures	\$56,891,952	\$52,678,819	\$52,809,121	\$52,576,082	\$56,719,495

Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Emergency Medical Services	\$4,809	\$178,456	\$238,184	\$9,762	\$9,762
Operations	42,145	281,381	287,455	0	0
Communications & Support Services	4,850,652	4,870,874	4,926,244	5,055,600	5,060,120
Volunteer Coordination	0	4,863	25,552	0	0
Fire-Rescue Training	939,075	634,428	285,126	256,000	256,000
Fire Marshal's Office	5,726,163	1,791,235	1,219,851	121,650	121,650
Office of Emergency Management	227,210	678,424	225,605	88,354	96,060
Administrative Services	0	21,017	1,247	0	0
Asset Management	5,337	4,475	5,610	11,489	7,784
Total Revenues	\$11,795,391	\$8,465,153	\$7,214,874	\$5,542,855	\$5,551,376

Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Emergency Medical Services	\$542,096	\$531,031	\$388,004	\$372,765	\$699,886
Operations	29,154,678	28,610,002	32,253,221	34,068,671	36,613,910
Communications & Support Services	(1,915,138)	(1,952,671)	(1,836,365)	(1,789,418)	(1,747,850)
Volunteer Coordination	6,315,631	6,301,450	6,381,241	6,286,998	6,519,361
Fire-Rescue Training	3,296,369	3,457,605	2,376,370	2,672,292	2,761,119
Fire Marshal's Office	3,454,509	2,397,259	2,052,218	1,865,450	1,995,378
Office of Emergency Management	913,464	1,929,887	718,150	605,102	640,926
Administrative Services	2,882,575	2,511,659	2,829,686	2,494,609	2,130,078
Asset Management	452,377	427,444	431,722	456,758	1,555,311
Total Local Tax Funding	\$45,096,561	\$44,213,666	\$45,594,247	\$47,033,227	\$51,168,119

Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Emergency Medical Services	2.07	2.07	1.07	1.07	4.48
Operations	398.72	380.80	378.51	416.59	419.95
Communications & Support Services	40.15	40.15	41.27	41.27	41.27
Volunteer Coordination	3.07	3.07	3.07	3.07	3.07
Fire-Rescue Training	16.46	16.46	20.92	19.80	19.75
Fire Marshal's Office	16.57	16.01	16.51	15.44	16.51
Office of Emergency Management	5.28	5.28	5.33	5.33	5.33
Administrative Services	19.62	19.05	16.98	18.05	13.86
Asset Management	2.07	2.07	3.19	3.19	8.55
Total FTE	504.01	484.96	486.85	523.81	532.77



Fire, Rescue and Emergency Management Emergency Medical Services

Program Goal and Service Description

The Emergency Medical Services (EMS) division provides professional and technical oversight for Emergency Medical Services delivery, training, equipment specifications and quality assurance in conjunction with the Office of the Medical Director (OMD). This program ensures compliance with the regulations of the Virginia Department of Health, Office of Emergency Medical Services (VAOEMS), as promulgated under the Code of Virginia, Title 32.1. VAOEMS regulations establish standards that include staffing, training, equipment, medical direction and quality assurance. The division manages the system wide blood borne airborne pathogen/infection control program to ensure compliance with occupational safety and health regulations (OSHA).

Budget Overview

FY 2013 Issues

- The Division will continue to develop and organize a quality improvement program that focuses on formal education and other presentations relating to quality improvement, performance improvement, outcomes analysis, external regulatory requirements, projects topics and other pertinent areas of study.
- Continued focus in accordance with the Board Adopted Fire, Rescue and EMS Plan is important in ensuring that adequate medical care (basic and advanced life support) is provided during every emergency medical call.
- Continuing the recruitment and retention initiative focused on attracting, training and supporting advanced life support (ALS) personnel addresses the current and increasing EMS demands.
- It is essential that qualified EMS personnel are identified in order to expand the evening EMS Supervisor program that is charged with EMS incident command and individual provider EMS care assurance and improvement tasks.

FY 2013 Major Work Plan Initiatives

- Expand the Combined Fire Rescue System capability to accurately identify, manage and treat acute cardiac dysfunction through the utilization of 12 lead electro cardiac monitoring capability within the existing budget or through grant awards.
- Continue with the development of a proactive recruitment, retention and training plan for qualified advanced life support personnel.
- Develop and implement system wide training that addresses the actions required of EMS units upon arrival at a structure fire.
- Expand the capability to provide 24 hour EMS Supervision to improve on scene management and direction to hospital providers and better support the incident command structure during larger incidents as well as provide more timely interaction and follow up with hospitals, physicians and the community.

Program Financial Summary¹	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$151,899	\$144,013	\$156,567	\$149,027	\$476,495
Operations & Maintenance	385,007	473,805	396,497	231,878	233,153
Capital Outlay & Capital Acquisitions	9,999	91,669	73,124	1,622	0
Total Expenditures	\$546,905	\$709,487	\$626,188	\$382,527	\$709,648
Revenues					
Miscellaneous Revenue	\$4,809	\$372	\$0	\$0	\$0
State Categorical Aid	0	63,781	133,019	0	0
Federal Categorical Aid	0	114,303	0	9,762	9,762
Other Financing Sources	0	0	105,165	0	0
Total Revenues	\$4,809	\$178,456	\$238,184	\$9,762	\$9,762
Total Local Tax Funding²	\$542,096	\$531,031	\$388,004	\$372,765	\$699,886
FTE Summary²	2.07	2.07	1.07	1.07	4.48

¹ FY 2012 and 2013 expenditures and revenues reflect Four for Life funding that is also reflected in the Special Revenue Fund.

² The FY 2013 Adopted Fiscal Plan for the Emergency Medical Services Division includes an increase in local tax funding of \$327,121 and 3.41 FTE that is primarily due to shifts in organizational workloads that dictated the reassignment of personnel in FY 2012.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Emergency Medical Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide delivery of Emergency Medical Services to the community.				
• Emergency Medical Service hospital transports	11,310	10,668	11,379	11,547
• Emergency Medical Service incidents	16,060	16,836	17,067	17,382
• Emergency Medical Service incidents per 10,000 residents	557	540	619	623
Objective: Ensure that EMS turnout and response times identified in the Board Adopted Fire and Rescue Service Plan are met.				
• Emergency Medical Service incidents -- Advanced Life Support	8,660	8,990	9,113	9,271
• Emergency Medical Service incidents -- Basic Life Support	7,400	7,846	7,954	8,091
• Percent 10 minute ALS response goal met in suburban areas	86%	87%	90%	90%
• Percent 10 minute BLS response goal met in suburban areas	89%	90%	90%	90%
• Percent 14 minute BLS response goal met in rural areas	92%	90%	92%	92%
• Percent 15 minute ALS response goal met in rural areas	94%	92%	95%	95%



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Operations

Program Goal and Service Description

The Operations Division provides timely and effective response for fire, rescue, hazardous materials, and emergency medical incidents 24 hours per day, seven days per week. Services are provided by career staff in conjunction with members of the County's 17 independent volunteer fire and rescue companies. The Operations Division also supports non-emergency activities which include public fire life safety education programs, pre emergency incident planning, and fire safety inspections for commercial and multi-family occupancies. This Division also performs specialty response programs such as wildland firefighting, hazardous materials response and mitigation and swift water rescue.

Budget Overview

FY 2013 Issues

- The Operations Division is challenged with the critical task of ensuring fire and rescue services to the county by following established response goals and maintaining minimum staffing to provide consistent and reliable service to an increasing population as outlined in the Board's Adopted Service Plan. As a result, the number of career fire/rescue operational personnel has increased from 13.00 FTE in FY 1989 to 419.95 FTE in FY 2013.

FY 2013 Major Work Plan Initiatives

- Ensure delivery of the Board of Supervisors' adopted Service Plan response and staffing goals, and maintain daily staffing levels as approved by the Board to deliver fire and EMS services within the 520 square miles of Loudoun County.
- Continue advanced technical development of the Hazardous Materials Offensive Response program by continuing to support and provide advanced training, and participation in the National Capital Region Hazardous Materials/Weapons of Mass Destruction program and protocols.
- Implement county-wide training programs which provide standardized and consistent drill topics for all stations to be completed throughout the year.
- Implement Battalion and Station wide management plans to increase efficiencies and effectiveness. These plans will assist in standardizing daily operations within the county, battalions and individual stations.
- Continue implementing the Meadowood Court Fire Significant Event Report recommendations.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$26,138,139	\$26,245,278	\$29,353,206	\$30,213,048	\$32,469,271
Operations & Maintenance	2,791,823	2,169,595	3,085,646	3,809,629	4,132,264
Capital Outlay & Capital Acquisitions	241,599	359,049	101,824	45,994	12,375
Transfer to Central Services Fund	25,262	117,461	0	0	0
Total Expenditures	\$29,196,823	\$28,891,383	\$32,540,676	\$34,068,671	\$36,613,910
Revenues					
Recovered Costs	\$2,412	\$2,800	\$1,290	\$0	\$0
Federal Categorical Aid	29,733	278,581	90,624	0	0
Other Financing Sources	10,000	0	195,541	0	0
Total Revenues	\$42,145	\$281,381	\$287,455	\$0	\$0
Total Local Tax Funding¹	\$29,154,678	\$28,610,002	\$32,253,221	\$34,068,671	\$36,613,910
FTE Summary¹	398.72	380.80	378.51	416.59	419.95

¹ The FY 2013 Adopted Fiscal Plan for the Operations Division includes an increase in local tax funding of \$2,470,666 and 3.36 FTE. This increase is primarily due to overtime requirements, an enhancement of 8.96 FTE and partial year funding of \$514,763 for staffing the Kincora Fire-Rescue Station and fleet maintenance, fuel and replacement costs. Furthermore, the increase is due to shifts in organizational workloads that dictated the prior reassignment in FY 2012 of 2.24 FTE to the Emergency Medical Services Division and 4.48 FTE to the Asset Management Division.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Operations

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Deliver an adequate water supply (4,000 gallon minimum) in rural response zones for fire suppression purposes within twelve minutes (total response time) 85% of the time.				
• 4,000 gal. of water delivered in 12 minutes 85% of the time ¹	48%	76%	85%	85%
Objective: Inspect 100% of building inspections assigned by the Loudoun County Fire Marshal's Office.				
• Fire prevention inspections to complete	1,429	1,204	1,500	1,600
• Percent of assigned fire prevention inspections completed	100%	100%	100%	100%
Objective: To ensure daily productivity by personnel when not on emergency incidents to include daily apparatus checks/maintenance, physical training, drills/training, pre-fire plans, building inspections, mapping, etc. This objective covers all stations with career staffing in Loudoun County.				
• Battalion 1: Number of non-emergency activity hours	58,222	63,224	55,000	60,000
• Battalion 2: Number of non-emergency activity hours	117,971	106,778	125,000	125,000
• Battalion 3: Number of non-emergency activity hours	92,483	80,971	95,000	95,000
Objective: To protect the lives and property of all residents and visitors to Loudoun County.				
• Career Firefighters/EMTs per 1,000 residents	1.63	1.20	1.60	1.76
• Career Firefighters/EMTs per 50 square miles	90.46	47.92	47.92	52.77
• Total civilian deaths	0	1	0	0
• Total fire loss of real and personal property (millions)	\$5.11	\$7.34	\$10.00	\$9.50
Objective: Provide fire-rescue industry training to incumbent operational personnel.				
• Battalion 1: Number of incumbent training hours	8,904	7,444	9,000	9,500
• Battalion 2: Number of incumbent training hours	20,993	20,132	24,000	24,000
• Battalion 3: Number of incumbent training hours	16,709	15,374	19,000	19,000
Objective: Ensure that fire turnout and response times identified in the Board adopted Fire and Rescue Service Plan and levels are met.				
• Number of fire incidents	5,413	5,587	5,752	5,676
• Percent 10 minute Fire response goal met in suburban areas	89%	87%	90%	90%
• Percent 14 minute Fire response goal met in rural areas	86%	81%	86%	86%

¹ The Fire Service Plan goal is 85%. During FY 2010 and FY 2011, the goal was not met primarily due to time and distance limitations. Additional tankers have been added to the fleet to enable staff to better meet this goal.



Fire, Rescue and Emergency Management Communications & Support Services

Program Goal and Service Description

This program serves as the County's Public Safety Answering Point (PSAP) for fire and rescue incidents using the County's Enhanced 911 (E-911) system. All emergency (E-911) calls and non-emergency fire and rescue calls are processed through this center. The emergency calls for other public safety entities are routed to the respective agencies. The program also maintains the Computer Aided Dispatch (CAD) system which is used to initiate calls for service, dispatch, and maintain the status of personnel. CAD is used by emergency dispatchers and call takers, as well as by field personnel. CAD incident data is used for planning purposes within the organization. The program also includes public safety Geographical Information System (GIS) data. The specialized mapping available through the GIS programs utilizes economic and population figures to assist planning personnel with the proper placement of future assets for services. GIS Coordination also provides updated information for the CAD system. The division also develops and maintains emergency vehicle response boundaries and algorithms. Staff from this program provide technical support and coordination for the department's IT, communication, and vehicular infrastructure that includes over 1,200 mobile and portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability. The division also provides project coordination for the mobile data computers in the Fire and Rescue inventory. Project coordination is also being provided for the purchase and implementation of the County's new Public Safety Technology Systems including mobile data terminals. This project includes a new CAD and various Records Management systems. This division also provides cellular telephone and pager administration for all divisions.

Budget Overview

FY 2013 Issues

- The Division will continue working to provide interoperability with remote GIS data systems from other jurisdictions in accordance to the PSAP grant.
- The Division is responsible for maintaining the highest training standards for personnel operating the mobile data and upgraded radio system equipment.
- The Division is responsible for developing and maintaining the data contained within the CAD system (emergency unit recommendations, response algorithms, etc) as well as maintaining programs such as incident paging, station alerting, etc that rely upon and interface with and/or interact with CAD.
- During FY 2013, the division is to monitor the reprogramming, rebanding and updating of mobile and portable radios to maintain interoperability within the National Capital Region and mandated FCC regulations.
- The Division must begin planning and preparing for the ECC relocation to a new facility.
- In FY 2013, the division will begin to explore the possibility of preparing the Communications Center for the Next Generation 911 (N-911) to accept videos and text messages as calls for service.
- The Division will continue to work toward the level of service defined in the department's Service Plan to provide the additional resources in key areas and to provide more efficient dispatching through the continual evaluation of new technologies for the ECC.

FY 2013 Major Work Plan Initiatives

- Complete the regional response map to include regional centerlines that would allow for routable directions to be used by all NOVA jurisdictions.
- Begin working on obtaining, creating, transferring, and/or entering the data required for the new CAD system, while maintaining the current system.
- Complete the replacement of the Public Safety Computer Aided Dispatch (CAD) system for the ECC.
- Start to evaluate the upgrades necessary to move the ECC toward accepting Next Generation (N-911) inputs to include video and text messaging to include a planned phone system upgrade.
- Begin the installation and configuration of the new combined system Records Management System server and begin the incremental implementation of the system's modules.
- Start the upgrade process of mobile data computers into the identified response vehicles
- Work with DIT to complete the necessary steps to provide the public a view of current incident status on the Internet.
- Continue working toward national accreditation standards for the ECC.
- Continue working to enhance ECC training initiatives to meet training standards for accreditation.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

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

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,632,750	\$2,512,273	\$2,725,670	\$2,954,136	\$3,040,651
Operations & Maintenance	244,509	235,726	187,685	294,046	271,619
Capital Outlay & Capital Acquisitions	58,255	170,204	176,524	18,000	0
Total Expenditures	\$2,935,514	\$2,918,203	\$3,089,879	\$3,266,182	\$3,312,270
Revenues					
Other Local Taxes	\$4,850,652	\$4,870,874	\$4,846,766	\$5,055,600	\$5,060,120
Other Financing Sources	0	0	79,478	0	0
Total Revenues	\$4,850,652	\$4,870,874	\$4,926,244	\$5,055,600	\$5,060,120
Total Local Tax Funding	\$(1,915,138)	\$(1,952,671)	\$(1,836,365)	\$(1,789,418)	\$(1,747,850)
FTE Summary	40.15	40.15	41.27	41.27	41.27



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management Communications & Support Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide for the prompt and efficient processing of requests for emergency fire and rescue services through the E-911 system.				
• Average EMS call processing time (minutes)	2:43	2:06	2:30	2:30
• Average Fire call processing time (minutes)	1:41	1:04	1:25	1:25
• Number of calls dispatched <= 60 seconds	2,388	5,191	3,700	3,900
• Number of calls dispatched > 60 seconds	18,489	16,419	17,700	17,600
• Percentage of calls dispatched in 60 seconds or less	11.41%	24.14%	23.00%	25.00%
• Percentage of emergency calls ¹	n/a	50.04%	53.00%	52.00%
• Percentage of emergency landline calls ¹	15.52%	27.74%	30.00%	30.00%
• Percentage of emergency wireless calls ¹	37.77%	72.26%	70.00%	70.00%
• Percentage of non-emergency calls	46.71%	49.96%	47.00%	48.00%
• Total number of incidents created	23,286	24,749	24,227	24,711
• Total telephone calls answered by F/R dispatchers	204,865	209,762	206,919	207,953
Objective: Ensure mobile data computer (MDC) equipment in all designated fire-rescue apparatus and vehicles is functioning and maintained properly according to the Board Adopted Service Plan.				
• Percentage of apparatus and vehicles without MDCs	8.09%	6.92%	1.54%	1.54%
• System members trained to utilize mobile data terminals ²	385	59	150	150
• Total number of apparatus outfitted with MDCs	116	124	130	135
Objective: Provide GIS information properly formatted in graphical form within 16 "working" hours of the request and the number of total outputs requested.				
• Average time to produce specialized maps in hours	14.50	11.33	16.00	16.00
• Percentage maps produced within 16 hour goal	70%	63%	80%	80%
• Total number of specialized maps produced	237	181	247	252

¹ In FY 2011, a new measure was implemented, "Percentage of emergency calls," which reflects the total percentage of emergency calls of all the received calls. Furthermore, the emergency landline and wireless call performance measures reflect the proportion of only the emergency calls beginning in FY 2011.

² The number of system members trained in FY 2011 is a result of decreased capacity due to vacant MDC technician position for part of the year.



Fire, Rescue and Emergency Management Volunteer Coordination

Program Goal and Service Description

This program supports fire and rescue volunteer system members by overseeing and providing guidance in various human resources aspects including but not limited to: workers' compensation, pre-placement physicals, training issues, benefits, recruitment, retention, and recognition. The Volunteer Coordination Program works in conjunction with the Department, the Fire and Rescue Commission, and the 17 independent volunteer companies to enhance volunteers' participation in the combination system.

Budget Overview

FY 2013 Issues

- The Fire Rescue Points system is a program to capture retirement benefit activity and is the only system wide fire rescue volunteer database. The system is not designed, nor is it capable of maintaining necessary and ongoing performance data which is affecting performance efficiency and volunteer trends. A new volunteer records management system is being considered which would eliminate these issues.
- Implementation of mandatory physicals will increase the workload of the existing volunteer program staff.
- To maintain quality of basic certified EMTs, the number of volunteer participants is to be maximized for each basic class.

FY 2013 Major Work Plan Initiatives

- Continually identify and pursue new financial resources for recruitment of fire and rescue volunteers.
- Continue to identify and implement new leadership and professional development opportunities to enhance volunteer participation and retention.
- Continually identify new volunteer benefits to recruit and retain members or as a part of the recognition program.
- Continue to support volunteer corporations in the development of individualized recruitment and retention programs.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$956,980	\$921,812	\$995,560	\$927,205	\$1,038,464
Operations & Maintenance	5,358,651	5,384,501	5,411,233	5,359,793	5,480,897
Total Expenditures	\$6,315,631	\$6,306,313	\$6,406,793	\$6,286,998	\$6,519,361
Revenues					
Recovered Costs	\$0	\$4,863	\$0	\$0	\$0
Other Financing Sources	0	0	25,552	0	0
Total Revenues	\$0	\$4,863	\$25,552	\$0	\$0
Total Local Tax Funding	\$6,315,631	\$6,301,450	\$6,381,241	\$6,286,998	\$6,519,361
FTE Summary	3.07	3.07	3.07	3.07	3.07



Loudoun County Government
FY 2013 Adopted Fiscal Plan

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

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Protect Life and Property of Residents				
• Number of active duty volunteers per 1,000 residents	2.73	2.53	2.81	2.53
• Number of active duty volunteers per 50 square miles	76.98	77.88	80.76	81.73
Objective: Reduce the fiscal impact of maintaining fire and rescue services to the community, by increasing recruitment and enhancing the retention of volunteer personnel in the fire and rescue system.				
• Active duty volunteer members (administrative and operational)	854	810	840	850
• Net gain/loss of volunteers	43	114	120	120
• New volunteer members	374	362	415	415
• Terminated or deceased volunteer members	331	248	295	295
• Volunteer Membership (includes Dual)	1,660	1,757	1,660	1,700
• Volunteer Retention Rate ¹	n/a	n/a	80%	80%

¹ New measure tracked beginning in FY 2012. Volunteer Retention Rate reflects the percentage of members retained after one year.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Fire-Rescue Training

Program Goal and Service Description

The Training Division provides a high quality and comprehensive education program for the combined system, facilitating excellence in service to citizens and visitors. The Training Division serves system members by offering programs to meet the daytime, evening and weekend schedules of the department and the Volunteer Fire Rescue community. The programs offered include: Basic and Advanced Life Support Programs, Fire Suppression, Hazardous Materials, Technical Rescue, Leadership and Management, Recertification and Instructor Curriculums.

Budget Overview

FY 2013 Issues

- The Division must balance the requirement of conducting a comprehensive training program that ensures seamless operational capability among both career and volunteer personnel. This has necessitated the provision of training programs seven days a week.
- National and regional shortages of certified advanced life support personnel have initiated in-house advanced medical education courses that will be conducted more frequently to enhance the skill sets of system personnel.
- Staff must manage the program in accordance with the logistical dynamics of providing an effective training program and environment while capitalizing on the changing needs of the student population.

FY 2013 Major Work Plan Initiatives

- Continue to provide fire rescue training programs to meet the demands of a rapidly changing and growing combined system by recruiting additional part-time instructors, mentoring in-house instructor talent and creating a quality and effective learning environment for Training Center employees and students.
- Incorporate new technology to provide company training to individual stationhouses and to expand the training delivery to meet the needs of the system.
- Review, enhance and implement ongoing, mandatory, system wide entry-level and ongoing training of NOVA MAYDAY procedures, firefighter self-survival techniques and command competencies.
- Continue implementation of training recommendations from the Meadowood Event Report.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,669,548	\$1,703,046	\$1,737,501	\$1,888,089	\$1,959,138
Operations & Maintenance	2,480,485	2,388,987	859,043	997,842	1,057,981
Capital Outlay & Capital Acquisitions	62,471	0	64,952	42,361	0
Transfer to Central Services Fund	22,940	0	0	0	0
Total Expenditures	\$4,235,444	\$4,092,033	\$2,661,496	\$2,928,292	\$3,017,119
Revenues					
Miscellaneous Revenue	\$150	\$0	\$100	\$0	\$0
State Categorical Aid	928,925	634,428	251,905	256,000	256,000
Other Financing Sources	10,000	0	33,121	0	0
Total Revenues	\$939,075	\$634,428	\$285,126	\$256,000	\$256,000
Total Local Tax Funding	\$3,296,369	\$3,457,605	\$2,376,370	\$2,672,292	\$2,761,119
FTE Summary¹	16.46	16.46	20.92	19.80	19.75

¹ The decrease is due to shifts in organizational workloads that dictated the reassignment of 1.07 FTE to this Division from the Emergency Medical Services Division as well as 1.12 FTE from this Division to the Emergency Medical Services Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management

Fire-Rescue Training

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide a learning environment that promotes sound tactics in a comfortable, safe, and hostile free education and training atmosphere.				
• Educational service quality rating	91%	92%	92%	93%
• Service quality of training programs (scale 1-5)	4.55	4.65	4.60	4.60
Objective: Provide comprehensive training in multiple disciplines that include: fire, rescue, emergency medical rescue, special operations, Incident command, leadership, and management, needed to meet the service delivery needs of the community, local, state and national government standards related to service delivery.				
• Number of classes revised or added to the curriculum	69	34	30	40
• Number of comprehensive classes taught	161	173	146	176
• Number of students attending comprehensive training classes	2,664	3,916	3,190	4,699
• Number of students enrolled in Monroe Technology Center program	11	32	16	16
• Percentage of training classes presented on-site	98%	100%	95%	95%
Objective: Teach National Incident Management System (NIMS) compliant command courses and provide options for non-classroom environments.				
• Number of NIMS certified system members trained ¹	285	152	130	145
Objective: Provide system members comprehensive fire-rescue training program.				
• Cost to train a volunteer from entry to active duty (EMS) ²	\$696	\$2,128	\$1,525	\$1,675
• Cost to train a volunteer from entry to active duty (Fire) ²	\$785	\$2,553	\$1,645	\$1,810
• Cost to train career members from entry to active duty ²	\$4,039	\$1,953	\$3,982	\$3,982
• Number of career members scheduled for training classes	646	1,611	900	1,100
• Number of volunteers scheduled for training classes	2,018	2,235	2,000	2,450
• Percentage of career members completing training classes	98%	95%	98%	98%
• Percentage of volunteers completing training classes	96%	93%	96%	96%

¹ Current system members are NIMS certified; therefore beginning in FY 2011, NIMS training is focused on new entry system members as part of the basic certification program.

² The cost to train both volunteers and career members fluctuates according to the number of participants, number of volunteer and part-time instructors and other personnel costs associated with the training program.



Fire, Rescue and Emergency Management Fire Marshal's Office

Program Goal and Service Description

The Fire Marshal's Office provides critical programs to ensure a safe living and working environment for residents, workers and travelers within Loudoun County. The key aspect of the overall mission is the prevention of fires, explosions and related incidents. This is accomplished through a comprehensive public fire and life safety education program which strives to effect behavioral changes and attitudes toward the prevention of fire. This program also strives to ensure effective survival behavior when an emergency does strike. Ongoing program initiatives include child passenger safety seat instruction, smoke alarm installation, testing and replacement, home fire safety inspections, developmental training for children in proper use of the E-911 system, McGruff and Leesburg Safety Camps, Head Start and senior citizen programs.

Public fire and life safety education efforts are supplemented by an aggressive fire prevention and life safety inspection program which is intended to identify and correct fire and related hazards in public assembly buildings, schools, restaurants, theatres, extremely hazardous substances (EHS) facilities, commercial blasting locations and multifamily occupancies in Loudoun County and the seven incorporated towns. The program also conducts fire safety plan reviews, responds to Freedom of Information (FOIA) requests from the public and regulates commercial blasting operations.

The Fire Marshal's Office is responsible, pursuant to the VA Code (§27-31 through §27-37.1), for the investigation of all fires, explosions, hazardous material incidents and environmental crimes. This section houses the highly effective accelerant canine program. Investigation is intended to determine the presence of criminal activity, and to pursue cases for prosecution, as well as identify unintentional causes, which can lead to furthering the public life safety education effort.

The Fire Marshal's Office is also responsible for the coordination of the Loudoun County Bomb Squad, which is a shared function with the Loudoun County Sheriff's Office. Personnel in both agencies are trained in the mitigation of explosives according to FBI requirements and respond locally, as well as regionally, as a critical special operation.

Budget Overview

FY 2013 Issues

- Public Fire and Life Safety Education continues to focus on fire prevention and related life safety public education. In FY 2009, a "door to door" smoke alarm pilot program was started in Purcellville. Smoke alarms are one of the most effective tools for early detection of fire, however nationally it is estimated that 30-40% of homes do not have working smoke alarms. This high impact program has been expanded into Hamilton, Round Hill, Philomont, Lovettsville and Lucketts.
- Fire safety inspections in public assembly buildings continue to be the priority. More than 600 public assembly buildings and educational use buildings are now on an automated re-inspection program. Overcrowding of bars and night clubs continues to be a concern, and is addressed by "spot" nighttime inspections. In FY 2011, 712 such inspections were performed and several locations were temporarily closed until safe crowd levels were achieved.
- The Strategic Plan provides that every 10,000 new residents generates approximately 5.7 million square feet of new commercial space which requires routine fire and life safety inspections. Currently, in excess of 65 million square feet of commercial and business property requires annual inspections, which is in addition to inspections of public assembly buildings, schools, blasting and other hazardous operations. Staffing does not allow these inspections on a regular basis.
- The Division is presently averaging 175 fire prevention code related citizen complaints each month. In addition, there is approximately one investigation per day for fires, explosions and hazardous materials incidents. The 5.0 FTEs assigned to fire investigators are able to effectively manage an average of 5-6 cases per month, depending upon complexity, for a total of 300-360 investigations per year. At this rate, the division is nearing its capacity to investigate all such reported incidents as required by the Code of Virginia.

FY 2013 Major Work Plan Initiatives

- Continued expansion of the "door to door" smoke alarm program throughout western Loudoun to encompass the areas of Middleburg, Aldie, Neersville and Leesburg.
- Continue all public fire and life safety education outreach programs such as McGruff, Leesburg Safety Day, Head Start, 911 Simulator, and senior citizen safety.
- Implement fire prevention code permit fees as allowed by the Statewide Fire Prevention Code and consistent with the Board of Supervisors' mandate that fees for required permits be based upon actual staff costs.
- Continue the highly effective bar and nightclub inspection program, which is conducted to prevent dangerous overcrowding conditions.
- Continue utilization of LMIS to continue to create and expand the database of all properties subject to annual and more frequent fire safety inspections.
- Continue to close investigations at an overall rate of 80%.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Fire Marshal's Office

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,767,376	\$1,685,893	\$1,637,311	\$1,517,976	\$1,683,648
Operations & Maintenance	7,103,673	1,693,622	670,091	463,834	433,380
Capital Outlay & Capital Acquisitions	226,522	808,979	964,667	5,290	0
Transfer to Central Services Fund	83,101	0	0	0	0
Total Expenditures	\$9,180,672	\$4,188,494	\$3,272,069	\$1,987,100	\$2,117,028
Revenues					
Permits Privilege Fees & Reg Licenses	\$94,755	\$98,045	\$104,975	\$115,000	\$115,000
Fines & Forfeitures	5,225	4,307	1,198	6,650	6,650
Miscellaneous Revenue	0	795	596	0	0
Recovered Costs	1,013	1,351	1,129	0	0
Federal Categorical Aid	5,625,170	1,686,737	1,111,047	0	0
Other Financing Sources	0	0	906	0	0
Total Revenues	\$5,726,163	\$1,791,235	\$1,219,851	\$121,650	\$121,650
Total Local Tax Funding¹	\$3,454,509	\$2,397,259	\$2,052,218	\$1,865,450	\$1,995,378
FTE Summary¹	16.57	16.01	16.51	15.44	16.51

¹ The FY 2013 Adopted Fiscal Plan for the Fire Marshal's Office Division includes an increase in local tax funding of \$129,928 and 1.07 FTE as a result of 1.07 FTE being temporarily assigned to the Administrative Services Division during FY 2012 as acting Department's Fire-Rescue Chief. Once the permanent appointment was made in FY 2012, the position returned to the Fire Marshal's Office Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management

Fire Marshal's Office

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide rapid and effective response to emergency incidents involving possible or actual IED's or other explosive incidents and to mitigate all associated hazards.				
• Number of devices rendered safe	10	15	25	25
• Number of emergency bomb squad responses	6	15	10	10
• Number of required training hours	1,314	1,194	1,160	1,194
• Number of threat responses	9	9	10	10
Objective: Investigate all reported fires, explosions and hazardous materials incidents, provide cause determination and pursue the identity, prosecution and conviction of persons responsible for any criminal actions.				
• Number of cases per FTE	39	37	60	62
• Number of closed cases ¹	116	98	160	101
• Number of criminal investigations closed	20	16	25	17
• Number of investigations	175	166	221	167
• Number of open/active cases	35	40	50	41
• Number of open/inactive cases	21	30	24	31
Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance (EHS) facilities.				
• Fire Permit Revenue	\$97,890	\$97,419	\$100,000	\$102,500
• Fire Permits Issued	1,124	1,114	1,195	1,225
• Monthly night club inspections performed ²	663	712	480	492
• Number of Extremely Hazardous Substances (EHS) properties inspected annually	25	26	25	26
• Number of other fire safety inspections performed ²	2,247	1,351	1,798	1,800
• Number of public assemblies inspected	729	777	775	775
• Number of school properties inspected	180	142	145	145
• Properties inspected per FTE	574	505	454	505

¹ Case investigations are influenced by multiple factors that can contribute to the fluctuations in closed cases from year to year.

² Fluctuations in the number of fire safety inspections performed is attributable to a recurring vacant Fire Marshal position since FY 2011.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Fire Marshal's Office

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.				
• Cost of public education program delivery	\$10,673	\$13,102	\$12,034	\$12,034
• Hours dedicated to public education program coordination	1,413	1,362	1,450	1,350
• Hours dedicated to public education program delivery	201	252	310	310
• Number of direct public education program recipients	1,318	1,386	1,500	1,500
• Number of public education programs delivered	46	84	74	76
Objective: Review all submitted development plans for compliance with fire safety regulations.				
• Hours required for plans review	145	90	159	90
• Number of annual plans received and reviewed ¹	181	69	122	70
Objective: Minimize fire related deaths that could have been prevented with a properly functioning and installed smoke detector(s).				
• Smoke Detector Program - Number of detectors installed	119	114	144	115

¹ Plan reviews fluctuate year to year depending on the number of building permits and requests received from the Department of Building and Development.



Fire, Rescue and Emergency Management Office of Emergency Management

Program Goal and Service Description

The Office of Emergency Management (OEM) is responsible for facilitating the county's comprehensive emergency management program in accordance with local, state and federal laws, authorities and directives. Areas of focus include those activities associated with preparing for, response to and recovery from large-scale emergencies impacting the community. OEM coordinates the development and ongoing maintenance of supporting plans, policies, procedures, and processes tied to the County's Emergency Operations Plan (EOP) as well as the maintenance of the County's Emergency Operations Center (EOC), which serves as the coordination point for key decision makers providing crisis and consequence management of large-scale emergency situations. To ensure personnel are adequately trained in their roles and responsibilities OEM provides ongoing training and exercise opportunities for personnel assigned to the EOC and provide community emergency preparedness education through a variety of means as well as locally manages the Community Emergency Response Team (CERT) program. Additionally, this division oversees the County's Special Events Program working with event organizers to ensure safe and successful community events.

Budget Overview

FY 2013 Issues

- Continued focus is being placed on the development and ongoing maintenance of plans, policies, procedures and processes tied to the County's EOP to ensure compliance with applicable local, state and federal laws, authorities and directives.
- OEM will continue to participate with regional partners at all levels of government regarding planning, response and recovery activities.
- Personnel with assigned roles and responsibilities during EOC activations will continue to receive requisite training and exercise opportunities.

FY 2013 Major Work Plan Initiatives

- Develop supporting plans, policies, procedures and processes to adequately facilitate the County's preparedness for, response to and recovery from large-scale emergencies.
- Maintain the County's EOC in a constant state of readiness.
- Actively participate in the Metropolitan Washington Council of Governments (MWCOC) and Northern Virginia regional working groups and committees.
- Provide regular training and exercise opportunities for assigned EOC personnel.
- Work to develop and implement a Special Events Ordinance.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$489,845	\$1,386,563	\$557,956	\$506,159	\$537,086
Operations & Maintenance	631,602	1,180,400	367,476	187,297	199,900
Capital Outlay & Capital Acquisitions	19,227	41,348	18,323	0	0
Total Expenditures	\$1,140,674	\$2,608,311	\$943,755	\$693,456	\$736,986
Revenues					
Recovered Costs	\$10,236	\$0	\$0	\$0	\$0
State Categorical Aid	0	42,437	0	0	0
Federal Categorical Aid	148,620	567,633	155,986	20,000	20,000
Other Financing Sources	68,354	68,354	69,619	68,354	76,060
Total Revenues	\$227,210	\$678,424	\$225,605	\$88,354	\$96,060
Total Local Tax Funding	\$913,464	\$1,929,887	\$718,150	\$605,102	\$640,926
FTE Summary	5.28	5.28	5.33	5.33	5.33



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Office of Emergency Management

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Emergency Operations Center Usage.				
• Number of hours EOC activated	252	139	300	300
• Number of hours EOC is utilized during non-emergencies	2,178	2,060	2,500	2,500
Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.				
• Operational hours	1,625	1,166	1,100	1,500
• Planning hours	4,086	2,285	3,800	4,000
• Training hours	868	685	650	700
Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.				
• Number of special events	254	298	270	300
• Number of special events staff hours	1,224	1,764	1,300	1,500
• Special Events -- no staff coverage required	31	19	35	35



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management Administrative Services

Program Goal and Service Description

The Administrative Services Division includes program areas which fall under the Office of the Chief, which is responsible for management and oversight of the department including financial management, public affairs and administrative support staff.

Budget Overview

FY 2013 Issues

- Increasing staffing levels and expected rates of employee turnover tax program area staff responsible for employee recruitment/hiring, promotional process management, and facilitation of disciplinary actions.
- The Department is challenged with meeting the growth in services delivery areas such as procurement, administrative support, records management, and payroll due to the recent increases in operational staff while administrative support staff has remained level.
- Continued Department compliance with occupational safety and other industry safety related standards mandates is critical to ensuring that practices and work environment safeguards are met for health and well being of department employees and system members.
- Increased reliance on departmental staff to process volunteer injury claims and accident investigation has necessitated implementation of an on call "after hours" Safety Officer Program to ensure a reliable 24-7 point of contact in FY 2012.

FY 2013 Major Work Plan Initiatives

- Recruit and hire/promote quality applicants to fill all authorized positions.
- Meet growing needs in service delivery areas, such as procurement, administrative support, records management, and payroll with current levels of administrative staff support.
- Perform all required disciplinary actions and internal affairs investigations in a fair, just, and comprehensive matter to ensure appropriate and accurate vetting of findings in the context of employee rights, relevant laws, County policies, and departmental values.
- Develop and maintain a comprehensive health, safety and wellness program to enable a physically fit and psychological well balanced workforce that targets reduced workers compensation cases.
- Investigate all on job injuries and accidents involving both career and volunteer personnel and assets to determine cause and implement corrective/preventative measures.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,712,278	\$1,560,875	\$1,561,394	\$1,718,047	\$1,315,465
Operations & Maintenance	1,039,768	956,701	1,244,989	776,562	814,613
Capital Outlay & Capital Acquisitions	130,529	15,100	24,550	0	0
Total Expenditures	\$2,882,575	\$2,532,676	\$2,830,933	\$2,494,609	\$2,130,078
Revenues					
Charges For Services	\$0	\$1,017	\$1,247	\$0	\$0
Miscellaneous Revenue	0	20,000	0	0	0
Total Revenues	\$0	\$21,017	\$1,247	\$0	\$0
Total Local Tax Funding¹	\$2,882,575	\$2,511,659	\$2,829,686	\$2,494,609	\$2,130,078
FTE Summary¹	19.62	19.05	16.98	18.05	13.86

¹ The FY 2013 Adopted Fiscal Plan for the Administrative Services Division includes a decrease in local tax funding of \$364,531 and 4.19 FTE. The decrease is attributable to the reorganization and reassignment of personnel during FY 2012 due to shifts in organizational workloads including: 1.07 FTE as a result of 1.07 FTE being temporarily assigned from the Fire Marshal's Office Division while in an acting appointment as the Department's Fire-Rescue Chief; 2.00 FTE reassigned to the Asset Management Division; and 1.12 FTE to the Operations Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

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

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.				
• Percent of error free pay records submitted	99.85%	99.82%	99.00%	99.00%
• Total timesheets processed	10,860	11,221	11,900	15,761
• Validated payroll record errors	15	20	10	10
Objective: Manage a Human Resources system that meets organizational needs and County HR policies.				
• Job applicants hired	29	29	45	40
• Number of job applicants	847	1,657	1,300	1,300
Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.				
• Number of procurements	318	266	350	350
• Percent of on time invoiced payments	98%	95%	98%	98%
• Percent of procurements executed on time	95%	95%	95%	95%



Fire, Rescue and Emergency Management Asset Management

Program Goal and Service Description

The Asset Management Division performs strategic risk and trend analysis, development application referrals and plans review, coordination of department capital construction projects, and facility related maintenance, repair, renovation, and asset replacement to include strategic siting, construction, repair, maintenance, and readiness of all rural water supply tanks and dry hydrants. Additionally, the Asset Management Division is responsible for the oversight of apparatus and fleet operations which is charged with identifying funding sources, specification development, acquisition, maintenance and repairs to county owned apparatus to ensure uninterrupted around the clock readiness of all response vehicles. The division also oversees and operates the Fire Rescue Distribution Warehouse, ensuring timely and accountable supply receipt and distribution of all departmental supplies.

Budget Overview

FY 2013 Issues

- An estimated 97,000 square feet increase in department occupied county owned and leased facilities along with volunteer company owned worksites supported by the department, dependent upon constructions schedules, is anticipated.
- With a number of facilities becoming operational over the past five years, planning and funding system equipment/FFE replacement within the next five to eight years is required. Funding and management of the annual maintenance contracts to ensure predictable operation of Westnet station alerting systems installed in newly opened stations is also required.
- During FY 2013 the replacement of the Emergency Communications/E 911 Center will be challenging to complete. The disposition/timing of other facility needs identified in the 20 year Public Safety Facility Master Plan remains uncertain.
- Given the growing number of facilities operated by the County and ongoing facility deterioration of a number of volunteer owned worksites, facility work orders continue increasing.
- The timely replacement of fire rescue apparatus according to the Board's adopted service plan is essential to reliable service delivery.
- Ongoing growth in the size of the department's fleet of emergency response vehicles as well as the increased support for the volunteer companies' fleet, maintenance and upkeep exceeds the workload capacity of the assigned 2.12 FTE. Despite adding a Support Technician in FY 2012, workload forecasts suggest ongoing assignment of overtime to assist uniformed staff remains necessary to maintain effective service and fleet readiness.
- Increased utilization of the warehouse by all fire rescue divisions and volunteer managed groups for procurement of goods shall result in an increased workload for the 1.00 FTE dedicated to program management/delivery. Heavy reliance on unpredictably available "temporary restricted duty" departmental employees to complete associated work will continue.
- The department must continue to meet the federal and state mandated respiratory protection program to comply with regulations, maintenance and testing of self contained breathing apparatus for the combined fire rescue system.

FY 2013 Major Work Plan Initiatives

- Complete, outfit, and open the Western Loudoun (Station 16), Brambleton (Station 9 / FMO Headquarters) and Route 28/7 (Station 24) stations; complete, outfit, and re-open the renovated Middleburg (Station 3) Fire Rescue Station and Sterling (Station 11/15) as project schedules permit.
- Engage successful programming, design, and coordination of upfit/outfitting for a replacement Emergency Communications/E 911 Center and relocation of the department headquarters to 801 Sycolin Road.
- Perform strategic parcel identification for future replacement of Lucketts (Station 10) and Round Hill (Station 4) facilities.
- Ensure uninterrupted departmental operations by maintaining productive and safe working environments at more than 30 worksites through associated facility improvements oversight, building systems and equipment maintenance, FF&E repair and replacement, facility emergency response and mitigation.
- Maintain rural water supply assets at more than 70 locations throughout the county to ensure constant readiness.
- Place all new/replacement capital fire rescue vehicles endorsed for purchase in the FY 2012 and FY 2013 budgets into full service within 30 days of manufacturing, while ensuring the department's front line and reserve fleet of apparatus is maintained in a uniform and predictable state of constant readiness.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Asset Management

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$350,062	\$345,183	\$353,044	\$361,314	\$825,256
Operations & Maintenance	97,182	86,736	84,288	106,933	737,839
Capital Outlay & Capital Acquisitions	10,470	0	0	0	0
Total Expenditures	\$457,714	\$431,919	\$437,332	\$468,247	\$1,563,095
Revenues					
Permits Privilege Fees & Reg Licenses	\$5,337	\$4,475	\$5,610	\$11,489	\$7,784
Total Revenues	\$5,337	\$4,475	\$5,610	\$11,489	\$7,784
Total Local Tax Funding¹	\$452,377	\$427,444	\$431,722	\$456,758	\$1,555,311
FTE Summary¹	2.07	2.07	3.19	3.19	8.55

¹ The FY 2013 Adopted Fiscal Plan for the Asset Management Division includes an increase in local tax funding of \$1,098,553 and 5.36 FTE. The increase is attributable to the reorganization and reassignment of personnel during FY 2012 due to shifts in organizational workloads including: 2.00 FTE from the Administrative Services Division; and 3.36 FTE from the Operations Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management Asset Management

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide necessary facilities to facilitate strategic goals and essential service delivery through department level facility project management of new construction or leased facility build out and outfitting.				
• Number of current projects	16	16	16	18
• Percent of project milestones	79%	72%	80%	80%
• SF of current projects at existing facilities	116,750	96,875	90,000	90,000
Objective: Ensure uninterrupted delivery of essential public services through strategically locating, procuring, equipping, maintaining and repairing of the department's fleet of fire-rescue and support vehicles.				
• Number of Apparatus Maintained	34	38	40	42
• Number of Fleet Vehicles Maintained	84	86	90	92
Objective: Ensure uninterrupted readiness of departmental operations and outfitting of personnel and worksites through effective inventory and supply distribution system management.				
• Number of warehouse orders received	4,250	3,869	4,000	4,400
• Percent of on time warehouse deliveries	99%	98%	95%	95%
Objective: Ensure a safe and productive work environment is consistently provided for departmental employees and volunteer personnel by maintaining existing department facilities and occupied worksites in a state of readiness.				
• Cumulative sf of facilities supported	321,650	335,485	378,650	405,000
• Number of currently active projects -- current facilities	84	79	100	100
• Number of facilities supported	34	35	38	41
• Number of facility repair requests	5,642	5,059	5,000	6,000
• Number of facility related work orders	751	729	700	825
• SF of current projects at existing facilities	22,800	62,400	70,000	85,000
Objective: Ensure effective service delivery by integrating planning data and analysis of development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals.				
• Number of development applications processed	142	135	150	150
• Number of referral related activities	794	683	700	700
• Percent of on time development referral submissions	92%	94%	90%	90%



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Asset Management

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Protect Life of Personnel Responding to Incidents				
• Number of SCBA receiving PM Flow test	727	687	612	645
• Number of SCBA repaired ¹	141	741	375	550
• Percentage of SCBA units tested and certified	100%	100%	100%	100%
• SCBA units available for usage	484	612	612	635

¹ The increase in SCBA repaired in FY 2011 is a result of necessary upgrades to units in order to meet revised NFPA standards.



Juvenile Court Service Unit



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Juvenile Court Service Unit

Mission Statement

The mission of the Virginia Department of Juvenile Justice is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement and others, while providing opportunities for delinquent youth to become responsible and productive citizens.

Description

The Juvenile Court Services Unit (JCSU) is a statutorily mandated agency which carries out the directions of the Court for professional supervision and services for juvenile offenders and young adults. The JCSU has three basic components: Probation, including monitoring and supervising juveniles and their families per the order of the Court; Intake, the "taking in" and processing of new complaints and cases committed by juveniles and domestic relations, including custody, support, visitation and domestic violence; and Special Programs, an array of specialized services to restore juveniles and their families to law abiding behavior. These court ordered programs and services include alcohol/substance abuse suppression, shoplifting deterrent program, anger management, community service, detention alternatives, gang intervention, mediation, post disposition, prevention/intervention groups, restitution, restorative justice, and programs for serious offenders.

Budget Overview

FY 2013 Issues

- Language and cultural barriers put pressure on the system. This is an issue for public safety and optimum service delivery to delinquent youth, their families, and the community at large.
- The Loudoun Juvenile Detention Alternative Initiative (JDAI) and Collaborative has identified service gaps in the continuum of alternatives to secure detention.
- Prevention, intervention and educational programming to maintain protective strategies to fight delinquency, both locally and regionally, are important investments, but may be at risk in tight financial times.
- There is a need to continue to expand effective non judicial alternatives to community conflict.
- There is a need to maintain and expand gang suppression activities at the local and regional level. There is also momentum and opportunities to explore gang re-entry strategies. The primary interest is determining whether individuals returning from adult correctional facilities with gang affiliation can be required to participate in special programs with gang re-entry appearances or procedures.
- Domestic relations cases continue to increase, most notably domestic violence cases which have increased 39% in FY 2012.
- Accountability for juveniles within the juvenile justice system is being addressed, but there is a need to focus on parental accountability strategies.

FY 2013 Major Work Plan Initiatives

- Target efforts to maintain staff diversity to better respond to the changing demographics of our clientele. At a minimum, hire an additional Spanish speaking Probation Officer.
- Further reduce frequency and length of stay of detentions through growth in detention alternatives: the new Detention Services Concept and the Juvenile Detention Alternatives Initiatives (JDAI). Make gains for "the right youth in the right place for the right purpose for the right time". Explore with the collaborative agencies an expansion of services designed to reduce secure detentions while maintaining public safety. The programs identified thus far include: female offender programming; Day/Evening Reporting Center; and an Expeditor position.
- Continue to offer and develop a continuum of services for youth who are at risk of offending, as well as those who are offending, in order to provide Loudoun County residents with a healthy and safe place for youth and families.
- Analysis of the current diversionary programs indicates a need to intensify the number of contacts in the monitoring of diverted cases.
- Collaborate with Adult Probation & Parole in Loudoun and Prince William counties and the Loudoun County Community Corrections Program to institute gang re-entry processes locally and regionally.
- Increase the monitoring services for civil domestic violence cases by the Family Abuse Officer, by recruiting interns who can assist in the monitoring efforts for those cases post court action to ensure that the Protective Orders are being observed.
- Expand Parent Night to populate more of the programs and to increase awareness to combat juvenile delinquency and other acting out behaviors. Outside community agencies participated in FY 2012 and participation will be increased in FY 2013.

FY 2012 Major Achievements

- Supervised Release Program (SRP), served 324 individual youths who were supervised for 6,334 days. 99% were supervised successfully in the community without having to be securely detained.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Juvenile Court Service Unit

- Ordered and monitored over 6,403 hours of Community Service with a total volunteer hour value of \$139,073 in FY 2011.
- Continued to maintain the high JCSU juvenile diversion rates of 35% in FY 2009, 28% in FY 2010, and 32% in FY 2011 primarily through the use of creative alternatives.
- Further strategized the Gang Re-entry Officer (GREO) using an innovative regional approach to gang re entry from adult institutions and initiated a multi agency Gang Re-entry Program through coordination with the other partners in the Northern Virginia Regional Gang Task Force (NVRGTF).
- Initiated weekly Parent Nights as the first major step in the parental accountability strategy.
- Restructured the intensity of contacts in the monitoring of the units diversion programs including community service work, restitution, restorative justice, shoplifting deterrent program and anger management.
- Fully partnered with law enforcement and human services agencies to promote the goals of the Loudoun Juvenile Detention Alternative Initiative Collaborative.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Juvenile Court Service Unit

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,562,819	\$1,449,317	\$1,397,462	\$1,632,933	\$1,696,706
Operations & Maintenance	346,673	313,507	283,688	381,481	341,233
Capital Outlay & Capital Acquisitions	0	0	0	5,290	0
Total Expenditures	\$1,909,492	\$1,762,824	\$1,681,150	\$2,019,704	\$2,037,939
Revenues					
Miscellaneous Revenue	\$0	\$0	\$178	\$0	\$0
Federal Categorical Aid	59,453	31,697	25,600	0	0
Other Financing Sources ¹	0	0	372,058	0	0
Total Revenues	\$59,453	\$31,697	\$397,836	\$0	\$0
Local Tax Funding	\$1,850,039	\$1,731,127	\$1,283,314	\$2,019,704	\$2,037,939
County FTE	20.86	20.86	18.72	19.79	19.79
State FTE	14.98	14.98	13.47	13.47	13.47
FTE Summary	35.84	35.84	32.19	33.26	33.26

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Juvenile Court Service Unit includes an increase in local tax funding of \$18,235. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefits costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment. Increases in personnel costs are partially offset by reductions in Operations & Maintenance expenditures which reflect a decrease of \$40,248 from FY 2012 due to reductions in central services/support charges and reductions in expenditures for electronic monitoring and sex offender treatment. In addition, funds budgeted for Capital expenditures in FY 2012 for the acquisition of communications equipment are not budgeted in FY 2013.

Budget History

FY 2010 Mid-year and FY 2011: The State eliminated a vacant probation officer 1.07 FTE and converted a full time position into a part-time position resulting in a further reduction of 0.44 FTE. In FY 2011, the Board eliminated 2.14 FTE for vacant probation officers. This resulted in a decrease of 3.65 FTE from FY 2010 to FY 2011.

FY 2012: The Board added 1.07 FTE for a Gang Re-Entry Officer.

¹ The FY 2011 entry in Other Financing Sources for JCSU is an accounting entry for prior period adjustments recording the local match for grants for FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Juvenile Court Service Unit

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Juvenile Court Service Unit	\$1,909,492	\$1,762,824	\$1,681,150	\$2,019,704	\$2,037,939
Total Expenditures	\$1,909,492	\$1,762,824	\$1,681,150	\$2,019,704	\$2,037,939
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Juvenile Court Service Unit	\$59,453	\$31,697	\$397,836	\$0	\$0
Total Revenues	\$59,453	\$31,697	\$397,836	\$0	\$0
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Juvenile Court Service Unit	\$1,850,039	\$1,731,127	\$1,283,314	\$2,019,704	\$2,037,939
Total Local Tax Funding	\$1,850,039	\$1,731,127	\$1,283,314	\$2,019,704	\$2,037,939
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Juvenile Court Service Unit	35.84	35.84	32.19	33.26	33.26
Total FTE	35.84	35.84	32.19	33.26	33.26



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Juvenile Court Service Unit

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.				
• Monitoring contacts for civil protective orders	n/a	n/a	500	500
• Percent of juvenile complaints, where intake issued a detention order to the Juvenile Detention Center	21%	18%	18%	15%
• Percent of juvenile complaints, where intake issued a detention order to the Loudoun Youth Shelter	5%	6%	5%	5%
• Total number of civil domestic violence complaints issued	371	425	430	506
• Total number of domestic relations complaints issued	2,205	2,306	2,500	2,425
• Total number of juvenile criminal complaints issued	1,896	2,028	2,090	2,130
• Total percent of growth in civilly filed domestic violence complaints	15.5%	15%	10%	10%
• Total percent of growth in domestic relations complaints	6%	4.5%	5%	5%
• Total percent of growth in juvenile criminal complaints	-22%	7.1%	1%	5%
Objective: Expand effective non-judicial alternatives to community conflict by continuing to develop alternatives to formal court adjudication.				
• Number of gang involved youth & adults participating in Gang Re-Entry	n/a	n/a	65	65
• Number of outside community agencies participating in parent accountability sessions	n/a	n/a	10	10
• Annual percent of cases returning to court with new offenses within one year of program completion	4.5%	4.6%	4%	4%
• Number of collateral Restorative Justice contacts	n/a	n/a	250	250
• Number of completed shoplifting deterrent program participants	n/a	n/a	150	150
• Number of youth and family Restorative Justice contacts	n/a	n/a	750	750
• Percent of juvenile complaints diverted or unofficial	28%	30.5%	35%	35%
• Percent of juvenile complaints referred to court	72%	69.5%	65%	65%
• Successful Restorative Justice cases (agreement made and completed)	174	186	210	230
• Total number of Restorative Justice Cases	180	193	218	239
• Usage of expanded hours and attendance at parent night	n/a	n/a	480	480

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



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Juvenile Court Service Unit

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Continue to maintain high quality probationary services.				
• Number of client contacts	16,879	14,249	18,520	17,200
• Number of non-court ordered graduated sanctions	311	339	358	350
• Number of parental contacts	7,319	8,358	8,065	8,500
• Number of youth receiving probationary services	1,238	1,880	1,310	2,000
• Yearly recidivist rate for Commonwealth of Virginia ¹	n/a	n/a	32%	31%
• Yearly recidivist rate for Loudoun County ¹	n/a	n/a	25%	22%
Objective: Continue to provide alternatives to detention by utilizing the Supervised Release Program.				
• Annual cost savings Supervised Release Program vs. Juvenile Detention Center	\$1,817,319	\$1,302,392	\$1,500,000	\$1,500,000
• Average per diem for Juvenile Detention Center	\$220	\$240	\$240	\$240
• Average per diem for Supervised Release Program	\$22	\$27	\$26	\$30
• Electronic monitoring - number of days equipment usage	5,327	4,619	5,000	5,500
• House arrest - number of days served	3,701	1,442	4,095	4,000
• Outreach program - number of days served	156	273	800	900
• Percent of juvenile recidivism while in Supervised Release Program	2%	1%	1%	1%
• Supervised Release Program - Number of youth served	433	324	510	520

¹ Actual CY 2010 and CY 2011 data is not available for Commonwealth and Loudoun County yearly recidivism rates.



NOTES



Sheriff's Office

Sheriff's Office

Criminal Investigations

Field Operations

Operational Support

Emergency Communications

Corrections

Court Services

Administrative & Technical Services

Office of the Sheriff



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office

Mission Statement

The Sheriff's Office ensures the safety of residents of Loudoun County by providing the highest quality law enforcement services. This is achieved by maintaining a high degree of professionalism in all services provided by this office to include: the prevention of crime; the successful investigation of crimes; the diligent enforcement of traffic laws; the promotion of public safety through community education; the provision of humane and secure correctional services for those persons remanded to the custody of this office; the provision of courtroom and courthouse security and service of legal process and contribution to the swift and impartial adjudication of all criminal and civil matters before the courts.

Description

The Sheriff is a constitutional officer by virtue of the Virginia Constitution, Article VII, Section 4, elected every four years and has responsibilities which are outlined by the General Assembly in the form of State statutes. The Sheriff and the Sheriff's Deputies have criminal and civil jurisdiction and are empowered to enforce the laws of the Commonwealth of Virginia and the ordinances of Loudoun County. These powers may be exercised on any property within Loudoun County. The Sheriff's Office consists of an Administration Bureau and an Operations Bureau. Contained within the Administration Bureau are the Office of the Sheriff's administrative functions, the Corrections/Court Security Division, the Emergency Communications Center and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Operational Support Division. The Office of the Sheriff oversees the activities and programs of all divisions.

Budget Overview

FY 2013 Issues

- The recent downturn in the economy coupled with past population growth within Loudoun continues to create significant service demands. Crime rates may be impacted as the unemployment rate and economic crisis continues. Additionally, the increase in the number of Temporary Detention Orders (TDO) and Emergency Custody Orders (ECO) will likely continue in these difficult times as people struggle with foreclosures, debt, unemployment and the associated loss of health care coverage.
- The level of complexity of criminal activities, particularly with regard to financial, computer and drug distribution offenses continue to increase. Criminal Investigators are overburdened with time sensitive investigative leads as well as keeping up with the amount of "call outs" that require an immediate response.
- Maintaining levels of service within the Evidence Unit is an issue as the number of investigations increase.
- Overtime and staffing issues will continue to be a challenge until vacant and new positions are filled.

FY 2013 Major Work Plan Initiatives

- Create a waiting list of applicants to fill future vacancies and fill all vacant specialized positions within the agency.
- Maintain current response times for emergency and non-emergency calls for service while the population continues to increase.
- Locate and purchase land for the Ashburn Station and begin the design process.

FY 2012 Major Achievements

- Completed the construction for Phase II of the Adult Detention Center.
- Implemented time and attendance software to improve tracking and the management of overtime expenditures.
- Implemented Automated Tactical Analysis of Crime (ATAC) software to identify, track and report crime patterns, and trends and series in a timely fashion.
- Implemented measures to reduce overtime costs by proactively managing overtime.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$53,680,645	\$53,062,513	\$54,985,343	\$60,184,842	\$61,607,057
Operations & Maintenance	14,810,005	13,177,412	12,375,201	13,292,716	11,106,951
Capital Outlay & Capital Acquisitions	297,056	449,963	831,929	285,540	306,913
Transfer to Central Services Fund	380,775	0	30,162	0	0
Total Expenditures	\$69,168,481	\$66,689,888	\$68,222,635	\$73,763,098	\$73,020,921
Revenues					
Other Local Taxes	\$4,850,652	\$4,870,874	\$4,846,766	\$5,055,600	\$5,060,120
Permits Privilege Fees & Reg Licenses	324,504	199,758	235,067	300,900	216,700
Fines & Forfeitures	2,246,503	2,263,982	2,209,601	2,397,500	2,125,500
Use Of Money & Property	414	121	4	300	150
Charges For Services	409,163	682,078	678,593	675,600	665,607
Miscellaneous Revenue	1,117	405	295	0	0
Recovered Costs	962,467	925,041	1,088,448	699,604	1,094,000
State Shared Expenses ¹	7,957,172	1,386,296	10,188,191	11,908,369	12,432,388
State Categorical Aid	17,755	5,422	0	0	0
Federal Categorical Aid ¹	5,703,911	10,363,449	627,738	0	7,500
Other Financing Sources ²	337,769	0	1,467,468	0	0
Total Revenues	\$22,811,427	\$20,697,426	\$21,342,171	\$21,037,873	\$21,601,965
Local Tax Funding	\$46,357,054	\$45,992,462	\$46,880,464	\$52,725,225	\$51,418,956
FTE Summary	663.63	663.39	713.49	745.48	746.55

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Sheriff's Office includes a net decrease in local tax funding of \$1,306,269 and a net increase of 1.07 FTE. This decrease in local tax funding is primarily attributable to operating cost savings of \$1,178,741 associated with the opening of Phase II of the Adult Detention Center in FY 2012; a reduction of \$467,855 in overtime spending; a decrease of \$212,403 in the operating budget by the Board of Supervisors; the elimination of the Deputy assigned to the Adult Drug Treatment Court Program (1.12 FTE) and \$79,880; the elimination of an Administrative Assistant and a Crime Analyst/Records Clerk at the Western Loudoun Substation (2.00 FTE) and partially year funding of \$19,908; an increase of \$524,019 in revenue from the Virginia Compensation Board for positions assigned to the Phase II of the ADC; an increase of \$394,396 in revenue for inmate per diem reimbursements from other jurisdictions; and a decrease of 1.88% in benefit costs.

This decrease in local tax funding is offset by enhancements totaling \$714,178 and 4.19 FTE as well as an average increase of 8% in health insurance costs. The FY 2013 enhancements include: 1.12 FTE and \$180,615 for a School Resource Officer at John D. Champe High School anticipated to open in academic year 2013; 1.07 FTE and \$117,971 for a Computer Forensic Analyst in the Operational Support Division; 1.00 FTE and \$91,034 for a Special Investigations Crime Analyst in the Anti Crime Unit; 1.00 FTE and \$31,146 for a Senior Cook at the ADC as well as \$293,412 for funding associated with the implementation of a night shift hourly rate differential of \$0.65 per hour for staff scheduled to work at night.

It should be noted that beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document.

¹ In FY 2009 and FY 2010, funding from the State Fiscal Stabilization Fund- Government Services of the Federal American Recovery and Reinvestment Act (ARRA) was utilized by the Commonwealth for the reimbursement of State Shared Expenses from the Compensation Board.

² Other Financing Sources for FY 2011 of \$1,467,468 reflects an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office

Budget History

FY 2010: The Board approved a net increase from FY 2009 to FY 2010 of 0.24 FTE as a result of the elimination of 2.12 FTE in the Emergency Communications Center and the Sheriff's administration program; 1.12 FTE being transferred to Department of Family Services for adult and child protective services; and the addition of 3.00 FTEs for the Eastern Loudoun Station.

FY 2011: The Board approved a net increase from FY 2010 to FY 2011 of 50.10 FTE as a result of the addition of 61.92 FTE for staffing the Phase II of the ADC (46 Correctional Officers, five Correctional Training Officers, four Correctional Sergeants, one Records Clerk and one Food Service Manager); the elimination of 13.96 FTE (six Field Deputies, two Field Training Officers, three Court Bailiffs, one Call Taker and one Computer Forensic Investigator); and the addition of 2.14 FTE for the Northern Virginia Regional Gang Task Force grant.

FY 2012: The Board approved a net increase from FY 2011 to FY 2012 of 31.99 FTE as a result of the addition of 26.75 FTE attributable to an increase in the 14-day work schedule for all sworn personnel to 84 hours per pay period; and the additional of 4.12 FTE associated with the opening of the Western Loudoun Station facility (one Assistant Station Commander, one Crime Analyst/Records Clerk, one Administrative Assistant and one Receptionist); and the addition of a 1.12 FTE for a School Resource Officer at J. Michael Lunsford Middle School.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Criminal Investigations	\$6,665,760	\$6,881,692	\$6,748,255	\$7,413,544	\$7,972,974
Field Operations	22,054,157	22,377,296	23,084,763	24,640,609	25,347,239
Operational Support	7,200,846	7,111,204	7,237,120	7,728,803	7,831,827
Emergency Communications	3,035,199	3,021,077	2,797,142	3,200,494	3,221,275
Corrections	14,561,585	15,607,183	17,582,163	19,158,485	17,323,532
Court Services	3,859,035	3,950,096	3,817,589	4,139,185	4,110,363
Administrative & Technical Services	5,030,137	4,885,636	5,423,151	5,522,906	5,619,385
Office of the Sheriff	6,761,762	2,855,704	1,532,452	1,959,072	1,594,326
Total Expenditures	\$69,168,481	\$66,689,888	\$68,222,635	\$73,763,098	\$73,020,921

Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Criminal Investigations	\$707,776	\$1,203,405	\$1,754,805	\$1,115,283	\$1,088,973
Field Operations	4,700,226	5,059,447	5,256,739	5,098,012	4,723,466
Operational Support	1,970,086	2,700,983	3,308,922	2,489,589	2,557,589
Emergency Communications	5,088,889	5,151,108	5,160,834	5,314,815	5,319,335
Corrections	2,862,306	2,876,268	3,003,801	4,396,716	5,352,345
Court Services	878,390	1,401,967	1,408,036	1,425,281	1,398,334
Administrative & Technical Services	877,094	873,043	987,960	862,787	826,533
Office of the Sheriff	5,726,660	1,431,205	461,074	335,390	335,390
Total Revenues	\$22,811,427	\$20,697,426	\$21,342,171	\$21,037,873	\$21,601,965

Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Criminal Investigations	\$5,957,984	\$5,678,287	\$4,993,450	\$6,298,261	\$6,884,001
Field Operations	17,353,931	17,317,849	17,828,024	19,542,597	20,623,773
Operational Support	5,230,760	4,410,221	3,928,198	5,239,214	5,274,238
Emergency Communications	(2,053,690)	(2,130,031)	(2,363,692)	(2,114,321)	(2,098,060)
Corrections	11,699,279	12,730,915	14,578,362	14,761,769	11,971,187
Court Services	2,980,645	2,548,129	2,409,553	2,713,904	2,712,029
Administrative & Technical Services	4,153,043	4,012,593	4,435,191	4,660,119	4,792,852
Office of the Sheriff	1,035,102	1,424,499	1,071,378	1,623,682	1,258,936
Total Local Tax Funding	\$46,357,054	\$45,992,462	\$46,880,464	\$52,725,225	\$51,418,956

Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Criminal Investigations	68.13	67.06	69.20	71.08	73.20
Field Operations	252.10	258.31	250.82	269.60	265.36
Operational Support	71.71	69.52	68.45	70.37	70.39
Emergency Communications	51.35	48.16	47.04	46.80	46.80
Corrections	119.07	119.07	179.92	188.79	189.84
Court Services	51.08	51.08	47.87	48.80	48.80
Administrative & Technical Services	35.84	37.91	37.91	37.56	40.68
Office of the Sheriff	14.35	12.28	12.28	12.48	11.48
Total FTE	663.63	663.39	713.49	745.48	746.55



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office Criminal Investigations

Program Goal and Service Description

The Criminal Investigations Division (CID) provides intensive follow up investigation of criminal cases referred from the Field Operations Division that are not resolved during the initial response by patrol personnel. CID also initiates its own investigations and investigates referrals from other government agencies, including Child Protective Services, Family Services and the Commonwealth's Attorney's Office. CID consists of five major sections: Crimes Against Persons; Crimes Against Property; Financial Crimes; Vice Narcotics; and the Anti-Crime Unit.

Budget Overview

FY 2013 Issues

- Staff is undermanned and overburdened with time sensitive investigative leads as well as keeping up with the amount of call outs that require an immediate response.
- Complexity of criminal activities, particularly with regard to financial and computer crimes continues to increase.
- The need remains for effective interagency and regional information sharing due to multi jurisdictional crimes.
- The caseload of the Anti-Crime Unit is increasing due to more diverse street crimes.
- The advancement of technology has resulted in more options and means to commit crimes such as drug distribution and prostitution.

FY 2013 Major Work Plan Initiatives

- Fill all vacant positions and ensure 100 percent capacity as soon as possible.
- Continue to participate in local, regional and interagency information sharing forums.
- Closely monitor all Loudoun gang activities and train investigators to handle special investigations being committed by these members.
- Continue having a core group of investigators work closely on special problems within the division and agency.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$5,930,591	\$6,090,034	\$5,998,071	\$6,492,401	\$7,174,094
Operations & Maintenance	735,169	767,513	741,451	849,783	789,088
Capital Outlay & Capital Acquisitions	0	24,145	8,733	71,360	9,792
Total Expenditures	\$6,665,760	\$6,881,692	\$6,748,255	\$7,413,544	\$7,972,974
Revenues					
Permits Privilege Fees & Reg Licenses	\$600	\$1,400	\$1,200	\$1,400	\$1,200
Use Of Money & Property	0	0	(39)	0	0
Charges For Services	0	34	0	0	0
Recovered Costs	1,415	0	0	7,500	0
State Shared Expenses	694,769	86,131	1,077,747	1,106,383	1,080,273
Federal Categorical Aid	10,992	1,115,840	88,723	0	7,500
Other Financing Sources	0	0	587,174	0	0
Total Revenues	\$707,776	\$1,203,405	\$1,754,805	\$1,115,283	\$1,088,973
Total Local Tax Funding¹	\$5,957,984	\$5,678,287	\$4,993,450	\$6,298,261	\$6,884,001
FTE Summary¹	68.13	67.06	69.20	71.08	73.20

¹ The FY 2013 Adopted Fiscal Plan for the Criminal Investigations Division includes an increase in local tax funding of \$585,740 and 2.12 FTE. This increase is primarily attributable to 1.12 FTE being reassigned from the Field Operations Division as well as an enhancement of one Special Investigations Analyst or 1.00 FTE in the Anti-Crime Unit.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office Criminal Investigations

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Gang Intelligence- Maintain a 100% closure rate of gang related cases.				
• Gang related crime closure rate (minus graffiti)	69%	78%	100%	100%
• Number of gang and non-gang related cases per investigator	n/a	n/a	15	15
• Number of gang related cases	n/a	n/a	25	25
• Number of non-gang related cases	n/a	n/a	50	50
Objective: Major Crimes- Achieve a case closure rate for Uniform Crime Reporting Act Index Crimes (UCR) of 30% (i.e. greater than the national average of 21%) and maintain an overall case closure rate for all cases investigated of 60%.				
• Major Crimes Division Closure Rate	54%	37%	44%	45%
• Number of crimes against persons cases	694	773	700	750
• Number of crimes against persons cases per investigator ²	49.60	58.35	47.00	55.00
• Number of financial crimes cases	1,050	683	1,100	900
• Number of financial crimes cases per investigator ²	117	82	120	100
• Number of property crimes cases	583	510	580	530
• Number of property crimes cases per investigator ²	65	58	64	60
Objective: Vice/Narcotics- Achieve 100% closure rate for narcotics and special investigation cases.				
• Narcotics closure rate	100%	99%	100%	100%
• Number of Vice/Narcotic cases per investigator ²	n/a	n/a	63	63
• Number of Vice/Narcotics cases	n/a	n/a	500	500

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

² Crimes per investigator represents the actual cases compared to the number of investigator positions filled which may include positions being vacant throughout the year.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office Field Operations

Program Goal and Service Description

This program is responsible for the initial response to all calls for service and patrols in the County 24 hours a day, 365 days a year. Included in those responses are criminal and traffic investigations, arrests, community relations, warrant service, community policing, and proactive patrol. In addition to patrol duties, the Community Policing, School Resource Officer, Domestic Violence, Executive Detail, and Mall programs are operated out of the Field Operations Division. These programs work closely with the Patrol section and each other to deliver community based, problem solving policing techniques to Loudoun County residents. The Field Operations Division frequently augments specialized programs such as Criminal Investigations and Operational Support when those programs needs exceed their capabilities. Support is also provided to the Purcellville, Leesburg and Middleburg Police Departments, the Virginia State Police, Metropolitan Washington Airport Authority Police, Animal Services, Virginia Department of Alcohol Beverage Control and Federal law enforcement agencies.

Budget Overview

FY 2013 Issues

- Population growth continues to create significant service demands that tax available resources.
- Temporary detention orders (TDO) and emergency custody orders (ECO) for individuals with mental health issues continue to significantly impact Field Operations. Immediate service of the orders, in addition to the transportation time (often out of the county) results in two deputies being taken out of service for several hours at a time.
- The Sheriff's Office is working in collaboration with the Office of Construction and Waste Management on the redesign of Western Loudoun Station for opening in 2014, with construction to start in 2013.
- The Sheriff's Office is working in collaboration with the Office of Construction and Waste Management on the acquisition of land for the Ashburn Station in calendar year 2012.
- While managing within overtime constraints, training and implementation of new police techniques and equipment continues to be a challenge with the current training staff. (e.g., active shooter, patrol rifles, and tasers)

FY 2013 Major Work Plan Initiatives

- Maintain current response times for emergency and non-emergency calls for service while the population continues to increase.
- Locate and purchase land for the Ashburn Station and begin the design process in 2012.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$18,280,519	\$18,877,962	\$19,592,927	\$20,735,917	\$21,698,359
Operations & Maintenance	3,377,557	3,237,496	3,273,748	3,731,512	3,479,261
Capital Outlay & Capital Acquisitions	45,568	261,838	187,926	173,180	169,619
Transfer to Central Services Fund	350,513	0	30,162	0	0
Total Expenditures	\$22,054,157	\$22,377,296	\$23,084,763	\$24,640,609	\$25,347,239
Revenues					
Fines & Forfeitures	\$1,506,679	\$1,301,487	\$1,271,304	\$1,550,500	\$1,225,500
Charges For Services	808	1,132	2,416	2,300	3,450
Recovered Costs	97,436	0	0	0	0
State Shared Expenses	3,010,199	428,662	3,490,699	3,545,212	3,494,516
State Categorical Aid	15,730	0	0	0	0
Federal Categorical Aid	69,374	3,328,166	96,011	0	0
Other Financing Sources	0	0	396,309	0	0
Total Revenues	\$4,700,226	\$5,059,447	\$5,256,739	\$5,098,012	\$4,723,466
Total Local Tax Funding¹	\$17,353,931	\$17,317,849	\$17,828,024	\$19,542,597	\$20,623,773
FTE Summary¹	252.10	258.31	250.82	269.60	265.36

¹ The FY 2013 Adopted Fiscal Plan for Field Operations includes a decrease of 4.24 FTE due to the elimination of the Adult Treatment Drug Court Program (1.12 FTE) and two positions at the Western Loudoun Substation (2.00 FTE) and the reassignment of 2.24 FTE to other divisions, which is offset by an increase of 1.12 FTE for a School Resource Officer at the John D. Champe High School.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Community Policing- Through community and problem solving policing techniques, increase visibility, presence and security in selected communities throughout Loudoun County.				
• Number of community meetings attended	129	85	130	120
• Number of Community Policing deputies	8	8	8	8
• Number of community programs implemented	8	8	8	8
• Number of service incidents	4,790	5,231	3,300	5,000
Objective: Domestic Violence- Reduce the number of high risk and repeat domestic violence cases.				
• Number of residences where multiple cases were reported	104	137	104	150
• Total number of cases generated from the affected residences	233	301	230	250
Objective: Dulles Town Center- Maintain safety and security for Dulles Town Center (DTC) mall employees and patrons by maintaining current staffing levels.				
• Annual number of calls responded to at the DTC Mall	2,354	2,316	2,400	2,300
• Calls responded to DTC per deputy	470	463	480	460
Objective: Field Patrol- Maintain the average number of annual calls for service of 1,000 calls per deputy.				
• Annual average calls for service per deputy	1,025	1,073	1,040	1,056
• Annual calls for service	196,858	206,903	203,000	209,000
• Authorized Patrol Deputies	200	192	192	198
• Part 1 Arrests (Violent)	754	785	800	700
• Part 2 Arrests (Non-Violent)	5,330	5,095	5,300	4,900
• Total arrests	6,084	5,909	6,100	5,600
• Total DUI arrests	637	604	650	630
• Total traffic stops	52,621	45,633	52,000	46,000
• Total traffic summons	30,435	25,311	29,000	26,000
• Totals warrants served	4,987	4,803	4,600	4,700



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Field Patrol- Maintain an average response time of 9:00 min/secs for emergency calls and 13:00 min/secs for non emergency calls for service.				
• Average response time for emergency calls (min:sec)	9:28	6:05	9:00	9:00
• Average response time for non-emergency calls (min:sec)	13:35	10:20	13:00	13:00
Objective: School Resource Officer- Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.¹				
• Average calls per SRO	355	378	325	310
• High Schools - number of calls for service	3,491	3,839	3,500	3,500
• Middle Schools - number of calls for service	2,823	2,721	3,000	3,000
• Number of GREAT/VA Rule Program classes taught in Middle Schools	141	193	155	150
• Number of High School programs and presentations	41	143	51	50
• Number of SROs assigned to High Schools ²	8	9	9	10
• Number of SROs assigned to Middle Schools ²	10	10	11	11

¹ The Town of Leesburg Police Department provides SROs to middle and high schools within the Town limits. The County has contributed to the cost of these positions. The contribution can be found on the Regional Organization pages in the Health and Welfare Function Section.

² The Sheriff's Office currently provides a SRO at every middle and high school outside the Town of Leesburg limits.



Sheriff's Office Operational Support

Program Goal and Service Description

The Operational Support Division, formerly the Special Operations Division, is responsible for supporting all divisions within the Sheriff's Office as well as other jurisdictions through its staff of highly trained personnel in specialized fields. Operational Support is organized around six general categories, which include: Traffic Safety and Enforcement, Crime Scene Investigations, Field Operations Support, Response Teams, Emergency Management and Education. The Operational Support Division consists of the following units: Operational Support Administration and Special Events Coordination, Traffic Section (Motor Unit and Traffic Administration), Crossing Guards, Crime Prevention (Juvenile and Adult), Crime Scene Unit, K9 Section, Emergency Management Unit, Operation Fairness, Crash Reconstruction and Truck Safety Unit, Computer Forensics Unit, Latent Print Unit, Bike Patrol, Civil Disturbance Unit, Explosive Ordinance Disposal, Command Unit Operations, Honor Guard, Search and Rescue ATV, Auxiliary Unit, Special Weapons and Tactics Team including the Rapid Response Unit Underwater Search and Evidence Recovery Team and Crisis Negotiation.

Budget Overview

FY 2013 Issues

- Maintaining effective levels of service for the elementary D.A.R.E. instruction program with the continued openings of new schools as well as the increased demand for Juvenile Crime Prevention services is a challenge with the current staffing level.
- Maintaining levels of service within the Crime Scene Unit is an issue as the numbers of requests for forensic services are increasing.
- The number and increased complexity of requests for off duty coverage of special community events and mandatory assignments may exceed the available resources for the Special Events Coordinator and the staff who work the events.
- Crossing Guard coverage will be a challenge with existing staff if additional posts are created as a result of altering existing bus routes due to fuel conservation and the opening of new schools.
- The Division will be challenged in maintaining effective levels of services within the Adult Crime Prevention Program due to the increased demand for Neighborhood Watch, Auxiliary and Crime Prevention Programs.

FY 2013 Major Work Plan Initiatives

- Meet the demands for service and handle the traffic complaints received via the Traffic Hotline and website through education and enforcement.
- Meet the demand for Sheriff's Office specialized program participation at community events and functions.
- Meet the increased demand for requests of the Adult Crime Prevention Section for Neighborhood Watch, Crime Prevention and Auxiliary services.
- Strive to meet every request for Crime Prevention and D.A.R.E. instruction programs.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Sheriff's Office
Operational Support**

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$5,917,493	\$6,006,353	\$5,980,595	\$6,529,982	\$6,681,208
Operations & Maintenance	1,132,845	1,052,671	985,275	1,167,821	1,083,019
Capital Outlay & Capital Acquisitions	145,308	52,180	271,250	31,000	67,600
Transfer to Central Services Fund	5,200	0	0	0	0
Total Expenditures	\$7,200,846	\$7,111,204	\$7,237,120	\$7,728,803	\$7,831,827
Revenues					
Fines & Forfeitures	\$739,824	\$962,495	\$938,297	\$847,000	\$900,000
Miscellaneous Revenue	0	35	35	0	0
Recovered Costs	199,203	358,117	493,699	285,000	300,000
State Shared Expenses	949,753	119,427	1,350,225	1,357,589	1,357,589
State Categorical Aid	2,025	1,920	0	0	0
Federal Categorical Aid	79,281	1,258,989	231,331	0	0
Other Financing Sources	0	0	295,335	0	0
Total Revenues	\$1,970,086	\$2,700,983	\$3,308,922	\$2,489,589	\$2,557,589
Total Local Tax Funding¹	\$5,230,760	\$4,410,221	\$3,928,198	\$5,239,214	\$5,274,238
FTE Summary¹	71.71	69.52	68.45	70.37	70.39

¹ The FY 2013 Adopted Fiscal Plan for the Operational Support Division includes an increase in local tax funding of \$35,024 and 0.02 FTE. This increase is primarily attributable to an enhancement of one Computer Forensic Analyst position or 1.07 FTE in the Computer Forensic Unit, which is offset by the reclassification and reassignment of an Assistant Communications position or 1.00 FTE to the Office of the Sheriff Division and the reassignment of personnel between Divisions due to operational needs which results in a decrease of 0.05 FTE in this Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office Operational Support

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Collateral Teams- Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.				
• Calls for service (collateral teams)	1,359	1,372	1,408	1,400
Objective: Adult Crime Prevention- Maintain crime prevention awareness to prevent crime through increased information dissemination, home security checks, safety presentations, and improved neighborhood watch involvement.				
• Active neighborhood watch programs	103	103	110	110
• Number of attendees/crime prevention awareness	3,879	1,132	2,900	2,000
• Number of meetings and presentations	203	74	225	150
Objective: Youth Crime Prevention- Continue drug prevention presentations to raise awareness of drug abuse among juveniles.				
• Number of attendees/drug prevention presentations	5,429	5,033	5,200	5,400
• Number of drug prevention presentations	2,020	2,022	2,100	2,300
Objective: Computer Forensics Unit- Conduct computer forensic examinations in a timely fashion.				
• Average amount of wait time for examination (# of days)	43	50	55	40
• Average monthly backlog (# of computers)	35	30	40	25
Objective: Crime Scene Unit- Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.				
• Additional processing of evidence requested	156	183	160	175
• Average number of video/phone forensic examination requests	47	32	53	50
• Calls for CSI processing including Field evidence techs	482	468	520	500
Objective: Crossing Guards- Provide crossing guard coverage at all posts at designated schools. Also cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.				
• Number of assigned crossing guards	n/a	n/a	40	40
• Number of crossing guard posts	51	37	55	49
• Number of crossing guard vacancies	n/a	n/a	4	4
• Number of schools with assigned crossing guards	n/a	n/a	30	30

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



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Operational Support

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Full-Time K-9 Unit- Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.				
• Calls for scene security and searches	215	134	300	200
• Community relations demonstrations	14	9	15	15
• Narcotics searches	441	358	425	400
• Number of full-time K-9's	5	5	6	6
• Tracks followed	45	20	50	25
Objective: Operation Events- Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.				
• Number of violations recorded	3,115	3,501	3,100	3,300
• Number of warning notices issued	13,011	11,682	15,500	12,000
Objective: Special Events Unit- Coordinate off duty employment requests for special events.				
• Number of billable events scheduled/worked	917	807	800	800
• Number of billable off-duty working deputies ¹	1,867	1,629	1,500	1,600
• Number of non-billable (departmental) off-duty working deputies	652	2,165	1,500	1,100
• Number of non-billable events scheduled/worked	323	955	750	800
Objective: Traffic Unit- Manage the number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.				
• Annual sobriety checkpoints	10	12	10	12
• Average number of traffic summons issued per deputy	950	698	900	900
• Number of accidents investigated	1,407	1,424	1,400	1,400
• Number of traffic summons issued	12,946	10,760	13,500	13,500
• The number of calls handled not related to primary duties	1,041	890	900	900

¹ Number of working deputies (billable and non-billable) reflects deputies requested and assigned to events.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Operational Support

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Truck Safety Unit- Maintain the annual average number of truck inspections at 500 each per deputy.				
• Number of truck safety inspections completed	2,113	2,337	2,000	2,200
• Number of trucks per deputy assigned to units	529	392	500	550
• Number of trucks taken out of service	1,130	1,057	1,000	1,100



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office Emergency Communications

Program Goal and Service Description

The Emergency Communications Center (ECC) is a 24-hour a day mandated component of the Sheriff's Office. This section's primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas. Telecommunications responsibilities include answering all emergency (E 911), non-emergency and administrative telephone lines dedicated to the Sheriff's Office. Personnel also answer emergency and non-emergency calls made to the Purcellville and Middleburg Police Departments. Radio communications activities include real time tracking of all on duty law enforcement personnel and the prioritization and dispatching of emergency and non-emergency calls for service to those officers. Support functions comprise the final duty of Emergency Communications staff. Typical tasks include the maintenance of multiple databases within the Computer Aided Dispatch (CAD) system and management and entry of information in and out of the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) computer systems.

Budget Overview

FY 2013 Issues

- Information entered into the CAD system is a summary of the completed law enforcement activity concerning an incident. The recording of this information, as an incident unfolds, is time consuming and detailed. Due to the complexity of the incidents, processing often requires multiple communications staff, thereby leaving fewer resources to answer phone calls and complete other required tasks.
- A lack of adequate work space continues to reduce efficiency and effective operations of the ECC. Supervisors lack dedicated office space to privately meet with staff and trainers do not have dedicated office space to meet with trainees. This situation causes additional resources to be spent to ensure that staff is trained and supervised to ensure that procedures are followed and mission objectives are met in a timely manner.
- Outdated CAD System reduces efficiency of the ECC.
- Communications must continuously adapt to industry standards for Next Generation E-911.

FY 2013 Major Work Plan Initiatives

- Continue to reduce the average time a person is placed on hold.
- Reduce or eliminate the occurrence of errors and maintain compliance with VCIN/NCIC audits. (Audits are conducted every three years by the Virginia State Police.)
- Increase the efficiency and the effectiveness with which the unit processes telephone calls and tracks incidents.
- Work with new CAD vendor as it relates to training and implementation of a new system.
- Work with the consultant, Fire/Rescue, General Services on the design, build and future move of the ECC.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,959,752	\$2,955,281	\$2,740,601	\$3,136,044	\$3,154,995
Operations & Maintenance	75,447	65,796	56,541	64,450	66,280
Total Expenditures	\$3,035,199	\$3,021,077	\$2,797,142	\$3,200,494	\$3,221,275
Revenues					
Other Local Taxes	\$4,850,652	\$4,870,874	\$4,846,766	\$5,055,600	\$5,060,120
State Shared Expenses	238,237	207,861	266,816	259,215	259,215
Federal Categorical Aid	0	72,373	0	0	0
Other Financing Sources	0	0	47,252	0	0
Total Revenues	\$5,088,889	\$5,151,108	\$5,160,834	\$5,314,815	\$5,319,335
Total Local Tax Funding	\$(2,053,690)	\$(2,130,031)	\$(2,363,692)	\$(2,114,321)	\$(2,098,060)
FTE Summary	51.35	48.16	47.04	46.80	46.80



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Emergency Communications

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Communications- Document all incidents according to Standard Operations Procedures to ensure that all information is entered accurately and timely using all criminal information databases.				
• Total number of CAD incidents	263,701	273,099	275,000	310,000
Objective: Communications- Answer all emergency and non-emergency calls 24 hours a day, 7 days a week while trying to reduce the hold and ring time for non-emergency calls by an average of 5%.				
• Average hold time for non-emergency phone calls (min:sec)	1:04	0:50	1:05	1:00
• Average ring time for non-emergency phone calls (min:sec)	0:03	0:03	0:03	0:03
• Total 911 telephone calls (landline and cellphone)	24,921	24,714	26,169	26,200
• Total non-emergency telephone calls	185,708	178,756	200,000	199,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office Corrections

Program Goal and Service Description

Sheriff's Office personnel manage the Adult Detention Center (ADC) and the Work Release Center 24 hours a day, seven days a week. Staffing at the ADC consists of two major components: security personnel maintain the day to day security operations of the facility, while program support personnel manage the Classification and Records sections and conduct various programs such as education, recreation and transportation of inmates to other regional jails for housing. Work Release Center personnel maintains day to day security operations of the facility, operates the Work Force Program and manages work release participants who work in the community.

Budget Overview

FY 2013 Issues

- Due to the elimination of the Drug Court Program during the FY 2013 budget process, the ADC could see an increase in inmates that would normally be in the Drug Court Program.
- There is a continuing rise in the number of inmates that are the responsibility of the Virginia Department of Corrections (DOC) being out of compliance and being housed in the ADC. This issue is widespread and is common for other localities as well. Staff shall continue to work with the DOC to try and resolve this issue.

FY 2013 Major Work Plan Initiatives

- Continue to identify ways to reduce the overall per inmate cost.
- Transfer the Work Release program into the new facilities once construction is complete for Phase II and the renovation projects.
- Provide an enhanced level of interaction, programs and guidance to Work Release participants to reduce recidivism.
- Provide a high level of care maintaining the ADC and equipment assigned to the ADC and Work Release programs.
- Expand the Work Force program to include additional work crews.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$9,610,284	\$10,560,918	\$12,635,251	\$14,357,447	\$13,974,487
Operations & Maintenance	4,909,059	5,046,265	4,671,892	4,801,038	3,349,045
Capital Outlay & Capital Acquisitions	17,180	0	275,020	0	0
Transfer to Central Services Fund	25,062	0	0	0	0
Total Expenditures	\$14,561,585	\$15,607,183	\$17,582,163	\$19,158,485	\$17,323,532
Revenues					
Use Of Money & Property	\$414	\$121	\$43	\$300	\$150
Charges For Services	56,099	57,302	47,412	52,000	48,900
Recovered Costs	658,663	566,924	594,749	407,104	794,000
State Shared Expenses	1,662,747	271,900	2,233,466	3,937,312	4,509,295
Federal Categorical Aid	146,614	1,980,021	108,489	0	0
Other Financing Sources	337,769	0	19,642	0	0
Total Revenues	\$2,862,306	\$2,876,268	\$3,003,801	\$4,396,716	\$5,352,345
Total Local Tax Funding¹	\$11,699,279	\$12,730,915	\$14,578,362	\$14,761,769	\$11,971,187
FTE Summary¹	119.07	119.07	179.92	188.79	189.84

¹ The FY 2013 Adopted Fiscal Plan for the Corrections Division includes a decrease in local tax funding of \$2,790,582 as well as an increase of 1.05 FTE attributable to an enhancement of 1.00 FTE for one Senior Cook position and a reassignment of positions between divisions resulting in an addition of 0.05 FTE from the Criminal Investigations Division. This decrease is primarily due to cost savings attributable to the opening of Phase II of the ADC and increases in revenue from the Virginia Compensation Board and inmate per diem reimbursements.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Sheriff's Office
Corrections**

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Adult Detention Center- Protect individuals in custody and care by providing a safe and humane environment in the most cost effective manner as possible.				
• Average daily cost per inmate	\$20.40	\$19.24	\$15.43	\$14.75
• Average daily inmates housed outside of Loudoun County	236	191	185	40
• Average daily population of inmates housed in Loudoun County	192	193	330	436
• Daily food cost per inmate housed at Loudoun County	\$2.95	\$2.37	\$3.40	\$2.58
• Daily health cost per inmate housed in Loudoun County	\$17.45	\$16.87	\$12.03	\$12.17
• Number of inmate bookings per year	7,791	6,551	10,000	8,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Sheriff's Office Court Services

Program Goal and Service Description

The Civil Process program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts and the Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five-day notices" including evictions, and all Loudoun County Treasurer taxpayer notices.

The Court Security program provides security for all courtrooms, judges, public buildings and grounds on the Courthouse complex. Court Security also manages the court holding area and transports inmates between the Adult and Juvenile Detention Centers and the court buildings on a daily basis.

Budget Overview

FY 2013 Issues

- Court Security faces security concerns with the increased number of cases and courtrooms in use daily including the renewed full service use of the historic courthouse.
- Construction and design of the courthouse sections will require analysis and planning to meet security demands and requirements.
- The quality of information contained in the documents submitted to Civil Process by the courts is a continual issue and causes delays and workload issues.
- Service demands placed on each process server are increasing due to continued county population growth and the economic downturn. Traffic congestion has made it more difficult and time consuming to navigate through the county.

FY 2013 Major Work Plan Initiatives

- Identify, present, and implement ideas to reduce overtime expenditures as service demands increase.
- Meet the increasing security needs of the courts complex and future construction in the most efficient manner possible.
- Introduce advanced security equipment into the Court Security operations.
- Work cooperatively with the courts to improve the quality of documents submitted to Civil Process for service.
- Continue to process and serve writs and notices efficiently and comply with mandated deadlines.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,798,222	\$3,894,420	\$3,766,023	\$4,085,320	\$4,055,276
Operations & Maintenance	60,813	55,676	51,566	53,865	55,087
Total Expenditures	\$3,859,035	\$3,950,096	\$3,817,589	\$4,139,185	\$4,110,363
Revenues					
Charges For Services	\$314,142	\$586,067	\$568,943	\$583,000	\$577,907
State Shared Expenses	564,248	73,966	839,093	842,281	820,427
Federal Categorical Aid	0	741,934	0	0	0
Total Revenues	\$878,390	\$1,401,967	\$1,408,036	\$1,425,281	\$1,398,334
Total Local Tax Funding	\$2,980,645	\$2,548,129	\$2,409,553	\$2,713,904	\$2,712,029
FTE Summary	51.08	51.08	47.87	48.80	48.80



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Court Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Civil Process- Execute and serve 100% of all civil process papers mandated by the Commonwealth of Virginia.				
• Average attempts required to serve papers	1.09	0.82	1.11	1.11
• Average number of papers served per day	183	126	175	200
• Evictions - Number of Papers Received	1,239	985	1,000	1,000
• Number of papers served annually	44,810	41,931	43,225	45,000
• Total service attempts by Civil Process	48,489	42,899	45,000	45,000
Objective: Courthouse Security- Provide safety by conducting security checks that minimizes incidents.				
• Number of contraband detected during screening	245	236	275	275
• Number of persons screened	263,003	253,597	279,000	279,000
Objective: Courthouse Transportation- Evaluate and monitor inmate transfer activities to ensure that all inmates transported to and from the Courthouse and the new ADC facilities are transferred effectively and without incident (i.e., medications, meals, appearing on time for court).				
• Number of incidents reported (court transports)	0	1	2	2
• Number of inmates transported to court	5,612	4,840	6,200	6,000
• Percentage of incidents reported for all transports	0.00%	0.02%	0.00%	0.00%



Sheriff's Office

Administrative & Technical Services

Program Goal and Service Description

The Sheriff's Office Administrative and Technical Services Division provides support functions to the agency and necessary services to the citizens and community. These services consist of seven separate entities within the division which include the Records Section, Property and Evidence Section, Accreditation and Training Section, Human Resources Section, False Alarm, Technology Section and Administrative Support. The Administrative and Technical Services Division also serves as the central repository for the review, update and distribution of Sheriff's Office General Orders and agency wide policies and procedures.

Budget Overview

FY 2013 Issues

- The Division will continue to work on improving the timeliness of entering a variety of documents and information into the computer aided dispatch system in order to extract relevant reports and current day statistics in a timely manner.
- Without additional personnel the division will continue to be challenged to support the other divisions within the agency and manage the training, firearms/ammunition, uniforms, supplies, technology, and budget.
- The Division must continue to manage the agency's four year accreditation and review process in December 2012.
- Support functions will continue to pose management issues with the same number of civilian employees while the amount of paperwork generated by sworn deputies and County citizens increases annually.
- The Evidence Section continues to have an increasing number of pickups and deliveries to the daily routes (station openings) and increases in the number of court appearances and time out of the office.
- The Division will plan and coordinate the biennial promotional process with limited resources.
- Without the approval of an additional position, the Technology Section will continue to be taxed as it provides mission critical service for all Sheriff's Office technology related issues and purchases.

FY 2013 Major Work Plan Initiatives

- Ensure all enhancement positions are filled; continue recruiting efforts and fill any vacated sworn and civilian positions as well as maintain a waiting list of applicants to fill future vacancies.
- Work with patrol units to assist in locating new information to serve old warrants.
- Continue to support and coordinate a variety of training opportunities for specialized weapons and positions including in-house training in an effort to decrease training costs and train deputies as specialty instructors.
- Maintain compliance with document entry dates. Cross training will continue as Records Clerks move in and out of the Records Section which will provide cohesiveness and less disruption during times of transition.
- Continue efforts to further automate traffic citations and accident reports, which will assist with manpower requirements.
- Continue the implementation of a new Computer Aided Dispatch system, Records Management System, Jail Management System and other ancillary replacement systems. This is a two year project and is estimated to be completed in fall 2014.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,741,040	\$2,949,160	\$2,934,507	\$2,989,231	\$3,380,391
Operations & Maintenance	2,200,097	1,847,476	2,399,644	2,523,675	2,179,092
Capital Outlay & Capital Acquisitions	89,000	89,000	89,000	10,000	59,902
Total Expenditures	\$5,030,137	\$4,885,636	\$5,423,151	\$5,522,906	\$5,619,385
Revenues					
Permits Privilege Fees & Reg Licenses	\$323,904	\$198,358	\$233,867	\$299,500	\$215,500
Charges For Services	38,114	37,543	59,822	38,300	35,350
Miscellaneous Revenue	1,117	370	260	0	0
Recovered Costs	5,750	0	0	0	0
State Shared Expenses	508,209	74,654	572,255	524,987	575,683
Federal Categorical Aid	0	562,118	0	0	0
Other Financing Sources	0	0	121,756	0	0
Total Revenues	\$877,094	\$873,043	\$987,960	\$862,787	\$826,533
Total Local Tax Funding¹	\$4,153,043	\$4,012,593	\$4,435,191	\$4,660,119	\$4,792,852
FTE Summary¹	35.84	37.91	37.91	37.56	40.68

¹ The FY 2013 Adopted Fiscal Plan for the Administrative and Technical Services Division includes an increase in local tax funding of \$132,733 as well as an increase of 3.12 FTE attributable to the reassignment of a position (1.12 FTE) from the Field Operations Division as well as the reassignment of two positions (2.00 FTE) from the Office of the Sheriff Division as a result of a departmental reorganization in FY 2012.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office

Administrative & Technical Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Accreditation and Training Section- Provide required training to all sworn and non sworn personnel; provide biannual, new hire and remedial firearms training; and process all training requests and travel arrangements associated with training.				
• Deputy recruits attending NVCJA ²	31	32	40	35
• Deputy recruits graduating from the NVCJA	n/a	n/a	36	32
• Number of instructor hours used for weapons training	4,516	5,443	5,000	5,500
• Number of registrations processed - training/conferences/academy	2,606	3,271	2,800	3,500
Objective: Evidence Unit- Ensure that all evidence is located, entered into CAD, available for court or transport at the time of the request, returned or destroyed as required, and handled in accordance with the Code of Virginia.				
• Hours out of the office to transport evidence/appear in court	1,124	859	1,100	1,100
• Number of items released to unclaimed property	n/a	n/a	100	100
• Number of walk-in requests to release evidence - citizen/deputy	n/a	n/a	2,200	2,200
• Number of weapons traced through ATF	n/a	n/a	250	250
• Pieces of evidence destroyed/disposed	n/a	n/a	5,000	5,000
• Pieces of evidence submitted and entered	8,395	8,997	8,700	9,100
Objective: False Alarm - Implement the False Alarm Reduction Program, which includes a combination of education, fines and fees to reduce the number of false alarms and reduce the number of false alarm calls by 10%.				
• Number of man-hours spent on responding to false alarm calls	n/a	n/a	5,800	5,800
• Number of new alarm registrations	n/a	n/a	2,000	2,000
• Number of renewal/updates to registrations	n/a	n/a	5,000	5,000
• Total number of false alarm calls	5,891	5,472	4,703	4,232

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

² NVCJA refers to the Northern Virginia Criminal Justice Academy.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office

Administrative & Technical Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Human Resources Section- Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch, and civilian positions. Fill all vacated positions and 70% of approved enhancements by fiscal year end.				
• Number of applicant investigations completed	n/a	n/a	70	70
• Number of applicants hired	38	84	50	50
• Number of applicants processed	1,994	2,668	2,500	2,300
• Number of other permits and licenses processed	n/a	597	600	700
• Number of Personnel Action Forms processed per week	9.00	23.50	9.60	9.60
• Number of polygraph exams administered	118	178	150	100
• Total Personnel Action Forms processed	472	1,223	500	500
Objective: Records Section- Process offense reports, arrest reports, traffic citations and accident reports within ten (10) days of receipt, tow sheets within 24 hours of receipt, and warrants within 72 hours of receipt. Respond to residents' walk-in requests in a professional manner.				
• Number of accident reports entered into CAD	3,968	3,609	4,000	4,000
• Number of arrest reports entered into CAD	6,765	6,419	7,000	6,600
• Number of citations entered into CAD	31,942	27,790	34,000	33,000
• Number of FOIA requests and subpoenas processed	n/a	n/a	500	500
• Number of offense reports entered into CAD	23,480	22,838	26,000	24,000
• Number of pieces of mail answered	3,189	3,024	3,200	3,200
• Number of protective orders processed	n/a	n/a	1,300	1,300
• Number of requests from the C/A's office processed	n/a	n/a	4,000	4,000
• Number of tow sheets processed	n/a	n/a	1,400	1,400
• Number of walk-in requests	5,887	6,765	6,000	6,400
• Number of warrants entered into CAD/processed to patrol	7,396	6,893	8,000	6,900
• Number of warrants entered into NCIC/VCIN/processed to patrol	n/a	n/a	6,100	6,100

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



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Technology Section- Complete 85% of technology related service requests (SRs) within eight hours.				
• Number of SRs closed between > 9 hours	n/a	n/a	158	158
• Number of SRs closed between 1-8 hours	n/a	n/a	892	892
• Number of SRs opened	n/a	n/a	1,050	1,050
• Percentage of SRs completed within 8 hours	n/a	n/a	85%	85%

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



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Program Goal and Service Description

The Office of the Sheriff consists of the Sheriff, two Chief Deputies, two Internal Affairs Investigators, one Financial Budget Manager, one Financial Accountant, one Buyer, a Media and Communications Unit, and one Administrative Assistant. Most of these programs are staffed by a single individual that serves the needs of a department consisting of approximately 710 employees. These positions ensure the integrity of the department through executing the strategic plan through preparation and implementation of the budget; the timely procurement of uniforms, equipment and supplies; processing of all personnel actions; coordinating and monitoring of CIP projects; and keeping the public informed of significant public safety incidents and department activity.

Budget Overview

FY 2013 Issues

- The administrative functions and services provided through this Division are completed by a limited number of resources and personnel and as a result, staff continuously strains to manage the expanding workload and functions as the department and population being served increases.

FY 2013 Major Work Plan Initiatives

- Maintain effective administrative services for all Sheriff's Office employees.
- Support senior staff members and inform them of policy change or concerns regarding benefits and financial issues.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,442,744	\$1,728,385	\$1,337,368	\$1,858,500	\$1,488,247
Operations & Maintenance	2,319,018	1,104,519	195,084	100,572	106,079
Capital Outlay & Capital Acquisitions	0	22,800	0	0	0
Total Expenditures	\$6,761,762	\$2,855,704	\$1,532,452	\$1,959,072	\$1,594,326
Revenues					
State Shared Expenses	\$329,010	\$123,695	\$357,890	\$335,390	\$335,390
State Categorical Aid	0	3,502	0	0	0
Federal Categorical Aid	5,397,650	1,304,008	103,184	0	0
Total Revenues	\$5,726,660	\$1,431,205	\$461,074	\$335,390	\$335,390
Total Local Tax Funding¹	\$1,035,102	\$1,424,499	\$1,071,378	\$1,623,682	\$1,258,936
FTE Summary¹	14.35	12.28	12.28	12.48	11.48

¹ The FY 2013 Adopted Fiscal Plan for the Office of the Sheriff Division includes a decrease in local tax funding of \$364,746 and 1.00 FTE that is primarily attributable to cost savings in Personnel due to a decrease in funding required for the Master Deputy Program and the reassignment of two positions (2.00 FTE) to the Administrative and Technical Services Division. This decrease is offset by an increase of 1.00 FTE due to the reclassification and reassignment of a Communications Assistant position from the Operational Support Division.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Media and Communications Unit- Inform the media and the public of law enforcement activity in compliance with State disclosure laws and the Freedom of Information Act.				
• Number of Media/Public inquires to include FIOA request	1,291	1,085	1,400	1,400
• Number of press releases on crimes and major incidents	245	217	240	240
Objective: Buyer- Process all purchase orders within one week of request.				
• Average turnaround time (in days)	2.26	1.95	2.00	2.00
• Number of purchase orders created by the buyer	378	325	330	215
• Total dollar amount of purchase orders created by the buyer	\$1,292,515	\$1,251,667	\$1,350,000	\$877,500



Health and Welfare

HEALTH AND WELFARE SUMMARY
.....Page 3 – 2
.....

Extension Services Page 3 – 3
.....

Family Services Page 3 – 15
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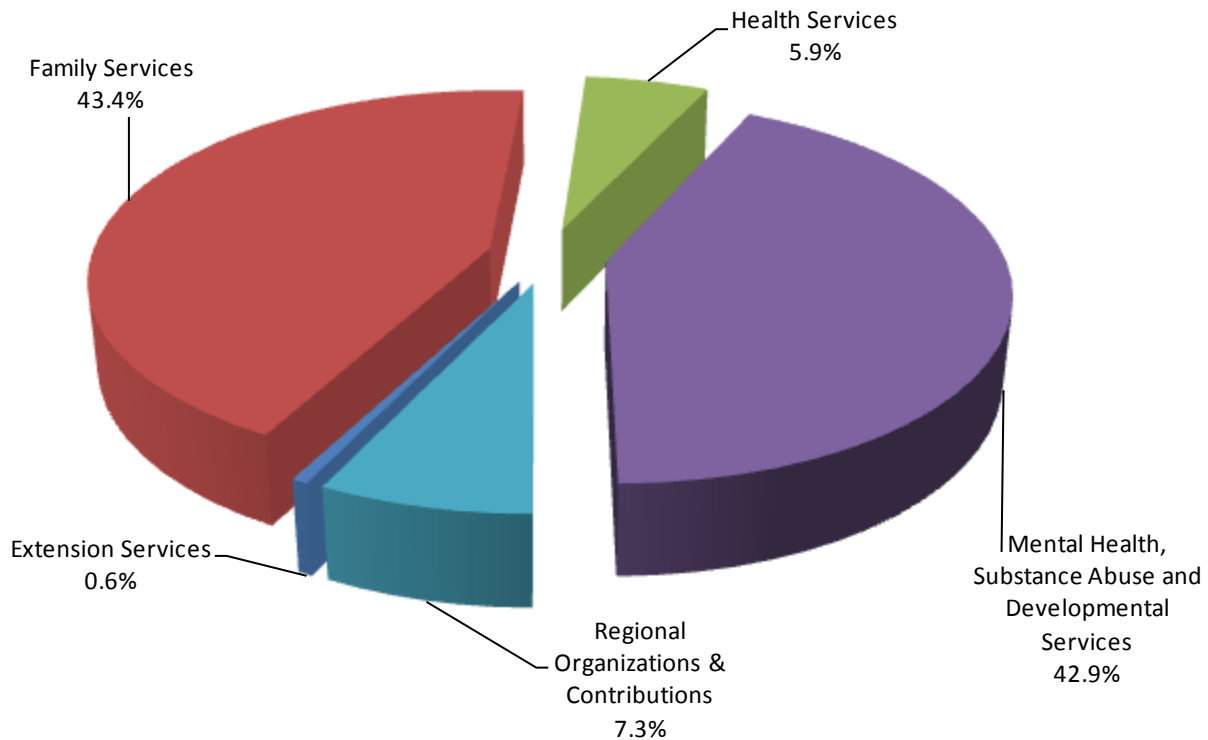
Health Services..... Page 3 – 33
.....

**Mental Health, Substance Abuse and
Developmental Services** Page 3 – 43
.....

Regional Organizations and Contributions
..... Page 3 – 71
.....



HEALTH AND WELFARE FY 2013 ADOPTED EXPENDITURES

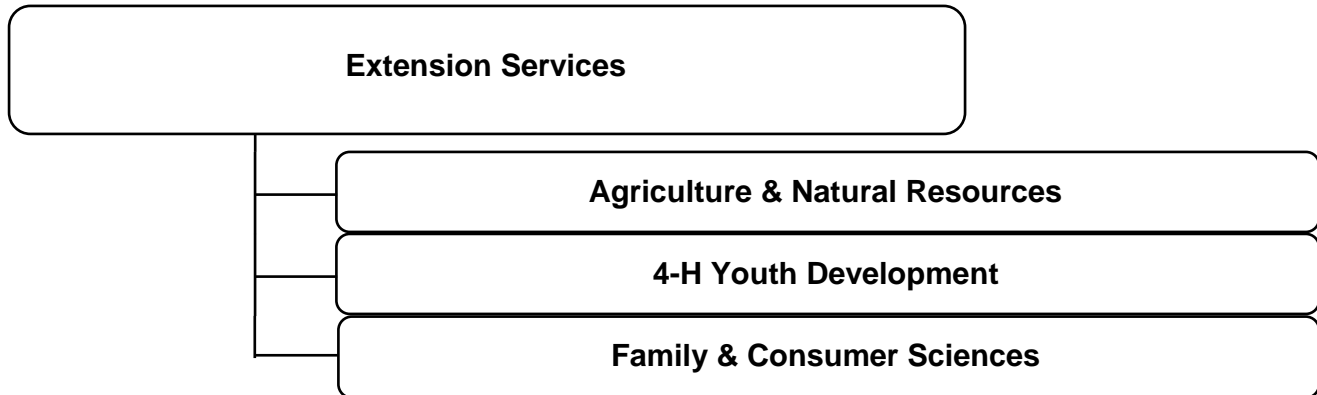


Health and Welfare Historical Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Health and Welfare					
Extension Services	\$552,272	\$526,413	\$485,182	\$569,801	\$417,288
Family Services	33,440,754	35,895,967	33,614,560	34,832,216	32,486,544
Health Services	4,308,435	4,285,938	4,006,464	4,244,348	4,386,074
Mental Health, Substance Abuse and Developmental Services	29,742,411	29,712,791	28,968,525	31,144,029	32,082,699
Regional Organizations & Contributions	4,582,736	3,703,419	4,363,882	5,166,693	5,442,051
Total Health and Welfare	\$72,626,608	\$74,124,528	\$71,438,613	\$75,957,087	\$74,814,656



Extension Services





Extension Services

Mission Statement

The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun County residents through a process that uses scientific, research based knowledge, and to address relevant issues and needs to help residents improve their lives.

Description

Loudoun Cooperative Extension is an educational partnership between the U. S. Department of Agriculture, Virginia's Land Grant Universities (Virginia Tech & Virginia State) and local governments, and serves as the primary source of assistance for agriculture and horticulture production within the County. Trained personnel draw upon the knowledge and resources of specialists and research scientists from the universities. The Department offers educational programs designed to meet the needs of Loudoun's citizens in agriculture, horticulture, family and consumer sciences, and 4-H Youth Development. Local program delivery is also enhanced by hundreds of volunteers who receive training by Extension Services personnel.

Budget Overview

FY 2013 Issues

- Farm production input costs have increased from 30% to 100%, and farm gate receipts from commodity sales have fluctuated due to lower yields resulting from the combination of the extreme wet spring, extended summer drought period and fall wet weather patterns that affected the County during the last 12 months.
- Profitability in agriculture, agricultural sustainability and natural resource protection continue to be critical issues confronting Loudoun's agricultural producers as determined through statistics compiled from the VA Agricultural Statistics Service combined with input from members of Loudoun's Agricultural Organizations.
- Locally produced and marketed, "natural", "specialty" or "organic" products are in high demand. Producers need additional education and assistance in organic production, alternative crops and production and safe food handling techniques.
- Protecting water quality and the environment are critical issues requiring homeowner education on the proper use of fertilizers and pesticides and proper plant selection and planting/maintenance techniques.
- 4-H is now the only organization offering youth agriculture education in Loudoun County.
- Obesity issues and other health problems are on the rise in this county; nutrition and prevention education has become critical.
- Landowners and producers need to be educated about the potential impacts of the new state implemented Chesapeake Bay TMDL and Watershed Improvement Plans.

FY 2013 Major Work Plan Initiatives

- Provide farm management educational assistance, training and crop diagnostic services to local landowners.
- Provide support and help form new partnerships to promote and sustain the use of local farm products within our communities.
- Provide educational programming and responsive consulting to commercial horticultural businesses.
- Provide educational programming and services to landowners, homeowners and pesticide applicators on protecting the environment and water quality.
- Provide educational programming to enable citizens to protect water quality and the environment using integrated pest management (IPM) and best management practices (BMP) through Help Desk, Speaker's Bureau, Household Water Quality clinics, and a Turf Nutrient Management program.
- Provide character development, leadership and life skills to youth through the 4-H program.
- Increase knowledge about nutrition and the importance of physical activity to improve health and wellness.
- Provide technical training and conservation farm plans in collaboration with the Loudoun Soil and Water Conservation District to ensure landowner compliance with county codes and regulations.

FY 2012 Major Achievements

- Provided production management training to individuals or group training and technical certification opportunities for local agricultural producers to increase the production knowledge base in Loudoun. Examples of training opportunities included: "Quality Assured Producers" training; Food Production Safety; Disaster Management and Emergency Response plan training in coordination with Department of Animal Services; and topic specific twilight tours and grower meetings for local equine, beef, small ruminant, forage, food, grape and berry growers.
- Organized a coalition of agricultural producers and support service agencies to determine the potential for developing a Loudoun County and surrounding area local food based distribution system.
- Completed agricultural damage assessment in response to conditions that developed due to a prolonged wet cool spring and a prolonged summer drought which was followed by a cool wet fall. Results were reported to state and federal authorities and qualifying producers became eligible for federal assistance.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Extension Services

- Continued to proactively assist in ensuring environmental quality by providing pesticide training certification and recertification opportunities to 250 private and commercial farm pesticide applicators, government workers and green industry professionals.
- Offered a Household Water Quality testing program for 50 homeowners through VA Tech. The Master Gardener's Grass Roots team (Urban Turf Nutrient Management Program) has produced 20 nutrient management plans to date for home lawns for a total of 8 acres of homeowner managed property in urban areas.
- Collaborated with the Loudoun County Soil and Water Conservation District to develop conservation plans for landowners wanting to raise livestock on less than 5 acres and provided educational information on proposed adoption of the CBPO.
- Partnered with the Northern Virginia Park Authority, agricultural organizations and Loudoun County Public Schools to facilitate the annual Agriculture and Natural Resource Education Day for 4th grade students in the County.
- Recruited, trained and provided educational support to 4-H Volunteer Leaders and 4-H youth enrolled in the 22 community, project or special interest based 4-H club programs.
- Successfully reached hundreds of Loudoun youth and teachers through 4-H camp programs and 4-H project training for Loudoun County teachers.
- Hired a 4-H Extension Agent in September 2011 which will greatly enhance the Department's efforts to reach more youth.
- Enhanced financial literacy and provided guidance for youth, individuals and families through the "Reality Store" and financial workshops.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$435,622	\$429,150	\$395,156	\$431,597	\$300,861
Operations & Maintenance	116,650	97,263	90,026	138,204	116,427
Total Expenditures	\$552,272	\$526,413	\$485,182	\$569,801	\$417,288
Local Tax Funding	\$552,272	\$526,413	\$485,182	\$569,801	\$417,288
County FTE	6.35	6.10	6.25	6.00	4.00
State FTE	5.37	5.37	5.37	5.37	5.37
FTE Summary	11.72	11.47	11.62	11.37	9.37

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for Extension Services includes a decrease of \$152,513 in local tax funding due to the reduction of 2.00 FTE, which included 1.00 FTE Urban Horticulturalist from Agriculture & Natural Resources and 1.00 FTE Financial Counselor from Family & Consumer Sciences. Also included in the reduction of the Family & Consumer Sciences Program was a reduction of \$29,400 in operating costs which constituted the County's share of the personnel costs for the vacant State FCS Agent position. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2011: The Board eliminated 0.35 FTE in Family & Consumer Sciences.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Agriculture & Natural Resources	\$274,466	\$274,228	\$265,975	\$284,560	\$216,394
4-H Youth Development	131,507	115,195	113,633	150,224	158,246
Family & Consumer Sciences	146,299	136,990	105,574	135,017	42,648
Total Expenditures	\$552,272	\$526,413	\$485,182	\$569,801	\$417,288
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Agriculture & Natural Resources	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Agriculture & Natural Resources	\$274,466	\$274,228	\$265,975	\$284,560	\$216,394
4-H Youth Development	131,507	115,195	113,633	150,224	158,246
Family & Consumer Sciences	146,299	136,990	105,574	135,017	42,648
Total Local Tax Funding	\$552,272	\$526,413	\$485,182	\$569,801	\$417,288
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Agriculture & Natural Resources	5.10	5.10	5.60	5.10	4.10
4-H Youth Development	3.00	2.75	2.75	3.00	3.00
Family & Consumer Sciences	3.62	3.62	3.27	3.27	2.27
Total FTE	11.72	11.47	11.62	11.37	9.37



Extension Services

Agriculture & Natural Resources

Program Goal and Service Description

Cooperative Extension continues to be the primary source of technical information for agricultural and horticultural production within the County. Agricultural diversity of production continues to shift from traditional, large scale farms to smaller, more intensive use of land and resources. Staff expertise in production agriculture, commercial horticulture/specialty crop production and urban horticulture issues are provided to landowners and residents on a non-fee basis. Program volunteers are recruited, trained, and utilized to provide educational programs and diagnostic services for homeowners. Extension staff networks with other State and local agencies, private industry, and agriculture affiliated groups to provide support to the rural economy and implementation of the Comprehensive Plan.

Budget Overview

FY 2013 Issues

- New clients often have no previous knowledge or experience in agriculture/horticulture. Therefore, programs must be continually held at various levels of proficiency to meet all needs, reduce the potential overuse/abuse of fertilizers and pesticides which increases the risk to water resources and environmental quality from contamination.
- Rising production costs, coupled with a recent drought, have created economic conditions that have a significantly negative impact for overall farm sustainability.
- The issue of a safe and secure food supply and producer/handler safety is particularly important given its implications to Homeland Security. There are a growing number of agricultural producers who intend to produce food for human consumption or for sale directly to consumers.
- Land values and labor costs continue to rise while overall farm income remains stagnant. Many farms are challenged to stay in business and must adapt to new production systems or alternative forms of agriculture to remain sustainable.
- Local farmers grow a limited amount of specialty or local food for direct consumption. Demand for locally sourced foods continues to grow. Local producers need education relating to incorporating non-traditional commodities and production techniques into traditional farms
- Because farms are affected by decisions made at local, state, and national levels, there is a continual need to educate Loudoun farmers about the agricultural policy changes.
- Although Loudoun's livestock and equine and commodity agriculture producers generated approximately \$60 million that was returned to the local economy during FY 2011, there remain opportunities for producers to use additional value added marketing systems to increase returns by approximately 10-25%.
- Acreage devoted to urban landscapes is increasing each year and new homeowners are caring for 1-5 acre tracts of land resulting in overuse/abuse of fertilizers and pesticides with increased risk to water quality and water resources from contamination.
- School sponsored agricultural education classes have been eliminated in the public school system, making 4-H programs the only public provider of youth agricultural education.

FY 2013 Major Work Plan Initiatives

- Provide research based educational technology for the Agricultural & Commercial Horticulture Program so that Loudoun's citizens will be able to improve profitability, sustainability, natural resource conservation and security on their farmland.
- Partner with county agricultural support services, associations, and educational entities to support the development of a Loudoun Agriculture Development Institute.
- Protect the environment and water quality through the Urban Horticulture Program by educating homeowners on the proper use of pesticides and fertilizers on their lawns and gardens. To accomplish this, diagnostic services, on-site farm consultations, and educational programs will be conducted.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services
Agriculture & Natural Resources

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel ¹	\$225,432	\$222,855	\$221,800	\$230,232	\$149,796
Operations & Maintenance	49,034	51,373	44,175	54,328	66,598
Total Expenditures	\$274,466	\$274,228	\$265,975	\$284,560	\$216,394
Total Local Tax Funding	\$274,466	\$274,228	\$265,975	\$284,560	\$216,394
County FTE	3.00	3.00	3.50	3.00	2.00
State FTE	2.10	2.10	2.10	2.10	2.10
FTE Summary¹	5.10	5.10	5.60	5.10	4.10

¹ The FY 2013 Adopted Fiscal Plan for the Agriculture & Natural Resources Program includes a reduction of 1.00 FTE Urban Horticulturalist position and \$68,166 in local tax funding. This position coordinated and supported outreach educational programs in urban horticulture and natural resources, including the Master Gardener Program. This reduction eliminated local funding for the Urban Horticulture Program and as such only state funding continues a small portion of this program. The true programmatic impact of this reduction will not be fully realized until mid-year FY 2013 when an assessment of remaining resources and volunteers can be done.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services

Agriculture & Natural Resources

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Improve farm profitability, sustainability, natural resource conservation and security throughout Loudoun's agricultural industry by conducting onsite farm consultations and facilitating comprehensive research based educational programs.				
• Agricultural educational programs	41	49	40	40
• Onsite farm consultations	84	106	90	90
• Participants in agricultural programs	2,482	2,501	1,800	1,800
Objective: Ensure profitability of commercial horticulture businesses by providing educational programming and responsive consulting while maintaining proactive educational programming that minimizes economic risk and maximizes profit potential.				
• Commercial horticulture education programs	27	35	25	25
• Onsite commercial horticultural farm consultations	65	38	45	50
• Participants in commercial horticultural programs ¹	817	1,020	450	450
Objective: Protect the environment and water quality by utilizing integrated pest management (IPM) methods through the Master Gardener Volunteer Program and Extension Office staff.				
• Help desk calls/visits ²	3,289	2,101	3,000	3,000
• Household Water Quality Clinics ²	96	155	200	200
• Number of home owners enrolled in Turf Nutrient Management Program ²	19	62	100	100
• Participants in urban horticultural programs ²	5,441	6,184	5,000	5,000
• Urban horticultural educational programs conducted ²	93	151	100	100

¹ For FY 2012, reduced estimates of the number of participants in commercial horticultural programs is reduced due to a planned leave of absence in the office. For the last two years more programs than usual were held in the spring in conjunction with other county programs, which resulted in higher participant numbers.

² Effects of the FY 2013 reduction of the Urban Horticulturalist position will affect these performance measures, although true affects will not be fully realized until mid-year FY 2013.



Extension Services 4-H Youth Development

Program Goal and Service Description

4-H is committed to assisting youth, and adults working with them, in acquiring the knowledge, life skills, and attitudes that will enable them to become self-directing, contributing, and productive members of society. The central theme of 4-H education is "learn by doing." Extension's 4-H Program utilizes experiential learning opportunities to teach the latest research based subject matter while facilitating the development of skills for successful living. Subject matter covers areas such as citizenship, leadership, and life skills. Examples are: understanding self, communicating and relating to others, acquiring, analyzing, and using information, problem solving and decision making, managing resources, and working with others. The 4-H Program in Loudoun uses the following delivery methods: community clubs, project clubs, short-term special interest groups, Cloverbud clubs, camping programs and school enrichment programs. As with all Extension programs, 4-H relies on volunteers to assist with programming.

Loudoun's urban youth are demanding more programs geared to their needs. Programs such as the 4-H Character Curriculum, youth leadership development and other special projects will be expanded. Recruiting and training leaders in urban communities to start 4-H Community Clubs will be a priority. Loudoun's rural youth remain the highest percentage enrolled in the 4-H program. As the only remaining youth agricultural program, Extension will continue to support these families as well, through programs such as quality assurance certification, clubs geared toward agricultural projects, clinics and contests.

Budget Overview

FY 2013 Issues

- Development of leadership and character has become very important to Loudoun youth and parents. While 4-H offers the Character Counts educational program, efforts to increase collaboration with Parks & Recreation, Loudoun County Public Schools, and other youth development agencies need to be explored to better address this issue.
- Opportunities for non-competitive youth development for suburban youth are limited in Loudoun County.
- Public school sponsored agricultural education classes were eliminated by Loudoun County Public Schools in 2007.
- Responding to the demand for youth programs that are not cost prohibitive has become difficult.
- Lack of transportation necessary for youth to be involved in activities after school and in the evenings.
- Long commutes for an increasing number of parents living in Loudoun County results in more youth left unsupervised after school, searching for programs with which to be involved.

FY 2013 Major Work Plan Initiatives

- Continue providing experiential learning opportunities to teach the latest research based subject matter for youth, ages 5-18, to develop skills for successful living by supporting the traditional 4-H community club structure, providing educational programming for youth in after school programs and in school programs, as well as providing an annual 4-H camping experience.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$106,652	\$105,887	\$106,955	\$111,814	\$117,376
Operations & Maintenance	24,855	9,308	6,678	38,410	40,870
Total Expenditures	\$131,507	\$115,195	\$113,633	\$150,224	\$158,246
 Total Local Tax Funding	 \$131,507	 \$115,195	 \$113,633	 \$150,224	 \$158,246
 County FTE	 1.60	 1.35	 1.35	 1.60	 1.60
State FTE	1.40	1.40	1.40	1.40	1.40
FTE Summary	3.00	2.75	2.75	3.00	3.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services 4-H Youth Development

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide developmental and educational experiences for youth in 4-H After School programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects.				
• Number of 4-H program offerings	8	9	5	10
• Participants enrolled in 4-H after school programs	322	128	150	180
• Percent increase in 4-H after school program participation ¹	-8.26%	-60.25%	17.19%	20.00%
Objective: Provide educational, recreational, and social experiences in outdoor living away from home through 4-H Junior Camp by providing new experiences for youth to explore new interests, exposing them to new approaches to old interests and life skills that cannot be provided as effectively outside a camp setting.				
• Number of 4-H camp program offerings ²	1	1	1	1
• Number of individually enrolled 4-H campers	179	215	200	220
• Percent increase of participants in 4-H camps	27.86%	20.11%	-6.98%	10.00%
Objective: Provide developmental and educational experiences for youth in 4-H In-School programs by increasing opportunities for youth to learn about a single project or a variety of common interest 4-H projects while promoting leadership, citizenship, and the development of life skills.				
• Number of 4-H program offerings	9	8	15	15
• Number of individually enrolled 4-H youth	5,586	5,306	9,000	9,000
• Percent increase of individually enrolled 4-H youth	4.46%	-5.01%	69.62%	0.00%
Objective: Enhance the skills, knowledge, attitudes of 4-H members through participation in 4-H in clubs which promote citizenship, leadership, and the development of life skills by providing opportunities for youth to learn about a variety of common interest projects or subject matter areas.				
• Number of 4-H program offerings (clubs)	24	22	22	24
• Number of individually enrolled 4-H youth (clubs)	436	431	500	600
• Percent increase of individually enrolled 4-H youth (clubs)	0.70%	-1.15%	16.01%	20.00%

¹ The State 4-H Agent position was frozen in January 2009 and the 4-H Program Assistant was unable to work with after school programming in FY 2010 and FY 2011.

² For FY 2013, a second camp opportunity will be offered which will allow for more than the typical 200 campers.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services Family & Consumer Sciences

Program Goal and Service Description

Family and Consumer Sciences (FCS) provides programming in Financial Counseling, Food Safety and Nutrition. Financial Counseling provides assistance to families by establishing spending priorities to improve their financial stability. Financial literacy of high school students is improved through the Reality Store Program. Food Safety provides training for food workers from restaurants, hospitals, schools, child care centers and other personnel handling food to increase proper food handling practices, which reduces the incidence of food borne illnesses. Nutrition services focus on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

Budget Overview

FY 2013 Issues

- The demand for providing resources and training for clients who speak English as a second language continues to increase.
- Maintaining grant funding for project initiatives in Financial Counseling and the Reality Store for the Youth Financial Literacy initiative.
- Assessments continue to reflect that Loudoun's high school students lack many of the basic skills and knowledge sets related to financial planning and decision making that will be required in the transition to adulthood.
- The State FCS Extension Agent position was vacated in FY 2011 and the position has been frozen by the State indefinitely.
- Even though Extension does not have an FCS Extension Agent to offer ServSafe Food Sanitation (restaurant workers food safety) certification in Loudoun, Extension is referring clients to FCS Agents who do offer this program in nearby counties.

FY 2013 Major Work Plan Initiatives

- Offer participation in the Reality Store Program to improve financial literacy of high school students.
- Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health, which reduces the risks of chronic diseases and childhood obesity.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$103,538	\$100,408	\$66,401	\$89,551	\$33,689
Operations & Maintenance ¹	42,761	36,582	39,173	45,466	8,959
Total Expenditures	\$146,299	\$136,990	\$105,574	\$135,017	\$42,648
 Total Local Tax Funding	 \$146,299	 \$136,990	 \$105,574	 \$135,017	 \$42,648
 County FTE	 1.75	 1.75	 1.40	 1.40	 0.40
State FTE	1.87	1.87	1.87	1.87	1.87
FTE Summary¹	3.62	3.62	3.27	3.27	2.27

¹ The FY 2013 Adopted Fiscal Plan for the Family & Consumer Sciences Program includes a reduction of 1.00 FTE for the Financial Counselor. The Board also reduced the operating budget by \$29,400, eliminating the County's portion of funding for the vacant State FCS Agent position.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Extension Services

Family & Consumer Sciences

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide counseling to enable families to improve their financial stability by conducting one-on-one and group financial education targeting individuals and families experiencing financial difficulty.				
• Number of Financial Counseling cases served ¹	63	43	70	n/a
• Number of Financial Management Programs provided ¹	20	8	20	n/a
• Number of participants in financial management workshops ¹	281	101	100	n/a
Objective: Increase participation in the Reality Store Program to increase financial literacy of high school youth.				
• Number of students trained in financial literacy	1,582	1,125	1,600	1,600
• Percent of participants indicating increased knowledge	38.50%	91.00%	68.00%	75.00%
Objective: Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.				
• Number of individuals provided information on nutrition, fitness and health	1,551	503	350	350
• Percent of adult participants who increased knowledge	100%	100%	85%	90%
Objective: Improve the knowledge and skills of food handler personnel in restaurants, schools, hospitals, child care centers, nursing homes, churches, and other food industries.				
• Number of food service managers trained ²	91	31	150	0
• Percentage of Food Service Managers receiving certification ²	67.00%	79.41%	75.00%	0.00%
• Percentage of food workers increasing knowledge	100%	100%	100%	0%

¹ The FY 2013 Adopted Fiscal Plan reduced County funding for the Family & Consumer Sciences Program, which included the Financial Counselor position, whose duties directly related to these performance measures. Due to this reduction, these measures will no longer be tracked.

² Classes are not currently being offered due to the State FCS Agent position vacancy. Loudoun residents requesting certification are currently referred to neighboring counties where FCS Agents provide training. Certifications are confidential, and as a result, Loudoun does not receive reports on who was trained or the number receiving certification.



Family Services

Family Services

Child Services

Adult & Family Programs

Housing & Community Development

Facilities & Internal Operations



Family Services

Mission Statement

The mission of the Department of Family Services (DFS) is to help people achieve safe and productive lives. To accomplish this mission, the Department emphasizes personal responsibility in all programs and services, helps protect and advocate for vulnerable adults and children, collaborates with business, government and community resources to deliver effective and efficient services, and fosters and supports professional growth and development among staff.

Description

The Department of Family Services (DFS) is charged with the responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. It operates under the advisement of the Family Services Board which is appointed by the Board of Supervisors. Family Services administers a wide variety of programs and services that are mandated by Federal and State law or required by local policy.

The Department of Family Services is divided into four program areas: Child Services; Adult and Family Programs; Housing and Community Development; and Facilities & Internal Operations.

Budget Overview

FY 2013 Issues

- The Loudoun County Chapter of the American Red Cross has moved to a regional office to serve most of Northern Virginia and will no longer have a primary role in Loudoun County when sheltering operations are required. DFS, under the policies established by and in collaboration with the Emergency Operations Center, has significant additional responsibilities for mass care (sheltering operations) during emergencies.
- The increase in domestic violence cases involving children requires the Department to seek additional resources to combat the negative effects on children. This trend also increases the investigation/assessment caseload in Child Protective Services.
- State budget reductions will create additional workloads with diminished resources for local Departments of Social Services.
- The continued lack of sufficient numbers of staff to provide translation and interpretation services impacts the effective and efficient delivery of services.
- Due to the effects of the economy on low income persons, the demand for services continues to rise.
- Automation mandates from the State are not sufficiently financially supported.

FY 2013 Major Work Plan Initiatives

- Develop an internal staffing plan for mass care that will be used for sheltering in emergency situations.
- Implement a cross training plan to improve competence and capability in positions with unique and highly specialized functions.
- Research and develop new methods and training opportunities to keep staff engaged and committed to their work in the Department.
- Develop an automation plan to give clients more access to online services while streamlining processes for greater staff efficiency.

FY 2012 Major Achievements

- The Neighborhood Stabilization Program (NSP) has purchased 13 foreclosed properties, sold 11 to qualified buyers and currently has two more properties in construction. The Loudoun NSP has received recognition from the Virginia Department of Housing and Community Development as the second most successful and well managed NSP in Virginia.
- Child Protective Services and the Foster Care and Adoption Program successfully implemented the Virginia Practice Model for Family Engagement that resulted in diverting 30 children from entering Foster Care.
- The new Youth Shelter construction and licensing will be complete and ready for occupancy in mid-2012.
- DFS automated the client application process in four service/program areas resulting in 3,500 on-line applications that conserved department resources and enhanced service delivery to applicants.
- The Family Connections Program initiated a new pilot that provided a wraparound process for families that prevented residential placement of high risk teens and resulted in a savings of approximately \$300,000 in Comprehensive Services Act for At-Risk Youth and Families (CSA) funding.
- Companion Services assisted 58 elderly and disabled adults who were able to remain in their own home rather than entering an adult living facility or nursing home.
- The Homeless Services Center was awarded LEED Gold Certification by the US Green Building Council (USGBC). This is the first LEED certified building at any level that the County has achieved.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Family Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$14,304,044	\$14,012,538	\$14,084,493	\$14,990,263	\$15,740,858
Operations & Maintenance	18,775,974	21,622,365	19,499,879	19,751,547	16,655,280
Capital Outlay & Capital Acquisitions	93,887	204,975	30,188	10,000	10,000
Transfer to Housing Choice Voucher Fund ¹	16,849	11,474	0	80,406	80,406
Transfer to General Capital Improvement	250,000	44,615	0	0	0
Total Expenditures	\$33,440,754	\$35,895,967	\$33,614,560	\$34,832,216	\$32,486,544
Revenues					
Use Of Money & Property	\$2,546	\$2,334	\$2,722	\$2,546	\$2,546
Miscellaneous Revenue	32,584	6,357	4,940	14,232	13,771
Recovered Costs	219,703	225,990	226,246	152,244	151,994
State Categorical Aid	3,628,732	3,809,624	3,421,859	3,457,803	2,726,391
Federal Categorical Aid	7,157,390	9,911,644	7,408,416	6,855,229	4,552,046
Other Financing Sources	183,000	183,000	183,000	183,000	183,000
Total Revenues	\$11,223,955	\$14,138,949	\$11,247,183	\$10,665,054	\$7,629,748
Housing Choice Voucher Fund	\$8,592,324	\$8,643,471	\$9,206,965	\$9,209,130	\$9,209,130
Foster Care Reimbursement Fund	\$9,537	\$0	\$0	\$0	\$0
Local Tax Funding	\$13,614,938	\$13,113,547	\$13,160,412	\$14,958,032	\$15,647,666
FTE Summary	194.80	193.33	192.27	192.27	193.64

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Family Services includes two enhancements totaling \$153,792 in local tax funding and 2.00 FTE. The Board also eliminated the Community Transitions Program for a reduction of 0.63 FTE and \$39,785, and reduced the Department's operating budget by an additional \$8,000. Revenue is decreased by \$3,035,306 primarily due to changes made at the State level to the Daycare Program. Beginning in FY 2013, the budget for the Daycare Program will be managed at the State level, thus revenues and expenditures have been reduced accordingly. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The Board reduced 3.47 FTE for Housing Choice Voucher, Industrial Development Authority support, Community Support and Systems Support Programs. 2.00 FTE were also transferred during FY 2009 from other departments for APS and CPS case manager positions

FY 2011: The Board reduced 1.06 FTE in Community Support and Family Programs.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document.

¹ For FY 2011 a local transfer to the Housing Choice Voucher Fund due to a position vacancy in the HCV Program.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Family Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Child Services	\$4,931,679	\$4,966,131	\$5,068,501	\$5,278,722	\$5,500,392
Adult & Family Programs ¹	10,530,892	10,357,226	9,944,743	10,376,813	7,687,870
Housing & Community Development	10,579,395	13,109,381	11,518,557	11,760,027	11,657,993
Facilities & Internal Operations	7,398,788	7,463,229	7,082,759	7,416,654	7,640,289
Total Expenditures	\$33,440,754	\$35,895,967	\$33,614,560	\$34,832,216	\$32,486,544
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Child Services	\$1,755,679	\$1,911,251	\$2,028,475	\$1,826,852	\$1,947,268
Adult & Family Programs ¹	6,180,639	6,525,122	5,903,272	5,766,772	2,815,610
Housing & Community Development	9,499,076	11,609,711	10,337,973	10,506,925	10,348,599
Facilities & Internal Operations	2,390,422	2,736,336	2,184,428	1,773,635	1,727,401
Total Revenues	\$19,825,816	\$22,782,420	\$11,247,183	\$19,874,184	\$16,838,878
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Child Services	\$3,176,000	\$3,054,880	\$3,040,026	\$3,451,870	\$3,553,124
Adult & Family Programs	4,350,253	3,832,104	4,041,471	4,610,041	4,872,260
Housing & Community Development	1,080,319	1,499,670	1,253,102	1,253,102	1,309,394
Facilities & Internal Operations	5,008,366	4,726,893	4,898,331	5,643,019	5,912,888
Total Local Tax Funding	\$13,614,938	\$13,113,547	\$13,160,412	\$14,958,032	\$15,647,666
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Child Services	50.31	51.40	52.25	50.95	51.32
Adult & Family Programs	62.35	61.12	62.48	63.27	64.40
Housing & Community Development	27.11	24.53	26.78	27.18	26.93
Facilities & Internal Operations	55.03	56.28	50.76	50.87	50.99
Total FTE²	194.80	193.33	192.27	192.27	193.64

¹ Beginning in FY 2013, the Virginia Case Management System (VaCMS), formerly the Daycare Financial Assistance Program, budget will be managed by the State. Revenues and expenditures have been reduced accordingly. The program remains intact and will continue to be administered by the Loudoun County Department of Family Services.

² In FY 2013 the Board added 1.00 FTE in Adult & Family Programs for a Benefits Specialist and 1.00 FTE in Child Services for a Child Protective Services Case Aide. The Board also reduced 0.63 FTE from the Community Transitions Program in Child Services.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Family Services Child Services

Program Goal and Service Description

The goal of Child Services is to improve the safety and well-being of children, to support families and to promote permanent family homes for those children who need them.

Child Services achieves this goal through the following programs: Child Protective Services (CPS) which is mandated by the Code of Virginia to receive and respond to complaints of child abuse/neglect on a 24 hour basis; Foster Care and Adoptions which is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile and Domestic Relations Court to DFS; Comprehensive Services Act for At-Risk Youth and Families (CSA) which provides support to the Community Policy and Management Team (CPMT), manages Multidisciplinary Team process, and manages all vendor contracts and purchases of services under CSA; Young Adults Project (YAP) which is a collaboration between DFS and the Loudoun County Public School System (LCPS) to provide services to high school aged youth in a nonresidential setting; Young Parent Services (YPS) which provides case management services to pregnant and parenting teens; and Family Connections which provides an evidenced based, community intervention program designed to serve families with teens ages 12 to 17 who engage in extreme at-risk behaviors.

Budget Overview

FY 2013 Issues

- Balancing high worker turnover and additional State mandates has led to high caseloads and difficult to manage workloads in some of the Child Services Program areas especially Child Protective Services and Foster Care and Adoptions.
- Discussion at the Legislative committee level indicates that significant changes in financial streams for Foster Care community based and residential programs could be forth coming.
- Implementation of the mandated Family Engagement Practice Model has required major policy and procedure changes within each unit to enable Child Services areas to provide a full continuum of service to support and preserve families within the community.

FY 2013 Major Work Plan Initiatives

- Recruit and train a sufficient number of Foster and Adoptive homes to provide permanent homes to children in care using a state approved curriculum.
- Complete improvements to the Comprehensive Services Act process by fully phasing in the new Multidisciplinary Team process in all Child Serving Agencies (Family Services, Department of Mental Health, Substance Abuse and Developmental Services, LCPS, and the Juvenile Court Services Unit).

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,825,503	\$3,906,660	\$3,812,925	\$4,097,133	\$4,237,225
Operations & Maintenance	1,106,176	1,059,471	1,255,576	1,181,589	1,263,167
Total Expenditures	\$4,931,679	\$4,966,131	\$5,068,501	\$5,278,722	\$5,500,392
Revenues					
Recovered Costs	\$3,343	\$4,020	\$3,480	\$3,280	\$3,280
State Categorical Aid	648,273	654,971	746,371	725,958	825,689
Federal Categorical Aid	921,063	1,069,260	1,095,624	914,614	935,299
Other Financing Sources	183,000	183,000	183,000	183,000	183,000
Total Revenues	\$1,755,679	\$1,911,251	\$2,028,475	\$1,826,852	\$1,947,268
Total Local Tax Funding	\$3,176,000	\$3,054,880	\$3,040,026	\$3,451,870	\$3,553,124
FTE Summary¹	50.31	51.40	52.25	50.95	51.32

¹ The FY 2013 Adopted Fiscal Plan for the Child Services Program includes an increase of \$101,254 in local tax funding, which includes a reduction of 0.63 FTE and \$39,785 in the Community Transitions Program and an enhancement of 1.00 FTE and \$70,717 for a Child Protective Services (CPS) Case Aide due to increased caseload in the mandated CPS Unit.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Family Services
Child Services**

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: CPS - Investigate and or assess all valid complaints of child abuse and/or neglect.				
• Number of abuse/neglect complaints received deemed valid	1,160	1,113	1,180	1,269
• Number of complaints diverted to Family Assessment track	994	931	1,004	1,074
• Number of complaints requiring formal investigation	166	182	176	195
• Number of completed investigations with confirmed finding	46	32	48	49
• Percent of second complaints	19%	14%	17%	15%
Objective: CPS - Families will receive Family Engagement Services at specified critical points in each case.				
• Number of children who were diverted from Foster Care	n/a	26	35	40
• Number of Families receiving Family Engagement Services	n/a	29	20	25
Objective: CSA - All CSA cases will be processed timely and receive the appropriate level of care.				
• Percent of new cases staffed within four weeks	93%	90%	95%	95%
• Number of new cases referred	96	97	110	100
• Percent of cases receiving community based care only	n/a	n/a	88%	88%
• Percent of cases receiving congregate care services	n/a	n/a	12%	12%
Objective: Family Connections - At least 70% of families who complete at least five of the seven sessions will state positive outcomes as measured by post-service survey.				
• Families who attend at least five sessions	78%	91%	80%	93%
• Families who complete five sessions stating positive outcomes on survey	100%	80%	99%	85%
• Number of parents participating	94	80	120	90
Objective: Family Connections - At least 75% of teens will complete at least 5 sessions.				
• Number of teens participating	74	79	80	82
• Teens completing at least five sessions	75%	80%	75%	85%

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



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services Child Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Foster Care - The average length of time children are in DFS custody before they achieve permanent living situations will be less than 2.5 years.				
• Number of children served in Foster Care during the year	143	112	135	105
• Percent of children who obtained permanent living situations	92%	90%	95%	93%
• Percent of children who were in Foster Care less than 2.5 years	78%	74%	85%	75%
Objective: Foster Care - Maintain a diverse pool of trained resource and adoptive homes to meet the emotional, cultural and permanency needs of children in care.				
• Number of certified resource homes	73	81	80	85
• Number of children requiring placement	143	112	140	105
Objective: Young Adults Project – At least 95% of youth enrolled in the Young Adults program will either return to their home school, successfully remain in the program, or obtain sufficient credits to obtain a high school diploma.				
• Enrolled youth receiving a high school diploma	9	5	5	7
• Number of youth who return to their home school at year end	24	23	35	50
• Number of youth enrolled in YAP	45	52	60	65
• Number of youth who continue at YAP at the end of school year	n/a	n/a	20	8
Objective: Young Parent Services - Provide an intensive array of services so that at least 90% if program participants stay in school.				
• Number of youth enrolled in the program	61	64	65	65
• Percent of youth who remain in school after enrollment into YPS	100%	99%	99%	99%
• Percent of youth with no additional pregnancies while in program	99%	100%	99%	99%

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



Family Services Adult & Family Programs

Program Goal and Service Description

The goal of Adult and Family Programs is to protect vulnerable adults and to serve eligible individuals and families who find themselves in crisis, at risk situations and/or desiring to develop, maintain or enhance their financial and/or emotional stability through the use of essential services.

Adult and Family Services achieves its goals through the following programs: Adult Protective Services (APS), which is mandated by the Code of Virginia to receive and investigate complaints of abuse, neglect and exploitation of disabled adults and individuals 60 and older on a 24 hour basis; the Emergency Support Unit, which provides services to individuals and families in crisis situations to move toward stability and self-sufficiency and to avoid future instability; Benefits, which is mandated by Federal and State policy to determine eligibility and administer five public assistance programs; and Career and Support Services, which is mandated by Federal, State and local regulation to administer employment, training, and daycare services.

Budget Overview

FY 2013 Issues

- State leaders are proposing a merger for various State agencies that provide services to eligible adults, including Adult Protective Services. Plans are underway to begin this merger during the next year and a new State agency will likely emerge at some point during this process. The impact of this plan to the local agency and the clients it serves is unclear.
- Social Workers are experiencing an upward trend in the duration of client need for assistance, including financial, medical, and case management services. This trend taxes the financial resources available and adds to the growing workload of the social workers.
- Upcoming Health Care Reform initiatives are expected to increase the existing heavy Medicaid caseload by at least 50%.
- The financial management responsibility has moved from localities to the State; therefore, the workload of staff will change and extensive training will be required to implement the new automated system. The impacts of these changes to families are unknown at this time.

FY 2013 Major Work Plan Initiatives

- Fully implement the new Virginia Case Management System (VaCMS) which is replacing the current Daycare Financial Assistance Program.
- Create a program to address the lack of available and appropriate legal guardians to meet the needs of disabled and older adults in Loudoun County.
- Streamline processes for clients applying for Public Assistance programs by decreasing intake time and directly assisting clients in obtaining required verifications, therefore reducing the need for additional appointments.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services
Adult & Family Programs

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,554,930	\$4,407,155	\$4,484,460	\$4,740,696	\$5,099,549
Operations & Maintenance ¹	5,975,962	5,950,071	5,460,283	5,636,117	2,588,321
Total Expenditures	\$10,530,892	\$10,357,226	\$9,944,743	\$10,376,813	\$7,687,870
Revenues					
Miscellaneous Revenue	\$17,202	\$3,383	\$1,940	\$1,161	\$700
Recovered Costs	56,276	23,482	18,390	24,634	24,384
State Categorical Aid ¹	1,850,143	1,894,740	1,607,250	1,795,938	992,490
Federal Categorical Aid	4,188,486	4,603,517	4,275,692	3,945,039	1,798,036
Total Revenues	\$6,112,107	\$6,525,122	\$5,903,272	\$5,766,772	\$2,815,610
Housing Choice Voucher Fund	\$68,532	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$4,350,253	\$3,832,104	\$4,041,471	\$4,610,041	\$4,872,260
FTE Summary²	62.35	61.12	62.48	63.27	64.40

¹ Beginning in FY 2013, the Virginia Case Management System (VaCMS), formerly called the Daycare Financial Assistance Program, budget will be managed by the State. Revenues and expenditures have been reduced accordingly. The program remains intact and will continue to be administered by the Loudoun County Department of Family services. The effect of this change is a revenue and expenditure reduction in the Department's budget, not a workload or service reduction.

² The FY 2013 Adopted Fiscal Plan for Adult & Family Programs includes an increase of \$262,219 in local tax funding, which includes an enhancement of 1.00 FTE for a Benefits Specialist in the Benefits Unit due to increased workload. An additional 0.13 FTE was reallocated from the Housing and Community Development Program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services
Adult & Family Programs

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: APS - Investigate all valid complaints with at least 85% of investigations completed within 45 days.				
• Number of abuse/neglect complaints received deemed as valid	326	333	345	348
• Percent of Investigations completed within 45 days	96%	100%	98%	99%
Objective: Complete at least 90% of Medicaid nursing home personal care prescreenings and adult care prescreenings within 14 days as required by the Virginia Department of Medical Assistance Services.				
• Number of referrals for prescreenings	112	102	120	120
• Percent of Medicaid prescreenings completed in 14 days	100%	100%	97%	99%
Objective: Companion - To maintain elderly and disabled adults in their homes through companion services.				
• Elderly and disabled adults stabilized in the home setting	45%	40%	55%	45%
• Number of clients approved for companion services	105	139	135	141
Objective: Benefits - All Food Stamp cases will be processed within the time frame mandated for the program.				
• Percent of households/clients receiving Food Stamps timely	98%	98%	98%	98%
Objective: Benefits - All inquiries will be screened and the appropriate referrals made.				
• Number of household/clients screened for eligibility	15,295	19,741	16,000	19,995
• The number of households/client applications processed	7,818	8,058	8,335	8,535
• The number of households/client whose applications were approved	4,623	4,774	4,800	4,925
Objective: Career Support Unit - At least 750 children will receive child care assistance so that their families can work.				
• Number of children on the wait list for child care	1,012	890	1,100	1,025
• Number of children receiving day care assistance during the year	862	914	925	925
Objective: Career Support Unit – at least 75% of VIEW clients will gain and keep employment at least three months past termination from TANF.				
• Number of VIEW clients served during fiscal year	368	410	415	425
• Percent of VIEW clients employed while in the program	57%	54%	62%	60%
• VIEW clients maintaining employment for at least three months	74%	81%	75%	75%



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services
Adult & Family Programs

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Career Support Unit - At least 90 employer job fair and other events will be scheduled annually with 90% of employer/client evaluations marked satisfactory or above.				
• Number Job fairs/Meet the Employer events sponsored	66	68	90	70
• Number of clients attending job fair and employer events	599	470	475	550
• Number of times individuals accessed services through WRC	n/a	n/a	11,125	11,125
• Number of unduplicated individuals assisted through the WRC	n/a	n/a	5,427	5,427
Objective: Emergency Support Unit - Provide emergency assistance for immediate basic needs to eligible families and case management for eligible families with ongoing chronic needs.				
• Clients asking for financial assistance with rent/mortgage ²	3,396	1,362	1,400	1,395
• Clients receiving assistance with rent/mortgage	216	138	145	140
• Clients requesting emergency medical/prescription assistance	1,294	1,078	1,100	1,100
• Clients who receive emergency medical/prescription assistance	609	253	320	285
• Number of clients requesting utility assistance	n/a	n/a	1,100	1,100
• Number of clients who receive utility assistance	n/a	n/a	425	425

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

² Prior to FY 2011, this number included those requesting admission to an emergency shelter. Beginning in FY 2011, the number requesting admission to an emergency shelter is shown in a separate measure.



Family Services

Housing & Community Development

Program Goal and Service Description

The goal of Housing and Community Development is to increase affordable housing opportunities and improve the living environment of Loudoun's low to moderate income households.

Housing and Community Development achieves its goal through the following programs: the Housing Choice Voucher (HCV) Program, funded by the U.S. Department of Housing and Urban Development (HUD) to provide rent subsidies to low-income families; Community Development Block Grant (CDBG), distributes Federal funds through a competitive application process to public and non-profit agencies for projects that enhance the living and economic prospects of low to moderate income people; the Affordable Dwelling Unit (ADU) Program, facilitates the sale and rental of new housing to moderate income households; Public Employee Homeownership Grants (PEG) Program, provides forgivable loans to moderate income public sector employees to purchase homes; Homeownership Loans, which provide a variety of low-interest and down payment loans to help moderate income households purchase homes; the Neighborhood Stabilization Program (NSP), provides for County purchase, rehabilitation and resale of foreclosed properties in Sugarland Run, Sterling Park, and several Leesburg neighborhoods; the Loudoun County Home Improvement Program (LCHIP), provides rehabilitation grants and loans to low to moderate income home-owners; the Homeless Intervention Program (HIP), provides bridge loans to eligible families to forestall foreclosure or eviction to retain housing; Homeless Services Planning, which coordinates planning and program development among public and private agencies that provide services to the homeless population; and several counseling programs, including foreclosure, homebuyer purchase, and post-purchase. Several policy boards are supported, which advise the Board of Supervisors on housing issues and initiatives, including the Housing Advisory Board, the Affordable Dwelling Unit Advisory Board (ADUAB), the Continuum of Care, and the Joint Trust Fund Committee.

Budget Overview

FY 2013 Issues

- Developing new programs to address the County's unmet housing needs with diminishing capital resources.
- Integrating increased ADU management while maintaining current staffing.
- Addressing foreclosure impact on Loudoun's neighborhoods.

FY 2013 Major Work Plan Initiatives

- Develop a County program to manage proffered unmet housing needs/workforce housing units.
- Integrate 300 proffered ADU equivalent rentals in Brambleton development and the Leesburg ADU Program.
- Update the affordable and workforce housing needs assessment.
- Support the legislative review process for the adoption of the 10 year Plan to End Homelessness.
- Support the legislative review process for the amendment of the County ordinances governing the ADU Program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services
Housing & Community Development

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,790,880	\$1,932,932	\$2,049,344	\$2,166,888	\$2,210,354
Operations & Maintenance	8,521,666	11,120,360	9,469,213	9,512,733	9,367,233
Transfer to Housing Choice Voucher Fund ¹	16,849	11,474	0	80,406	80,406
Transfer to General Capital Improvement	250,000	44,615	0	0	0
Total Expenditures	\$10,579,395	\$13,109,381	\$11,518,557	\$11,760,027	\$11,657,993
Revenues					
Use Of Money & Property	\$2,546	\$2,334	\$2,722	\$2,546	\$2,546
Miscellaneous Revenue	13,071	2,926	3,000	13,071	13,071
Recovered Costs	1,431	1,138	1,227	500	500
State Categorical Aid	220,972	199,460	229,613	220,972	220,972
Federal Categorical Aid ²	737,264	2,760,382	894,446	1,060,706	902,380
Total Revenues	\$975,284	\$2,966,240	\$1,131,008	\$1,297,795	\$1,139,469
Housing Choice Voucher Fund	\$8,523,792	\$8,643,471	\$9,206,965	\$9,209,130	\$9,209,130
Total Local Tax Funding	\$1,080,319	\$1,499,670	\$1,180,584	\$1,253,102	\$1,309,394
FTE Summary³	27.11	24.53	26.78	27.18	26.93

¹ In FY 2011, a local transfer to the Housing Choice Voucher Fund was not needed due to a position vacancy in the HCV Program.

² In FY 2010, \$1,875,000 of Federal Categorical Aid is from an NSP grant for the purchase and rehabilitation of 10 properties.

³ In FY 2013, 0.13 FTE was reallocated to Adult & Family Programs and 0.12 FTE was reallocated to Facilities & Internal Operations.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services

Housing & Community Development

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Affordable Dwelling Unit - 150 homes will be available for purchase and 60 for rent at a price clients can afford.				
• Mean household income for new ADU purchasers	\$46,090	\$44,439	\$45,000	\$38,000
• Mean household income for new ADU renters	\$34,002	\$33,840	\$33,000	\$33,000
• Number of families with new leased units	145	105	100	85
• Number of households on purchase wait list at the end of quarter	77	44	125	75
• Number of new families who purchased ADU's ¹	90	70	70	65
• Number on ADU rental wait list at end of quarter	90	79	100	90
Objective: Distribute all CDBG funds to nonprofit organizations to help low and moderate income residents by enhancing their living environment, creating decent housing, and providing economic development opportunities.				
• Amount of CDBG funds expended	\$927,799	\$1,024,094	\$1,020,000	\$885,000
• Organizations receiving CDBG funds	13	11	11	9
• Organizations receiving funds that fulfilled the terms of their application	40%	95%	95%	95%
Objective: HIP - Provide financial assistance to prevent homelessness.				
• Number of households receiving assistance to prevent homelessness ²	n/a	n/a	125	125
• Number of households receiving foreclosure counseling ²	n/a	n/a	50	50
Objective: 100% of available loan allocations will be used to help moderate income first time homebuyers acquire housing, and homebuyers will be educated about available programs and budgeting practices.				
• Homeownership loans average income of non ADU mortgagees	\$44,340	\$51,439	\$51,000	\$51,000
• Homeownership loans purchased ³	20	10	25	20
• Number of participants in home ownership education programs	53	56	59	60

¹ The County receives a percentage of units constructed and overall construction is down.

² Measures with an n/a were new for the year in which numerical data begins.

³ The decrease from FY 2012 to FY 2013 is representative of the decrease in the number of loans approved in all program areas as the criteria for approval has become stricter.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services

Housing & Community Development

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Housing Choice Voucher - Administer the Housing Choice Voucher Program in accordance with HUD requirements.				
• Number of households on the waitlist at the end of quarter ²	279	1,745	1,050	975
• Number of households receiving rent subsidy YTD	680	715	720	720
• Number of households served from the waitlist	n/a	n/a	25	25
• Number of rental units inspected	n/a	n/a	900	900
• Percent of required home inspections completed timely	98%	99%	98%	98%
Objective: LCHIP - Provide financial resources and guidance to assist 5 low and moderate income homeowners with basic home renovations.				
• Average loan amount per homeowner	\$51,350	\$40,973	\$55,000	\$43,000
• Number of loans settled	2	3	4	5
• Number of renovation projects completed	4	3	5	5
Objective: Loudoun County Housing Stabilization Programs - Purchase and renovate foreclosed homes and provide financial assistance to eligible families to purchase these homes.				
• Number of families participating in post purchase counseling	53	56	60	62
• Number of new families purchasing NSP homes	n/a	n/a	2	2
• Number of new NSP foreclosed homes purchased	n/a	n/a	2	2
Objective: Implement the Loudoun County Employee Homeownership Program according to policy and guidelines.				
• Number approved for Public Employee Homeownership Grant (PEG)	n/a	n/a	12	12
• Number of Loudoun County Government employees approved for PEG	n/a	n/a	5	5
• Number of Loudoun Public School Employees approved for PEG	n/a	n/a	7	7
• Number of Public employees who purchase foreclosed property	n/a	n/a	5	5

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

² The large increase in households on the HCV waitlist between FY 2010 and FY 2011 is due to the waitlist having been closed to new households for several years and then reopened in FY 2011.



Family Services Facilities & Internal Operations

Program Goal and Service Description

The goal of Facilities and Internal Operations is to ensure that all facilities operated by the Department are done so in the most efficient and effective way and that all units within the Department have the resources, materials, and data needed to fulfill their missions.

Facilities and Internal Operations achieves its goals through the following programs: Finance and Budgeting which is responsible for the development of the annual Federal and State budgets for the Department, customer service to the public, and for the provision of accounting functions to ensure compliance with all grant and auditing criteria; Management Information System and Grant Management which is responsible for collecting and providing data to each unit within the Department and for managing agency wide management information system to better streamline service delivery and increase efficiency among work groups; Juvenile Detention Center (JDC) which provides secure housing for youth detained by the Juvenile and Domestic Relations Court; two Youth Shelters under contract with a nonprofit which provides short-term shelter to youth ages 12 through 17 referred by Family Services, Mental Health, Substance Abuse and Developmental Services, Court Services, and the Juvenile and Domestic Relations Court; and the Homeless Services Center which is under contract with a nonprofit and provides four distinct programs including the Emergency Homeless Shelter, Transitional Housing, Drop-in Center and the Cold Weather Shelter.

Budget Overview

FY 2013 Issues

- Issues with state computer systems and how they operate within the County platform continue to create problems for staff resulting in work inefficiencies.
- There is a growing need for Permanent Supportive Housing programs to serve the chronically homeless population, but no new funding streams are currently available.
- New state automated systems will require additional training and increase workloads during the implementation stage.

FY 2013 Major Work Plan Initiatives

- Maximize technology such as touch screen sign-in and computer access in DFS lobby to provide greater opportunity for clients to apply online and to streamline processes for workers.
- Maintain community collaborations in order to assist low-income families to provide for family needs.
- Complete the design for the new Juvenile Detention Center (JDC).
- Complete the program development for the Day/Evening Reporting Center and begin implementation of the program.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,132,731	\$3,765,791	\$3,737,764	\$3,985,546	\$4,193,730
Operations & Maintenance	3,172,170	3,492,463	3,314,807	3,421,108	3,436,559
Capital Outlay & Capital Acquisitions	93,887	204,975	30,188	10,000	10,000
Total Expenditures	\$7,398,788	\$7,463,229	\$7,082,759	\$7,416,654	\$7,640,289
Revenues					
Miscellaneous Revenue	\$2,311	\$48	\$0	\$0	\$0
Recovered Costs	158,653	197,350	203,149	123,830	123,830
State Categorical Aid	909,344	1,060,453	838,625	714,935	687,240
Federal Categorical Aid	1,310,577	1,478,485	1,142,654	934,870	916,331
Total Revenues	\$2,380,885	\$2,736,336	\$2,184,428	\$1,773,635	\$1,727,401
Foster Care Reimbursement Fund	\$9,537	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$5,008,366	\$4,726,893	\$4,898,331	\$5,643,019	\$5,912,888
FTE Summary¹	55.03	56.28	50.76	50.87	50.99

¹ In FY 2013, 0.12 FTE was reallocated to Facilities & Internal Operations from Housing & Community Development.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services Facilities & Internal Operations

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Administration - Serve all of the public who come to the agency by matching them to the appropriate resource and direct all of the phone inquiries received by the agency to the appropriate resource.				
• Number of families who come through reception seeking services	54,607	56,359	59,000	59,500
• Number of phone calls managed through reception	85,237	81,878	86,500	86,700
Objective: Emergency Homeless Shelter - In this 90 day program, homeless persons experiencing housing emergencies are provided safe temporary housing, referrals for services and case management to help them achieve a permanent housing solution.				
• Average annual utilization by number of beds	73%	73%	88%	85%
• Average annual utilization by room/unit	n/a	n/a	95%	95%
• Number of individuals requesting admission	979	1,603	1,600	1,750
• Number of individuals who are admitted ²	226	253	250	320
• Number of Individuals who are turned away	753	1,350	1,400	1,550
• Percent of families who are discharged into permanent housing	29%	33%	50%	45%
Objective: Juvenile Detention Center - Fewer than 20% of admissions will require any period of disciplinary isolation during their stay in excess of 24 hours.				
• Juveniles receiving disciplinary isolation for more than 24 hours	10%	13%	20%	15%
Objective: Juvenile Detention Center: Staff will monitor population numbers and alert the Juvenile Justice system when its population approaches or exceeds capacity in order to remain within the state-required capacity standard of 24.				
• Average daily population at JDC ³	15.69	16.77	20.00	15.00
• Average length of stay at JDC in days ³	22.78	24.30	27.00	18.25
• Number of days JDC population exceeded capacity ³	0	12	30	15
Objective: Juvenile Detention Center - Fewer than 10% of admissions will require physical restraints during their stay.				
• Admissions requiring restraints	6%	14%	12%	14%

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

² During FY 2010 a new emergency shelter was opened that increased the number of beds from 24 to 45 which increased the total number of individuals that could be admitted.

³ Number of youth and length of stay at the JDC is dictated by the Courts.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Family Services

Facilities & Internal Operations

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Transitional Housing Programs - In this 24-month program for persons transitioning from homelessness, provide safe temporary housing, supportive services and case management to help them achieve a permanent housing solution. Maintain the percentage of homeless persons moving to permanent housing at 85% as required by HUD.				
• Annual utilization rate of Transitional Housing Program	96%	100%	98%	98%
• Annual utilization rate of Transitional Opportunity Program ²	95%	80%	97%	98%
• Number of individuals admitted to program	77	78	88	95
• Percent of households discharged into permanent housing	88%	64%	92%	75%
Objective: Youth Shelter - Provide emergency shelter services to youth in need and maintain 85% utilization rate.				
• Annual utilization rate	83%	78%	97%	85%
• Total number of youth admitted to Shelter ³	172	172	250	275
• Youth discharged in less than 30 days	87%	89%	85%	90%
• Youth discharged into a less restrictive setting	87%	90%	90%	90%
• Youth placed by DFS	n/a	36	75	85
• Youth placed by Mental Health	n/a	12	25	30
• Youth placed by the Court or Court Services unit	n/a	117	150	160

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

² This is a 24-month program and in FY 2011 many of the homeless families previously in the program left because they were able to transition to other housing. Refilling available slots because of the cyclical nature is difficult.

³ A second Youth Shelter is expected to open in FY 2012 which will double the capacity of the existing Youth Shelter.



Health Services

Health Services

Community Health

Environmental Health



Health Services

Mission Statement

Health Services enhances and ensures the health of all Loudoun County residents. This is achieved by working with partners in the County and town governments, State and Federal agencies, private organizations and residents to protect the environment, prevent the spread of disease and promote residents' health.

Description

Health Services is composed of two main programs: Environmental Health and Community Health. These programs offer population-based services such as communicable disease surveillance and treatment, emergency preparedness, restaurant and swimming pool inspections and well and septic system permitting. The department also provides essential individual-based services to women and children who would otherwise be unable to receive medical, dental or nutrition care.

Budget Overview

FY 2013 Issues

- The demand for services continues to increase, particularly for Women Infants and Children (WIC) nutrition and clinic services provided to vulnerable women and children, and for food inspection services.
- The number of reportable diseases continues to increase in Loudoun County. Each diagnosed active case of tuberculosis (TB) requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
- The Department must continue to improve its ability to detect diseases early and to prepare for the possibility of having to conduct mass vaccinations or medication distribution to keep the County's residents safe from pandemic influenza or other major outbreaks of disease.

FY 2013 Major Work Plan Initiatives

- Digitize Environmental Health files to increase efficiency and improve customer access.
- Apply for local public health accreditation with the Public Health Accreditation Board.
- Improve response coordination for possible public health emergencies through at least one functional exercise involving the Loudoun Medical Reserve Corps (MRC) and Loudoun County's citizens.
- Increase the number of low-income pregnant and postpartum women and children being served through the Women, Infants and Children (WIC) nutrition program.

FY 2012 Major Achievements

- Expanded vaccination coverage through the provision of free influenza vaccinations funded through ARRA 2009 in a variety of settings throughout Loudoun County.
- Fully implemented the County and State's operations and maintenance requirements for alternative onsite septic systems.
- Expanded the number of pregnant women and children able to receive nutrition services through WIC.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Health Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,027,915	\$2,171,025	\$1,986,586	\$2,114,576	\$2,176,302
Operations & Maintenance	2,258,562	2,090,191	2,019,878	2,129,772	2,209,772
Capital Outlay & Capital Acquisitions	21,958	24,722	0	0	0
Total Expenditures	\$4,308,435	\$4,285,938	\$4,006,464	\$4,244,348	\$4,386,074
Revenues					
Permits Privilege Fees & Reg Licenses	\$223,376	\$199,842	\$181,732	\$168,309	\$172,715
Charges For Services	4,611	3,756	4,061	9,800	9,800
Miscellaneous Revenue	2,747	2,722	3,191	500	500
Federal Categorical Aid	294	15,958	1,374	0	0
Total Revenues	\$231,028	\$222,278	\$190,358	\$178,609	\$183,015
Local Tax Funding	\$4,077,407	\$4,063,660	\$3,816,106	\$4,065,739	\$4,203,059
County FTE	30.00	29.00	28.00	27.00	27.00
State FTE	52.00	51.00	51.00	51.00	51.00
FTE Summary	82.00	80.00	79.00	78.00	78.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Health Services includes an increase of \$137,320 in local tax funding. Operations and maintenance expenditures increased by \$80,000. \$108,000 was added to account for a loss of earned revenue in the State cooperative budget and the Board decreased the department's overall operating budget by \$28,000. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The change between FY 2009 and FY 2010 is due to the Board eliminating a 1.00 FTE Environmental Health Program position.

FY 2011: The change between FY 2010 and FY 2011 is made up of the following actions: the Board added a 1.00 FTE Environmental Program Specialist during FY 2010; and the Board eliminated 2.00 FTE, Environmental Health Technician and Medical Reserve Corps Coordinator.

FY 2012: The change between FY 2011 and FY 2012 is due to the transfer of 1.00 FTE, the Environmental Health Policy Development Manager, to the Department of Planning during FY 2011.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Health Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Health	\$1,827,979	\$1,987,574	\$1,757,510	\$1,879,874	\$1,896,433
Environmental Health	2,480,456	2,298,364	2,248,954	2,364,474	2,489,641
Total Expenditures	\$4,308,435	\$4,285,938	\$4,006,464	\$4,244,348	\$4,386,074
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Health	\$294	\$15,958	\$1,374	\$0	\$0
Environmental Health	230,734	206,320	188,984	178,609	183,015
Total Revenues	\$231,028	\$222,278	\$190,358	\$178,609	\$183,015
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Health	\$1,827,685	\$1,971,616	\$1,756,136	\$1,879,874	\$1,896,433
Environmental Health	2,249,722	2,092,044	2,059,970	2,185,865	2,306,626
Total Local Tax Funding	\$4,077,407	\$4,063,660	\$3,816,106	\$4,065,739	\$4,203,059
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Community Health	45.00	47.00	46.00	46.00	46.00
Environmental Health	37.00	33.00	33.00	32.00	32.00
Total FTE	82.00	80.00	79.00	78.00	78.00



Health Services Community Health

Program Goal and Service Description

Community Health programs are focused on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness. Program services are primarily driven by Federal and State mandates.

Budget Overview

FY 2013 Issues

- The County's growing population of new immigrants and residents below the federal poverty level are reflected in the growing demand for Community Health services.
- New immigrants and working poor disproportionately utilize the Health Department's immunization and WIC nutrition services, outpacing the capacity of available resources.
- As the County diversifies, diseases that are common throughout the world are increasing in incidence, leading to a rapid increase in the number of communicable diseases reported. The division received 288 reports in 2002, as compared to more than 2,000 in 2011.
- The County must continue to be prepared to respond to public health crises emanating from natural or man-made risks such as homeland security incidents or widespread outbreaks of disease, including pandemic influenza.

FY 2013 Major Work Plan Initiatives

- Enhance community partnerships and determine other means of increasing the ability to meet the increasing demand for core public health services.
- Conduct at least one functional public health emergency exercise to better protect the community should there be a major outbreak of disease.
- Build on existing private sector partnerships to best serve low-income pregnant and postpartum women and children in Loudoun County.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$710,621	\$854,322	\$693,072	\$781,175	\$801,234
Operations & Maintenance	1,109,885	1,121,636	1,064,438	1,098,699	1,095,199
Capital Outlay & Capital Acquisitions	7,473	11,616	0	0	0
Total Expenditures	\$1,827,979	\$1,987,574	\$1,757,510	\$1,879,874	\$1,896,433
Revenues					
Federal Categorical Aid	\$294	\$15,958	\$1,374	\$0	\$0
Total Revenues	\$294	\$15,958	\$1,374	\$0	\$0
Total Local Tax Funding	\$1,827,685	\$1,971,616	\$1,756,136	\$1,879,874	\$1,896,433
County FTE	11.00	11.00	10.00	10.00	10.00
State FTE	34.00	36.00	36.00	36.00	36.00
FTE Summary	45.00	47.00	46.00	46.00	46.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Health Services Community Health

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide preventive and corrective dental services to low income children to ensure good dental health. ¹				
• Number of children receiving dental care	1,100	841	1,100	1,100
• Number of total dental visits	1,500	1,150	1,600	1,600
• Percentage of dental visits for corrective care	39.00%	50.53%	30.00%	30.00%
• Percentage of dental visits for preventive care	61.00%	44.62%	61.00%	60.00%
Objective: Improve the ability to protect Loudoun County from a widespread outbreak of disease.				
• Number of individuals participating in an emergency preparedness exercise ²	308	40	58	150
• Number of Loudoun residents in the Medical Reserve Corps	1,189	1,265	1,300	1,400
• Number of Medical Reserve Corps members trained in the National Incident Management System	296	288	300	300
Objective: Ensure that low income women receive appropriate pre-natal care to ensure healthy births.				
• Number of low birth weight or premature births among maternity clients	24	30	16	20
• Number of women completing six months or more of prenatal care	127	365	450	450
• Number of women seen for maternity services	433	500	500	500
Objective: Provide testing, treatment and information on sexually transmitted diseases.				
• Number of individuals evaluated for sexually transmitted diseases ³	1,007	355	450	450
• Number of individuals treated for sexually transmitted diseases	100	96	140	140
• Rate of sexually transmitted disease per 1,000 patients seen	100	270	310	310
Objective: Ensure that tuberculosis (TB) reports are acted upon and that individuals with TB disease complete the appropriate course of treatment.				
• Average number of months tuberculosis cases are followed by Health Services staff	12	9	9	9
• Number of reports of suspected or confirmed tuberculosis	28	50	45	45
• Number of tuberculosis infections	325	218	350	350
• Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%

¹ For a period of time during FY 2011 leave and turnover in the dentist position resulted in fewer patients being seen and fewer preventive care services being done, which is not typical for the dental program.

² FY 2011 and FY 2012 numbers for this measure dropped due to large scale exercises and H1N1 pandemic response in previous years that were not done in FY 2011 and FY 2012.

³ The criteria for evaluating patients for STD was enhanced in FY 2011.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Health Services
Community Health

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide age-appropriate vaccinations to decrease the incidence of vaccine-preventable diseases.				
• Number of flu shots provided ¹	55,401	7,763	600	600
• Number of illness reports for vaccine-preventable childhood diseases ²	85	639	85	85
• Number of strep./pneumonia shots provided	29	137	40	100
• Number of vaccination visits ¹	58,177	10,392	5,000	4,500
Objective: Operate the Women Infant and Children (WIC) nutrition program to ensure that low income women have access to nutritional counseling, infant formula and federally-subsidized food.				
• Amount of federal funding for WIC services	\$124,478	\$420,621	\$420,621	\$461,063
• Average cost per client	\$172.07	\$160.54	\$161.78	\$150.00
• Average number of days waiting time to receive WIC services	2	2	3	3
• Number of WIC clients	2,495	2,536	2,900	2,900

¹ The large number of actual flu shots provided and vaccination visits was due to the provision of grant funded H1N1 influenza vaccine. The FY 2011 number was due to the provision of grant funded seasonal influenza vaccine.

² An outbreak of influenza in the 3rd quarter of FY 2011 occurred in the public schools which caused this anomaly.



Health Services Environmental Health

Program Goal and Service Description

Environmental Health programs maintain and improve the health of all County residents through disease prevention, surveillance efforts and community health promotion. The program is responsible for rabies surveillance and education, restaurant and pool inspections and well and septic system evaluations. Food establishment, public pool, tourist establishment and environmental complaint services promote community health and prevent disease through educating, evaluating and assessing operators and their facilities. Onsite sewage and water services protect surface and groundwater supplies and the public's health through evaluating and permitting private onsite sewage disposal systems and water supplies.

Budget Overview

FY 2013 Issues

- Maintaining compliance with safety regulations for the rapidly increasing complexity of Loudoun County's restaurants, pools, wells and onsite sewage systems will continue to be a priority for the Department.
- Administering the State and County's operations and maintenance requirements for alternative onsite septic systems in a customer focused manner also continues to remain a priority.

FY 2013 Major Work Plan Initiatives

- Digitize Environmental Health files to increase efficiency and improve customer access.
- Improve public access to and tracking of onsite sewage system inspection records through an enhanced web-based system.
- Initiate a public education campaign on the maintenance requirements of alternative onsite sewage disposal systems to prevent catastrophic failures.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,317,294	\$1,316,703	\$1,293,514	\$1,333,401	\$1,375,068
Operations & Maintenance ¹	1,148,677	968,555	955,440	1,031,073	1,114,573
Capital Outlay & Capital Acquisitions	14,485	13,106	0	0	0
Total Expenditures	\$2,480,456	\$2,298,364	\$2,248,954	\$2,364,474	\$2,489,641
Revenues					
Permits Privilege Fees & Reg Licenses	\$223,376	\$199,842	\$181,732	\$168,309	\$172,715
Charges For Services	4,611	3,756	4,061	9,800	9,800
Miscellaneous Revenue	2,747	2,722	3,191	500	500
Total Revenues	\$230,734	\$206,320	\$188,984	\$178,609	\$183,015
Total Local Tax Funding	\$2,249,722	\$2,092,044	\$2,059,970	\$2,185,865	\$2,306,626
County FTE	19.00	18.00	18.00	17.00	17.00
State FTE	18.00	15.00	15.00	15.00	15.00
FTE Summary	37.00	33.00	33.00	32.00	32.00

¹ In FY 2013 \$108,000 of local tax funding was added to the operating budget in Environmental Health to account for loss of earned revenue in the State cooperative budget. The Board also reduced the overall operating budget in the department by \$28,000 split between both programs. Natural increases in operating expenses are also included.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Health Services Environmental Health

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.				
• Number of complaints investigated	558	457	600	475
• Number of confirmed foodborne outbreaks	0	0	1	1
• Number of foodborne illness investigations	37	40	45	45
Objective: Conduct routine inspections and sanitary evaluations of public facilities including food establishments, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools, campgrounds and tourist establishments to protect the public from environmental and communicable disease hazards.				
• Average number of inspections per permitted food facility	2.60	3.00	3.00	3.00
• Average number of inspections per permitted swimming pool facility	2.60	3.70	2.80	2.80
• Number of food facilities requiring inspections by Health Services	915	938	925	950
• Number of other facilities requiring inspections by Health Services	102	108	100	110
• Number of swimming pool facilities permitted by Health Services	207	217	200	220
• Total number of inspections for permitted food facilities	2,339	2,715	2,850	2,900
• Total number of inspections for permitted swimming pool facilities	544	769	560	800
Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal systems.				
• Number of conventional onsite sewage disposal system failures	15	10	15	15
• Number of conventional onsite sewage disposal systems	13,242	13,309	13,390	13,400
• Number of newly-installed conventional systems	49	50	60	50
• Number of newly-installed nonconventional onsite sewage disposal systems	30	40	40	40
• Number of nonconventional onsite sewage disposal system failures ¹	15	1	3	5
• Number of nonconventional onsite sewage disposal systems	1,273	1,358	1,340	1,400

¹ In FY 2010 the number of repair permits issued for nonconventional onsite sewage disposal system failures was due to a new Loudoun County requirement that all such systems be inspected on an annual basis. It does not reflect an increase in new failures of these systems.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Health Services
Environmental Health

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Protect the public's health and the environment by permitting and inspecting private water wells.				
• Number of dry wells reported to Health Services	12	12	30	20
• Number of known private drinking water wells	16,432	16,628	16,632	16,675
• Number of newly-installed wells	104	116	140	100
• Number of well inspections	340	269	200	250



Mental Health, Substance Abuse and Developmental Services

Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Emergency Services

Mental Health/Substance Abuse Outpatient Services

Early Intervention

Developmental Services Residential Supports

Mental Health Day Support Services

Mental Health/Substance Abuse Prevention & Intervention

Developmental Services Employment Services and Day Support

Mental Health/Substance Abuse Residential Services

Developmental Services Support Coordination

MHSADS Administration



Mental Health, Substance Abuse and Developmental Services

Mission Statement

The mission of the County's Community Services Board, through the Department of Mental Health, Substance Abuse and Developmental Services, is to provide and facilitate a person-centered system of individualized services and supports that promotes self-determination and empowerment and enables participation in community life.

Description

The Loudoun County Department of Mental Health, Substance Abuse and Developmental Services (MHSADS) is responsible for the public mental health, substance abuse, and developmental services system in the County. The Department provides a wide variety of services for citizens of all ages to stabilize acute situations, and to enable people with mental disabilities to live independently and successfully in the community. Services are interrelated and designed to address the unique needs of clients in the Mental Health, Substance Abuse and Developmental Services disability areas and to respond to State and Federal mandates and local policy. In addition, the Department reaches residents served by other agencies through its collaboration with the Adult Detention Center, the Juvenile Detention Center, the Youth Shelter, the School System, Courts, Probation and Parole, Community Corrections, Child Protective Services, Adult Protective Services, Victim Witness and the Loudoun Hospital emergency rooms. As mandated by Chapter 5, §37.2 of the Code of Virginia, the Community Services Board, an eighteen-member volunteer board appointed by the Board of Supervisors, provides oversight to the Department's programs and policies.

The Department's programs are comprised of the following services: mental health/substance abuse emergency services, mental health/substance abuse outpatient services, early intervention, developmental services residential supports, mental health day support services, mental health/substance abuse prevention and intervention services, developmental services employment and day support, mental health/substance abuse residential services, developmental services support coordination and Department administration.

Budget Overview

FY 2013 Issues

- Service demand continues to increase with population growth, while funding from the State remains static.
- Affordable supervised housing for residents with disabilities remains in short supply.
- There is a lack of sufficient slots in the Medicaid Home and Community Based Waiver (Medicaid Waiver) Program for residents with intellectual disabilities.
- State government has accelerated efforts to discharge residents of hospitals and training centers to local communities and has cut funding to state-operated facilities. Virginia is under Federal pressure to further downsize institutions.
- Growing proportions of residents requiring services are underinsured or uninsured, especially with the recent increase in unemployment. Over 85 percent of MHSADS clients are indigent.
- Negative impact on administrative and clinical capacity due to required responses to changes in Federal and State regulations.

FY 2013 Major Work Plan Initiatives

- Reduce waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
- Complete implementation of the Electronic Health Record System in order to achieve compliance with meaningful use.
- Using existing resources, expand the client capacity of Developmental Services (DS) Day services by 15 percent.
- Begin early intervention services to children younger than age 2 with autism spectrum diagnosis.
- In collaboration with the law enforcement and criminal justice systems, reduce the number of people with mental illness confined to the Adult Detention Center (ADC).
- In collaboration with child serving agencies and departments in Loudoun County, reduce the number of children in restrictive placements and detention.

FY 2012 Major Achievements

- Completed conversion of Brambleton Group Home to a private vendor and achieved Intermediate Care Facility Status.
- Implementation of the Electronic Health Record System is essentially complete, which resulted in increased revenues.
- Coordinated the donation of time and funds from volunteer and non-profit organizations for the various client programs in FY 2012. Eight master's and doctoral student interns worked 7,500 hours valued at \$227,200 (the equivalent of 3 FTEs at the Spec III level, \$75,000 each). Donated medications totaled over \$521,000; 8,734 volunteer hours valued at over \$239,200 were provided and donations and in-kind contributions valued at \$16,350 were received.
- Continued training direct service staff to use the electronic client record to increase efficiency.
- Continued 4-person grant funded Wounded Warriors treatment team, exceeding the projected number of veterans served.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Mental Health, Substance Abuse and Developmental Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$24,574,653	\$24,597,993	\$24,073,684	\$25,539,873	\$26,215,542
Operations & Maintenance	5,137,805	5,104,366	4,894,841	5,604,156	5,867,157
Capital Outlay & Capital Acquisitions	29,953	10,432	0	0	0
Total Expenditures	\$29,742,411	\$29,712,791	\$28,968,525	\$31,144,029	\$32,082,699
Revenues					
Charges For Services	\$643,139	\$652,083	\$680,924	\$698,800	\$669,800
Miscellaneous Revenue	5,178	25,919	4,317	1,000	1,000
Recovered Costs	4,085,114	4,774,945	5,525,405	4,815,824	5,470,345
State Categorical Aid	3,282,639	3,818,102	3,933,665	4,433,770	4,304,031
Federal Categorical Aid	813,377	1,095,382	642,383	518,824	717,102
Total Revenues	\$8,829,447	\$10,366,431	\$10,786,694	\$10,468,218	\$11,162,278
Local Tax Funding¹	\$20,912,964	\$19,346,360	\$18,181,831	\$20,675,811	\$20,920,421
FTE Summary	344.09	345.15	330.05	332.05	329.12

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Mental Health, Substance Abuse and Developmental Services includes an increase of \$244,610 in local tax funding, which includes an enhancement of 1.00 FTE for a Clinician in MHSA Outpatient Services, and a reduction of 4.00 FTE and \$430,933 in expenditures in the Substance Abuse Apartment Program, the Adult Drug Treatment Court Program and Department Administration. There is also an increase of \$694,060 in revenues primarily due to a projected increase in revenue recovered from Medicaid. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The change between FY 2009 and 2010 is due to the following actions: the Board added 3.82 FTE for State funded grant positions during FY 2009. The Board eliminated 2.47 FTE from In-Home Support, prevention services, and emergency staffing pool.

FY 2011: The change between FY 2010 and FY 2011 is due to the following actions: the Board eliminated 1.53 FTE during FY 2010 due to State budget reductions; and the Board eliminated 17.39 FTE from DS residential, MH residential and department administration in FY 2011.

FY 2012: The change between FY 2011 and FY 2012 is due to the following actions: the Board added 2.00 FTE in the VA Wounded Warrior Program during FY 2011; and 0.80 FTE was transferred from the Department to County Administration. In addition, during 2012 the Board added 1.87 FTE for a Psychiatric Nurse, a Children's Services Evaluator, and an Early Intervention Care Coordinator.

¹ Revenues and expenditures related to the Wounded Warrior and Early Intervention grants are also reflected for FY 2012 and FY 2013 in the Special Revenue Fund in the Other Funds Section. This fund was established during FY 2011 to record revenues which restrict expenditures for specified purposes.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
MHSA Emergency Services	\$1,002,002	\$1,251,456	\$1,283,133	\$1,332,434	\$1,315,038
MHSA Outpatient Services	5,569,861	5,950,964	6,191,804	6,427,959	7,191,689
Early Intervention	1,416,384	1,290,367	1,099,233	1,085,055	1,797,224
DS Residential Supports	5,424,180	4,911,518	4,117,105	4,202,085	4,246,897
MH Day Support Services	968,457	975,793	941,860	916,448	929,793
MHSA Prevention & Intervention Services	760,960	711,116	681,824	725,188	720,432
DS Employment Services and Day Support	3,059,930	3,290,595	3,403,149	3,509,113	3,564,477
MHSA Residential Services	6,669,103	6,497,297	6,406,504	7,084,024	7,088,576
DS Support Coordination	1,015,936	971,918	1,011,184	1,018,832	1,126,801
MHSADS Administration	3,855,598	3,861,767	3,832,729	4,030,103	4,101,772
Total Expenditures	\$29,742,411	\$29,712,791	\$28,968,525	\$30,331,241	\$32,082,699

Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
MHSA Emergency Services	\$1,019,308	\$1,249,762	\$1,342,062	\$1,326,054	\$1,326,054
MHSA Outpatient Services	2,149,272	2,962,192	3,351,414	3,227,170	3,537,790
Early Intervention	562,835	584,364	385,925	524,697	814,337
DS Residential Supports	2,201,017	2,320,701	2,217,833	2,050,685	2,060,685
MH Day Support Services	238,062	410,109	441,972	412,500	412,500
MHSA Prevention & Intervention Services	136,809	131,671	120,528	134,339	95,205
DS Employment Services and Day Support	300,664	382,558	415,278	349,000	349,000
MHSA Residential Services	1,699,512	1,682,677	1,834,004	1,808,160	1,832,894
DS Support Coordination	520,318	638,897	673,353	564,061	665,061
MHSADS Administration	1,650	3,500	4,325	71,552	68,752
Total Revenues	\$8,829,447	\$10,366,431	\$10,786,694	\$10,468,218	\$11,162,278

Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
MHSA Emergency Services	\$(17,306)	\$1,694	\$(58,929)	\$6,380	\$(11,016)
MHSA Outpatient Services	3,420,589	2,988,772	2,840,390	3,618,880	3,653,899
Early Intervention	853,549	706,003	713,308	955,055	982,887
DS Residential Supports	3,223,163	2,590,817	1,899,272	2,151,400	2,186,212
MH Day Support Services	730,395	565,684	499,888	503,948	517,293
MHSA Prevention & Intervention Services	624,151	579,445	561,296	590,849	625,227
DS Employment Services and Day Support	2,759,266	2,908,037	2,987,871	3,160,113	3,215,477
MHSA Residential Services	4,969,591	4,814,620	4,572,500	5,275,864	5,255,682
DS Support Coordination	495,618	333,021	337,831	454,771	461,740
MHSADS Administration	3,853,948	3,858,267	3,828,404	3,958,551	4,033,020
Total Local Tax Funding	\$20,912,964	\$19,346,360	\$18,181,831	\$20,675,811	\$20,920,421



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
MHSA Emergency Services	9.72	10.78	13.13	13.05	13.92
MHSA Outpatient Services	61.40	63.40	65.33	68.51	68.51
Early Intervention	14.00	14.00	14.00	14.00	15.00
DS Residential Supports	68.41	67.41	49.83	50.32	48.32
MH Day Support Services	12.07	13.07	12.07	12.07	12.07
MHSA Prevention & Intervention Services	10.00	9.00	8.53	8.53	8.53
DS Employment Services and Day Support	25.65	24.65	24.65	24.59	24.59
MHSA Residential Services	84.92	83.92	83.92	83.12	82.12
DS Support Coordination	8.50	10.00	10.00	10.00	11.00
MHSADS Administration	49.42	48.92	48.59	47.86	45.06
Total FTE	344.09	345.15	330.05	332.05	329.12



Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Emergency Services

Program Goal and Service Description

The mission of the Emergency Services Program (ES) is to provide 24-hour crisis intervention and stabilization services in the least restrictive setting ensuring safety for the individual and community. ES is State-mandated (VA Code 37.2-500) as a core service of the Community Services Board. Immediate clinical services are provided to individuals/families experiencing psychiatric and/or substance abuse distress within 5 minutes of the initial contact. ES provides assessment and consultation services at the three Loudoun Hospital Emergency Rooms, the Adult and Juvenile Detention Centers, the Youth Shelter, and several other sites within Loudoun County. The Loudoun County Public School system depends on ES for immediate evaluations of students believed to be at risk to themselves or others, and ES plays an integral role to the LCPS Threat Assessment Protocol.

Emergency Services facilitates admission to State and local hospitals, provides State mandated pre-screening evaluations of individuals involved in civil commitment processes, and provides substance abuse evaluation for detoxification services. ES attends each commitment hearing and plays an integral role in the court process. ES is a participant in Loudoun County's Critical Incident Stress Management Team (CISM) providing mental health assistance and consultation to Public Safety personnel. Staff also uses the CISM model to reach other community groups that are experiencing a sudden and devastating event. ES frequently provides consultation and training to other community agencies upon request. Additionally, ES maintains membership on the Loudoun County Sheriff's Office and Leesburg Police Department's Crisis Negotiation Teams and responds on-site to hostage/barricade situations.

Budget Overview

FY 2013 Issues

- Regional Crisis Stabilization Program planned to mitigate loss of State psychiatric hospital beds has not been implemented.
- Addition of a fourth ER by INOVA Hospital further stretches capacity to respond to emergency custody orders within mandated time.
- Operational future of the only State facility for children and adolescent remains unclear.

FY 2013 Major Work Plan Initiatives

- Maximize training expertise of law enforcement in response to mental health clients in crisis.
- Fully implement suicide prevention/intervention (CAMS) protocol.
- Maximize revenue with continued emphasis on Medicaid.
- Maintain rapid response time to clients in crisis to within five minutes.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$831,164	\$1,031,289	\$1,083,705	\$1,099,729	\$1,094,015
Operations & Maintenance	170,838	220,167	199,428	232,705	221,023
Total Expenditures	\$1,002,002	\$1,251,456	\$1,283,133	\$1,332,434	\$1,315,038
Revenues					
Charges For Services	\$10,541	\$9,715	\$9,299	\$10,000	\$10,000
Recovered Costs	19,552	16,481	12,634	17,500	17,500
State Categorical Aid	989,215	1,222,691	1,320,129	1,298,554	1,298,554
Federal Categorical Aid	0	875	0	0	0
Total Revenues	\$1,019,308	\$1,249,762	\$1,342,062	\$1,326,054	\$1,326,054
 Total Local Tax Funding	 \$(17,306)	 \$1,694	 \$(58,929)	 \$6,380	 \$(11,016)
 FTE Summary	 9.72	 10.78	 13.13	 13.05	 13.92



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Mental Health/Substance Abuse Emergency Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Respond to all Public Safety agency requests for CISM and to all callouts (active crisis, barricade, hostage) from LCSO or LPD Crisis Negotiation Teams.				
• Crisis Negotiation Team call outs attended as MH team member	6	1	4	4
• Number of CISM debriefings and defusings	9	20	30	30
• Number of individuals served	135	58	75	65
Objective: Provide at least one referral for service for all voluntary clients who do not require mental health hospitalization.				
• Number of voluntary clients	n/a	n/a	200	230
Objective: Provide response to requests for emergency services.				
• Number of emergency clients	1,841	2,069	2,250	2,250
• Number of face-to-face evaluations	1,122	1,202	1,000	1,100
• Percentage of emergency requests responded to within 5 minutes	99%	99%	95%	95%

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



Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Outpatient Services

Program Goal and Service Description

The goal of Outpatient Services is to reduce the effects of serious mental illness, emotional and behavioral disturbance, severe trauma and the impact of substance abuse and addiction. Outpatient Services includes two primary programs: Mental Health Outpatient (MHOP) and Substance Abuse Outpatient (SAOP). Within these programs are specialty services for children, adolescents, families, adults, as well as, psychiatric, psychological, court and forensic, wounded warrior, and domestic violence services. Both MHOP and SAOP services are provided at mental health centers, as components of other agencies, including the Adult Detention Center (ADC), Juvenile Detention Center (JDC), Youth Shelter, Loudoun County Public Schools (LCPS), Department of Family Services (DFS), the Courts, and psychiatric facilities, and as part of collaborative multiagency programs. Services include psychotherapy, evaluation, crisis intervention, case management, drug testing, psychiatry, medication management, hospital discharge planning, and information and referral. Psychotherapies utilized include individual, couples, family, group and intensive in-home. Treatment promotes family involvement as mental illness and addiction are devastating not only to the individual but to the family. Participation in self help groups such as Family to Family, Alcoholics Anonymous, Narcotics Anonymous and Al Anon is encouraged to support recovery.

Budget Overview

FY 2013 Issues

- The primary mental health and substance abuse service for uninsured and underinsured citizens is the public sector. The average wait time for adults to receive mental health services is 4.5 weeks and 6 weeks for substance abuse services.
- Increased pressure to provide community-based mental health and substance abuse services as the State plans hospital bed reductions at State facilities.
- County residents continue to wait four to six weeks for psychiatric evaluation.
- Increasingly intensive use of psychiatric and clinical staff resources in order to assure access to psychiatric medications.
- The County mental health and substance abuse services system continues to struggle to maintain adequate, qualified psychiatric nurse capacity.
- The demand for County mental health and substance abuse services at the ADC is expected to increase by 100%.
- Loudoun County Public School (LCPS) growth requires additional staff capacity to provide Student Assistance and Assessment services.

FY 2013 Major Work Plan Initiatives

- Provide effective, timely and efficient community-based mental health and substance abuse treatment and related services to children, adolescents, adults and their families, and reduce wait times for services to 15 days or less.
- Develop data analysis and reporting mechanisms to provide outcomes data regarding programs and services provided.
- Maximize third party revenues.
- Respond to increased demand for evaluation and treatment services at the ADC.
- Fully implement suicide prevention/intervention (CAMS) protocol.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Mental Health/Substance Abuse Outpatient Services

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,701,165	\$4,914,187	\$5,184,673	\$5,309,379	\$5,880,206
Operations & Maintenance	838,743	1,026,345	1,007,131	1,118,580	1,311,483
Capital Outlay & Capital Acquisitions	29,953	10,432	0	0	0
Total Expenditures	\$5,569,861	\$5,950,964	\$6,191,804	\$6,427,959	\$7,191,689
Revenues					
Charges For Services	\$291,020	\$309,682	\$314,688	\$368,500	\$341,500
Miscellaneous Revenue	0	3,915	300	0	0
Recovered Costs	585,527	658,811	1,132,232	815,293	1,170,099
State Categorical Aid ¹	867,638	1,405,272	1,456,781	1,266,245	1,748,450
Federal Categorical Aid ¹	405,087	584,512	447,413	359,041	277,741
Total Revenues	\$2,149,272	\$2,962,192	\$3,351,414	\$2,809,079[†]	\$3,537,790
 Total Local Tax Funding	 \$3,420,589	 \$2,988,772	 \$2,840,390	 \$3,618,880	 \$3,653,899
 FTE Summary²	 61.40	 63.40	 65.33	 68.51	 68.51

¹ Revenues and expenditures for the Wounded Warrior grant are also reflected for FY 2012 and 2013 in the Special Revenue Fund found in the Other Funds Section. This fund was established during FY 2011 to record revenues which restrict expenditures for specified purposes.

² In FY 2013, the Board added 1.00 FTE for a Clinician to assist in providing services to inmates at the ADC due to the opening of Phase II. Also in FY 2013, the Board eliminated 1.00 FTE in this Program with the elimination of the Adult Drug Treatment Court Program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Outpatient Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Reduce waiting times and demonstrate improvement in functioning of adults served.				
• Adults on MH intake wait list less than 15 days	n/a	n/a	75%	75%
• Adults receiving medication evaluation within two weeks of refer	31.00%	37.75%	30.00%	35.00%
• Adults with improved functioning using the Global Assessment of Functioning scale	74.00%	65.50%	70.00%	65.00%
• Aftercare scheduled within seven days of discharge	82%	76%	80%	70%
• Number of adults receiving MH outpatient services	1,951	1,860	1,985	1,900
• Number of adults receiving psychiatric medication services	1,072	1,045	1,200	1,100
Objective: Reduce waiting times and demonstrate improvement in functioning of youth served.				
• Number of youth receiving MH outpatient services	356	349	370	370
• Number of youth receiving psychiatric medication services	194	206	220	220
• Youth on intake wait list less than 15 days	n/a	n/a	75%	75%
• Youth receiving medication evaluation within two weeks of referral	25.00%	44.75%	50.00%	50.00%
• Youth with improved functioning using the Global Assessment of Functioning scale	58%	57%	75%	60%
Objective: Comply with court-ordered evaluations and provide MH/SA treatment for Adult Detention Center (ADC) referrals.				
• Court ordered evaluations completed on time	97.00%	97.25%	90.00%	95.00%
• Number of ADC inmates receiving MH/SA Services	277	433	375	430
• Number of court ordered and other evaluations	167	149	150	150

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



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Mental Health/Substance Abuse Outpatient Services

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Reduce waiting time to 15 days or less and demonstrate initiation of recovery in 75% of adults treated.				
• Adults on Substance Abuse intake wait list less than 15 days	n/a	n/a	75%	75%
• Number adults receiving assessment and/or treatment	1,122	1,240	1,200	1,200
• Treatment discharges abstinent more than 60 days	72.00%	59.25%	75.00%	75.00%
Objective: Reduce waiting time to 15 days or less and demonstrate initiation of recovery in 75% of youth treated.				
• Number of youth receiving Substance Abuse outpatient services	557	581	550	550
• Treatment discharges abstinent more than 60 days	70.00%	76.75%	75.00%	75.00%
• Youth on intake wait list less than 15 days	n/a	n/a	80%	80%

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



Mental Health, Substance Abuse and Developmental Services

Early Intervention

Program Goal and Service Description

The Early Intervention (EI) Program serves infants and toddlers age birth-3 years and their families. Early Intervention services provide supports to the child and family to promote achievement of developmental milestones. Early supports may decrease or eliminate the need for special services later in life, and even if continued supports are needed, a child's opportunity to grow and develop to his or her potential is enhanced.

There are 17 mandated services listed in the Federal Law, Part C of IDEA, specifically: occupational, physical and speech therapies, and the services of specialists in early childhood development, vision, nursing, nutrition, psychology, counseling and support coordination. Families are empowered to support their child and enhance development at home and in the community through collaboration with an Early Intervention Specialist.

Budget Overview

FY 2013 Issues

- Loudoun County is rapidly increasing in population and has one of the highest birth rates in Virginia.
- Demand for the Early Intervention Program is continuous and increasing.
- Services must be provided in a timely manner and the Program is required to meet a number of State/Federal requirements for service provision and documentation.

FY 2013 Major Work Plan Initiatives

- Provide mandated services to all eligible children referred to the Early Intervention Program.
- Maximize the developmental potential for each child through Early Intervention programmatic activities.
- Meet required Federal guidelines for the development of Individualized Family Services Plan (IFSP).

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,341,060	\$1,224,903	\$1,032,465	\$974,816	\$1,465,466
Operations & Maintenance	75,324	65,464	66,768	110,239	331,758
Total Expenditures	\$1,416,384	\$1,290,367	\$1,099,233	\$1,085,055	\$1,797,224
Revenues					
Charges For Services	\$35,073	\$30,299	\$36,641	\$40,000	\$40,000
Recovered Costs	87,096	126,312	233,891	90,000	288,781
State Categorical Aid ¹	205,042	86,889	80,202	108,438	205,978
Federal Categorical Aid ¹	235,624	340,864	35,191	286,259	279,578
Total Revenues	\$562,835	\$584,364	\$385,925	\$524,697	\$814,337
Total Local Tax Funding	\$853,549	\$706,003	\$713,308	\$955,055	\$982,887
FTE Summary²	14.00	14.00	14.00	14.00	15.00

¹ Revenues and expenditures related to the Early Intervention grant are also reflected for FY 2012 and 2013 in the Special Revenue Fund found in the Other funds Section. This fund was established during FY 2011 to record revenues which restrict expenditures for specified purposes.

² During FY 2012, the Board added 1.00 FTE for an Early Intervention Care Coordinator.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Early Intervention

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: 100% of eligible families will have an Individual Family Service Plan (IFSP) developed within 45 days of referral.				
• Eligible families who have an IFSP within 45 days of referral	n/a	100%	100%	100%
• Number of eligible families	n/a	408	469	539
• Number of referrals	n/a	367	422	485
Objective: Discharge children when IFSP goals are achieved or when they approach three years of age.				
• Children transitioned from EI to the Loudoun County schools	n/a	78	90	104
• Number of children transitioned to home or a typical preschool	n/a	67	77	89
• Number of children who transitioned from the EI Program	n/a	211	243	279

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



Mental Health, Substance Abuse and Developmental Services

Developmental Services Residential Supports

Program Goal and Service Description

The Developmental Services division offers a variety of residential support options to people who require individualized assistance to achieve personal objectives and complete activities of daily living. These services preserve the persons' ongoing residence in the community either at home with family, in their own residence or apartment or in a group home. The options for support are: Consumer Directed Service Facilitation (CD): DS staff provides management support to clients or their caregivers as they assume direct responsibility and control of hiring, supervising and firing of the direct service providers. Clients participating in CD services are more likely to remain in their own home and community and experience higher satisfaction with their care providers. In-Home Supports (IHS): Provide supports to clients of all ages to address individual objectives to develop relationships, talents, independence and community participation. IHS enables the client to remain home with their family and enables the family members and other natural supports to continue working and keep the family intact. Group Home Services: provides congregate residential supports to individuals who have declined, or are not eligible for, the supports in an intermediate care facility (ICF) or other long term care institution. Staff support is scheduled 24-hours a day to provide supervision and assistance to attend appointments, prepare meals, administer medication, perform activities of daily living, and other social events. DS operates four group homes located in neighborhoods throughout the county. The residents are supported to live a person centered life. Each of the residential services supports the client to prevent the need for institutional long term care.

Budget Overview

FY 2013 Issues

- The primary source of reimbursement for residential supports is the ID waiver. ID waiver waitlists are very long.
- Medicaid has reduced billable respite hours from 720 to 480 annually and reduced reimbursement for residential supports by 3 % in FY 2012.
- There is increased demand for In Home services and no additional providers or staff.
- Staff to client ratio is increasing due to the declining health of clients in group home service.

FY 2013 Major Work Plan Initiatives

- Maximize recovery rate of Medicaid Waiver Revenue.
- Develop a spectrum of service providers offering residential supports in Loudoun County.
- Reduce the wait time for waiver enrolled clients with immediate needs for residential supports.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,492,392	\$4,106,171	\$3,522,197	\$3,425,941	\$3,451,762
Operations & Maintenance	931,788	805,347	594,908	776,144	795,135
Total Expenditures	\$5,424,180	\$4,911,518	\$4,117,105	\$4,202,085	\$4,246,897
Revenues					
Charges For Services	\$133,523	\$133,140	\$142,937	\$113,000	\$113,000
Miscellaneous Revenue	1,000	1,000	1,000	0	0
Recovered Costs	1,742,593	1,946,547	1,857,429	1,712,677	1,722,677
State Categorical Aid	323,901	240,014	216,467	225,008	225,008
Total Revenues	\$2,201,017	\$2,320,701	\$2,217,833	\$2,050,685	\$2,060,685
Total Local Tax Funding	\$3,223,163	\$2,590,817	\$1,899,272	\$2,151,400	\$2,186,212
FTE Summary	68.41	67.41	49.83	50.32	48.32



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Developmental Services Residential Supports

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Consumer Directed Service Facilitation (CD) services are provided to the client promptly and consistently.				
• Clients receiving CD Services	n/a	44	48	55
• Clients referred to CD services	n/a	6	6	7
• Clients receiving CD serviced staffed 90% of the time or better	n/a	40	44	50
• Clients receiving CD services initiated within 30 days referral	n/a	100%	95%	100%
Objective: Provide clients with intellectual disabilities congregate residential group home services.				
• Available group home service units	n/a	99,472	102,977	103,260
• Medicaid Waiver recovery rate	n/a	91%	92%	95%
• Number of clients receiving group home services	n/a	24	23	25
• Number of service units billed	n/a	91,216	84,563	98,097
Objective: Serve 10 or more people per year through the In-Home Support Program.				
• Number of people receiving Medicaid Waiver In-Home Support	n/a	7	11	11
• Number people requesting Medicaid Waiver In-Home Support	n/a	64	68	70

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



Mental Health, Substance Abuse and Developmental Services

Mental Health Day Support Services

Program Goal and Service Description

The goal of the MH Day Support Services Program is to assist individuals with serious mental illness to reduce the effects of psychiatric illness and recover normal adult functioning while living in the community. This Program provides individualized supportive and rehabilitative services in a day-support/clubhouse setting (Friendship House). Services include life skills training, community participation and integration activities, vocational assessment and training, job placement, medication monitoring, family support and education. Other services provided include case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Budget Overview

FY 2013 Issues

- Space at the Friendship House facility continues to be inadequate due to an increase in daily attendance; alternative solutions are being considered.
- The lack of access to comprehensive vocational rehabilitation services for persons with serious mental illness continues to result in limited vocational opportunities and challenges in job placements.
- The impact of healthcare reform, e.g. mandates, regulations, and reimbursement opportunities, remains uncertain.

FY 2013 Major Work Plan Initiatives

- Continue to provide educational programs to improve family understanding of serious mental illness and recovery.
- Reduce the effects of serious mental illness and support client independence.
- Increase the availability of peer support services for people with serious mental illness.
- Effectively respond to Healthcare Reform, in order to maximize 3rd party-payer (emphasis on Medicaid) revenue to the County.
- Fully implement suicide prevention/intervention (CAMS) protocol.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$845,018	\$837,180	\$831,029	\$830,896	\$844,241
Operations & Maintenance	123,439	138,613	110,831	85,552	85,552
Total Expenditures	\$968,457	\$975,793	\$941,860	\$916,448	\$929,793
Revenues					
Charges For Services	\$6,107	\$8,219	\$5,907	\$8,500	\$8,500
Miscellaneous Revenue	0	21,004	410	0	0
Recovered Costs	227,183	363,410	428,551	404,000	404,000
State Categorical Aid	4,772	17,476	7,104	0	0
Total Revenues	\$238,062	\$410,109	\$441,972	\$412,500	\$412,500
Total Local Tax Funding	\$730,395	\$565,684	\$499,888	\$503,948	\$517,293
FTE Summary	12.07	13.07	12.07	12.07	12.07



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Mental Health Day Support Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Involve family members in Psychosocial Rehabilitation (PSR).				
• Number of family members involved in PSR activities	60	71	80	80
Objective: Increase number served, timely service access and community participation by citizens with mental illness.				
• Clients achieving community participation goals	100%	100%	100%	100%
• Clients satisfied with services	97%	100%	100%	100%
• Intakes completed within one week	100%	100%	100%	100%
• Number of clients served by Mental Health day support	95	92	130	130



Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Prevention & Intervention Services

Program Goal and Service Description

The goal of Prevention/Intervention Services is to address substance abuse, gang involvement and violence among high risk children and adolescents through targeted, evidence-based programs statistically shown to reduce these high risk behaviors, and through family focused, intensive case management to assure appropriate connection to other mental health, social and educational programs. Interventions are designed to meet the needs of youth whose failure to respond to universal interventions indicates the need for more intensive, comprehensive, and expansive services, implemented on a longer term basis with coordinated efforts among service providers and parents.

Services are provided during school hours and in after-school and summer programs. School-based programs, such as the Gang Prevention Initiative, are collaborative efforts with Loudoun County Public Schools (LCPS). After-school programs for elementary, middle and high school students are provided at both selected schools and in residential community settings where youth receive academic support, substance abuse, gang and violence prevention/intervention groups, community service, and intensive case management. After-school programs are collaborative efforts with numerous, strong public/private partnerships and are highly reliant on volunteers.

Budget Overview

FY 2013 Issues

- The number of at-risk youth in schools and the community continues to increase, resulting in increases in substance abuse, gang involvement and bullying.
- The economic downturn coupled with the at-risk population growth has increased service demands.
- Lack of access for at-risk youth and their families to after-school programs results in vulnerability to substance abuse and gang activity.
- Increases in the diversity of the County population require broader cultural competency and variety of language abilities.

FY 2013 Major Work Plan Initiatives

- Address substance abuse, violence, gang involvement and bullying among at-risk youth.
- Increase resiliency and facilitate achievement of age-appropriate goals of at-risk youth.
- Fully implement suicide prevention/intervention (CAMS) protocol.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$644,727	\$620,256	\$619,684	\$644,556	\$649,378
Operations & Maintenance	116,233	90,860	62,140	80,632	71,054
Total Expenditures	\$760,960	\$711,116	\$681,824	\$725,188	\$720,432
Revenues					
State Categorical Aid	\$34,055	\$27,114	\$25,323	\$39,134	\$0
Federal Categorical Aid	102,754	104,557	95,205	95,205	95,205
Total Revenues	\$136,809	\$131,671	\$120,258	\$134,339	\$95,205
Total Local Tax Funding	\$624,151	\$579,445	\$561,296	\$590,849	\$625,227
FTE Summary	10.00	9.00	8.53	8.53	8.53



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Mental Health/Substance Abuse Prevention & Intervention Services

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide case management to connect families with education, health and other social services.				
• Number of family members receiving case management	549	538	450	480
• Number of youth involved in positive alternative activities	162	151	120	140
• Number of youth receiving case management	187	170	125	170
Objective: Provide evidence-based substance abuse, violence, gang and bullying prevention programs to at-risk youth in the schools and in the community through after-school and summer programs.				
• Number of youth served in the community	204	202	200	200
• Number of youth served in the schools	951	938	800	850
• Youth who maintain/increase prevention skills	n/a	95%	75%	75%

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



Mental Health, Substance Abuse and Developmental Services Developmental Services Employment Services and Day Support

Program Goal and Service Description

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and/or intellectual disabilities retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services. JobLink, operated by the DS Division, helps people obtain and retain regular jobs in the community using the individual supported competitive employment model. In this model, vocational specialists provide individual job development, placement, training, and limited follow-along services. JobLink serves people with intellectual disabilities and/or serious mental illness. For people who need more support in order to work, group or enclave employment service is provided through a contractual arrangement with Every Citizen Has Opportunities (ECHO), Incorporated. ECHO contracts with businesses to provide services performed by small groups of clients under ECHO supervision. Day Support is provided to more severely disabled clients and involves volunteer activities and other community activities. These services are provided through a contractual arrangement with St. Johns Community Services and through the Community Access Program (CAP), which is operated by the DS Division. CAP services are funded through reimbursement by the Medicaid Waiver Program. Some medically fragile clients need a program that focuses more on personal care matters such as range of motion exercises, assistance with eating, sensory stimulation, and nursing services. These specialized day services for the medically fragile are provided through a contractual agreement with ECHO, Inc.

Budget Overview

FY 2013 Issues

- The planning for transition of students from school services to adult services is not currently a seamless process.
- The JobLink Program must maintain compliance with the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation standards.

FY 2013 Major Work Plan Initiatives

- Address employment needs of eligible Loudoun County residents with disabilities.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,521,582	\$1,592,723	\$1,653,701	\$1,730,558	\$1,806,953
Operations & Maintenance	1,538,348	1,697,872	1,749,448	1,778,555	1,757,524
Total Expenditures	\$3,059,930	\$3,290,595	\$3,403,149	\$3,509,113	\$3,564,477
Revenues					
Charges For Services	\$0	\$0	\$0	\$500	\$500
Recovered Costs	267,453	321,616	365,787	317,500	317,500
State Categorical Aid	33,211	60,942	49,491	31,000	31,000
Total Revenues	\$300,664	\$382,558	\$415,278	\$349,000	\$349,000
Total Local Tax Funding	\$2,759,266	\$2,908,037	\$2,987,871	\$3,160,113	\$3,215,477
FTE Summary	25.65	24.65	24.65	24.59	24.59



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Developmental Services Employment Services and Day Support

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide effective Day Support services to clients.				
• Client attendance rate in contracted Day services	n/a	86.25%	90.00%	90.00%
• Client attendance rate in CSB Day services	n/a	86.25%	89.00%	90.00%
• Number of clients served in contracted Day Programs	n/a	17	17	17
• Number of clients served in CSB Day Program	n/a	14	13	15
Objective: Provide effective employment services to eligible applicants.				
• Average hourly earnings for sheltered and group employment	\$1.88	\$1.70	\$1.50	\$1.50
• Client attendance rate in Group Supported Employment	n/a	89.75%	87.00%	90.00%
• Client attendance rate in sheltered employment	n/a	87.33%	85.00%	90.00%
• Number of clients in Group Supported Employment	n/a	26	25	27
• Number of clients in Job Link Programs	n/a	86	100	110
• Number of clients served in sheltered employment ²	104	18	13	15
• Percentage of employed Job Link clients working 90+ days	85.50%	93.75%	93.00%	95.00%
• Percentage of Job Link clients that are employed	n/a	73.25%	76.00%	80.00%

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

² This measure formerly encompassed contracted day programs, Community Services Board day programs, group supported employment, JobLink and sheltered employment. Beginning in FY 2011, more measures were added to allow for more specificity and this measure was altered to only capture clients specifically in sheltered employment.



Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Residential Services

Program Goal and Service Description

The goal of the MH/SA Residential Services Program is to assist individuals and their families experiencing serious mental illness, substance abuse and addictions, intellectual disabilities, and/or co-occurring conditions, through a continuum of community-based care to support recovery. MH Residential Services are provided in group homes, supervised apartments and private residences, and include intensive psychotherapy, psychiatric and nursing care, crisis intervention, medication management, case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Outreach services are also provided to homeless persons and home bound elderly with serious mental illness. SA Residential Services include detoxification and residential treatment provided to adults and youth through vendor contracts supported by federal, state and local funds.

Budget Overview

FY 2013 Issues

- The average time on the waiting list for Mental Health Residential Services continues to be two years.
- Pressure continues from the State to provide community-based residential and other services for hospitalized persons with serious mental illness.
- Securing adequate and affordable residential treatment and detoxification services from private vendors remains challenging due to increasing costs of programs and increasing complexity of client needs.
- Essential quality assurance and activities including utilization review, clinical consultations and contract management of vendor services require significant staff commitment.

FY 2013 Major Work Plan Initiatives

- Maintain clients with serious mental illnesses in the community.
- Address effects of mental illness and substance abuse on homeless seriously mentally ill persons.
- Maximize the number of clients with treatment-resistant, serious mental illnesses who receive services through the Intensive Community Treatment Team, in order that they remain stable, safe and productive in the community.
- Maximize third party revenue.
- Fully implement suicide prevention/intervention (CAMS) protocol.
- Achieve a satisfactory transition from residential to outpatient treatment for chemically dependent adolescents and adults.
- Negotiate contracts with private vendors to obtain high quality residential treatment services from private vendors at rates favorable to clients and the County.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$5,842,567	\$5,796,582	\$5,672,942	\$6,201,703	\$6,255,636
Operations & Maintenance	826,536	700,715	733,562	882,321	832,940
Total Expenditures	\$6,669,103	\$6,497,297	\$6,406,504	\$7,084,024	\$7,088,576
Revenues					
Charges For Services	\$166,827	\$160,995	\$171,404	\$157,800	\$155,800
Recovered Costs	700,634	752,766	874,671	950,774	943,508
State Categorical Aid	762,139	704,342	723,355	635,008	669,008
Federal Categorical Aid	69,912	64,574	64,574	64,578	64,578
Total Revenues	\$1,699,512	\$1,682,677	\$1,834,004	\$1,808,160	\$1,832,894
Total Local Tax Funding	\$4,969,591	\$4,814,620	\$4,572,500	\$5,275,864	\$5,255,682
FTE Summary¹	84.92	83.92	83.92	83.12	82.12

¹ In FY 2013, Board eliminated 1.00 FTE from the Substance Abuse Supervised Apartment Program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

Mental Health/Substance Abuse Residential Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide residential treatment services to eligible applicants.				
• Number of adults awaiting MH residential services	40	26	50	50
• Number of clients served	110	130	105	120
Objective: Provide Intensive Community Treatment (ICT) services to eligible participants.				
• Clients remaining engaged in ICT for greater than 60 days	n/a	n/a	80%	80%
• Number of ICT clients served	n/a	n/a	15	25
Objective: Provide outreach to homeless mentally ill persons and connect to MH treatment services.				
• Number of homeless persons receiving PATH services	230	257	270	270
• PATH clients connected to MH treatment services	41	43	40	40
• Requests responded to within 48 hours	100%	100%	100%	100%
Objective: Support and facilitate client substance free living, ongoing employment, and Alcoholics Anonymous/Narcotics Anonymous participation.				
• Clients successfully completing the SA Program	50%	43%	38%	44%
• Number of clients in SA apartment Program for 60 or more days ²	16	14	16	n/a
• Number of persons successfully completing the SA Program	8	6	6	7
Objective: Provide detoxification and residential treatment to clients with substance abuse disorders.				
• Number of adolescents receiving SA residential treatment	6	4	8	6
• Number of adults receiving SA residential treatment	64	66	76	70
• Number of SA residential clients transitioning to outpatient	54	54	64	60
• Residential SA clients transitioning to outpatient	77%	74%	77%	78%

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

² In FY 2013, the Board eliminated the Substance Abuse Supervised Apartment Program.



Mental Health, Substance Abuse and Developmental Services

Developmental Services Support Coordination

Program Goal and Service Description

Support Coordination (SC) services ensure that individuals with intellectual disabilities are properly connected and involved to maximize the opportunities for successful community living. Support Coordinators assist in gaining access to housing and jobs, social service benefits and entitlement programs, therapeutic supports, social and educational resources, and other supports essential to meeting basic needs. Individuals receive a full complement of support coordination services, such as interdisciplinary team planning, coordination of services, intake and assessments, advocacy and resource planning, emergency assistance, pre-admission and pre-discharge planning from State training centers or hospitals.

Budget Overview

FY 2013 Issues

- Aging parents and care givers are supporting individuals with intellectual disabilities in their home, and there continues to be an extremely long waiting list for access to Intellectual Disability Waiver services.
- The growing population of special education students with intellectual disabilities graduating from the school system will need access to services and supports.

FY 2013 Major Work Plan Initiatives

- Increase the availability of support coordination services to the adult and youth population.
- Meet expectations of families and clients using support coordination services.
- Reduce the number of children waiting for support coordination services.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$845,410	\$845,525	\$829,770	\$877,209	\$989,561
Operations & Maintenance	170,526	126,393	181,414	141,623	137,240
Total Expenditures	\$1,015,936	\$971,918	\$1,011,184	\$1,018,832	\$1,126,801
Revenues					
Charges For Services	\$48	\$33	\$48	\$500	\$500
Miscellaneous Revenue	4,178	0	1,432	1,000	1,000
Recovered Costs	453,426	585,502	617,060	505,280	606,280
State Categorical Aid	62,666	53,362	54,813	57,281	57,281
Total Revenues	\$520,318	\$638,897	\$673,353	\$564,061	\$665,061
 Total Local Tax Funding	 \$495,618	 \$333,021	 \$337,831	 \$454,771	 \$461,740
 FTE Summary¹	 8.50	 10.00	 10.00	 10.00	 11.00

¹ During FY 2012, the Board increased hours for a part time position and hours were moved from another program to create a full time Children's Services Evaluator.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services
Developmental Services Support Coordination

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: 85% of individuals surveyed report satisfaction with the impact of the program services and, as applicable, in response to support coordinator intervention to a crisis.				
• Clients/families satisfied with DS support coordination services	95%	95%	100%	100%
• Number of individuals served by DS support coordination	203	204	260	260
Objective: Assess children on the waiting list and add them to caseloads as openings become available.				
• Average waiting time in years for DS SC services	2	2	1	1
• Number of children under 18 awaiting DS SC Services	31	34	58	40
• Number of children under 18 receiving DS SC services	28	28	45	45
Objective: Support Coordinators will be able to assess 30% of individuals on the Program waiting list and put them on appropriate waiting lists for other services.				
• Number of adults awaiting support coordination services	55	58	55	55
• Number of adults receiving DS support coordination services	175	176	215	215



Mental Health, Substance Abuse and Developmental Services

Mental Health, Substance Abuse and Developmental Services Administration

Program Goal and Service Description

MHSADS Administration provides direction and support for the Department in the areas of policy development and implementation, capital planning and acquisition, human resources, customer service, financial management, information systems, facility management, program development and support, quality improvement and compliance with regulatory requirements (HIPAA, Human Rights, OSHA, and State licensure). Administration also provides support to the Community Services Board (CSB).

Budget Overview

FY 2013 Issues

- The nature, sensitivity and unpredictability of investigations requires increasing amounts of staff time which reduces staff availability for other quality improvement initiatives.
- The increasing complexity of reimbursement and healthcare regulatory requirements demands corresponding administrative competencies and adaptability.
- The risk management program for the Department needs to be framed.
- The Department needs to establish safety awareness at every level.

FY 2013 Major Work Plan Initiatives

- Maintain accurate, complete and auditable electronic and paper client and employee records that meet regulatory requirements.
- Maintain regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure and Medicaid certification.
- Reorganize MH Services administrative roles in order to effectively respond to changing fiscal and regulatory requirements
- Provide timely, effective and sound financial management.
- Complete implementation of the client data management system.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,509,568	\$3,629,177	\$3,643,518	\$3,756,126	\$3,778,324
Operations & Maintenance	346,030	232,590	189,211	273,977	323,448
Total Expenditures	\$3,855,598	\$3,861,767	\$3,832,729	\$4,030,103	\$4,101,772
Revenues					
Miscellaneous Revenue	\$0	\$0	\$1,175	\$0	\$0
Recovered Costs	1,650	3,500	3,150	2,800	0
State Categorical Aid	0	0	0	68,752	68,752
Total Revenues	\$1,650	\$3,500	\$4,325	\$71,552	\$68,752
Total Local Tax Funding	\$3,853,948	\$3,858,267	\$3,828,404	\$3,958,551	\$4,033,020
FTE Summary¹	49.42	48.92	48.59	47.86	45.06

¹ During FY 2012, the Board transferred 0.80 FTE to the Office of the County Administrator. In FY 2013, the Board eliminated 2.00 FTE.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mental Health, Substance Abuse and Developmental Services

MHSADS Administration

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure that selected records comply with applicable regulatory requirements.				
• Error free Community Consumer Submission (CCS) reports submitted on time	100%	100%	100%	100%
• New employee records compliant with licensure	n/a	n/a	100%	100%
Objective: Provide timely and effective customer service.				
• Client satisfaction with MH/SA administrative services	95.50%	95.00%	90.00%	95.00%
• MH/SA admission packets mailed w/in 24 hrs of request	95.00%	96.50%	95.00%	95.00%
• MH/SA medical records requests completed on time	92.00%	92.50%	100.00%	100.00%
Objective: Improve the safety and security of clients and employees through quality assurance activities such as training, inspections and site visits.				
• Human Rights investigations completed w/in regulatory timeframe	n/a	n/a	100%	100%
• Number of safety inspections completed	13	11	30	30
• Staff in compliance with mandated Human Rights training	n/a	98%	98%	100%
• Staff receiving mandated training (HIPAA, HR, Orientation) w/in 15 days	n/a	65%	85%	100%
Objective: Maximize revenue and effectively manage expenditures.				
• Budgeted revenue collected	90%	98%	95%	98%
• Client accounts less than 120 days old	81.00%	84.25%	70.00%	80.00%
• Total billed charges collected	85%	85%	85%	85%

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



NOTES



Regional Organizations and Contributions



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Regional Organizations and Contributions

Formulary or contractual regional organizations include ten separate organizations to which the County is either a formulary-based member or contributes as a funding resource through some form of agreement and/or prior Board of Supervisors' action. These organizations contribute to the economic development, education, recreation/culture, health and/or well being of the community. For example, the Metropolitan Washington Council of Governments is a multi-governmental organization that supports many of Loudoun County's planning efforts. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions. Typically, the County contributes the annual amount requested by the formulary or contractual regional organizations.

Based on available resources, the County provides funding allocations to economic development, health and welfare, and recreation and culture non-formulary or non-contractual regional organizations. Allocations to these groups are subject to a competitive process that includes an annual review and decision, and allocations may be subject to reduction or discontinuation. An allocation in one year does not guarantee future allocations.

The FY 2013 Adopted Fiscal Plan includes funding for 23 of the 41 non-formulary or non-contractual regional organization applicants (economic development; health and welfare; recreation and culture groups). During the FY 2013 budget process, requests from non-formulary or non-contractual regional organizations were evaluated by select County Government department heads using the following factors:

- The organization's mission is consistent with the County's overall service mission.
- There is documented need for the organization's program or service.
- There are demonstrated positive results of the program or service.
- The program or service provides a direct benefit to Loudoun residents.
- The program or service enhances County functions.
- There are documented efforts by the organization to secure funding from other sources.
- There is not an over-reliance on County funding.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Revenues					
Restricted Transient Occupancy Tax	\$ 0	\$ 0	\$ 50,000	\$ 50,000	\$ 50,000
Total Revenues	\$ 0	\$ 0	\$ 50,000	\$ 50,000	\$ 50,000
Expenditures					
Operations & Maintenance	\$4,582,736	\$3,703,419	\$4,363,882	\$5,166,693	\$5,442,051
Total Expenditures:	\$4,582,736	\$3,703,419	\$4,363,882	\$5,166,693	\$5,442,051
Local Tax Funding:	\$4,582,736	\$3,703,419	\$4,313,882	\$5,116,693	\$5,392,051

FY 2013 Board Action: The FY 2013 Adopted Fiscal Plan for Regional Organizations and Contributions includes expenditures of \$5,442,051, which are \$275,358 higher than the FY 2012 Adopted Budget and consist of the following contributions:

- \$3,771,819 for contractual regional organizations (formulary-based or formal contract/agreement), which is \$291,511 higher than the FY 12 Fiscal Plan. For the contractual regional organizations, the FY 2013 Adopted Budget contribution is equal to the amount requested by these groups.
- \$473,643 for the Town of Leesburg School Resource Officers (SRO) Program, which is \$10,607 higher than FY 2012. The FY 2013 contribution will cover 70% of the costs of the Town of Leesburg's SRO Program since 70% of these positions' time relates to providing coverage at the schools.
- \$976,589 for non-formulary or non-contractual Health & Welfare and Recreation & Culture Regional Organizations, which is \$21,760 lower than FY 2012.
- \$220,000 for non-formulary or non-contractual Economic Development regional organizations, which is \$5,000 lower than FY 2012.

The FY 2013 Adopted Fiscal Plan includes the use of \$50,000 in Restricted Use Transient Occupancy Tax to fund the contribution to the Washington Airports Task Force. All other Regional Organizations are funded by the General Fund.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Contractual Agreements					
Birmingham Green - Nursing Home Facility	\$ 227,760	\$ 266,195	\$ 245,212	\$ 276,519	\$ 336,741
Birmingham Green - Adult Care Residence	256,960	308,352	249,765	312,547	382,658
Loudoun Heritage Farm Museum	--	--	137,178	137,178	137,178
Metropolitan Wash. Council of Governments	227,967	227,967	228,426	228,426	239,847
No. Va. Community College	294,059	300,395	385,112	473,015	581,309
No. Va. Regional Commission	134,910	133,412	134,010	138,269	187,606
No. Va. Regional Park Authority	1,245,322	575,047	908,063	1,291,555	1,291,555
Peumansend Creek Regional Jail	576,282	524,567	522,192	522,192	514,318
Occoquan Water Monitoring Program	12,744	12,607	12,607	12,607	12,607
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000	88,000
Subtotal Contractual Agreements:	\$ 3,064,004	\$ 2,436,542	\$ 2,910,565	\$ 3,480,308	\$ 3,771,819
 Town of Leesburg Police School Resource Officers (SROs) Contribution	 \$ 247,200	 \$ 247,200	 \$ 296,640	 \$ 463,036	 \$ 473,643
 Economic Development					
Greater Washington Initiative (GWI) ¹	\$ --	\$ 5,000	\$ 5,000	\$ 25,000	\$--
Loudoun Small Business Development Ctr.	122,714	111,328	111,328	150,000	170,000
Washington Airports Task Force ²	5,000	5,000	50,000	50,000	50,000
Subtotal Economic Development:	\$ 127,714	\$ 121,328	\$ 166,328	\$ 225,000	\$ 220,000
 Health & Welfare					
Blue Ridge Speech & Hearing	\$120,857	\$80,000	\$80,000	\$80,000	\$80,000
Brain Injury Services	19,149	19,149	19,149	19,149	19,149
Capital Caring (Formerly Capital Hospice)	7,468	10,000	10,000	10,000	10,000
Friends of Loudoun Mental Health	--	--	15,000	15,000	15,000
Good Shepherd Alliance	70,000	60,000	60,000	60,000	60,000
Help for Others	--	--	--	--	5,625
INMED Partnerships for Children - MotherNet Loudoun	53,354	40,000	40,000	40,000	40,000
La Voz of Loudoun ³	26,500	26,500	26,500	26,500	--
Legal Services of Northern Virginia, Inc.	80,031	80,031	80,031	80,031	72,028
Loudoun Cares, Inc.	77,250	50,000	50,000	75,000	75,000
Loudoun Citizens for Social Justice/ Loudoun Abused Women's Shelter	51,121	60,000	60,000	60,000	80,000
Loudoun Community Health Center	30,812	125,000	125,000	125,000	157,500
Loudoun Office of American Red Cross	5,000	25,000	25,000	25,000	25,000

¹ Due to the restructuring of GWI during FY 2012 which affected the level of services provided to Loudoun County, GWI requested no contribution from the County for FY 2013; however, the County will receive the benefits of full membership during FY 2013.

² The FY 2011 actual, FY 2012 Adopted, and FY 2013 Adopted includes the use of \$50,000 in Restricted Use Transient Occupancy Tax to fund the contribution to the Washington Airports Task Force. All other Regional Organizations are funded by the General Fund.

³ The Board of Supervisors decided not to contribute to this Regional Organization for the FY 2013 Adopted Fiscal Plan. The County contributed to this group in FY 2012.



Loudoun County Government FY 2013 Adopted Fiscal Plan

	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Loudoun ENDependence	--	--	50,000	50,000	50,000
Loudoun Free Clinic	80,031	75,000	75,000	75,000	75,000
Loudoun Interfaith Relief	20,000	25,000	45,000	45,000	52,500
Loudoun Literacy Council, Inc.	7,123	7,123	7,123	7,123	7,123
Loudoun Volunteer Caregivers	29,664	29,664	29,664	29,664	29,664
Metropolitan Washington Ear ¹	882	882	882	882	--
Northern Virginia Dental Clinic	--	--	--	--	25,000
Northern Virginia Family Services	46,350	--	15,000	15,000	15,000
Northern Virginia Resource Center for Deaf and Hard of Hearing Persons	29,878	20,000	20,000	20,000	20,000
YMCA of Loudoun	46,482	20,000	--	--	--
Subtotal Health & Welfare:	\$ 801,952	\$ 753,349	\$ 833,349	\$ 858,349	\$ 913,589
Recreation/Culture					
All-Night Graduation Party ²	\$ 5,000	\$ 5,000	\$ 5,000	\$ --	\$--
Bluemont Concert Series ¹	38,415	--	25,000	25,000	--
Boys & Girls Clubs	15,000	--	--	--	--
First Night Leesburg	2,401	--	--	--	--
Loudoun Arts Council ¹	8,300	5,000	3,000	3,000	--
Loudoun Museum ³	230,250	115,000	70,000	70,000	63,000
Loudoun Symphony Association, Inc. ¹	--	2,500	1,000	1,000	--
Loudoun Youth, Inc. ¹	--	--	--	35,000	--
Purcellville Teen Center	20,000	--	--	--	--
Round Hill Arts Center ¹	12,500	12,500	6,000	6,000	--
Subtotal Recreation/Culture:	\$ 331,866	\$ 140,000	\$ 110,000	\$ 140,000	\$ 63,000
Leesburg Business Incubator/Mason Enterprise Institute ⁴	\$ --	\$ --	\$ 42,000	\$--	\$--
Local Government Challenge Grant ⁵	\$ 10,000	\$ 5,000	\$ 5,000	\$--	\$--
Total Regional Organizations and Contributions	\$ 4,582,736	\$ 3,703,419	\$ 4,363,882	\$ 5,166,693	\$ 5,442,051

Note: The following pages provide details regarding the Regional Organizations receiving County funding in FY 2013.

¹ The Board of Supervisors decided not to contribute to this Regional Organization for the FY 2013 Adopted Fiscal Plan. The County contributed to this group in FY 2012.

² The Board of Supervisors amended the FY 2012 budget to include a contribution of \$500 to each Loudoun County Public High School with a graduating senior class which had a graduation party.

³ The distribution of the Loudoun Museum's FY 2013 contribution is contingent upon the museum's presenting by mid-July 2012 to the Board of Supervisors Finance and Government Services Operations Committee its action plan to include managing the museum's collection, finding alternative space to display the museum's entire collection, and fundraising to increase private funding.

⁴ The Board of Supervisors approved a one-time Regional Organization contribution of \$100,000 in FY 2011 to this organization. \$42,000 was distributed in FY 2011 and \$58,000 in FY 2012.

⁵ In April each year, the County Government applies for the Virginia Commission for the Arts' Local Government Challenge Grant and distributes the grant funds awarded to arts related Regional Organizations to which the County has contributed local tax funding. These grant funds are budgeted and distributed when received.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

REGIONAL ORGANIZATIONS: CONTRACTUAL AGREEMENTS

Agency Name: **Birmingham Green**
Northern Virginia Healthcare Center Commission (Nursing Home Facility)
FY 2012 Adopted: \$276,519
FY 2013 Adopted: \$336,741

Birmingham Green Adult Care Residence (formerly the District Home)
FY 2012 Adopted: \$312,547
FY 2013 Adopted: \$382,658

Agency Description: Birmingham Green provides nursing home services to indigent and low-income residents of the region. It provides nursing care with a 180-bed nursing home licensed by the Virginia Department of Health. The separate assisted living facility (92 apartments) for adults is licensed by the Virginia Department of Social Services. This funding will be used to cover operating costs for Loudoun residents under a service agreement. The cost is based on the five-year historic bed usage by Loudoun residents who are not covered by General Assistance Grants. For FY 2013, utilization by Loudoun residents at the nursing facility and the assisted living facility are expected to be 8,517 and 4,033 bed days, respectively. Daily rates for the nursing facility are increasing from \$34.12 in FY 2012 to \$36.33 in FY 2013; daily rates for the assisted living facility are increasing from \$85.58 in FY 2012 to \$94.88 in FY 2013. The contribution to the Healthcare Center includes \$27,340 for the contribution to the working capital cash reserves requested by Birmingham Green for both facilities for FY 2013. This was not requested in the past. FY 2013 adopted funding for these two facilities is \$130,333 more than FY 2012.

Agency Name: **Loudoun Heritage Farm Museum**
FY 2012 Adopted: \$137,178
FY 2013 Adopted: \$137,178

Agency Description: The funding for the operations of the Loudoun Heritage Farm Museum in Claude Moore Park was part of the Department of Parks, Recreation and Community Services budget until August 1, 2010 when the operations of the museum were transferred to the Loudoun Heritage Farm Museum, a nonprofit organization. The Board of Directors of the Loudoun Heritage Farm Museum has worked with Loudoun County to develop the museum. The mission of this facility is to promote and preserve Loudoun's agricultural heritage through exhibits and activities at the museum. The museum is dedicated to collecting, housing, researching, and exhibiting artifacts, objects, documents and photographs related to the history of agriculture and rural life in Loudoun. The Board of Supervisors and the Loudoun Heritage Farm Museum signed the Loudoun County Farm Museum Management Agreement transferring the operations of the museum for the three-year period from August 1, 2010 through July 31, 2013. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: **Metropolitan Washington Council of Governments**
FY 2012 Adopted: \$228,426
FY 2013 Adopted: \$239,847

Agency Description: The Metropolitan Washington Council of Governments (MWCOG) is a regional organization of the Washington area's major local governments including the District of Columbia, Virginia jurisdictions, and Maryland jurisdictions. As the official regional planning organization for the Washington Metropolitan area, MWCOG works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general contribution is based



Loudoun County Government FY 2013 Adopted Fiscal Plan

on its formula share of the population of the metropolitan area (3.3%). Loudoun's share of the various MWCOG regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions. The FY 2013 funding is \$200,761 for the General Local Contribution and \$39,086 for the Regional Environmental Fund. FY 2013 adopted funding is \$11,421 more than FY 2012.

Agency Name: Northern Virginia Community College
FY 2012 Adopted: \$473,015
FY 2013 Adopted: \$581,309

Agency Description: The mission of the Northern Virginia Community College (NVCC) is to ensure that individuals in the Northern Virginia area are given an opportunity for the continuing development and extension of their skills and knowledge through programs and courses of instruction up to the Associate Degree level. Allocation of Loudoun's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member. The FY 2013 amount includes \$26,498 for operations and \$554,811 for capital expenses. FY 2013 adopted funding is \$108,294 more than FY 2012.

Agency Name: Northern Virginia Regional Commission
FY 2012 Adopted: \$138,269
FY 2013 Adopted: \$187,606

Agency Description: Northern Virginia Regional Commission (NVRC) is a public body created in 1969 to "promote the orderly and efficient development of the physical, social and economic elements of the district." NVRC serves as a neutral forum for decision-making, and provides professional and technical services and analyses at the request of member governments. NVRC's work is supported by annual contributions from local government members, appropriations from the Virginia General Assembly, and by grants from Federal and State governments and private foundations. Additionally, NVRC is a recipient and administrator of several Federal entitlement grants. The FY 2013 amount includes \$138,843 in general dues, which are higher than the FY 2012 amount; \$9,518 for the Northern Virginia Waste Management Program; \$4,245 for the Occoquan Watershed Management Program; and new for FY 2013, \$35,000 for the Regional Energy Strategy, a new program addressing energy challenges and strategies. FY 2013 adopted funding is \$49,337 more than FY 2012.

Agency Name: Northern Virginia Regional Park Authority
FY 2012 Adopted: \$1,291,555
FY 2013 Adopted: \$1,291,555

Agency Description: The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional special purpose agency established for the purpose of providing a system of regional parks for the Northern Virginia area. NVRPA strives to offer regionally significant parks, open space and recreation opportunities and facilities not provided by local parks and recreation departments. NVRPA presently operates 21 regional parks and several additional recreation facilities. There are approximately 2,418 acres of NVRPA Parks and Easements that are utilized and preserved in Loudoun County. The amount requested from each jurisdiction is based on the most current population figures provided by the U.S. Census Bureau. Loudoun County has been a participating member jurisdiction since 1972. \$575,047 of this contribution is for the operating fund and \$716,508 is for the capital fund. FY 2013 adopted funding is at the FY 2012 level.



Loudoun County Government FY 2013 Adopted Fiscal Plan

Agency Name: **Occoquan Watershed Monitoring Program**

FY 2012 Adopted: \$12,607

FY 2013 Adopted: \$12,607

Agency Description:

The Occoquan Watershed Monitoring Program is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality at the Occoquan Creek. The County's contribution is determined by a 1988 agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board. The County share represents 1.13% of the program's overall FY 2013 budget of \$1,116,203. FY 2013 adopted funding is at the FY 2012 level.

Agency Name:

Peumansend Creek Regional Jail Authority

FY 2012 Adopted: \$522,192

FY 2013 Adopted: \$514,318

Agency Description:

The County entered into a regional jail service agreement with the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, and Prince William to construct and operate a medium security regional detention facility located at Fort A. P. Hill in Caroline County. The land for the construction of the jail was donated by the Federal Government. The regional jail is a 350 bed facility, of which Loudoun is allocated 40 beds. Each of the participating jurisdictions is committed to funding a portion of the capital and operating costs, based on the *pro rata* share of the total costs of the facility. Revenue bonds were issued by the Authority to finance the capital costs of the facility. The County is billed quarterly for its prorated share of the operating costs and is responsible for paying for additional beds if it goes over its prorated share limit. Each member jurisdiction's capital contribution for debt service for the Regional Jail is determined by the bond agreement and is billed quarterly. The original bonds were issued in 1997, with a refunding occurring in 2005. FY 2013 adopted funding is \$7,874 lower than FY 2012.

Agency Name:

Town of Hamilton (Sewer)

FY 2012 Adopted: \$88,000

FY 2013 Adopted: \$88,000

Agency Description:

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district, as established, includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. This contribution expires in FY 2019. FY 2013 adopted funding is at the FY 2012 level.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

REGIONAL ORGANIZATIONS: LEESBURG SROs

Agency Name: Town of Leesburg for School Resource Officers (SROs)

FY 2012 Adopted: \$463,036

FY 2013 Adopted: \$473,643

Agency Description:

The contribution to the Town of Leesburg for School Resource Officers (SRO) is considered a regional organization contribution. This contribution provides partial funding for the cost for SROs at Loudoun County Public School System middle and high schools in the Town of Leesburg as follows: Harper Park Middle School, Simpson Middle School, Smart's Mill Middle School, Heritage High School, Loudoun County High School and Tuscarora High School. FY 2013 funding will cover 70% of the costs of the Town of Leesburg's SRO Program since 70% of these positions' time during the year is spent providing coverage of the schools. The Town has one sergeant and six police officers in this program, which provided safety and security to 6,736 students in FY 2011. FY 2013 Adopted funding is \$10,607 higher than FY 2012 due primarily to increased personnel expenditures. FY 2013 adopted funding is \$10,607 more than FY 2012.

REGIONAL ORGANIZATIONS: ECONOMIC DEVELOPMENT

Agency Name: Greater Washington Initiative

FY 2012 Adopted: \$25,000

FY 2013 Adopted: \$0

Agency Description:

The Greater Washington Initiative (GWI) is a program of the Greater Washington Board of Trade which is the regional economic development, marketing and research organization representing Northern Virginia, suburban Maryland and the District of Columbia. This program markets Loudoun County's many business and lifestyle attributes to national and international business executives and site selection consultants using media relations, advertising, and marketing events, and by conducting and distributing research. This effort works with the Loudoun County Department of Economic Development to facilitate visits by corporate decision makers and foreign business delegations who are evaluating locations for operations and facilities in the region. GWI is a public-private partnership that is jointly funded by the region's local governments, leading businesses, and higher education institutions. Due to the restructuring of GWI during FY 2012 which affected the level of services provided to Loudoun County, GWI is requesting no contribution from the County for FY 2013; however, the County will receive the benefits of full membership during FY 2013.

Agency Name: Loudoun Small Business Development Center

FY 2012 Adopted: \$150,000

FY 2013 Adopted: \$170,000

Agency Description:

The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners with increasing their opportunity for entrepreneurial success. The SBDC provides management counseling, technical assistance and training to businesses. It has the second largest number of clients among all SBDCs in Northern Virginia. The SBDC's training program is provided by volunteers and covers such topics as taxation/bookkeeping, financing/business plan development, website design, human resources, business law, site location and communications. In 2011, the SBDC served 1,259 through seminars and 366 through individual counseling. Funding will support training seminars and one-on-one and peer-to-peer counseling. County funding will make up 53% of the



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

organization's total FY 2013 budget. FY 2013 adopted funding is \$20,000 higher than FY 2012.

Agency Name: **Washington Airports Task Force**
FY 2012 Adopted: \$50,000 (Restricted Use Transient Occupancy Tax Fund)
FY 2013 Adopted: \$50,000 (Restricted Use Transient Occupancy Tax Fund)

Agency Description: The mission of the Washington Airports Task Force (WATF) is to promote the growth of passenger, cargo and other aviation services at Washington Dulles International Airport and the convenience of service at National Airport in order to stimulate job creation and economic expansion in Virginia and the National Capital region and to position Dulles as the location of choice on the U.S. East Coast for domestic and international air service expansion. Funding will be used to maximize Dulles Airport's ability to stimulate jobs and economic prosperity. Funding for the WATF is now provided through the County's Restricted Use Transient Occupancy Tax (TOT) Fund. Information on the TOT Fund may be found in the *Other Funds* section of this document. FY 2013 adopted funding is at the FY 2012 level.

REGIONAL ORGANIZATIONS: HEALTH AND WELFARE

Agency Name: **American Red Cross of the National Capital Region**
FY 2012 Adopted: \$25,000
FY 2013 Adopted: \$25,000

Agency Description: The American Red Cross of the National Capital Region is an organization whose mission is to assist those who work and live in Loudoun County prevent, prepare for, and cope with emergencies. The organization provides food, lodging, clothing, prescriptions, communication, financial assistance, and illness/death notifications in emergency situations. In FY 2011, the Red Cross assisted 100 Loudoun residents through Emergency Services and 6,091 were trained through the Health and Safety classes. The Red Cross has focused all resources on emergency services due to budget constraints and outsourced health and safety training. Funding will be used for Emergency Services, including Disaster Services, Armed Forces Emergency Services, and International Tracing Services in Loudoun County. Funding will also be used to support Health and Safety Services to ensure Loudoun residents can obtain necessary training and certifications. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: **Blue Ridge Speech and Hearing Center**
FY 2012 Adopted: \$80,000
FY 2013 Adopted: \$80,000

Agency Description: Blue Ridge Speech and Hearing Center provides speech and hearing services to Loudoun County residents. The organization provides hearing screenings and evaluations, hearing aid sales and service, assistive listening device sales and service, speech evaluations, speech therapy, accent modification and dysphasia (swallowing) treatment. These services are provided at little or no cost to those who are unable to afford them. County funding will offset costs to Loudoun County residents and will help cover the operating expenditures for the clinic. FY 2013 adopted funding is at the FY 2012 level.



Loudoun County Government FY 2013 Adopted Fiscal Plan

Agency Name: Brain Injury Services, Inc.

FY 2012 Adopted: \$19,149

FY 2013 Adopted: \$19,149

Agency Description:

The mission of Brain Injury Services, Inc. (BIS) is to provide survivors of brain injuries and their families with individualized case management services, education and advocacy. Case managers assist individuals with brain injuries attain their goals and remain in the most integrated setting possible. Outcomes include employment, volunteer work and other meaningful productive activities in the community of the individual's choice. In the past few years, BIS has partnered with the Commonwealth of Virginia in providing space for State vocational rehabilitation staff to provide vocational services to Loudoun citizens with brain injuries. Funding is for general operating costs. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Capital Caring (Formerly Capital Hospice)

FY 2012 Adopted: \$10,000

FY 2013 Adopted: \$10,000

Agency Description:

Capital Caring works to improve care for those facing life-limiting illnesses through direct support of patients and their families. Care is provided for Loudoun residents in patients' homes and residential care facilities. Services include pain management, bereavement counseling and education programs. Funds are for the Patient Care Fund which financially supports hospice care for low-income or indigent patients. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Friends of Loudoun Mental Health

FY 2012 Adopted: \$15,000

FY 2013 Adopted: \$15,000

Agency Description:

Friends of Loudoun Mental Health assists residents with disabling mental illnesses to live independently. Programs assist residents with rental subsidies, temporary financial assistance, representative payee services, social support, In Our Own Voice public education programs, and the Hike with Hope. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Good Shepherd Alliance

FY 2012 Adopted: \$60,000

FY 2013 Adopted: \$60,000

Agency Description:

The Good Shepherd Alliance provides emergency and transitional housing and outreach programs leading to self-sufficiency and self-worth. It also operates four thrift stores which provide additional revenue to assist its mission. Funding will be used for operating support for housing and outreach programs serving the homeless and others in need in Loudoun County. FY 2013 adopted funding is at the FY 2012 level.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Agency Name: Help for Others, Inc.

FY 2012 Adopted: \$0

FY 2013 Adopted: \$5,625

Agency Description:

Help for Others, Inc. serves families, individuals and children in the Holiday Coalition/Neighbors Helping Neighbors Program, which allows eligible families to select new donated items in the store and receive food for the holiday. Donors give clothing, toys, food, gifts, and gift cards for the program participants. In 2010, 1,415 needy families were served in the Holiday Coalition Program. County funding will help purchase winter clothing and toys. This organization did not receive County funding in FY 2012.

Agency Name:

INMED Partnerships for Children – MotherNet Loudoun

FY 2012 Adopted: \$40,000

FY 2013 Adopted: \$40,000

Agency Description:

INMED is a community-based family support program for at-risk pregnant women, teens, and new parents and their children who face social, ethnic, economic and situational risk factors that compromise their health and quality of life. INMED offers intensive case management, support, and home visitation for high risk parents. The family-centered preventive services offered encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. This group provides services for the following programs: MotherNet/Healthy Families Loudoun which is an intensive, long-term prenatal home visiting and case management program for families at highest risk for poor outcomes in child health, development, safety and academic success; Spanish-language parent education and support groups open to the community at large, increasing knowledge and use of positive health and parenting practices, promoting family stability and self-sufficiency; Opening Doors, an intensive case management program to help pregnant women and families with young children in Loudoun's emergency homeless shelters and transitional housing facilities; and the Family Homelessness Prevention Program, an intensive home-based case management program to prevent homelessness among low-income families. In FY 2011, INMED served 774 Loudoun residents. The funding will provide general operational support. FY 2013 adopted funding is at the FY 2012 level.

Agency Name:

Legal Services of Northern Virginia

FY 2012 Adopted: \$80,031

FY 2013 Adopted: \$72,028

Agency Description:

Legal Services of Northern Virginia (LSNV) was established to serve individuals who, without legal assistance, face the loss or deprivation of a critical human need including food, shelter, medical care, income, family stability or personal safety. LSNV seeks to achieve equal access to the civil justice system for those residents of Loudoun County. These services are provided without charge to the clients and provide assistance in family law, housing law, elder law, public benefits, child advocacy, employment, consumer law, and AIDS/HIV matters. In FY 2011, LSNV handled 594 cases and assisted 1,494 County residents. County funding will be used to help support the expenses of two attorneys and one paralegal/office manager in the Loudoun office. The FY 2013 adopted funding is \$8,003 lower than FY 2012.



Loudoun County Government FY 2013 Adopted Fiscal Plan

Agency Name: Loudoun Cares

FY 2012 Adopted: \$75,000

FY 2013 Adopted: \$75,000

Agency Description:

Loudoun Cares' mission is to improve the quality of life of Loudoun residents and the collective efficiency of Loudoun's nonprofit organizations by building an infrastructure of shared services and collaborative programs. To strengthen communication, collaboration and service delivery within the health and human services nonprofit community, Loudoun Cares initiated the development of the Loudoun Cares Nonprofit Center, which currently provides safe and affordable office space to four nonprofit organizations. Loudoun Cares services include the following: Information and Referral Telephone Helpline, NEW Faith Winter Fuel Fund, Claude Moore Community Builders, and the Multi-tenant Nonprofit Center. In FY 2011, the organization responded to 2,373 calls through its telephone help line, assisted 52 Loudoun households from the NEW Faith Winter Fuel Fund, and served 46 Loudoun youths in the Claude Moore Community Builders Program. Funding is for general operating support. FY 2013 adopted funding is at the FY 2012 level.

Agency Name:

Loudoun Citizens for Social Justice/Loudoun Abused Women's Shelter

FY 2012 Adopted: \$60,000

FY 2013 Adopted: \$80,000

Agency Description:

The mission of the Loudoun Citizens for Social Justice (LCSJ)/Loudoun Abused Women's Shelter (LAWS) is to serve women and children who are victims of domestic violence, sexual assault, and child abuse and to advocate for women and children by educating the community about domestic violence, sexual assault and child abuse and working towards the elimination of personal and societal violence. LCSJ/LAWS serves Loudoun residents at a shelter and at the Child Advocacy Center in Leesburg, operates the 24-hour crisis line, and provides shelter, food, emergency clothing, counseling, support groups, information and referral services, and advocacy. LAWS is provided space in the Inova Loudoun Hospital Cornwall Campus for the Child Advocacy Center. Free legal services and representation are provided for domestic violence, sexual assault, and stalking victims. The organization provided direct services to 1,006 clients and provided education/prevention programs to 3,337 in FY 2011. The funding provides general organizational support. FY 2013 adopted funding is \$20,000 higher than FY 2012.

Agency Name:

Loudoun Community Health Center

FY 2012 Adopted: \$125,000

FY 2013 Adopted: \$157,500

Agency Description:

The mission of the Loudoun Community Health Center (LCHC) is to provide medical, dental and mental health care to anyone in need, regardless of age or ability to pay, whether they have health insurance or not. The LCHC provides primary medical and preventive care; a Clinical Laboratory Improvement Amendments (CLIA)-waived diagnostic laboratory; electrocardiogram (EKG) and spirometry; urgent medical care; 24-hour coverage; family planning services; Human Immunodeficiency Virus (HIV) patient care; immunizations; gynecological care; mental health and substance abuse counseling; hearing and vision screening; prescription assistance; case management and health education. In FY 2011, LCHC provided services to 4,947. Funding is for general operating support. FY 2013 adopted funding is \$32,500 higher than FY 2012.



Loudoun County Government FY 2013 Adopted Fiscal Plan

Agency Name: Loudoun ENDependence (ENDependence Center of Northern Virginia)
FY 2012 Adopted: \$50,000
FY 2013 Adopted: \$50,000

Agency Description: Loudoun ENDependence (LEND) empowers people with disabilities to live independently. The client goals are: improve quality of life, determine their own lifestyles, participate in all aspects of society, secure their human and civil rights, and protect a mechanism for consumer control and policy direction of the service delivery systems that have an impact on their lives. During FY 2011, 58 clients received services from a Peer Mentor, 187 telephone calls were processed, and outreach services were provided to 600 Loudoun residents. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Loudoun Free Clinic
FY 2012 Adopted: \$75,000
FY 2013 Adopted: \$75,000

Agency Description: The mission of the Loudoun Free Clinic is to provide quality healthcare services to low-income, uninsured residents of Loudoun County. The Clinic works out of donated space and operates with volunteer physicians, nurses, phlebotomists, pharmacists, interpreters and admissions staff. The Clinic is open to patients four to five days and evenings each week. Services include the specialty clinic for diabetics and patients with pulmonary and rheumatoid conditions; nutrition counseling; well-woman exams; full pharmacy services; and primary, preventive and acute care for patients. In FY 2011, 1,540 patients were served. Funding is for general operating support. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Loudoun Interfaith Relief
FY 2012 Adopted: \$45,000
FY 2013 Adopted: \$52,500

Agency Description: Loudoun Interfaith Relief (LIR) provides food pantry services to needy residents of Loudoun County. LIR provided emergency food assistance to 13,099 individuals in FY 2011. The Emergency Food Distribution Program provides a three-day supply of food sufficient for three meals to each client household, up to twice a month. For those in more desperate situations, food is provided on a weekly basis. Funding is to help cover operating expenses. FY 2013 adopted funding is \$7,500 higher than FY 2012.

Agency Name: Loudoun Literary Council
FY 2012 Adopted: \$7,123
FY 2013 Adopted: \$7,123

Agency Description: The Loudoun Literacy Council's mission is to improve literacy throughout Loudoun County and to change lives by improving literacy skills, increasing independence and integration into the community. The Council offers instruction to adults in English for Speakers of Other Languages (ESOL), General Equivalency Diploma (GED) preparation, Basic Literacy (grades 0-4), citizenship and health literacy. In FY 2011, the Council served 432 adult students and 861 individuals through the Family Literacy programs. Funding is to support general operating expenses. FY 2013 adopted funding is at the FY 2012 level.



Loudoun County Government FY 2013 Adopted Fiscal Plan

Agency Name: Loudoun Volunteer Caregivers

FY 2012 Adopted: \$29,664

FY 2013 Adopted: \$29,664

Agency Description:

Loudoun Volunteer Caregivers (LVC) provides the elderly and adults with disabilities the assistance to maintain independence and quality of life through volunteers. LVC provides assisted transportation to critical and non-critical medical appointments, grocery shopping for clients, meal preparation, chores, yard work, simple home repairs, respite for family caregivers and visits to adult care facilities and mental health group homes. LVC receives referrals from and collaborates with many local agencies. In FY 2011, LVC served 208 Loudoun residents and provided 2,230 one-way medical transportation trips. Funding is for general operating support. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Northern Virginia Dental Clinic

FY 2012 Adopted: \$0

FY 2013 Adopted: \$25,000

Agency Description:

The mission of the Northern Virginia Dental Clinic (NVDC) is the establishment of a health care dental facility in which volunteer dentists, dental hygienists, and auxiliaries provide health care services for the indigent population of Northern Virginia. The NVDC is the only clinical oral health program dedicated to providing comprehensive oral health care to low-income adults. NVDC operates a dental clinic in Falls Church and in Sterling. From the opening on September 7, 2010 through June 30, 2011, the NVDC's Sterling clinic served 808 unduplicated individuals including emergency care to 99 and providing 1,845 appointments for dental treatment to restore oral health. County funding will help cover the lease expenditures for the NVDC Sterling clinic and the personnel expenditures for a part-time dentist at the Sterling clinic to augment the services provided by professional volunteers. The NVDC utilizes professional volunteers (dentists and dental hygienists) to provide the majority of services. This organization did not receive County funding in FY 2012.

Agency Name: Northern Virginia Family Services

FY 2012 Adopted: \$15,000

FY 2013 Adopted: \$15,000

Agency Description:

Northern Virginia Family Services (NVFS) empowers individuals and families to improve their quality of life and to promote community cooperation and support in responding to family needs. NVFS provides two programs in Loudoun County. Loudoun Accessible Medication Program (LAMP) secures free prescription medications for low-income and uninsured County residents. Early Head Start is a child development program for families at or below Federal Poverty Guidelines. In FY 2011, NVFS served 1,971 County residents. FY 2013 adopted funding is at the FY 2012 level.

Agency Name: Northern Virginia Resource Center for the Deaf and Hard of Hearing

FY 2012 Adopted: \$20,000

FY 2013 Adopted: \$20,000

Agency Description:

The Northern Virginia Resource Center for the Deaf and Hard of Hearing empowers deaf and hard-of-hearing individuals and their families through services which include information, education, outreach, advocacy, and a community center. The County's contribution partially supports a contractual outreach position, materials, supplies, education and central office staff. In FY 2011, the organization provided services to an estimated 604 Loudoun residents. Funding will be used to disseminate information and provide information programs; conduct educational programs for seniors aging into



Loudoun County Government FY 2013 Adopted Fiscal Plan

hearing loss; and respond to information requests from Loudoun residents and organizations. FY 2013 adopted funding is at the FY 2012 level.

Agency Name:

Loudoun Museum

FY 2012 Adopted:

\$70,000

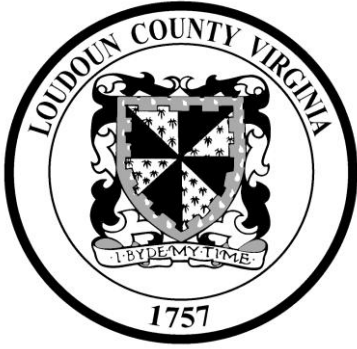
FY 2013 Adopted:

\$63,000

Agency Description:

The Loudoun Museum collects, preserves and interprets Loudoun County's history. This includes the collection and preservation of objects that interpret and document the history of Loudoun; accurately and completely interpreting all aspects of the County's history; and governing and managing the Museum according to the highest standards of the profession. Funds will be used for general operating expenses. FY 2011 museum admissions were 2,874. FY 2013 adopted funding is \$7,000 lower than FY 2012. The distribution of the Loudoun Museum's FY 2013 contribution is contingent upon the museum's presenting by mid-July 2012 to the Board of Supervisors Finance and Government Services Operations Committee its action plan to include managing the museum's collection, finding alternative space to display the museum's entire collection, and fundraising to increase private funding.



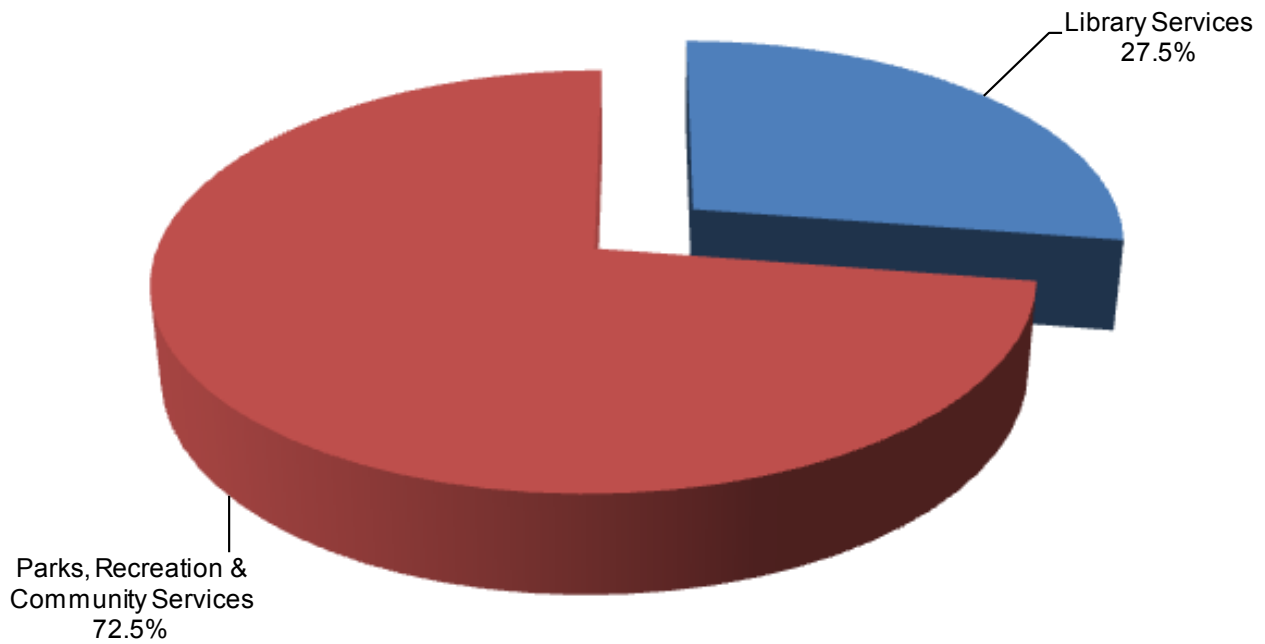


Parks, Recreation and Culture

PARKS, RECREATION AND CULTURE
SUMMARY Page 4 – 2
.....
Library Services Page 4 – 3
.....
Parks, Recreation and Community Services
..... Page 4 – 13
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PARKS, RECREATION AND CULTURE FY 2013 ADOPTED EXPENDITURES

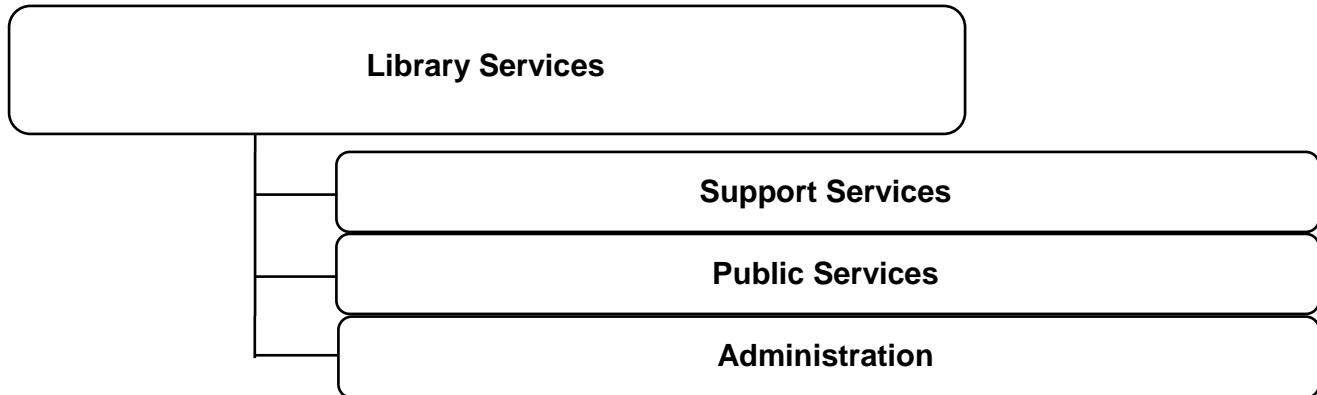


Parks, Recreation and Culture Historical Expenditures

<i>Parks, Recreation and Culture</i>	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Library Services	\$11,457,276	\$10,927,383	\$10,765,444	\$11,513,325	\$13,684,824
Parks, Recreation & Community Services	32,144,286	31,258,866	31,851,395	35,373,137	36,136,248
<i>Total Parks, Recreation and Culture</i>	<u>\$43,601,562</u>	<u>\$42,186,249</u>	<u>\$42,616,839</u>	<u>\$46,886,462</u>	<u>\$49,821,072</u>



Library Services





Library Services

Mission Statement

The Loudoun County Public Library System (Department of Library Services) is the information center of the community, providing free and equal access to innovative technologies and a full range of library resources to enhance the quality of life and meet the informational, educational and cultural interests of the entire community.

Description

The Department of Library Services operates under the policy direction of the Library Board of Trustees appointed by the Board of Supervisors. The Library has three operational units: Support Services, Public Services and Administration. Support Services provides necessary support to deliver library services to the public. Public Services delivers services through branch libraries, a mobile outreach services unit, and automated online resources. Administration provides departmental direction and budget support.

Budget Overview

FY 2013 Issues

- The opening of the Gum Spring Library will have a major impact on the usage pattern of Loudoun County Public Library. This impact may require realignment of personnel and other resources.
- The State Aid to libraries will continue to decline, negatively affecting the Library's materials budget.
- With technological advances, library patrons are using an increasingly complex set of tools such as e-book readers and other wireless handheld devices to access library resources.
- The demand for library services and programs continues to increase due to the impact of the economic recession and continued population growth in the County.

FY 2013 Major Work Plan Initiatives

- Hire and train staff for the opening and operation of the Gum Spring Library.
- Cross-train all staff to develop a systemwide perspective and skills that meet the demands and expectations of the community.
- Continue the implementation of the Library Board of Trustees' Strategic Plan 2008 - 2013.

FY 2012 Major Achievements

- Developed the Opening Day Collection for the Gum Spring Library.
- Instituted an enhanced systematic planning process for Loudoun County Public Library's programming efforts.
- Fully implemented the Staff Training and Revitalization (STAR) program.
- Selected as one of only six libraries in the country to host focus group meetings for the National Endowment for the Humanities and the Carnegie Corporation of America's project "Bridging Cultures: Bookshelf on Muslim Worlds."
- Presented a new series of monthly programming focused on outreach to the underserved. Included in the presentations was Open Door Special Needs Storytime, a monthly series for children on the autism spectrum and with other developmental disabilities.
- Entered into a public/private agreement with the citizen group, the Middleburg Advisory Board, to work on the project to expand the Middleburg Library at little cost to Loudoun County Government.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Library Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$8,730,120	\$8,550,383	\$8,303,009	\$9,138,796	\$10,714,659
Operations & Maintenance	2,688,384	2,377,000	2,334,979	2,372,673	2,849,822
Capital Outlay & Capital Acquisitions	38,772	0	127,456	1,856	120,343
Total Expenditures	\$11,457,276	\$10,927,383	\$10,765,444	\$11,513,325	\$13,684,824
Revenues					
Fines & Forfeitures	\$0	\$0	\$221,160	\$244,000	\$271,744
Use Of Money & Property	35,568	37,206	38,088	33,264	39,566
Charges For Services	4,792	5,615	5,508	4,996	5,552
Miscellaneous Revenue	47,073	50,545	29,394	45,235	48,630
State Categorical Aid	227,986	213,123	189,710	179,338	188,297
Federal Categorical Aid	0	0	94	0	0
Total Revenues	\$315,419	\$306,489	\$483,954	\$506,833	\$553,789
Local Tax Funding	\$11,141,857	\$10,620,894	\$10,281,490	\$11,006,492	\$13,131,035
FTE Summary	145.71	145.71	140.80	144.80	170.94

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Library Services includes a partial year enhancement of \$1,617,315 in local tax funding which reflects \$1,068,634 in personnel expenditures, \$466,335 in operations and maintenance expenditures, \$120,343 in capital outlay expenditures, \$37,997 in revenue, and 26.14 FTE for the opening of the Gum Spring Library in December 2012, including six full-time Librarians (6.00 FTE); two part-time Librarians (1.06 FTE); three full-time Librarian Assistants (3.00 FTE); two part-time Librarian Assistants (1.06 FTE); one Head of Circulation (1.00 FTE); one Circulation Associate (1.00 FTE); five full-time Library Aides (5.00 FTE); four part-time Library Aides (2.12 FTE); twelve part-time Library Pages (3.84 FTE); one part-time Inter-Library Loan Associate (0.53 FTE); one part-time Programming Assistant (0.53 FTE); and one Courier (1.00 FTE). Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

The FY 2013 budget enhancement for the Gum Spring Library revenue of \$37,997 consists of \$27,744 for overdue fines revenue, \$6,302 from use of money and property revenue, \$556 from charges for services revenue, and \$3,395 for miscellaneous revenue.

Budget History

FY 2011: The Board reduced Library Services by 4.91 FTE in the Public Services Program.

FY 2012: The Board added 4.00 FTE manager positions in the Public Services Program to prepare for the opening of the Gum Spring Library.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Library Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Support Services	\$3,641,047	\$3,171,034	\$3,352,768	\$3,069,729	\$3,249,458
Public Services	6,686,873	6,526,879	6,383,918	7,153,911	9,355,083
Administration	1,129,356	1,229,470	1,028,758	1,289,685	1,080,283
Total Expenditures	\$11,457,276	\$10,927,383	\$10,765,444	\$11,513,325	\$13,684,824
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Support Services	\$228,158	\$214,370	\$232,795	\$184,033	\$192,992
Public Services	87,062	90,815	251,159	322,800	360,797
Administration	199	1,304	0	0	0
Total Revenues	\$315,419	\$306,489	\$483,954	\$506,833	\$553,789
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Support Services	\$3,412,889	\$2,956,664	\$3,119,973	\$2,885,696	\$3,056,466
Public Services	6,599,811	6,436,064	6,132,759	6,831,111	8,994,286
Administration	1,129,157	1,228,166	1,028,758	1,289,685	1,080,283
Total Local Tax Funding	\$11,141,857	\$10,620,894	\$10,281,490	\$11,006,492	\$13,131,035
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Support Services	21.53	22.53	22.53	19.47	19.47
Public Services	114.21	114.30	109.82	114.56	142.70
Administration	9.97	8.88	8.45	10.77	8.77
Total FTE	145.71	145.71	140.80	144.80	170.94



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Library Services Support Services

Program Goal and Service Description

Support Services provides the materials and resources that the citizens of the County need and use to enrich their lives through providing interlibrary loans and the selection, acquisition, cataloging, and processing of print and electronic resources. Support Services also provides system administration and technical training and support for all library automated systems, including the Radio Frequency Identification System (RFID), Interlibrary Loan Management Software (ILLIAD), the Integrated Library System (HORIZON), the Smart Access Manager System (SAM) for public access computers, the wireless network, and the Loudoun County Public Library website.

Budget Overview

FY 2013 Issues

- There is a need for sufficient new digital materials that work on mobile devices (i.e. keeping up with technological advances).
- There is a lack of funding to complete the systemwide transition to RFID technology at the busy Ashburn Library and Cascades Library branches for increased efficiency. RFID is currently implemented only at the Rust Library. The Gum Spring Library, scheduled to open in mid FY 2013, will have RFID.
- There is a need to increase the Library's online presence including a coordinated social networking effort.
- There is a need to replace the outdated Integrated Library System (HORIZON) which will necessitate exploration of new products.

FY 2013 Major Work Plan Initiatives

- Manage the development of the library collection to include a greater variety of formats to address the growing demand for electronic media.
- Explore funding opportunities to complete the systemwide transition to RFID technology for increased efficiency.
- Implement Narrowcast to automatically email reports generated at Support Services to branch staff.
- Improve patrons' library experience by implementing the EZProxy database authentication, restructuring how content is displayed on the Library homepage, and improving the user interface of payment kiosks and the online payment system.
- Monitor progress of library automation system vendors' product development, explore trends in this area, and collaborate with DIT in planning for a new library automation system.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,514,163	\$1,351,355	\$1,357,642	\$1,480,249	\$1,562,635
Operations & Maintenance ¹	2,126,884	1,819,679	1,867,670	1,589,480	1,686,823
Capital Outlay & Capital Acquisitions	0	0	127,456	0	0
Total Expenditures	\$3,641,047	\$3,171,034	\$3,352,768	\$3,069,729	\$3,249,458
Revenues					
Fines & Forfeitures ²	\$0	\$0	\$36,791	\$0	\$0
Use Of Money & Property	0	0	5,051	4,695	4,695
Charges For Services	0	0	231	0	0
Miscellaneous Revenue	172	1,247	918	0	0
State Categorical Aid	227,986	213,123	189,710	179,338	188,297
Federal Categorical Aid	0	0	94	0	0
Total Revenues	\$228,158	\$214,370	\$232,795	\$184,033	\$192,992
Total Local Tax Funding	\$3,412,889	\$2,956,664	\$3,119,973	\$2,885,696	\$3,056,466
FTE Summary	21.53	22.53	22.53	19.47	19.47

¹ For FY 2013, \$25,406 of Operations and Maintenance expenditures previously budgeted in the Administration Program were budgeted in the Support Services Program.

² For FY 2011, some Fines and Forfeitures revenue from overdue fines was in the Support Services Program. Beginning with FY 2012, this revenue was in the Public Services Program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Library Services
Support Services

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide a broad and relevant collection of new library materials in various formats in a timely manner.				
• Days to process new materials	6.75	4.70	4.70	4.70
• Library materials expenditures per capita	\$5.01	\$4.82	\$4.72	\$4.59
• Percentage of new items in the collection	42%	50%	52%	52%
Objective: Develop e-book collections that meet the emerging demand and preferences of users.				
• Annual usage of e-books	18,910	28,262	38,262	51,262
• Downloadable e-books	4,816	6,977	10,000	13,000
• Percentage growth in usage	n/a	49%	35%	33%
Objective: Provide systematic training for new staff and refresher training for existing staff to ensure proficiency in using library automation systems.				
• Staff attending training	n/a	30	35	60
Objective: Increase patron use and access to online library and internet resources.				
• Annual Library public internet sessions	208,191	246,499	290,869	343,225
• LCPL website visits per capita	4.05	4.70	4.90	4.90
Online catalog searches per capita	n/a	12.60	12.60	13.20

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



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Library Services
Public Services**

Program Goal and Service Description

Public Services are provided through branch libraries and Mobile Outreach Services. Public Services provides patrons with assistance, readers' advisory, books, online resources, magazines, and audiovisual items for informational, cultural, educational, and recreational reading, listening, and viewing. Public Services also provides computer access for internet and personal data processing, and promotes lifelong learning through early literacy programs, cultural presentations, and educational opportunities. Outreach Services delivers materials to those who cannot easily access the branch libraries due to age or disability.

Budget Overview

FY 2013 Issues

- The efficient and effective daily operation of the new Gum Spring Library will require considerable efforts across the system.
- There is a continued need for staff training for a dynamic library environment.
- The rehabilitation of the older library facilities will require continued collaboration between the departments of Library Services and General Services.

FY 2013 Major Work Plan Initiatives

- Train the Gum Spring Library staff for the opening in mid-year FY 2013.
- Meet the changing service needs by training staff to better assist patrons with new technologies.
- Increase efforts to reach more patrons in need of Outreach Services.
- Collaborate with General Services to substantially complete the interior renovations of the Cascades and Sterling Libraries.

Program Financial Summary¹	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$6,268,312	\$6,206,543	\$6,081,769	\$6,637,943	\$8,315,416
Operations & Maintenance	379,789	320,336	302,149	514,112	919,324
Capital Outlay & Capital Acquisitions	38,772	0	0	1,856	120,343
Total Expenditures	\$6,686,873	\$6,526,879	\$6,383,918	\$7,153,911	\$9,355,083
Revenues					
Fines & Forfeitures	\$0	\$0	\$184,369	\$244,000	\$271,744
Use Of Money & Property	35,369	35,902	33,037	28,569	34,871
Charges For Services	4,792	5,615	5,277	4,996	5,552
Miscellaneous Revenue	46,901	49,298	28,476	45,235	48,630
Total Revenues	\$87,062	\$90,815	\$251,159	\$322,800	\$360,797
Total Local Tax Funding	\$6,599,811	\$6,436,064	\$6,132,759	\$6,831,111	\$8,994,286
FTE Summary	114.21	114.30	109.82	114.56	142.70

¹ The FY 2013 Adopted Fiscal Plan for the Public Services Program includes an increase of \$1,068,634 of personnel expenditures and 26.14 FTE for the Gum Spring Library. In addition, the FY 2013 Adopted Fiscal Plan includes \$466,335 of operations and maintenance expenditures and \$120,343 of capital outlay expenditures for the Gum Spring Library. The FY 2013 Adopted revenue includes additional revenue of \$37,997 for the Gum Spring Library which includes \$27,744 for overdue fines revenue, \$6,302 for use of money and property revenue, \$556 from charges for services revenue, and \$3,395 for miscellaneous revenue. 2.00 FTE were transferred from the Administration Program to the Public Services Program during FY 2012, which increased the FY 2013 Adopted FTE amount.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Library Services
Public Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase usage of the Loudoun County Public Library.				
• Children, teen & adult program attendance per capita	0.42	0.46	0.47	0.48
• Circulation per capita	6	6	6	7
• Library public internet sessions per capita	0.65	0.72	1.17	1.26
• Library visits per capita	20	21	20	21
• Residents reached by Outreach Services	3,514	4,482	6,318	6,634



Library Services Administration

Program Goal and Service Description

Administration enacts the policies of the Library Board of Trustees and the mandates of County government. Administration provides administrative support and oversees the operation of Public Services and Support Services. It also manages the budget, accounting, human resources, Equal Employment Opportunity and the Capital Improvement Program operations. Administration plans systemwide programs, solicits grants, and performs community outreach and public information functions to inform citizens about the services and programs provided by the Loudoun County Public Library System.

Budget Overview

FY 2013 Issues

- There is a need to further clarify the relationships among the Library Board of Trustees, Library Advisory Boards and the Loudoun Library Foundation.
- There is a need to develop a comprehensive marketing plan.
- There is a need to enhance partnerships within the educational community to raise awareness of children and teen programming.

FY 2013 Major Work Plan Initiatives

- Continue the implementation of the Library Board of Trustees' Strategic Plan 2008 - 2013.
- Develop systemwide branding to deliver a consistent and effective message.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel ¹	\$947,645	\$992,485	\$863,598	\$1,020,604	\$836,608
Operations & Maintenance ²	181,711	236,985	165,160	269,081	243,675
Total Expenditures	\$1,129,356	\$1,229,470	\$1,028,758	\$1,289,685	\$1,080,283
Revenues					
Use Of Money & Property	\$199	\$1,304	\$0	\$0	\$0
Total Revenues	\$199	\$1,304	\$0	\$0	\$0
Total Local Tax Funding	\$1,129,157	\$1,228,166	\$1,028,758	\$1,289,685	\$1,080,283
FTE Summary¹	9.97	8.88	8.45	10.77	8.77

¹ FY 2013 personnel expenditures are lower than FY 2012 due to 2.00 FTE being transferred from the Administration Program to the Public Services Program during FY 2012.

² \$25,406 of operations and maintenance expenditures previously budgeted in the Administration Program were budgeted in the Support Services Program for FY 2013.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Library Services
Administration**

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Meet the needs and demands for children and teen programming, including early literacy classes, interactive learning sessions and the Summer Reading Program.				
• Children and teens participating in the Summer Reading Program	38,107	41,099	41,510	41,710
• Children's programs per year	3,443	3,448	3,482	4,000
• Teen programs per year	426	466	471	500
Objective: Continue development of the Library Board of Trustees as part of the Library Strategic Plan.				
• Library Board of Trustees Work/Training sessions ¹	1	0	3	6

¹ During FY 2011, no Library Board of Trustees Work/Training sessions were conducted because the director of the Department position was vacant during part of the year.



Parks, Recreation & Community Services

Parks, Recreation & Community Services

Children's Programs

Maintenance Services

Sports

Parks

Community Centers

Adaptive Recreation

Aging Services

Youth Services

Facilities Planning & Development

Administration



Parks, Recreation & Community Services

Mission Statement

The mission of the Department of Parks, Recreation and Community Services is to provide outstanding recreational and leisure opportunities, outcome-focused community services, and stewardship of Loudoun's natural resources to promote quality of life for Loudoun's residents and visitors.

Description

The Department of Parks, Recreation and Community Services provides recreational, educational, cultural and supportive opportunities to County residents. Services are delivered from facilities located throughout the County in order to reach the most residents. Service delivery facilities used include a recreation center, community centers, athletic fields, swimming pools, senior centers, and adult day care centers, the Central Kitchen, parks, trails, historic properties, schools and private locations. Offerings include sports activities for youth and adults, instructional and interpretive classes, programs for senior citizens, visual and performing arts, child care, preschool, before and after school activities, trips, camps, special events, volunteer opportunities, educational and prevention programs for youth, and programs for individuals with disabilities.

Divisions include Children's Programs, Maintenance Services, Sports, Parks, Community Centers, Adaptive Recreation, Aging Services, Youth Services, Facilities Planning and Development, and Administration which also includes the County Government's horticulture program and Volunteer Loudoun. The Department also works closely with the Board of Supervisors-appointed Parks, Recreation and Open Space Board, the Commission on Aging, and the Advisory Commission on Youth which provide advice regarding citizen needs, program and facility input, and new initiatives. Numerous volunteers, advisory boards and committees work with staff to provide input and support so that the best quality programs are available through partnerships with local businesses, community groups and other agencies.

Budget Overview

FY 2013 Issues

- A variety of programs are needed to meet the needs of a growing and increasingly diverse population.
- New facility development and operational needs will require the Department to secure funding and partnerships with a variety of organizations.
- Staff will continue to strive to reduce local tax funding through increasing revenues and decreasing spending as feasible.

FY 2013 Major Work Plan Initiatives

- Continue developing new partnerships while fostering and improving existing community collaborations and seeking grant funding to enhance service delivery and support or enhance capital improvements.
- Continue to recognize staff and volunteer resources as the Department's primary strength.
- Continue to plan effectively for proffers, asset preservation and CIP projects through coordination with other agencies and community groups.
- Continue to work with the developers to open Brambleton East and Stone Gate Parks.
- Continue to implement a department wide strategic plan.
- Develop a marketing plan that addresses alternative strategies for distribution of the Department's quarterly program guide.
- Open Scott Jenkins Park.
- Improve electronic distribution of department newsletters via the LYRIS system and social networks.

FY 2012 Major Achievements

- Opened the Senior Center of Leesburg.
- Opened Philip A. Bolen Memorial Park.
- Opened Eastern Loudoun Adult Day Center.
- Continued to develop new partnerships with other County departments, community organizations, businesses, and youth leagues to enhance services and facilities in partnership with community volunteers.
- Continued working with the Lovettsville community to enhance and plan for the Lovettsville Community Park.
- Completed Phases I and II of the Sterling Boulevard beautification project with the Virginia Department of Transportation grant funds.
- Continued to develop new and innovative, alternative marketing and communication methods to reach the public.
- Continued the RecTrac registration software competency testing and training for all staff using the system.
- Supported and/or sponsored sports tournaments including approximately 1,000 teams.



Parks, Recreation & Community Services

- Utilized the planning process to develop and guide the delivery of capital facilities, operations, programming and services through the creation of a department strategic plan.
- Continued to increase communications with Loudoun County Public Schools to improve utilization and operations.
- Continued to work with the Department of Construction and Waste Management on renovation of the Bluemont Community Center and the Lucketts Community Center, and the expansion of indoor and outdoor recycling opportunities at several park sites.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Parks, Recreation & Community Services

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$24,201,059	\$23,915,870	\$24,059,914	\$27,142,793	\$28,114,585
Operations & Maintenance	7,541,607	7,196,702	7,448,859	8,178,070	8,021,663
Capital Outlay & Capital Acquisitions ¹	142,755	138,639	288,078	52,274	0
Transfer to School Fund	0	1,100	0	0	0
Transfer to General Capital Improvement	0	6,555	0	0	0
Transfer to Central Services Fund	196,284	0	54,544	0	0
Total Expenditures	\$32,081,705	\$31,258,866	\$31,851,395	\$35,373,137	\$36,136,248
Revenues					
Permits Privilege Fees & Reg Licenses	\$8,638	\$2,465	\$6,048	\$10,898	\$8,911
Use Of Money & Property	1,021,054	1,076,866	1,070,176	1,436,385	1,587,492
Charges For Services	13,016,243	13,729,590	14,867,137	15,264,997	16,270,797
Miscellaneous Revenue	310,976	197,807	163,872	174,662	88,330
Recovered Costs	288,160	805,710	331,491	806,350	187,138
State Categorical Aid	137,571	137,470	130,310	136,179	136,884
Federal Categorical Aid	302,703	398,972	391,282	350,402	303,256
Other Financing Sources ²	281,227	517,000	2,717,833	150,250	124,232
Total Revenues	\$15,366,572	\$16,865,880	\$19,678,149	\$18,330,123	\$18,707,040
Local Tax Funding	\$16,715,133	\$14,392,986	\$12,173,246	\$17,043,014	\$17,429,208
FTE Summary	496.45	489.44	490.66	501.58	505.00

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Parks, Recreation and Community Services includes an enhancement which results in a reduction of \$23,334 in local tax funding and the addition of 2.42 FTE for the CASA Program at the new Frederick Douglass Elementary School and expanding the existing Rosa Lee Carter Elementary School and Liberty Elementary School CASA programs including 0.66 FTE CASA Supervisor and 1.76 FTE CASA Leader positions; includes an enhancement of \$95,000 in local tax funding and 1.00 FTE for the Leesburg Senior Center Manager; and a revenue enhancement of \$103,978 for increasing the licensed child care fee by 10% which results in a reduction of \$103,978 in local tax funding. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment. The Board of Supervisors reduced the Department's FY 2013 operations and maintenance expenditures budget by \$166,627.

Effective FY 2013, \$147,985 and 4.62 FTE in the Regional Park Athletic Field and Facility Maintenance Program and \$104,484 and 2.42 FTE in the Athletic Field Game Preparation in the Outdoor Maintenance Program will be fully covered by revenue as follows: \$128,237 from the new FY 2013 user fee of \$2.50 per participant and \$124,232 transferred from the Restricted Transient Occupancy Tax (TOT) Fund. Prior to FY 2013, these expenditures were not offset by revenue.

¹ FY 2012 capital outlay expenditures of \$52,274 are made up of \$47,274 for the FY 2012 budget enhancement for the Eastern Loudoun Adult Day Center and \$5,000 for the Brambleton District Park FY 2012 budget enhancement. No capital outlay expenditures are needed for the FY 2013 budget.

² The FY 2011 entry in Other Financing Sources for the Department is an accounting entry of \$2,456,682 for prior period adjustments recording the local match for grants from FY 2010 and earlier. The remaining \$261,151 of the \$2,717,833 relates to the Department's actual FY 2011 Other Financing Sources.



Parks, Recreation & Community Services

Budget History

FY 2010: The Board eliminated 8.08 FTE, as follows: 2.00 FTE Customer Service Support positions, 0.41 FTE for Claude Moore Teen Program, 1.00 FTE for support for Virginia Department of Transportation, Capital Asset Preservation, and community-funded projects; 2.67 FTE for the Carver Adult Day Care Facility; and 2.00 FTE for the Youth Outreach Staff Support and the Loudoun Youth Initiative Program. During the mid-year of FY 2010, the Board eliminated 5.44 FTE, including the Douglass Community Center's Childcare Program and the related 3.60 FTE staff.

FY 2011: The Board eliminated 7.90 FTE for budget reductions in various programs and added 14.56 FTE for the CASA Program, Philip A. Bolen Memorial Park and the Scott Jenkins Memorial Park. During the mid-year of FY 2011, the Department received 1.00 FTE from the Department of Management and Financial Services and reduced 2.83 FTE due to the transfer of the Loudoun Heritage Farm Museum's operations from the County to the Board of the Loudoun Heritage Farm Museum.

FY 2012: The Board added 13.44 FTE, including 9.00 FTE for the Eastern Loudoun Adult Day Center and 4.44 FTE for the Brambleton District and Byrnes Ridge Parks.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Children's Programs	\$4,396,900	\$4,444,429	\$4,701,609	\$5,316,278	\$5,596,988
Maintenance Services	3,316,071	3,409,890	3,539,643	3,841,058	3,868,333
Sports	2,125,977	1,965,151	2,024,824	2,410,657	2,379,911
Parks	5,081,170	4,840,492	5,131,698	5,749,665	5,784,141
Community Centers	7,676,824	7,555,381	7,687,446	8,066,366	8,139,444
Adaptive Recreation	432,380	429,881	414,403	484,347	484,168
Aging Services	4,743,956	4,874,371	4,861,303	5,625,412	5,982,228
Youth Services	1,241,702	990,143	989,113	1,223,336	1,195,405
Facilities Planning & Development	421,774	323,238	271,730	345,138	272,287
Administration	2,644,951	2,425,890	2,229,626	2,310,880	2,433,343
Total Expenditures	\$32,081,705	\$31,258,866	\$31,851,395	\$35,373,137	\$36,136,248

Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Children's Programs	\$5,049,956	\$5,485,396	\$5,831,681	\$5,982,776	\$6,302,456
Maintenance Services	30,145	265,706	273,833	340,936	445,420
Sports	1,147,359	1,417,775	1,421,500	1,861,606	1,806,020
Parks	2,526,525	2,961,142	2,531,202	3,246,868	3,391,659
Community Centers	4,777,860	4,749,169	5,111,968	5,031,381	5,025,341
Adaptive Recreation	85,894	110,119	118,222	94,703	98,949
Aging Services	1,522,013	1,656,529	3,488,422	1,496,223	1,449,884
Youth Services	127,934	169,398	793,807	158,400	158,400
Facilities Planning & Development	81,012	35,689	79,820	10,898	8,911
Administration	17,874	14,957	27,694	106,332	20,000
Total Revenues	\$15,366,572	\$16,865,880	\$19,678,149	\$18,330,123	\$18,707,040

Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Children's Programs	\$(653,056)	\$(1,040,967)	\$(1,130,072)	\$(666,498)	\$(705,468)
Maintenance Services	3,285,926	3,144,184	3,265,810	3,500,122	3,422,913
Sports	978,618	547,376	603,324	549,051	573,891
Parks	2,554,645	1,879,350	2,600,496	2,502,797	2,392,482
Community Centers	2,898,964	2,806,212	2,575,478	3,034,985	3,114,103
Adaptive Recreation	346,486	319,762	296,181	389,644	385,219
Aging Services	3,221,943	3,217,842	1,372,881	4,129,189	4,532,344
Youth Services	1,113,768	820,745	195,306	1,064,936	1,037,005
Facilities Planning & Development	340,762	287,549	191,910	334,240	263,376
Administration	2,627,077	2,410,933	2,201,932	2,204,548	2,413,343
Total Local Tax Funding	\$16,715,133	\$14,392,986	\$12,173,246	\$17,043,014	\$17,429,208



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services

Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Children's Programs	87.59	87.19	88.97	88.85	91.69
Maintenance Services	38.63	38.63	39.96	41.59	41.61
Sports	32.64	32.84	27.71	30.51	30.32
Parks	83.42	83.20	93.57	90.20	90.21
Community Centers	137.35	137.75	132.52	132.50	132.24
Adaptive Recreation	9.68	9.68	9.68	9.68	9.68
Aging Services	65.71	62.04	61.35	70.35	71.35
Youth Services	19.79	19.79	18.65	18.65	18.65
Facilities Planning & Development	4.00	3.00	3.00	3.00	2.00
Administration	17.64	15.32	15.25	16.25	17.25
Total FTE	496.45	489.44	490.66	501.58	505.00



Parks, Recreation & Community Services

Children's Programs

Program Goal and Service Description

The goal of Children's Programs is to provide a continuum of services for youth from kindergarten through middle school. The primary programs in this Division include County After School Activities Programs (CASA) with 43 program sites and camps. The intended outcome is to provide fun, effective and efficient programs and supervision which meet the needs of the children and their families. The Division offers a before school program and a wide variety of after school activities, holiday programs and summer programs that build leisure skills through diverse, developmentally appropriate recreational and educational activities. Children's Programs are designed to increase a child's respect for self and others, support self expression and promote a sense of community. All programs are offered to both the general population and children with special needs.

Budget Overview

FY 2013 Issues

- The CASA and Summer Camp programs need to continue to increase after school, school's out and summer opportunities in order to meet the needs of the County's growing elementary school aged population year round and middle school children in the summer.
- The CASA and Summer Camp programs must continue to hire and train quality staff members to maximize program performance.

FY 2013 Major Work Plan Initiatives

- Develop programs to keep pace with the needs of the County's growing population of children and families.
- Develop programs that are affordable for families within the County while meeting revenue neutrality.
- Ensure that Children's Programs remain of the highest quality and safety by providing site visits and oversight as well as program curriculum planning.
- Recruit, train and retain qualified staff to cover the large number of program sites.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel ¹	\$3,694,793	\$3,723,943	\$4,006,888	\$4,529,887	\$4,753,336
Operations & Maintenance ¹	702,107	720,486	694,721	786,391	843,652
Total Expenditures	\$4,396,900	\$4,444,429	\$4,701,609	\$5,316,278	\$5,596,988
Revenues					
Charges For Services ²	\$5,050,166	\$5,485,296	\$5,830,690	\$5,982,776	\$6,302,456
Miscellaneous Revenue	(234)	100	991	0	0
Recovered Costs	24	0	0	0	0
Total Revenues	\$5,049,956	\$5,485,396	\$5,831,681	\$5,982,776	\$6,302,456
Total Local Tax Funding	\$(653,056)	\$(1,040,967)	\$(1,130,072)	\$(666,498)	\$(705,468)
FTE Summary¹	87.59	87.19	88.97	88.85	91.69

¹ The FY 2013 Adopted Fiscal Plan for the Children's Programs includes an increase of \$86,575 of personnel expenditures, \$59,261 of operations and maintenance expenditures, and 2.42 FTE related to the FY 2013 CASA Program budget enhancement. In addition, this Program's FTE increased by 0.42 FTE due to position cost allocation changes.

² FY 2013 Charges for Services increased by \$280,449 due in part to higher CASA Program revenue. \$169,170 of that amount relates to additional revenue generated by the FY 2013 CASA Program budget enhancement.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Children's Programs

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure safe recreational activities for elementary and middle school-aged children during the school year and summer months by providing sufficient hours of staff training.				
• Customer satisfaction rate for Children's Programs	98.00%	95.75%	98.00%	98.00%
• Number of hours provided of required state child care licensing training ¹	3,798	3,658	3,800	3,900
• Number of staff trained annually to ensure safe recreational activities	287	286	298	298
Objective: Provide recreational activities for elementary school-aged children during non school hours, such as after school, holidays and summer camp in all areas of Loudoun County.				
• Enrollment percentage of capacity for all CASA sites	81.00%	82.50%	92.00%	92.00%
• Number of CASA participants annually	2,187	2,206	2,230	2,284
• Number of CASA sites	41	42	42	43
• Number of children on waiting list for CASA	492	276	300	300
• Number of Specialty and Schools' Out Camp Participants	787	710	790	790
• Number of Summer Camp participants	1,121	1,916	1,145	2,000

¹ The number of hours of training required by the Commonwealth of Virginia is 24 hours per staff member per year.



Parks, Recreation & Community Services Maintenance Services

Program Goal and Service Description

The Maintenance Services Division's goal is to perform effective daily, seasonal, corrective and preventative property and facility maintenance and repairs, vehicle and playground maintenance management, snow removal and emergency response. The intended outcome is providing safe facilities and assistance with vehicles and special events and snow removal. The Division performs maintenance and repair on all department property, facilities, vehicles and equipment. Maintenance Services inspects, manages and repairs playgrounds and tot lots, swimming pools, and mechanical and structural systems that include heating, air conditioning and wastewater. Maintenance Services ensures that activities are performed by certified staff where required. This Division also provides assistance with set-up for special events, garbage collection at all non-staffed sites. The Division coordinates snow removal of all County facilities, assists with debris removal during emergencies, and provides services in emergency response situations. The Division also works with youth sports organizations to implement donated improvements such as irrigation, wells, and funding for field renovations and lends technical support and assistance to Leagues and Parks that include managing, preparing and renovating grounds, turf and athletic fields.

Budget Overview

FY 2013 Issues

- The Division faces challenges in supporting the entire Department with regular maintenance and keeping up with the large number of special events and projects throughout the year.
- The Division must continue to keep facilities safe and well maintained for a growing population.
- All of the Department's playgrounds require daily inspections, prompt repairs and an appropriate replacement schedule to remain safe for children.
- New unmanned facilities must be maintained by the Maintenance Services Division with limited new resources.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.

FY 2013 Major Work Plan Initiatives

- Maintain current service levels with the addition of new proffered parks and athletic fields at new schools without additional operational supplies such as fertilizers, infield mix, field paint, and equipment.
- Create western crew pilot program working out of Franklin Park.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,157,540	\$2,233,178	\$2,332,881	\$2,495,784	\$2,553,059
Operations & Maintenance	1,143,531	1,094,556	1,078,404	1,340,274	1,315,274
Capital Outlay & Capital Acquisitions ¹	0	82,156	128,358	5,000	0
Transfer to Central Services Fund	15,000	0	0	0	0
Total Expenditures	\$3,316,071	\$3,409,890	\$3,539,643	\$3,841,058	\$3,868,333
Revenues					
Use Of Money & Property	\$7,510	\$13,025	\$17,843	\$15,524	\$15,524
Charges For Services ²	0	0	241,104	0	423,696
Miscellaneous Revenue	0	75	0	6,200	6,200
Recovered Costs ²	22,635	252,606	14,886	319,212	0
Total Revenues	\$30,145	\$265,706	\$273,833	\$340,936	\$445,420
Total Local Tax Funding	\$3,285,926	\$3,144,184	\$3,265,810	\$3,500,122	\$3,422,913
FTE Summary	38.63	38.63	39.96	41.59	41.61

¹ FY 2012 capital outlay expenditures of \$5,000 are for the Brambleton District Park FY 2012 budget enhancement. No capital outlay expenditures are needed for the FY 2013 budget.

² Revenue of \$319,212 for Recovered Costs for FY 2012 is in the Charges for Services category for the FY 2013 budget. Additionally, \$104,484 of the FY 2013 Charges for Services revenue relates to the new \$2.50 participant user fee which will be implemented FY 2013.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Maintenance Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure clean and safe playground facilities.				
• Number of playground inspections completed	4,600	4,738	4,800	4,800
• Number of playgrounds	24	24	24	24
Objective: Maintain and improve athletic field quality to ensure safe play and to meet community expectations without interrupting use by youth and adult leagues.				
• Number of athletic fields maintained	250	266	266	270
• Number of ball fields renovated	1	3	2	2
• Number of fields seeded and aerated	250	255	259	270
• Number of Maintenance Division man hours dedicated to maintaining athletic fields	29,250	31,630	29,700	32,000
• Number of projects with assistance from sports leagues	0	1	1	1
Objective: Provide efficient and timely support for maintenance, repairs and projects.				
• Number of emergency management events dedicated to respond to or in preparation for snow/ice removal	6	7	5	5
• Number of Maintenance Division man hours to complete emergency management events	6,200	1,750	2,500	2,500
• Number of Maintenance Division non-PRCS event setup and take downs or bus trips to support other county functions	28	12	6	6
• Number of Maintenance man hours to complete event setups and take downs	948	1,267	800	800
• Number of work orders completed in time requested	948	1,442	1,400	1,500
• Number of work orders requested	1,376	1,450	1,400	1,500



Parks, Recreation & Community Services

Sports

Program Goal and Service Description

The Sports Division's goals are to provide coordination with the Youth Sports Leagues and management of the Adult Sports programs as well as managing summer sports camps and sports tournaments. The outcome is to help children learn and enjoy sports and fitness. Youth Sports supports volunteer youth sports leagues, which include softball, baseball, basketball, volleyball, soccer, lacrosse, football, flag football, in-line hockey, golf, rugby, wrestling, field hockey, track and tennis. Youth Sports coordinates reservations of park and school space for these activities and schedules their use as well as community cultural group's use of school space. In addition, Sports provides supervision of game and practice sites at indoor facilities and outdoor-lighted facilities to ensure safety. Staff also provides guidance and support to all recreational leagues such as enhancing participants' abilities through specialized instructional programs, camps and clinics.

Adult sports activities within the County are coordinated through the Department's Adult Sports Program. This includes scheduling, supervising, coordinating and managing operations of different sports programs and activities available to County adults and businesses. Currently, the Division runs adult leagues for baseball, softball, basketball, cricket, soccer, flag football, and volleyball. One of the adult sports specialists acts as the commissioner for each of these leagues and is responsible for all disciplinary actions taken within the league, planning, registration and marketing. The sports specialists also operate adult sports clinics, tournaments and special events. Other duties include procuring supplies, trophies and uniforms, and managing various sports officials' vendor contracts.

The Sports Division also recruits, coordinates, stages or assists others hosting local, regional and national youth and adult sports tournaments to bring opportunities for a higher level of play to the County and positively affect the County's economy.

Budget Overview

FY 2013 Issues

- Community demand for additional sports spaces, activities and services continues to increase. New PRCS and LCPS facilities greatly help to meet demand but the numbers of children in leagues that are served continue to grow.
- Increases in new sports programs, independent teams, and sports requesting additional seasons require the Division to continue to find additional space to meet the needs of the community.
- The Department needs to continue to maximize the use of current resources to meet the growing demand for new, low cost, improved and specialized programs for participants in sports camps and clinics.
- The Division will continue to focus on addressing the growing needs of both the adult and youth sports communities to include the growth of the cricket program.
- The high level of community expectations for field quality, scheduling availability and flexibility continues to be a major challenge in this tight fiscal climate.
- The increased use of field space by the leagues throughout the year leads to deterioration of field quality. This field demand makes it extremely difficult to take fields off line for renovation. This issue is compounded with the required closure of fields for inclement weather and repairs due to safety concerns.
- Managing competing interests of local businesses and Visit Loudoun desiring regional and national tournaments with the needs of the County leagues is challenging without additional facilities and staff.

FY 2013 Major Work Plan Initiatives

- Continue educating the public about specialty camps and clinics with existing funding for marketing.
- Coordinate the shared use of facilities between school athletics, leagues and instructional staff to meet the needs of both youth and adults.
- Continue to balance the demand for limited facility space between new and established sports organizations and the growth in participation.
- Leverage the Department's reputation of hosting high quality national sports events to attract a large national event during non-peak use dates and times.
- Continue to provide supervision of indoor facilities and lighted outdoor facilities for safety and to manage emergency response.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Sports

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,350,248	\$1,207,264	\$1,212,481	\$1,511,298	\$1,567,029
Operations & Maintenance	775,729	756,787	812,343	899,359	812,882
Transfer to School Fund	0	1,100	0	0	0
Total Expenditures	\$2,125,977	\$1,965,151	\$2,024,824	\$2,410,657	\$2,379,911
Revenues					
Use Of Money & Property	\$1,816	\$6,741	\$12,847	\$37,895	\$37,895
Charges For Services ¹	1,084,628	1,040,742	1,250,916	1,473,711	1,768,125
Miscellaneous Revenue	25	50,156	32,016	0	0
Recovered Costs ¹	39,743	320,136	65,070	300,000	0
Other Financing Sources ²	21,147	0	60,651	50,000	0
Total Revenues	\$1,147,359	\$1,417,775	\$1,421,500	\$1,861,606	\$1,806,020
Total Local Tax Funding	\$978,618	\$547,376	\$603,324	\$549,051	\$573,891
FTE Summary³	32.64	32.84	27.71	30.51	30.32

¹ \$300,000 of revenue previously budgeted in Recovered Costs is budgeted in Charges for Services in FY 2013.

² The FY 2011 entry in Other Financing Sources for the Department is an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.

³ The FY 2013 Program FTE decreased by 0.19 FTE due to position cost allocation changes.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services

Sports

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure opportunities are available for youth and adults to learn and improve sports skills and provide fitness opportunities to promote healthy lifestyles.				
• Number of citizens on waiting lists for camps and clinics ¹	137	6	100	100
• Number of participants in sports camps and clinics ²	7,042	5,811	7,500	7,500
Objective: Host sports tournaments to provide Loudoun County athletes a local venue while generating economic impact for Loudoun County.				
• Number of room nights generated by sports tournaments	4,900	4,035	4,900	4,900
• Number of tournament bids submitted	24	12	15	15
• Number of Tournaments hosted by PRCS sites	27	28	30	30
Objective: Provide high quality sports leagues and athletic opportunities for adults in Loudoun County.				
• Number of adults participating in adult sports leagues ³	6,934	5,279	7,500	7,500
• Number of leagues available for adult participation ⁴	87	71	91	91
• Number of teams participating in adult sports leagues ⁵	505	444	555	555
Objective: Provide all children of Loudoun County the opportunity to actively participate in youth sports.				
• Estimated number of youth participating on independent teams and tournaments	20,300	21,550	30,000	30,000
• Number of affiliated youth sports leagues	49	49	49	50
• Number of children participating in affiliated youth sports leagues	43,380	43,370	45,000	45,000

¹ There was a decline in FY 2011 enrollment in camps and clinics such that the Department did not have to place as many children on a waitlist.

² Lower enrollment in FY 2011 was due to the lingering impact of the economic recession and possibly due to the fee increase.

³ Lower FY 2011 participation can be attributed to several factors including the economic recession negatively affecting corporate sponsorships, outside competition from private facilities running leagues, and the natural ebb and flow of adult teams especially in the older age divisions.

⁴ Lower FY 2011 enrollment required consolidation of some leagues. For example, instead of offering A, B and C leagues on Mondays, the Department offered only B and C leagues due to the history of league A not having sufficient enrollment on Mondays.

⁵ Fewer leagues resulted in fewer teams participating in FY 2011.



Parks, Recreation & Community Services

Parks

Program Goal and Service Description

The Parks Division goal is to provide safe, high quality park programs and services at Claude Moore Park, Franklin Park, Philip A. Bolen Memorial Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. In addition, the Parks Division manages specialized facilities, including the Franklin Park Performing and Visual Arts Center and the Claude Moore Recreation Center. The Philip A. Bolen Memorial Park, a central regional park, opened in FY 2011. The park added 17 lighted ballfields along with many miles of trails and passive areas. The Parks Division provides a wide range of active and passive recreational opportunities to the public. It also provides youth and adult sports programs on 45 ball fields, 30 of which are lighted. The Parks Division manages several miles of hiking, running, and equestrian trails as well as several fishing ponds, memorial gardens, outdoor and indoor swimming pools, fitness areas, a gymnasium, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips to these facilities, allow citizens to experience diverse offerings of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits. The Parks Division also partners with several community groups and volunteers to enhance the amenities located within each park.

Budget Overview

FY 2013 Issues

- A growing and diverse population forces the Division to balance requests for the use of facilities for active, passive, cultural, educational, and recreational activities.
- The Division must continue to create new and innovative ways to provide the same level of service to the growing community with limited resources.

FY 2013 Major Work Plan Initiatives

- Plan increased nature programs for Philip A. Bolen Memorial Park and Banshee Reeks Nature Preserve.
- Meet citizen demand to expand programs with limited facilities and limited resources.
- Maintain current facilities at safe levels despite increased usage by a growing population.
- Keep staff morale at a high level to maximize performance as workload and expectations increase.
- Assure the Claude Moore Recreation Center and the Franklin Park Performing and Visual Arts Center continue to meet and exceed citizen expectations, fee based programs and marketing goals to meet revenue projections.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$4,151,607	\$3,957,293	\$3,870,460	\$4,545,228	\$4,610,473
Operations & Maintenance	915,119	869,037	1,120,444	1,204,437	1,173,668
Capital Outlay & Capital Acquisitions	14,444	14,162	86,250	0	0
Transfer to Central Services Fund	0	0	54,544	0	0
Total Expenditures	\$5,081,170	\$4,840,492	\$5,131,698	\$5,749,665	\$5,784,141
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$500	\$500	\$0	\$0
Use Of Money & Property ¹	574,297	654,787	633,772	787,160	938,267
Charges For Services	1,890,143	1,773,903	1,669,752	2,291,188	2,260,890
Miscellaneous Revenue	43,406	6,951	11,512	34,000	34,000
Recovered Costs	18,679	8,001	15,166	34,270	34,270
Other Financing Sources ²	0	517,000	200,500	100,250	124,232
Total Revenues	\$2,526,525	\$2,961,142	\$2,531,202	\$3,246,868	\$3,391,659
Total Local Tax Funding	\$2,554,645	\$1,879,350	\$2,600,496	\$2,502,797	\$2,392,482
FTE Summary	83.42	83.20	93.57	90.20	90.21

¹ FY 2013 Use of Money & Property revenue is \$151,107 higher than FY 2012 due primarily to more rental of recreational property budgeted for the Franklin Park Arts Center (\$75,600) and the Claude Moore Recreation Center (\$75,507).

² FY 2013 Other Financing Sources are higher due to a higher transfer of Restricted Transient Occupancy Tax revenue for this program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services

Parks

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Maximize attendance by properly maintaining facilities and providing an expanded level of diverse recreational opportunities while developing innovative methods to maintain service levels.				
• Number of cultural programs held in the Parks Division ²	430	248	500	550
• Number of daily and special event park visits annually	541,358	567,415	750,000	800,000
• Number of fitness, sports and skill development programs held annually in the Parks Division	82	864	875	875
• Number of nature programs held in the Parks Division	352	560	440	500
• Number of park program participants	17,246	20,947	40,000	50,000
• Number of swimming pool visits	34,992	28,099	40,000	30,000
• Number of volunteer hours donated for the Parks Division	14,450	10,578	11,500	12,000
• Number of work orders completed in the Parks Division	254	267	220	250
• Number of work orders requested	260	267	230	250
• Response time for emergency work orders (hours)	n/a	n/a	24	24
• Response time for routine work orders (hours)	n/a	n/a	72	72
• Value of Parks Division volunteer hours	\$261,309	\$221,386	\$240,695	\$251,160
Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreation Center to achieve a revenue neutral operation.				
• Average number of daily rental reservations at CMRC	6	10	7	10
• Number of 25-pass swipe cards renewed and/or purchased	1,505	1,262	2,000	1,500
• Number of programs planned at CMRC	1,638	2,296	1,500	2,300
• Number of rental reservations	n/a	n/a	3,583	3,700
• Percentage of expenses recovered through revenue at the Recreation Center	87.00%	85.50%	100.00%	100.00%
• Total number of senior daily visits at CMRC	16,910	18,346	17,000	18,500
• Total number of youth daily visits at CMRC	98,155	102,899	91,000	104,000
• Total number of adult daily visits at CMRC	159,454	206,214	160,000	207,000
• Total number of all types of daily visits to CMRC	274,519	327,459	268,000	329,500
• Total number of annual memberships purchased and/or renewed at CMRC	280	179	300	200

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

² FY 2010 and FY 2011 actual data was lower due to staff vacancies during that year.



Parks, Recreation & Community Services

Community Centers

Program Goal and Service Description

The goal of the Community Centers Division is to provide citizens the opportunity to participate in safe and meaningful programs and services throughout the County. The Division strives to meet the recreational needs, child care needs, preschool program needs, facility rental needs, and special events at 10 community centers located throughout Loudoun County. The locations include the Dulles South Multipurpose Center, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and Claude Moore Community Centers. Outcomes of these programs and services are community connectedness, education and health and wellness. The facilities also provide outdoor amenities such as playgrounds, parks, pavilions, ball fields, an outdoor swimming pool (Lovettsville), an in-line hockey rink (Douglass) and a skate park at Dulles South Multipurpose Center. Community Center facilities provide a wide range of recreational, educational, and cultural opportunities, State licensed preschool and childcare programs to County citizens in cooperation with volunteers, other department and County programs, the private sector and citizen advisory boards. Some Community Center services provided are fee recovered, while other services have a fee but are not revenue neutral.

Budget Overview

FY 2013 Issues

- The County's growing and diverse population demands high-quality, high-value services that meet their varying needs.
- Renovations to the Bluemont and Lucketts Community Centers began in FY 2011 and will continue into FY 2013. Lucketts Community Center currently is conducting business in four portable classrooms during construction and Bluemont was moved to the old Round Hill School in FY 2010 in order to serve the public while the Community Centers are being renovated.
- Design and engineering studies began in FY 2012 and will continue through FY 2013 for Lovettsville, Sterling and Philomont Community Centers renovations with construction expected to begin in FY 2014 or later.
- State Childcare Licensing requirements and mandatory e-learning and OSHA training are improving employee skills but impacting staff work schedules. Employees are required to be certified in the areas of CPR, First Aid, Medical Administration Training (MAT), TB testing plus 16 hours of program related training as required by state licensing standards, and up to nine County required classes for e-learning.

FY 2013 Major Work Plan Initiatives

- Recruit and retain center staff, instructors and contract vendors to increase levels of program implementation and meet community expectations for quality programs at a good value.
- Employ successful marketing strategies utilizing various social networking tools to encourage increased participation in fee-based programs and special events that promote healthy lifestyles.
- Implement best practices for management of resources, licensed programs, fee-based activities and advisory boards.
- Provide programs aimed at meeting diverse needs of the community.
- Remain sensitive to the recreational and child care needs of the customers at the Community Centers undergoing major renovations.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Community Centers

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$6,483,561	\$6,520,434	\$6,435,056	\$6,850,086	\$6,928,772
Operations & Maintenance	971,306	1,016,288	1,215,344	1,216,280	1,210,672
Capital Outlay & Capital Acquisitions	40,673	18,659	37,046	0	0
Transfer to Central Services Fund	181,284	0	0	0	0
Total Expenditures	\$7,676,824	\$7,555,381	\$7,687,446	\$8,066,366	\$8,139,444
Revenues					
Use Of Money & Property	\$314,359	\$312,103	\$300,930	\$439,444	\$439,444
Charges For Services	4,159,867	4,372,227	4,748,211	4,590,963	4,584,923
Miscellaneous Revenue	20,302	17,013	12,936	974	974
Recovered Costs	23,252	47,826	49,891	0	0
Other Financing Sources	260,080	0	0	0	0
Total Revenues	\$4,777,860	\$4,749,169	\$5,111,968	\$5,031,381	\$5,025,341
Total Local Tax Funding	\$2,898,964	\$2,806,212	\$2,575,478	\$3,034,985	\$3,114,103
FTE Summary¹	137.35	137.75	132.52	132.50	132.24

¹ The FY 2013 Program FTE decreased by 0.26 FTE due to position cost allocation changes.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Community Centers

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Demonstrate the cost effectiveness of services offered at the community centers.				
• Average daily participant sessions	2,147	2,327	2,400	2,400
• Expenditure per participant	\$8.85	\$8.89	\$8.95	\$8.95
• Number of participant sessions per fiscal year	716,691	840,158	841,000	841,000
• Percentage rate of cost recovery	64.00%	68.50%	69.00%	69.00%
• Revenue per participant	\$6.38	\$6.09	\$6.25	\$6.25
Objective: Meet the demand for programs and services by providing successful programs offered and operated for each target age population.				
• Number of adults attending Community Center programs	380,160	466,607	470,000	475,000
• Number of Community Center programs offered to elementary school youth	1,381	1,469	1,400	1,500
• Number of Community Center programs offered to middle & high school youth	696	725	700	750
• Number of Community Center programs offered to preschool children	1,898	1,944	1,910	2,000
• Number of Community Center programs operated for adults	696	691	700	700
• Number of elementary school children attending Community Center programs	120,577	135,104	136,000	140,000
• Number of middle and high school children attending Community Center programs	49,258	61,903	62,000	63,000
• Number of preschool children attending Community Center programs	166,696	173,413	174,000	174,000
Objective: Encourage volunteerism to reduce staff costs, provide meaningful opportunities for contributions of time and talent, and increase program offerings.				
• Number of volunteer hours served	7,941	14,555	15,000	15,000
• Value of volunteer hours for Community Centers ¹	\$163,028	\$304,635	\$330,450	\$330,450

¹ The value of volunteer hours is based on \$22.03 per hour for FY 2013 (Source: Va. Dept. of Social Services Office of Volunteerism).



Parks, Recreation & Community Services

Adaptive Recreation

Program Goal and Service Description

The goal of the Adaptive Recreation Division is to provide accessible programs and activities for County residents with cognitive and physical disabilities that include a State-licensed summer day camp for citizens ages 2 to 22. Programs and activities are provided in cooperation with volunteers, other department programs, various County agencies, nonprofit, business sectors, and advisory boards.

The specific activities are developed to help participants achieve their fullest potential, based on their individual abilities. Adaptive Recreation works cooperatively with the advisory boards and other partners for program implementation, including Loudoun Very Special Arts, Special Olympics and the Special Recreation Advisory Board for program implementation.

Budget Overview

FY 2013 Issues

- The Division must offer programs and services appropriate for a growing and diverse population of citizens with cognitive and physical disabilities.
- Staff must undergo training to meet State licensing requirements and to ensure that seasonal staff is prepared to work effectively with an increased number of participants with severe disabilities.

FY 2013 Major Work Plan Initiatives

- Develop and implement new activities and special events for children and adults reflecting current needs and trends.
- Network with LCPS staff and enhance marketing to serve additional participants.
- Maintain Americans with Disabilities Act (ADA) accommodations to support programs.
- Promote the inclusion of individuals with disabilities in countywide programs with limited resources.
- Continue to recruit new volunteers.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$374,774	\$378,840	\$365,146	\$435,268	\$437,530
Operations & Maintenance	57,606	51,041	49,257	49,079	46,638
Total Expenditures	\$432,380	\$429,881	\$414,403	\$484,347	\$484,168
Revenues					
Charges For Services	\$81,612	\$106,580	\$111,694	\$94,703	\$98,949
Miscellaneous Revenue	4,262	3,529	6,500	0	0
Recovered Costs	20	10	28	0	0
Total Revenues	\$85,894	\$110,119	\$118,222	\$94,703	\$98,949
Total Local Tax Funding	\$346,486	\$319,762	\$296,181	\$389,644	\$385,219
FTE Summary	9.68	9.68	9.68	9.68	9.68



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Adaptive Recreation

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Expand and increase the number of programs operated for children and adults with disabilities.				
• Adaptive Recreation customer satisfaction rate	96.50%	97.53%	97.53%	97.53%
• Number of Adaptive Recreation preschool children participants	101	98	103	105
• Number of adult participants in Adaptive Recreation programs	1,733	2,212	2,213	2,215
• Number of elementary school Adaptive Recreation participants	631	698	698	700
• Number of high school Adaptive Recreation participants	935	1,303	1,303	1,305
• Number of hours of participation for Adaptive Recreation	162,134	71,789	165,377	165,000
• Number of middle school Adaptive Recreation participants	456	716	716	700
Objective: Maintain and increase program offerings by increasing volunteer staffing levels.				
• Number of volunteer hours for Adaptive Recreation	3,921	2,985	3,000	3,000
• Number of volunteers recruited	930	1,190	1,190	1,190
• Value of volunteer hours for Adaptive Recreation ¹	\$80,498	\$62,476	\$66,090	\$66,090

¹ The value of volunteer hours is based on \$22.03 per hour for FY 2013 (Source: Va. Dept. of Social Services Office of Volunteerism).



Parks, Recreation & Community Services

Aging Services

Program Goal and Service Description

The goal of Aging Services, through the Area Agency on Aging (AAA), is to plan, coordinate and promote high quality services to enhance the well being and independence of older Loudoun residents. The Elder Resource Program assists seniors and their caregivers in making informed decisions through the Information, Referral and Assistance Program, the Virginia Insurance Counseling and Assistance Program, the Tax Assistance Program, and the Care Coordination for Elderly Virginians Program. The Volunteer Services Program provides volunteer placement, training and recognition opportunities to adults of all ages. Aging Services also administers three full-service senior centers, one senior activity center, a home-delivered meals program and seven congregate meal lunch programs which provide a wide variety of programs and services. Additionally, Aging Services manages two adult day centers with a third opening in FY 2012 that serve frail older adults with cognitive and physical disabilities, the majority of which have Alzheimer's disease. The Central Kitchen, also within Aging Services, prepares and delivers congregate and home-delivered meals to service locations and the Juvenile Detention Center, as well as various locations for County Government-related events and community-related emergencies. Aging Services works closely with the Commission on Aging, multiple advisory boards and other service agencies to identify and support senior related needs and interests.

Budget Overview

FY 2013 Issues

- The diversity and needs of Loudoun County's senior population has changed dramatically in recent years. The emerging baby boom population of younger, more active seniors are starting to enter retirement. The needs of older adults are increasing and becoming more diverse as seniors continue to live longer. Caregiver related requests are increasing as elderly parents move in with or near to adult children.
- Population growth, new facilities and growing utilization of existing facilities require increasing coordination of resources including volunteers.
- The aging population and current cohort of seniors require increasing prevention and wellness programming.

FY 2013 Major Work Plan Initiatives

- Respond to increasing service needs, including transportation, meals, trips, tax assistance and Medicare Part D counseling without increased resources.
- Plan for and meet the varying needs of Loudoun County's increasing senior population and their caregivers including baby boomers, younger seniors and more frail older adults by seeking grants and increasing use of volunteers and partnerships.
- Fully staff and support growth of Senior Center of Leesburg.
- Plan and implement prevention and wellness focused programming.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Aging Services

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel ¹	\$3,314,819	\$3,441,747	\$3,447,755	\$3,941,349	\$4,377,556
Operations & Maintenance	1,429,137	1,423,231	1,404,155	1,636,789	1,604,672
Capital Outlay & Capital Acquisitions ²	0	9,393	9,393	47,274	0
Total Expenditures	\$4,743,956	\$4,874,371	\$4,861,303	\$5,625,412	\$5,982,228
Revenues					
Use Of Money & Property	\$123,072	\$90,210	\$104,784	\$156,362	\$156,362
Charges For Services	659,796	807,212	873,070	673,256	673,358
Miscellaneous Revenue	125,357	82,502	71,875	27,156	27,156
Recovered Costs	174,920	167,332	175,705	152,868	152,868
State Categorical Aid	137,571	137,470	130,310	136,179	136,884
Federal Categorical Aid ³	301,297	371,803	352,986	350,402	303,256
Other Financing Sources ⁴	0	0	1,779,692	0	0
Total Revenues	\$1,522,013	\$1,656,529	\$3,488,422	\$1,496,223	\$1,449,884
Total Local Tax Funding	\$3,221,943	\$3,217,842	\$1,372,881	\$4,129,189	\$4,532,344
FTE Summary¹	65.71	62.04	61.35	70.35	71.35

¹ The FY 2013 Leesburg Senior Center Manager enhancement includes \$76,145 of personnel expenditures and 1.00 FTE.

² FY 2012 capital outlay expenditures of \$47,274 were for the FY 2012 budget enhancement for the Eastern Loudoun Day Center. No capital outlay expenditures are needed for the FY 2013 budget.

³ FY 2013 federal grants revenue is projected to be \$47,146 lower than FY 2012 due to fewer federal grant funding opportunities being available.

⁴ The FY 2011 entry in Other Financing Sources for the Department is an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Aging Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure high quality programs and services at Senior Centers and Senior Activity Centers by providing a wide variety of programs.				
• Number of senior activities	8,754	10,926	10,926	11,000
• Number of senior activity participants	84,945	106,817	106,817	107,000
• Number of Senior Center rentals	1,211	836	900	900
• Number of senior citizens trips	124	145	145	120
• Number of senior memberships	2,887	2,660	2,715	2,715
• Number of senior trip participants	5,979	7,184	7,184	7,184
Objective: Increase community awareness of Loudoun County Aging services by maintaining community outreach.				
• Number of Senior Services volunteer hours	53,984	54,131	54,000	54,000
• Number of units of service provided to participants by AAA	574,174	589,673	575,000	575,000
• Value of service provided by volunteers ¹	\$1,108,292	\$1,132,961	\$1,130,220	\$1,130,220
Objective: Meet the needs of a growing senior population by maintaining services and contacts with seniors and their families.				
• Number of adult daycare hours assisting clients & families	58,130	58,472	60,000	62,000
• Number of Central Kitchen meals	143,159	143,399	145,750	143,500
• Number of Information & Assistance contacts	34,209	37,446	37,446	37,446
• Number of one way trips for senior services participants	41,831	37,181	40,000	40,000
• Number of senior meals provided	113,276	112,753	116,250	113,250

¹ The value of volunteer hours is based on \$22.03 per hour for FY 2013 (Source: Va. Dept. of Social Services Office of Volunteerism).



Parks, Recreation & Community Services

Youth Services

Program Goal and Service Description

The Youth Services Division's goal consists of providing youth development and youth outreach programs that offer a wide variety of after-school, evening and weekend activities providing recreational, educational, cultural and prevention programming. Youth development services focus on prevention and leadership development activities for youth within the middle school age range; examples include the Community Volunteer Program, fall and spring recreational programs and partnering with Claude Moore Recreation Center's Teen Night. Special interest clubs and camps are designed to increase teen participation in physical, recreational and community focused programs that strengthen and increase their resilience, community awareness and development of positive values, interests, and skills. Other prevention activities include the Teen Services Program and the Youth After School (YAS) programs, which provide a positive and safe environment for middle school students to participate in various recreational activities in comparison to being at home alone. Youth outreach services focus on intervention activities for youth beginning to exhibit high-risk behaviors or those who may be most at-risk; examples include the Work Ordered Repayment by Kids (WORK) Program and after-school clubs including IRIS (I respect, I inspire, I support) and Project Discovery. These activities are designed to build individual strengths and self-confidence, teach life skills and personal responsibility, and provide safe opportunities for socializing. Youth outreach is also actively involved in youth gang prevention activities.

Budget Overview

FY 2013 Issues

- The YAS program must hire and retain high-quality supervisors and leaders to maximize program performance.
- Additional funding sources must be identified by staff, or creating relationships with community groups and volunteers, in order to expand program offerings that address the changing developmental needs of youth.
- The Division should dedicate resources necessary to maintain the WORK program's success rate of only 2% recidivism while increasing service and intervention programs for at-risk youth.
- The Department will maintain enrollment at all YAS locations and will find solutions to accommodate youth on waiting lists.

FY 2013 Major Work Plan Initiatives

- Develop programs to promote belonging, healthy living and respecting others that keep pace with the demand for services by a growing and increasingly diverse community.
- Develop and foster partnerships with community groups and volunteers to create greater levels of community involvement in the Divisions' program offerings.
- Accommodate the need for additional space and demand for the YAS program, as indicated by its significant wait lists.
- The YAS program must develop strategies to accommodate continued increases in the number of youth interested in enrolling. There appears to be public demand for YAS at every County Middle School, and currently 5 Middle Schools do not have a YAS Program.
- Provide additional training for staff to meet the changing needs of the youth.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,024,674	\$862,459	\$855,236	\$1,040,722	\$1,018,985
Operations & Maintenance	217,028	127,684	133,877	182,614	176,420
Total Expenditures	\$1,241,702	\$990,143	\$989,113	\$1,223,336	\$1,195,405
Revenues					
Charges For Services	\$89,939	\$143,612	\$141,700	\$158,400	\$158,400
Miscellaneous Revenue	37,995	25,786	8,239	0	0
Other Financing Sources	0	0	643,868	0	0
Total Revenues	\$127,934	\$169,398	\$793,807	\$158,400	\$158,400
Total Local Tax Funding	\$1,113,768	\$820,745	\$195,306	\$1,064,936	\$1,037,005
FTE Summary	19.79	19.79	18.65	18.65	18.65



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services

Youth Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Increase engagement opportunities by providing a wide variety of attractive and safe recreational, cultural, and social opportunities for youth.				
• Youth and family members attending Youth Fest	3,000	3,750	3,750	3,750
Objective: Promote belonging by fostering opportunities for youth to connect with people and places throughout the county.				
• Annual home page views to the loudounteen.org website	7,472	7,204	7,400	7,400
Objective: Promote healthy living enhancing programs and services that support sound decisions about oneself and one's body.				
• Participants in prevention and awareness programs	n/a	90	6,500	6,500
• Youth Services prevention and awareness programs	n/a	1	2	2
Objective: Promote respect for others by promoting attitudes and skills helpful for quality human interactions within and across generations.				
• Participants in leadership development seminars	51	288	288	288
• Volunteer hours in community service projects	252	395	500	500
• Youth members in Youth Advisory Committee	200	265	400	400
Objective: Provide safe recreational activities for middle school aged children.				
• Average number of Middle School youth served per month	271.00	205.75	288.00	288.00
• Number of children on the YAS wait list	33	120	120	120
• Number of outreach programs offered	8	3	4	4
• Number of YAS programs offered/communities served	9	9	9	9
• Program utilization rate	77.66%	80.00%	80.00%	80.00%
Objective: To provide court ordered youth the opportunity to give back to society by performing meaningful community service work in their neighborhood.				
• Number of hours of community service completed	2,694	3,252	4,000	4,000
• Number of youth in WORK program	114	124	115	115
• Recidivism percentage rate of WORK program participants	2%	2%	2%	2%
• Value of community service work performed ²	\$55,308	\$68,064	\$83,720	\$88,120

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

² The value of volunteer hours is based on \$22.03 per hour for FY 2013. (Source: VA Dept. of Social Services Office of Volunteerism)



Parks, Recreation & Community Services

Facilities Planning & Development

Program Goal and Service Description

The Facilities Planning and Development Division's goal is to provide technical assistance and oversight for the Department by reviewing land development applications for recreational opportunities and other departmental facilities identified in the Capital Needs Assessment (CNA). This Division also oversees implementation of proffers, provides assistance with short and long range planning, and site specific analysis and design for the improvement of PRCS facilities. The Division supports the Department through facility planning and design, proffer management, trail development, and project management activities, including the Capital Asset Preservation Program (CAPP) and other small projects and donated enhancements and amenities.

Budget Overview

FY 2013 Issues

- The Division will need to plan towards meeting the increased demand for facilities due to rapid County population growth.
- The Division will assist with management of Department coordination for the proffered, CAPP and CIP projects during construction.

FY 2013 Major Work Plan Initiatives

- Review and revise Department's design and construction standards.
- Continue development of Potomac National Heritage Scenic Trail and develop volunteer programs to install signage and assist with maintenance of the trail.
- Continue with plan reviews by responding to referrals within deadlines.
- Continue efforts to implement the County's greenways and trail plan that links parks and natural and historical resources within Loudoun County by inventorying existing trail segments, right-of-ways, utility corridors, easements, that provide connectivity to park facilities.
- Work on assigned strategic plan goals and objectives.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel ¹	\$301,518	\$261,783	\$202,977	\$301,915	\$230,145
Operations & Maintenance	32,618	40,631	41,722	43,223	42,142
Capital Outlay & Capital Acquisitions	87,638	14,269	27,031	0	0
Transfer to General Capital Improvement	0	6,555	0	0	0
Total Expenditures	\$421,774	\$323,238	\$271,730	\$345,138	\$272,287
Revenues					
Permits Privilege Fees & Reg Licenses ²	\$8,638	\$1,965	\$5,548	\$10,898	\$8,911
Miscellaneous Revenue	70,968	6,555	2,854	0	0
Federal Categorical Aid	1,406	27,169	38,296	0	0
Other Financing Sources	0	0	33,122	0	0
Total Revenues	\$81,012	\$35,689	\$79,820	\$10,898	\$8,911
Total Local Tax Funding	\$340,762	\$287,549	\$191,910	\$334,240	\$263,376
FTE Summary¹	4.00	3.00	3.00	3.00	2.00

¹ During mid-year FY 2012, the Department moved a 1.00 FTE vacant position from the Facilities Planning and Development Program to the Administration Program to create the second Deputy Director position.

² Rezoning and Zoning Concept Plan Amendments revenue is \$1,987 lower for the FY 2013 budget due to lower projected activity.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Facilities Planning & Development

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: To assist department staff in strategic planning, project development and management, and planning processes.				
• Number of administrative and legislative applications	7	2	8	10
• Number of facility amenity improvement projects	12	7	8	12
Objective: To implement and manage new projects through partnerships, donations, grants and the Capital Asset Preservation Program (CAPP).				
• Number of CAPP projects approved	10	11	16	11
• Number of CAPP projects delivered	4	2	16	11
• Number of grants/donations to PRCS	2	1	3	3
Objective: To increase public program space and recreational opportunities through proffer completion and delivery.				
• Number of proffered facilities delivered	0	1	5	8
• Number of proffered facilities under development	3	12	12	37
Objective: To perform reviews on land development applications submitted to the department in order to achieve meaningful proffered facilities, improvements, and/or cash contributions.				
• Number of administrative referrals (SBPL, CPAP, STPL, SBRD)	37	51	30	45
• Number of legislative referrals (ZMAP, ZCPA, SPEX)	119	105	100	115



Parks, Recreation & Community Services

Administration

Program Goal and Service Description

The Administration Program's goal is to provide planning and leadership in managing all of the Department's programs, services, special events and facilities. The intended outcome is to have departmental operational excellence in customer service, human resources management and training, procurement, technical assistance, and financial services. The Division supports ten divisions with approximately 500 FTE, which is a mix of regular full-time, regular part-time, and temporary seasonal staff for a total of 2,623 employees. Administration coordinates with other County departments including County Administration; Fire, Rescue and Emergency Management; Management and Financial Services; the Treasurer's Office; the Department of Information Technology; General Services; Family Services; the Department of Construction and Waste Management; the Board of Supervisors and appointed advisory boards. Administration develops, reviews, revises and manages department-wide policies and procedures to ensure the divisions perform effectively and efficiently. This Division also provides purchasing, marketing, public relations, automation, volunteer coordination, customer service and human resources support. Funding is centralized in this division for department training, the quarterly PRCS brochure and cell phones to create efficiencies. This Division is also responsible for the oversight of staff training and performance management. Staff also provides professional advice and counsel for the Board of Supervisors through County Administration.

The Horticulture Program, which is in this Division, provides planning, and implementation of horticultural, grounds and landscape maintenance services and improvement for the County Government Center, county libraries, group homes, public safety centers and other government facilities.

Budget Overview

FY 2013 Issues

- Additional marketing resources must be developed to communicate the wide variety of programs, activities and classes offered by all divisions to the public.
- The Division is responsible for providing horticulture and grounds maintenance services for new and existing County facilities within its already limited resources.
- The Division will provide efficient customer services with a revised staffing placement plan utilizing a portion of the first floor of the Depot Court building.
- The Division will maintain service levels and continuity of operations in response to personnel turnover and emergency management.

FY 2013 Major Work Plan Initiatives

- Continue to expand web-based methodologies to increase public awareness of and participation in PRCS programs and services.
- Develop partnerships with public and private sectors to enhance alternative funding for parkland and recreation programs.
- Develop and implement an annual employee survey to evaluate the effectiveness of communication among all levels of personnel.
- Create a consistent method of grant identification, submission and follow up to manage the grant process.
- Inventory existing trail segments, right-of-ways, utility corridors, easements, that provide connectivity to park facilities.
- Plan for opening of new preferred facilities and facilities developed through the CIP program or renovations.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services
Administration

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel ¹	\$1,347,525	\$1,328,929	\$1,331,034	\$1,491,256	\$1,637,700
Operations & Maintenance	1,297,426	1,096,961	898,592	819,624	795,643
Total Expenditures	\$2,644,951	\$2,425,890	\$2,229,626	\$2,310,880	\$2,433,343
Revenues					
Charges For Services	\$92	\$18	\$0	\$0	\$0
Miscellaneous Revenue ²	8,895	5,140	16,949	106,332	20,000
Recovered Costs	8,887	9,799	10,745	0	0
Total Revenues	\$17,874	\$14,957	\$27,694	\$106,332	\$20,000
Total Local Tax Funding	\$2,627,077	\$2,410,933	\$2,201,932	\$2,204,548	\$2,413,343
FTE Summary¹	17.64	15.32	15.25	16.25	17.25

¹ During mid-year FY 2012, the Department moved a 1.00 FTE vacant position from the Facilities Planning and Development Program to the Administration Program, reclassifying the position to create the second Deputy Director position.

² FY 2013 Miscellaneous Revenue is \$86,332 lower than FY 2012 due to lower projected revenue for the \$1.00 administration fee which applies to participant registration for the following: Youth Sports camps and clinics, Community Centers' non-licensed programs, Adult Sports leagues, Senior Programs, Parks Division Programs, and contractual and instructional classes. The FY 2013 revenue is based on the recent actual revenue generated by this fee.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Parks, Recreation & Community Services Administration

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Effectively manage contracted landscape maintenance and improvements to County owned facilities.				
• Number of sites mowed under turf maintenance contract	65	63	64	64
• Number of sites updated in tree inventory	3	1	6	3
• Percentage of DCWM site plans reviewed as requested	100%	100%	100%	100%
• Percentage of sites inspected quarterly	100.00%	98.88%	100.00%	100.00%
Objective: Increase exposure and utilization of the PRCS web site in order to promote on-line transactions.				
• Average monthly WebTrac transactions	1,991.00	1,914.25	2,100.00	2,300.00
• Average number of web site hits on PRCS main web pages	37,984.00	24,529.80	38,000.00	34,000.00
• Value of WebTrac transactions/year	\$3,778,596	\$6,693,002	\$6,700,000	\$6,700,000
Increase the total number of RecTrac transactions and participation levels through increased marketing efforts.				
• Number of households in RecTrac	56,745	61,499	61,499	63,000
• Number of participant hours	2,237,561	3,025,701	3,025,700	3,030,000
• Number of program participants	98,820	94,703	95,000	95,000
• Number of programs offered	10,515	9,385	10,000	9,500
• Number of transactions	162,235	158,965	162,300	162,300
Objective: To develop strategies for building a quality workforce and to deliver quality services.				
• Full Time Employee Rate Turnover Percentage	1.88%	2.38%	2.50%	2.50%
• Number of performance plans and assessments	254	405	575	575
• Number of special recognitions	15	52	55	55
• Offer training opportunities for professional growth	55	303	310	325
Objective: To ensure operational excellence in the procurement of goods and services to continually provide efficiency and effectiveness.				
• Number of purchase orders completed ¹	1,094	1,195	1,100	1,000
• Number of turnaround days for purchase orders	3.10	2.33	3.00	3.00
• Value of purchase orders ¹	\$2,370,654	\$3,684,025	\$3,000,000	\$2,500,000

¹ The value and number of purchase orders are estimated to decrease based on the new procurement policy initiative to use purchasing cards for non-contracted purchases less than \$5,000.



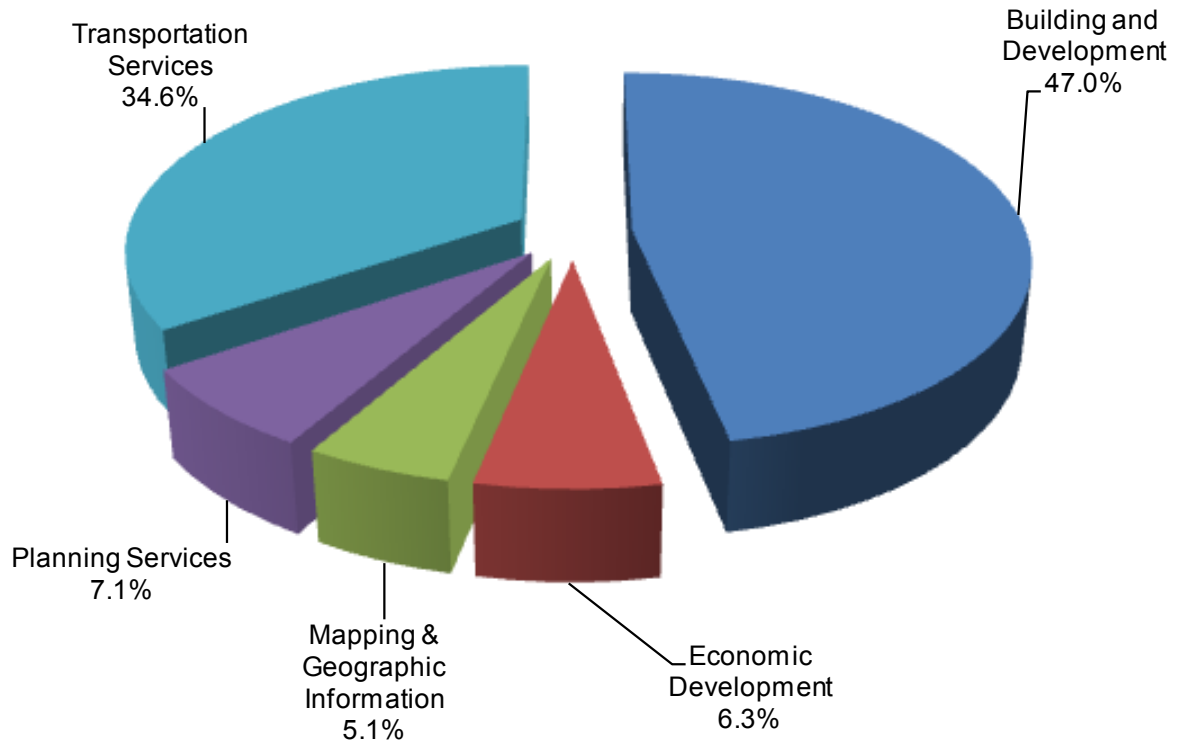


Community Development

COMMUNITY DEVELOPMENT SUMMARY
..... Page 5 – 2
.....
Building and Development Page 5 – 3
.....
Economic Development..... Page 5 – 19
.....
Mapping & Geographic Information..... Page 5 – 25
.....
Planning Services Page 5 – 37
.....
Transportation Services Page 5 – 49
.....



COMMUNITY DEVELOPMENT FY 2013 ADOPTED EXPENDITURES



Community Development Historical Expenditures

Community Development	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Building and Development	\$22,553,826	\$19,927,104	\$18,698,454	\$20,398,127	\$21,028,092
Economic Development	2,140,983	2,095,595	1,775,539	2,101,458	2,832,366
Mapping & Geographic Information	2,160,314	2,147,232	2,114,989	2,151,794	2,262,521
Planning Services	3,016,852	2,911,159	2,887,343	3,200,862	3,157,629
Transportation Services	9,788,997	10,729,037	12,466,288	13,962,498	15,467,191
Total Community Development	\$39,660,972	\$37,810,127	\$37,942,613	\$41,814,739	\$44,747,799



Building & Development

Building & Development

Land Development Planning

Land Development Engineering

Zoning Administration

Building Code Enforcement

Permit Issuance/Department Management



Building & Development

Mission Statement

Building & Development ensures the public's safety and welfare during the design and construction phases of public and private structures in the County by enforcing Best Engineering Practices and the Statewide Building Code. The Department enhances the quality of life for all citizens through developing, administering and enforcing the County Zoning Ordinances, the Land Subdivision Ordinance, the Facilities Standards Manual and other construction standards ordinances.

Description

Building & Development oversees all phases of land development throughout the County including the subdivision review/approval of construction plans, site plans, building plans, construction inspections, and final occupancy inspections. The Department is also responsible for managing construction sites through its Erosion and Sediment Control Program, enforcing the County's Zoning Ordinance through its Inspections Program and managing public improvement through its Bonding Program and Quality Assurance Team. These services are provided by five divisions: Land Development Planning, Land Development Engineering, Zoning Administration, Building Code Enforcement, and Permit Issuance/Department Management.

Budget Overview

FY 2013 Issues

- Implementation and enforcement of new environmental standards such as those required by the adoption of the Limestone Overlay District, or other environmental water quality regulations (TMDL standards) which are anticipated to be adopted by the Commonwealth will be addressed.
- Providing County funding for programs previously funded by grants will be required to continue monitoring and assessing water quality and quantity as well as proceeding to the next level of watershed management. Examples of this work include implementation of priority watershed management recommendations identified by the Board appointed Water Resources Technical Advisory Committee; watershed assessment and management planning; promoting watershed stewardship; and addressing the Virginia Watershed Implementation Plan (WIP) and the EPA's Chesapeake Bay total maximum daily load (TMDL) objectives.
- The Department will continue to implement the priorities set forth by the Board of Supervisors in the form of processing new zoning ordinance amendments (ZOAMs), including changes to Commercial Districts to promote business activities.
- Enforcement of blighted areas and overcrowding issues in accordance with the Zoning Ordinance and Property Maintenance Code continues.
- Anticipated changes to the Code of Virginia will affect the Building Code Inspection Program, requiring inspectors and enforcers to attend mandatory training and re certification classes while continuing to provide next business day inspections.
- The use of major Federal grant and contracting services will allow for the implementation of an updated Floodplain Study resulting in new FEMA maps.

FY 2013 Major Work Plan Initiatives

- Continue to improve the timelines related to the Land Development Application Process through additional efficiency measures.
- Continue implementing recommendations of the Countywide Comprehensive Watershed Management Plan; maintain the initial progress made in monitoring, analyzing, and assessing the quality and quantity of Loudoun's water resources; and plan for and implement effective long term methods to protect and enhance those resources.
- Expand training efforts in Green Building Training Program and other environmental focus areas.
- Continuing digital imaging of the remaining 2/3 of official Land Development Records.
- Continue efforts on digital file storage to cover all phases of the Department's operations including bonding and grading permits.
- Continue work to complete the e-permitting process for all permits.

FY 2012 Major Achievements

- Accepted and processed approximately 32,000 building permits and 7,000 zoning permits, and conducted over 165,000 inspections.
- Accepted and processed over 1,100 land development applications of all types.
- Completed major research and public input sessions on the Limestone Overlay District and implemented the regulations that were reenacted by the Board of Supervisors.
- Realigned workload to handle a major increase in effort in Zoning Division as it pertains to ZOAMs.
- Implemented a new ministerial fee schedule that insures that those areas identified by the Board of Supervisors are appropriately cost/fee offset.
- Implemented the e-permitting system to be fully operational for permits without required fees. Efforts for all remaining permits are ongoing.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Building & Development

- Maintained a very strong Erosion & Sediment Control (E&S) Program and continued to receive favorable comments from the State about the consistency and comprehensiveness of the Program (consistent or nonconsistent are the only ratings).
- Turned over approximately thirty five (35) miles of new roads within the County to the State Maintenance Program. This continues to reduce the future liability of the County Government and the citizens of Loudoun County.
- Was awarded a \$925,000 Federal grant for a multi-year study for development and implementation of new floodplain maps for the County. This work will be done by a consultant under contract to the County.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Building & Development

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$20,257,554	\$18,535,883	\$17,389,509	\$18,345,027	\$19,088,418
Operations & Maintenance	1,895,472	1,391,221	1,308,945	2,052,650	1,939,674
Capital Outlay & Capital Acquisitions	400,800	0	0	450	0
Total Expenditures	\$22,553,826	\$19,927,104	\$18,698,454	\$20,398,127	\$21,028,092
Revenues					
Permits Privilege Fees & Reg Licenses	\$10,254,849	\$9,323,525	\$12,709,634	\$12,913,576	\$16,201,578
Fines & Forfeitures	9,843	20,824	28,257	21,000	43,500
Use Of Money & Property	0	119	0	0	0
Charges For Services	53,121	46,724	68,406	50,250	46,250
Miscellaneous Revenue	781	0	91,032	0	0
Federal Categorical Aid	360,308	155,026	4,834	0	0
Other Financing Sources ¹	400,800	0	632,891	0	0
Total Revenues	\$11,079,702	\$9,546,218	\$13,535,054	\$12,984,826	\$16,291,328
Local Tax Funding	\$11,474,124	\$10,380,886	\$5,163,400	\$7,413,301	\$4,736,764
FTE Summary	252.80	225.80	205.80	205.80	208.27

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Building and Development reflects an increase in ministerial land development revenue due to anticipated increases in land development activity and the increases in fees which are expected as a result of a planned fee study. The increases in revenues reduce the amount of Local Tax Funding required by \$2,676,537. The Board eliminated 0.53 FTE and \$43,416 from the Environmental Review Program. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The total FTE change from FY 2009 is a decrease of 27.00 FTE resulting from the FY 2010 Board Action to reduce twenty seven positions (27.00 FTE) in the divisions of Building Code Enforcement, Permit Issuance/Department Management, and Zoning Administration.

FY 2011: The total FTE change from FY 2010 is a decrease of 20.00 FTE resulting from the mid-year transfer of a position (1.00 FTE) to Management and Financial Services and the FY 2011 Board Action to eliminate nineteen positions (19.00 FTE) in the divisions of Department Management, Planning, Engineering, and Building Code Enforcement.

FY 2012 Mid-Year: The Board approved three positions (3.00 FTE) in the division of Land Development Engineering for the Erosion & Sediment Control Program.

¹ The FY 2011 entry in Other Financing Sources for Building & Development is an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Land Development Planning	\$1,592,832	\$1,495,061	\$1,479,787	\$1,629,087	\$1,710,652
Land Development Engineering	7,142,212	6,169,941	5,730,087	6,462,249	6,730,233
Zoning Administration	2,485,868	2,506,201	2,449,749	2,522,501	2,661,487
Building Code Enforcement	8,039,163	6,735,822	6,387,421	6,929,894	6,985,544
Permit Issuance/Department Management	3,293,751	3,020,079	2,651,410	2,854,396	2,940,176
Total Expenditures	\$22,553,826	\$19,927,104	\$18,698,454	\$20,398,127	\$21,028,092

Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Land Development Planning	\$389,305	\$309,138	\$604,109	\$1,009,842	\$1,292,924
Land Development Engineering	2,333,327	1,545,144	2,677,200	1,492,958	3,231,604
Zoning Administration	145,421	155,966	431,204	925,066	1,356,022
Building Code Enforcement	5,707,510	5,416,292	6,818,370	7,577,680	7,978,179
Permit Issuance/Department Management	2,504,139	2,119,678	3,004,171	1,979,280	2,432,599
Total Revenues	\$11,079,702	\$9,546,218	\$13,535,054	\$12,984,826	\$16,291,328

Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Land Development Planning	\$1,203,527	\$1,185,923	\$875,678	\$619,245	\$417,728
Land Development Engineering	4,808,885	4,624,797	3,052,887	4,969,291	3,498,629
Zoning Administration	2,340,447	2,350,235	2,018,545	1,597,435	1,305,465
Building Code Enforcement	2,331,653	1,319,530	(430,949)	(647,786)	(992,635)
Permit Issuance/Department Management	789,612	900,401	(352,761)	875,116	507,577
Total Local Tax Funding	\$11,474,124	\$10,380,886	\$5,163,400	\$7,413,301	\$4,736,764

Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Land Development Planning	21.00	17.00	16.00	17.00	17.00
Land Development Engineering	63.80	63.80	59.80	59.80	62.27
Zoning Administration	28.00	28.00	27.00	27.00	27.00
Building Code Enforcement	97.00	80.00	71.00	71.00	71.00
Permit Issuance/Department Management	43.00	37.00	32.00	31.00	31.00
Total FTE	252.80	225.80	205.80	205.80	208.27



Building & Development

Land Development Planning

Program Goal and Service Description

Land Development Planning provides technical review and oversight of land development related to the subdivision of property within Loudoun County to ensure conformance with adopted County, State, and Federal regulations. Planners review subdivision applications and manage major development projects to ensure compliance with policies adopted by the Board of Supervisors. Additionally, staff responds to citizen concerns and questions related to specific applications and projects; interpret ordinances; and explain the County's land use policies and answer general land use questions. The Program maintains the County's land development files and provides referral comments on Legislative Land Use applications. This Program will continue the responsibility of processing and managing the County's Performance Bond and Grading Program. Since performance bonds are generally the final step prior to final subdivision approval, this responsibility has provided some efficiencies and improved the level of customer service.

Budget Overview

FY 2013 Issues

- The Division expects to receive an increase in the number of submitted land development applications.
- The Division will continue to administer the Performance Bond and Grading Program.

FY 2013 Major Work Plan Initiatives

- Improve record keeping and efficiency in the Performance Bond and Grading Program, by utilizing technology to reduce errors in submitting documents.
- Continue digitizing files to an electronic format.
- Meet timelines for processing land development applications, and improve the quality of submissions by reducing the number of reviews.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,549,030	\$1,467,680	\$1,436,086	\$1,566,193	\$1,642,528
Operations & Maintenance	43,802	27,381	43,701	62,894	68,124
Total Expenditures	\$1,592,832	\$1,495,061	\$1,479,787	\$1,629,087	\$1,710,652
Revenues					
Permits Privilege Fees & Reg Licenses	\$387,093	\$307,375	\$603,260	\$1,004,842	\$1,292,924
Charges For Services	2,212	1,763	849	5,000	0
Total Revenues	\$389,305	\$309,138	\$604,109	\$1,009,842	\$1,292,924
Total Local Tax Funding	\$1,203,527	\$1,185,923	\$875,678	\$619,245	\$417,728
FTE Summary	21.00	17.00	16.00	17.00	17.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development
Land Development Planning

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Complete initial setup of all Land Development Applications within five working days.				
• Total number of land development applications submitted	634	656	800	750
• Number of applications set up within 5 working days	n/a	n/a	720	713
• Percentage of applications set up within 5 working days	n/a	n/a	90%	95%
Objective: Improve customer service by returning all hotline calls within one business day.				
• Number of hotline calls received per year	2,495	2,989	3,300	3,300
• Number of calls returned within one business day	2,489	2,968	3,250	3,250
• Percentage of calls returned within one business day	99.80%	99.00%	98.50%	98.50%
Objective: Manage the construction of public improvements through the bonding process.				
• Total number of new Agreements submitted	n/a	n/a	142	150
• Total number of Substitution Agreements approved	n/a	n/a	44	30
• Total number of Extension Agreements submitted	n/a	n/a	470	550
• Total number of Releases approved	n/a	n/a	188	230
Objective: Provide all review comments within timelines established by the Department.				
• Number of review comment letters	n/a	n/a	760	800
• Number of comment letters sent within timelines	n/a	n/a	670	750
• Percentage of comment letters sent within timelines	n/a	n/a	88%	94%

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



Building & Development

Land Development Engineering

Program Goal and Service Description

This Program provides detailed technical review, approval and management of land development applications related to subdivision plans and site plans in conformance with the Codified Ordinances, the Zoning Ordinance, the Land Subdivision and Development Ordinance, the Facilities Standards Manual, other applicable State and Federal regulations, and proffers or conditions of approval negotiated as part of rezoning or special exception application processes. The Program also manages subsidiary programs to complement the land development process, including performance bonding and monitoring during the construction process, acceptance of infrastructure projects, release of associated bonds, and the management of bond default projects as directed by the Board of Supervisors' Bond Committee. This Program contains the Department's Environmental Management Program, which includes floodplain management, environmental review of land development applications, water resources management, soils and geotechnical review, erosion and sediment control, and locational clearances within environmental overlay districts. This group provides support to the Facilities Standards Manual Public Review Committee, Water Resources Technical Advisory Committee, Engineers and Surveyors Institute Loudoun Committee and other groups as required.

Budget Overview

FY 2013 Issues

- Ground water and surface water issues have become more frequent challenges due to the development of areas that were previously undeveloped rural or limestone areas. In addition, new standards promulgated by higher levels of government make the enforcement of water quality and quantity standards more complex. Five different County departments, and multiple State and Federal agencies, currently regulate several "layers" of water-related standards.

FY 2013 Major Work Plan Initiatives

- Coordinate with other departments and agencies to simplify water standards and enforcement, and achieve the greatest efficiency in the planning and regulation of water related issues.
- Achieve greater efficiency in the processing of land development applications by developing the electronic submission and review of plans, and by increasing the use of existing contractual arrangements such as the Engineers and Surveyors Institute.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$5,797,895	\$5,539,278	\$5,316,116	\$5,646,599	\$5,925,365
Operations & Maintenance	943,517	630,663	413,971	815,650	804,868
Capital Outlay & Capital Acquisitions	400,800	0	0	0	0
Total Expenditures	\$7,142,212	\$6,169,941	\$5,730,087	\$6,462,249	\$6,730,233
Revenues					
Permits Privilege Fees & Reg Licenses	\$1,571,390	\$1,389,918	\$2,019,913	\$1,492,858	\$3,231,604
Charges For Services	50	200	0	100	0
Miscellaneous Revenue	779	0	91,000	0	0
Federal Categorical Aid	360,308	155,026	4,834	0	0
Other Financing Sources	400,800	0	561,453	0	0
Total Revenues	\$2,333,327	\$1,545,144	\$2,677,200	\$1,492,958	\$3,231,604
Total Local Tax Funding	\$4,808,885	\$4,624,797	\$3,052,887	\$4,969,291	\$3,498,629
FTE Summary¹	63.80	63.80	59.80	59.80	62.27

¹ FY 2012 Mid-Year: The Board approved three positions (3.00 FTE) in the division of Land Development Engineering for the Erosion & Sediment Control Program. In FY 2013, the Board eliminated 0.53 FTE and \$43,416 from the Environmental Review Program.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development
Land Development Engineering

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Improve the delivery of needed infrastructure by reducing the number of bond agreements in default and increasing miles of roadway accepted.				
• Miles of roadway completed and accepted into the State Secondary System annually	114.76	41.39	34.00	51.73
Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.				
• Number of active grading permits	586.00	429.25	603.00	736.00
• Number of Erosion and Sediment Control Permit inspections conducted annually	8,695	8,858	9,382	11,806
• Percentage of inspections conducted on time	96.17%	97.06%	97.00%	96.00%
Objective: Improve citizen satisfaction by reviewing potential Overlot Grading Permit problems with builders, thereby reducing the ratio of homeowner complaints to new home approvals.				
• Number of erosion and sediment control complaints	36	37	38	30
• Number of homeowner complaints	191	207	177	181
• Number of landslide and sinkhole complaints	7	6	4	9
• Number of roads and sidewalks complaints	54	58	37	73
• Number of stormwater management complaints	79	86	74	60
• Number of tree complaints	15	20	24	9
• Percentage of homeowner complaints per new home approval	7.54%	7.54%	7.00%	8.70%
Objective: Improve the processing time to approval of Ministerial Land Development applications (LDA) by reducing the processing time for two main types of LDA's: site plans (STPL) and construction plans and profiles (CPAP).				
• Number of Construction Plans and Profiles (CPAPs)	64	96	106	105
• Average number of days to process CPAPs	90.25	56.75	96.00	89.00
• Number of site plans submitted (initial submissions only)	77	108	86	116
• Average number of days to process site plans (STPL)	74.00	59.75	99.00	99.00



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Building & Development Zoning Administration

Program Goal and Service Description

Zoning Administration staff administers and enforces the zoning requirements and proffer language adopted by the Board of Supervisors (BOS) by updating the Zoning Map and responding to referrals on legislative applications and proffer amendments from the Department of Planning and land development applications from the Engineering Division. Staff enforces the Zoning Ordinances and the Virginia Maintenance Code by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include legal prosecution. Enforcement staff also conducts proactive enforcement initiatives as instructed by the Board of Supervisors and is tasked to coordinate and manage the Sign Collection Program. Staff provides support to the Board of Supervisors by preparing and presenting amendments to the Revised 1993 Zoning Ordinance, processing proffer appeals/determinations and responding to citizen inquires (ZCOR's) in writing, by email or by telephone. Staff also supports the Board of Zoning Appeals by processing and presenting applications for variances, special exceptions and appeals as mandated by the State Code.

Budget Overview

FY 2013 Issues

- The Board of Supervisors has determined a set of initiatives as reflected in the Strategic Plan. Zoning Administration must balance its support of the Board with its initiatives and process quality legislative and ministerial referrals.
- Staff will continue professional development in an effort to retain professional certifications and to keep informed of new ideas, approaches and trends impacting the practice of zoning administration.
- Enforcement staff will strive to maintain a balanced approach to responding to citizen filed complaints (Zoning and Property Maintenance Code) in a timely manner while continuing the Proactive Enforcement Program within the Sterling residential areas. Staff will also continue to supervise and monitor the Board initiated sign collection program.
- Staff will continue to address citizen complaints regarding residential overcrowding within the County while closely working with the Town of Leesburg to assist with enforcement of the overcrowding section of the Virginia Property Maintenance Code.

FY 2013 Major Work Plan Initiatives

- Continue to implement enforcement programs initiated by the BOS and continue to respond to citizen complaints within approved guidelines.
- Continue to support BOS Strategic Plan initiatives by managing several ZOAM's, including revising the zoning amendment process, affordable housing regulations, reclassification of special exception uses and the Rt. 28 project.
- Revise the Zoning Ordinance to reflect changes to the Code of Virginia.
- Continue to support the ongoing effort to use proffer funds for capital improvements and transportation projects by identifying potential funds and issuing determinations regarding the use of the funds.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,361,165	\$2,398,955	\$2,343,179	\$2,398,507	\$2,542,222
Operations & Maintenance	124,703	107,246	106,570	123,994	119,265
Total Expenditures	\$2,485,868	\$2,506,201	\$2,449,749	\$2,522,501	\$2,661,487
Revenues					
Permits Privilege Fees & Reg Licenses ¹	\$135,369	\$134,592	\$331,466	\$903,916	\$1,311,802
Fines & Forfeitures	9,843	20,824	28,257	21,000	43,500
Use Of Money & Property	0	119	0	0	0
Charges For Services	209	431	29	150	720
Miscellaneous Revenue	0	0	14	0	0
Other Financing Sources	0	0	71,438	0	0
Total Revenues	\$145,421	\$155,966	\$431,204	\$925,066	\$1,356,022
Total Local Tax Funding	\$2,340,447	\$2,350,235	\$2,018,545	\$1,597,435	\$1,305,465
FTE Summary	28.00	28.00	27.00	27.00	27.00

¹ The FY 2012 projected growth is due to the improving economy with increasing development. The FY 2013 increase is due to increased permit fees.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development Zoning Administration

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: To complete site plan referrals within 4 weeks				
• Average number of days to provide site plan referral	11	17	17	17
• Site plan referrals provided within established timeframes	88%	88%	85%	88%
• Number of site plans submitted (includes initial and subsequent	297	287	410	350
Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.				
• Number of complaints received	1,227	825	600	600
• Percent of complaints received with resulting alleged violation	n/a	n/a	n/a	30%
• Total number of inspections conducted	4,760	5,877	4,500	4,500
• Complaint inspections conducted within 48 hours	92%	90%	90%	90%
• Proactive inspections in BOS initiated target enforcement	4,640	12,612	7,000	9,000
• Percent of violations abated	90%	90%	90%	90%
Objective: Improve timelines for legislative referrals by providing referrals within established 30-60 days timeframes.				
• Average number of days to provide legislative referrals	35.00	17.75	45.00	40.00
• Number of legislative pre-applications	88	100	100	110
• Number of legislative referral applications	221	193	200	210
• Percent of referrals provided within timeline	71.25%	85.87%	70.00%	86.00%
Objective: Provide support to the Board of Zoning Appeals by processing appeals and variances within the state mandated 90 day guidelines.				
• Average number of days to process BZA applications	61	68	60	60
• Number of Board of Zoning Appeals applications	8	8	2	10
• Percent of appeals and variances responded to within state mandated guidelines	100%	100%	100%	100%

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



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development
Zoning Administration

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Respond to proffer referrals and written correspondence within 4 weeks.				
• Average number of days to provide zoning correspondence	28	24	35	30
• Correspondences provided within established timeframes	73%	72%	75%	75%
• Number of Zoning correspondence requests	308	248	320	300



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development

Building Code Enforcement

Program Goal and Service Description

The Building Code Enforcement Program protects the public's health, safety and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas and fire protection standards of the Virginia Uniform Statewide Building Code.

Budget Overview

FY 2013 Issues

- The Department will maintain adequate staffing to allow a minimum average inspection time of 18 minutes per inspection.
- The State Building Code includes requirements for continuing education, increased staff training, and certification requirements which will reduce the amount of time available for field inspections.
- The inspection environment and workload are impacted by larger homes, new technologies, and additional inspection requirements that require more time per inspection and allow for fewer inspections per inspector.

FY 2013 Major Work Plan Initiatives

- Refine present systems to minimize the time required to address customer complaints for owners demanding greater levels of attention.
- Reduce the backlog of open permits by developing and implementing an automated activity screening program.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$7,336,357	\$6,163,962	\$5,691,015	\$5,961,567	\$6,119,110
Operations & Maintenance	702,806	571,860	696,406	967,877	866,434
Capital Outlay & Capital Acquisitions	0	0	0	450	0
Total Expenditures	\$8,039,163	\$6,735,822	\$6,387,421	\$6,929,894	\$6,985,544
Revenues					
Permits Privilege Fees & Reg Licenses	\$5,707,510	\$5,416,292	\$6,818,370	\$7,577,680	\$7,978,179
Total Revenues	\$5,707,510	\$5,416,292	\$6,818,370	\$7,577,680	\$7,978,179
Total Local Tax Funding	\$2,331,653	\$1,319,530	\$(430,949)	\$(647,786)	\$(992,635)
FTE Summary	97.00	80.00	71.00	71.00	71.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development
Building Code Enforcement

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Improve construction plans turnaround time and work with the private sector to limit average number of times plans are returned for review.				
• Average number of times plans are reviewed prior to approval	1.20	1.20	1.20	1.20
• Number of plans submitted for review	8,586	8,794	10,290	10,900
• Percentage of plans reviewed within 10 working days	98%	98%	98%	98%
Objective: Improve inspection services by completing the mobilization of inspectors and maintaining an average of not less than 18 minutes per inspection.				
• Average minutes per inspection	19.96	21.30	18.50	18.00
• Cross trained inspectors	36%	36%	36%	36%
• Number of failed inspections	36,835	41,551	38,850	44,000
• Number of inspections performed	140,817	142,900	162,700	172,500
• Number of inspectors	38	38	38	38
Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.				
• Number of code-related inquiries per year	1,461	1,555	1,600	1,650
• Number of complaints received per year	159	166	108	110
• Percentage of complaints resolved within 10 working days	68.00%	73.25%	72.00%	72.00%
• Percentage of complaints responded to within 24 hours	98%	98%	98%	98%



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development

Permit Issuance/Department Management

Program Goal and Service Description

The Permit Issuance and Department Management Program issues Building, Zoning and Grading Permits, collects proffers attached to new construction and performs the administrative services for the Department of Building and Development. Administrative services performed for the Department including purchasing supplies and services, accounts payable, human resources, payroll services, maintaining the County Zoning Map, LMIS functions, providing administrative support to the Board of Zoning Appeals, budget preparation, and monitoring of expenditures.

Budget Overview

FY 2013 Issues

- An increasing number of permits issued combined with additional State E&S and Building Code requirements will challenge staff to increase use of technology for greater efficiency.
- Zoning Ordinance changes especially relating to signs, will make Zoning Permit issuance more time consuming in order to maintain a high level of accuracy.

FY 2013 Major Work Plan Initiatives

- Complete work to open e-permitting system to the public for on-line application and issuance of permits.
- Expand credit card payment method from e-permitting to front counter payment to better serve customers.
- Maintain a high level of customer service while implementing new State Building Code requirements.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$3,213,107	\$2,966,008	\$2,603,113	\$2,772,161	\$2,859,193
Operations & Maintenance	80,644	54,071	48,297	82,235	80,983
Total Expenditures	\$3,293,751	\$3,020,079	\$2,651,410	\$2,854,396	\$2,940,176
Revenues					
Permits Privilege Fees & Reg Licenses	\$2,453,487	\$2,075,348	\$2,936,625	\$1,934,280	\$2,387,069
Charges For Services	50,650	44,330	67,528	45,000	45,530
Miscellaneous Revenue	2	0	18	0	0
Total Revenues	\$2,504,139	\$2,119,678	\$3,004,171	\$1,979,280	\$2,432,599
Total Local Tax Funding	\$789,612	\$900,401	\$(352,761)	\$875,116	\$507,577
FTE Summary	43.00	37.00	32.00	31.00	31.00



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Building & Development
Permit Issuance/Department Management

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Issue permits requiring plans review over the counter and via the internet.				
• Number of Building/Zoning permits issued	35,634	40,348	38,033	40,000
• Number of No Fee permits issued	10,104	11,958	9,712	12,000
• Percentage of e-permitting programming completed	98%	99%	100%	100%
• Percentage of staff trained to implement e-permitting	100%	100%	100%	100%
Objective: Reduce the amount of time customers are placed on hold and the number of hang-ups on the main line for permits and inspections.				
• Average number of phone calls per day	113.00	141.50	220.00	200.00
• Average number of seconds callers are on hold	20.25	11.75	20.00	12.00
• Number of hang-ups per day	6	4	7	7
Objective: Manage proffer collection linked to development projects.				
• Value of cash proffers collected with zoning permits	\$20,584,173	\$12,805,514	\$20,000,000	\$20,000,000



Economic Development



Economic Development

Mission Statement

The Department of Economic Development provides excellent customer focused economic development services to attract, grow and retain targeted businesses and to promote entrepreneurship, in order to diversify and strengthen Loudoun's economy.

Description

The Department's work is guided by the policies set forth in Loudoun's Revised General Plan, and by the Economic Development Strategic Plan, adopted by the Board in 2004. The Economic Development Strategic Plan identifies five goals, implemented with the assistance of the Department's community and regional partners. The goals are: Loudoun County becoming a recognized center for innovation, offering a prosperous business environment, providing a favored visitor destination, creating a high quality of place, and contributing to the County's sound fiscal health.

To accomplish this Mission and Economic Development Strategic Goals, the Department's business plan includes the following initiatives:

- Recruitment of new companies in targeted sectors.
- Expansion, retention and growth of existing businesses, small businesses and entrepreneurship.
- Targeted promotion of existing rural businesses and their products to consumers and to the public.
- Ensure diversification of targeted sectors and commercial product types.
- Create, market and communicate Loudoun's economic development story to the appropriate audiences using a diverse array of media and communication vehicles.
- Develop relevant research and data about Loudoun's economy, businesses and workforce.
- Partner with public and private organizations and the business community.
- Build and sustain a positive team oriented environment that supports staff growth, development and organizational excellence.

Budget Overview

FY 2013 Issues

- While the national economy continues to struggle with high unemployment and declining housing prices, Loudoun's unemployment rate is at 4.0% as of January 2012. Loudoun's unemployment rate has been consistently below the rate for the nation, Virginia and Northern Virginia. The latest Case-Shiller report shows that seasonally adjusted home prices increased in the Washington, DC metropolitan area between December 2011 and January 2012, while falling slightly year over year. While these are positives for the County, it is anticipated that the following issues could negatively impact economic development efforts locally:
- Efforts to reduce the federal government's budget deficit has reduced activity in federal government contracting, a target sector.
- Credit and financing for commercial development will remain constrained for the foreseeable future.
- There is a lack of "move in ready" Class A office space in Loudoun County, and a plentiful vacant supply in western Fairfax County.
- In the agricultural sector, Loudoun is mirroring the national trend in an increase in the total number of farms, with a decrease in the average size of the farms, trending toward smaller scale production.

FY 2013 Major Work Plan Initiatives

- Increase qualified prospects through proactive business retention program, a lead generation contract, leveraging of partnership with Virginia Economic Development Partnership (VEDP) and Greater Washington Initiative (GWI), and developing a targeted international program.
- Reduce commercial (office, flex and industrial) vacancy rate to below 10%.
- Implement newly crafted marketing plan, a major focus of which is to leverage social media to disseminate news stories to garner earned media.
- Increase the farm to school/institution program by one (1) new institution sign up per year.
- Complete Sustainable Energy Task Force report by December 2012.
- Complete Rural Business Plan Strategy by December 2012.
- Increase freight forwarder operations in Loudoun with goal of two top twenty freight forwarders expanding their Loudoun operations.
- Establish baseline customer service rating and develop action.
- Develop, monitor and report real estate intelligence by holding four roundtable discussions with brokers and developers.
- Work with partners to implement a plan to support and grow small business and entrepreneurship in Loudoun to further diversify the commercial tax and employment base.
- Work with partners to implement a plan for business retention and expansion to further leverage our existing commercial base in Loudoun.



Economic Development

FY 2012 Major Achievements

- Attracted and/or expanded the following companies: Neustar, Rockwell Collins, Amazon.com, Raging Wire, REI and Niitek.
- Attracted 1.2 million square feet of Information and Communications Technology (ICT) space during CY 2011, including: StrataScale (new), Equinix (expansion), Microsoft and Tier 3.
- The structure and primary functions of the new National Cyber Security Center of Virginia have been developed and are being documented into a corporate charter. The Center is in the process of being incorporated as a 501(c)3 non-profit corporation. Sources for startup capital are being briefed. Staff have met with and received the support of many government, academic and corporate organizations.
- In collaboration with the Metropolitan Washington Airports Authority and VEDP, the Department met with eight (8) site selection consultants in Chicago and Atlanta, and brought ten (10) to Loudoun on a familiarization tour of air cargo/logistics facilities.
- As of April 3, 2012, the Department was working 33 qualified prospects (with 52 additional prospects in the pipeline); 25 projects had decided to expand and/or locate in Loudoun.
- Crafted a new marketing plan; rebranded the Department's messaging platform, including a new logo; and launched a new website.
- Worked with an Emmy-award winning film company to create a series of seven (7) compelling marketing videos featuring Loudoun business leaders.
- Developed marketing calendar that identifies 34 estimated marketing events, from October 2011 through July 2012 that the Department will utilize to market Loudoun, regionally and nationally.
- Formed the Sustainable Energy Task Force at the direction of the Board of Supervisors to make recommendations on growing Loudoun's sustainable energy supply to support the data center industry and others.
- Organized and began work with stakeholders and community on the Rural Business Strategy.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Economic Development

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,595,370	\$1,616,705	\$1,414,326	\$1,673,409	\$2,033,021
Operations & Maintenance	545,613	478,890	361,213	428,049	799,345
Total Expenditures	\$2,140,983	\$2,095,595	\$1,775,539	\$2,101,458	\$2,832,366
Revenues					
Permits Privilege Fees & Reg Licenses	\$5,537	\$5,816	\$7,758	\$15,748	\$13,305
Recovered Costs	9,000	307,465	140,000	0	0
Other Financing Sources ¹	516,748	140,087	85,555	534,268	537,997
Total Revenues	\$531,285	\$453,368	\$233,313	\$550,016	\$551,302
Local Tax Funding	\$1,609,698	\$1,642,227	\$1,542,226	\$1,551,442	\$2,281,064
FTE Summary	16.77	17.77	16.77	17.77	20.77

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Department of Economic Development includes an enhancement of \$586,363 in local tax funding and 3.00 FTE for the expansion of business prospects and outreach efforts. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The Board added 1.00 FTE for an Industry Cluster Analyst during FY 2009.

FY 2011: The Board eliminated 1.00 FTE, the Agricultural Marketing Manager.

FY 2012: The Board added 1.00 FTE for a Business Retention Manager.

¹ The Other Financing Sources amounts are made up of Restricted TOT revenue.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Economic Development

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Economic Development ¹	\$2,140,983	\$2,095,595	\$1,775,539	\$2,101,458	\$2,832,366
Total Expenditures	\$2,140,983	\$2,095,595	\$1,775,539	\$2,101,458	\$2,832,366
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Economic Development	\$531,285	\$453,368	\$233,313	\$550,016	\$551,302
Total Revenues	\$531,285	\$453,368	\$233,313	\$550,016	\$551,302
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Economic Development	\$1,609,698	\$1,642,227	\$1,542,226	\$1,551,442	\$2,281,064
Total Local Tax Funding	\$1,609,698	\$1,642,227	\$1,542,226	\$1,551,442	\$2,281,064
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Economic Development ¹	16.77	17.77	16.77	17.77	20.77
Total FTE	16.77	17.77	16.77	17.77	20.77

¹ For FY 2013, the board added 3.00 FTE to the Business Development Team in the Department to increase development activities such as identification of qualified prospects, sponsorships of other business development agencies and events, lead generation activities both nationally and internationally, and Small Business Development Center support. Expenditures for personnel increased by \$321,363 for the three new positions and operating expenditures increased by \$265,000 for costs associated with implementing the increased focus on business development as directed by the Board. Other increases for benefit costs and increases in normal operating costs are also included in the FY 2013 budget.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Economic Development

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.				
• Number of current active prospects in pipeline (including rural) ²	98	79	100	165
• Number of visits to existing businesses to build new/renew relationships (including rural)	582	339	300	450
• Ombudsman assistance (total number of projects, including rural)	117	83	75	90
• Ombudsman assistance (total square footage for non-rural commercial space)	3,415,000	5,701,720	3,000,000	4,000,000
• Percentage increase in small business establishments (less than 20 employees)	n/a	n/a	n/a	5%
• Percentage of existing business issues resolved	n/a	n/a	n/a	75%
• Unique website user sessions	71,337	221,823	91,000	112,000
Objective: Contribute to Loudoun's sound fiscal health.				
• Commercial vacancy rate (excluding retail)	n/a	n/a	12%	10%
• Net new jobs	-3,016	2,566.25	2,400	3,500
• Square feet of commercial and industrial permitted (new construction only)	1,174,831	1,222,863	2,500,000	3,000,000
Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.				
• Attendees at rural business dev't educational events	n/a	n/a	600	675
• Members of DED-supported rural associations/groups	n/a	n/a	475	575
• Number of rural business development educational events	n/a	n/a	5	5
• Sales from select direct market products	n/a	n/a	3,400,000	3,750,000
Objective: Drive to be a recognized center for innovation by developing industry clusters.				
• Associated square footage for ICT or Government Contractor companies announced/located in Loudoun	1,316,216	2,287,331	1,000,000	1,500,000
• Forums and events attended to develop targeted clusters	106	149	62	75
• International program - number of qualified prospects ³	n/a	10	10	15

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

² Increases in active prospects and visits to businesses will be facilitated by the enhancement to the Business Development Team in FY 2013.

³ This measure is exclusive of the measure above "Number of current active prospects in pipeline (including rural)".



Mapping & Geographic Information

Mapping & Geographic Information

Public Information

System Development & Support

Land Records Development & Analysis

Land Records Maintenance



Mapping & Geographic Information

Mission Statement

The mission of the Office of Mapping and Geographic Information is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System that ensure current and accurate land related information for County government agencies and the County's residents and businesses.

Description

The Office of Mapping and Geographic Information develops, maintains, analyzes, and distributes Loudoun County's land based (mapped) information. Public Information staff assists citizens and businesses at the office's public counter and responds to requests for maps and spatial data. The System Development and Support staff maintains the Geographic Information System (GIS) software and ensures that the system's users have access to the information and the tools they need to accomplish their work. Land Records Development and Analysis staff compiles new data as needed by County agencies and provides analyses and maps to assist the County in formulating policies and managing programs. Land Records Maintenance staff develops and maps new addresses, streets, and parcels on an hourly basis and transmits these and other data to Land Management Information System (LMIS), E-911, and other databases. The Loudoun County GIS Strategic Plan provides direction for the development and management of the County's GIS and for the Office's programs.

Budget Overview

FY 2013 Issues

- System management must be closely coordinated with the Department of Information Technology and will become more complex with the migration of the database to SQL Server.
- Web based mapping services have become increasingly complex and need to be modularized whenever possible.
- All remaining Visual Basic programs will cease to function when version 10.1 of the GIS software is installed.
- Programming and database support will be required to migrate map and address data to the County's new Computer Aided Dispatching system (CAD).
- Efforts to coordinate spatial data in the metropolitan area for public safety will require programming and web service development.
- The addition of large new data sets will require a higher level of database management.

FY 2013 Major Work Plan Initiatives

- Begin migrating the database from DB2 to SQL Server.
- Develop modular web based mapping services that support the County's business practices using customizable web applications.
- Migrate to software version 10.1 by completing the rewriting of all remaining Visual Basic programs.
- Support the implementation to the County's new Computer Aided Dispatching system by providing programming and database support.
- Complete the Loudoun portion of the regional Spatial Data Exchange Hub for public safety.
- Develop voluntary GIS applications that allow the public to report issues and add content to the County's GIS.

FY 2012 Major Achievements

- Provided support for the replacement of the Computer Aided Mass Appraisal system (CAMA).
- Continued support for regional coordination for public safety CAD.
- Provided extensive training to staff and public on the new web services.
- Developed the first voluntary GIS applications for the public.
- Mapped fire hydrants in the County's towns.
- Convened the seventh annual Loudoun GIS Forum to improve coordination between the public and private sectors.
- Provided extensive support to the census and redistricting.
- Completed mapping of the County's sidewalks and trails.
- Completed mapping of open space easements for the County Attorney.
- Completed programming and released the new web mapping tool, WebLogis 2.0.
- Developed a new web mapping platform for use by other County agencies to display information.
- Upgraded the system to maintain compatibility with other County services.
- Developed 3D modeling capability to visualize planning and zoning alternatives in the Route 28 Tax District.
- Added aerial imagery to CAD.
- Integrated town zoning data into GIS and LMIS for the County Assessor.
- Received a Special Achievement in GIS award for the County's portion of the regional street centerline project.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mapping & Geographic Information

Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,921,452	\$1,935,679	\$1,948,668	\$2,022,796	\$2,133,523
Operations & Maintenance	202,812	211,553	166,321	128,998	128,998
Capital Outlay & Capital Acquisitions	36,050	0	0	0	0
Total Expenditures	\$2,160,314	\$2,147,232	\$2,114,989	\$2,151,794	\$2,262,521
Revenues					
Charges For Services	\$36,291	\$25,499	\$24,283	\$25,472	\$26,569
Miscellaneous Revenue	3,636	3,255	3,792	5,000	5,000
Total Revenues	\$39,927	\$28,754	\$28,075	\$30,472	\$31,569
Local Tax Funding	\$2,120,387	\$2,118,478	\$2,086,914	\$2,121,322	\$2,230,952
FTE Summary	23.80	22.80	23.00	23.00	23.00

FY 2013 Board Action

The FY 2013 Fiscal Plan for the Office of Mapping & Geographic Information includes an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The Board eliminated 1.00 FTE for front counter support.

FY 2010 Mid-year: The Board added 0.20 FTE to increase a part time position to full-time.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mapping & Geographic Information

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Information	\$201,282	\$186,007	\$182,008	\$195,461	\$197,836
System Development & Support	803,467	761,009	753,461	707,204	752,414
Land Records Development & Analysis	567,083	562,305	563,131	589,182	623,170
Land Records Maintenance	588,482	637,911	616,389	659,947	689,101
Total Expenditures	\$2,160,314	\$2,147,232	\$2,114,989	\$2,151,794	\$2,262,521
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Information	\$39,927	\$28,754	\$28,075	\$30,472	\$31,569
Total Revenues	\$39,927	\$28,754	\$28,075	\$30,472	\$31,569
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Information	\$161,355	\$157,253	\$153,933	\$164,989	\$166,267
System Development & Support	803,467	761,009	753,461	707,204	752,414
Land Records Development & Analysis	567,083	562,305	563,131	589,182	623,170
Land Records Maintenance	588,482	637,911	616,389	659,947	689,101
Total Local Tax Funding	\$2,120,387	\$2,118,478	\$2,086,914	\$2,121,322	\$2,230,952
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Public Information	3.10	2.10	2.10	2.10	2.10
System Development & Support	6.20	6.20	6.40	6.40	6.40
Land Records Development & Analysis	7.30	7.30	7.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
Total FTE	23.80	22.80	23.00	23.00	23.00



Mapping & Geographic Information Public Information

Program Goal and Service Description

The Public Information Program began in 1990 when the first GIS public access terminal was installed at the front counter of the former Department of Natural Resources. A part of the administrative division of the department at the time, the Program was responsible for the sale of maps and answering the public's land related questions. In FY 1999, the program assumed responsibility for distributing GIS data in response to Freedom of Information Act requests. Today the Public Information program provides information and assistance to the public, the private sector, and other County agencies on a broad spectrum of land information. The Program maintains a map and information review and sales counter, and provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). A large portion of the information and assistance provided is focused on helping the public comply with floodplain and mountainside ordinances, zoning regulations, and other community development requirements. Staff routinely assists the public in researching and understanding the characteristics of land using GIS and the Land Management Information System (LMIS). Staff also plots maps, photocopies plats, and writes data to CD and DVD for sale to customers, and provides help desk support for WebLogis, the County's online mapping program. This Program is responsible for servicing the printers and plotters of the Office, for most of the administrative functions, and for sales and management of the County Store.

Budget Overview

FY 2013 Issues

- Provide additional training to enable more effective use of the County's mapped information resources.

FY 2013 Major Work Plan Initiatives

- Maintain a high level of service to the public by answering questions, distributing maps, and producing and distributing spatial data.
- Develop training material and provide help desk support for voluntary GIS applications and other web platforms to help the public and staff make effective use of new technology.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$180,079	\$162,783	\$164,290	\$171,204	\$178,579
Operations & Maintenance	21,203	23,224	17,718	24,257	19,257
Total Expenditures	\$201,282	\$186,007	\$182,008	\$195,461	\$197,836
Revenues					
Charges For Services	\$36,291	\$25,499	\$24,283	\$25,472	\$26,569
Miscellaneous Revenue	3,636	3,255	3,792	5,000	5,000
Total Revenues	\$39,927	\$28,754	\$28,075	\$30,472	\$31,569
Total Local Tax Funding	\$161,355	\$157,253	\$153,933	\$164,989	\$166,267
FTE Summary	3.10	2.10	2.10	2.10	2.10



Loudoun County Government
FY 2013 Adopted Fiscal Plan

**Mapping & Geographic Information
Public Information**

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Develop and maintain a training program that provides the users of spatial data with the skills necessary to access, understand, and use the data.				
• Average new user evaluation (scale of 1-7)	6.44	6.57	6.70	6.70
• Number of new users trained ¹	19	160	30	80
Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours.				
• Number of data CD's or DVD's mastered	136	234	315	228
• Number of parcel/address maps produced and distributed	4,700	4,940	3,150	2,800
• Number of phone calls received	2,725	2,472	2,700	2,700
• Number of walk-in customers	3,389	3,251	3,400	3,260
• Overall customer service response rating (scale of 1-5)	4.96	5.00	5.00	5.00
• Requested plotted and copied maps	7,207	6,017	8,000	5,400

¹ The increase in FY 2011 is due to the introduction of a new version of the County's web mapping system, WebLOGIS 2.0. More County staff and the public require training to make effective use of the technology.



Mapping & Geographic Information System Development & Support

Program Goal and Service Description

The System Development and Support Program provides the critical services and products that have supported the functions of the GIS since the system was installed in 1986. The Program provides data management, application development, and support services that permit the system's other functions (data development, data maintenance, data distribution, and data analysis) to be performed. Data management includes the update and maintenance of the County's entire geospatial database and associated software, maintenance of computer system directory structures, and security on the GIS database. Data are routinely monitored for integrity and documentation. Application development is undertaken to automate operations in other departments, to provide web based GIS services, and to support data maintenance, distribution, analysis, and management. Tasks involved include the analysis of existing business practices, programming, testing, training of staff, and documentation of programs and processes. Support services include user support, software and system troubleshooting, and management of upgrades of the system components. Applications, once developed, must be maintained as data, programs, systems, requirements, and staff change. Applications that support data maintenance began in 1987 when the programs and processes that create addresses were developed. The Program supports land records maintenance and the transfer of parcel, address, and other data to the Land Management Information System (LMIS) and other County systems. The Program also provides for data distribution through the development and maintenance of web programming and assists in the development of complex data analysis tools.

Budget Overview

FY 2013 Issues

- With the next release of the GIS software, support for Visual Basic (VB) and Visual Basic for Applications (VBA) is being phased out. All of the remaining applications currently written in VB and VBA will need to be rewritten.
- Data management will become more complex as the quantity of data grows to support the remapping of floodplains, Metro Rail, and land use/ land cover.
- Web mapping services must be simplified to speed the adoption of new technology.
- The implementation of a new Computer Aided Dispatching system, the Regional Spatial Data Exchange Hub, and support for the new Computer Aided Mass Appraisal system will likely require considerable programming support.

FY 2013 Major Work Plan Initiatives

- Migrate the GIS to version 10.1 of the software.
- Facilitate web based public maintenance of selected mapped information including sidewalks and trails.
- Develop modular Web applications that support customer response management and other programs.
- Implement the mapping components of the new Computer Aided Dispatching system.
- Develop Loudoun's portion of the Regional Spatial Data Exchange Hub for emergency management.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$631,633	\$637,478	\$627,152	\$645,457	\$682,667
Operations & Maintenance	135,784	123,531	126,309	61,747	69,747
Capital Outlay & Capital Acquisitions	36,050	0	0	0	0
Total Expenditures	\$803,467	\$761,009	\$753,461	\$707,204	\$752,414
 Total Local Tax Funding	 \$803,467	 \$761,009	 \$753,461	 \$707,204	 \$752,414
 FTE Summary	 6.20	 6.20	 6.40	 6.40	 6.40



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mapping & Geographic Information System Development & Support

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.				
• Data sets managed in Spatial Database Engine	311	355	342	365
Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS.				
• Average number of internet visits per day	895	952	1,100	1,643
• Average number of intranet visitors per day	168	130	155	159
• Number of software upgrades managed	36	44	65	65
Objective: Provide support to internal GIS users.				
• Number of applications supported	35	41	40	41
• Number of applications supported per FTE	5.83	6.83	6.66	6.83
• Number of calls for support	78	65	35	64
• Number of internal users supported	207	219	210	230



Mapping & Geographic Information Land Records Development & Analysis

Program Goal and Service Description

This program provides internal GIS services to County agencies and the Board of Supervisors. These services are undertaken to either create or improve a process or service or to provide information for a policy or service delivery decision. The primary services of the Program are data development, data maintenance, software tool development, data analysis, documentation, and training. Data development to improve services and answer policy questions began when the County purchased the GIS in 1986 and continues today. A major goal of the County's 1993 GIS Strategic Plan, the 1995 Land Records Management Plan, and the 2009 GIS Strategic Plan was the development and maintenance of core data to support the County's business practices. Staff in this program have developed most of the spatial data sets used by the County and its citizens on a daily basis. Data maintenance assistance is provided to County agencies that lack the resources or technical expertise to maintain spatial data. Software tool development assistance is provided to assist departments in maintaining or using spatial data in their service programs. Tools are developed through a process of consultation with the end user, programming, testing, and documentation. Data analysis produces information in the form of maps, tables, and graphs to assist the Board and County departments in decision making. The Program provides training to County staff on understanding data, developing spatial queries, and using the GIS software. The Program also manages the contracts that maintain the most important of the County's core GIS data, the base map. All of the other mapped layers are registered to this map which is maintained by the private sector.

Budget Overview

FY 2013 Issues

- Data development and maintenance will be required to support expanded economic development and other web services.
- Management of citizen mapping processes will need to be standardized and closely coordinated.
- Improvements to the GIS software have included new visualization tools that need to be incorporated into future analytical projects.

FY 2013 Major Work Plan Initiatives

- Develop a land use/land cover data set for economic development, open space monitoring, public safety, and other services.
- Manage data collection by the public of sidewalks and trail information and provide support for the development of web based routing.
- Provide map and visualization support for the Route 28 program and other Community Development initiatives.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$547,532	\$545,833	\$550,396	\$567,135	\$604,123
Operations & Maintenance	19,551	16,472	12,735	22,047	19,047
Total Expenditures	\$567,083	\$562,305	\$563,131	\$589,182	\$623,170
 Total Local Tax Funding	 \$567,083	 \$562,305	 \$563,131	 \$589,182	 \$623,170
 FTE Summary	 7.30	 7.30	 7.30	 7.30	 7.30



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mapping & Geographic Information

Land Records Development & Analysis

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide all users and maintainers of geospatial data with sufficient skills and knowledge to access, use, and understand the information by developing and offering training on advanced tools.				
• Average overall evaluation rating (scale of 1-7) ¹	6.27	n/a	6.50	6.50
• Number of new users trained ¹	11	0	15	12
Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.				
• Number of applications developed	5	3	6	4
• Number of map gallery page views ²	n/a	n/a	40,000	42,000
• Number of maps developed	221	407	300	400
• Number of spatial models developed	3	2	3	3
Objective: Develop new data sets as needed and develop new maintenance processes that support County business practices.				
• Number of data layers developed	20	12	20	16
• Number of data layers edited	95	86	110	60
Objective: Ensure that complete, consistent, clear, useable, and current documentation (metadata) is available for all County data.				
• Layers with metadata (documentation used to screen and evaluate data)	120	122	130	140
Objective: Maintain quality control of base map contract deliverables to meet or exceed national standards.				
• Number of square miles of base map data updated and reviewed	175	517	40	80

¹ There was no demand for training by County staff primarily due to slow down in hiring in FY 2011.

² Measures with an n/a were new for the year in which numerical data begins. Prior history is not available.



Mapping & Geographic Information Land Records Maintenance

Program Goal and Service Description

Parcels, addresses, and street centerlines are core land records databases used to reference and link nearly all of the County's information resources. Most of the County's services are developed and maintained for buildings with addresses or for parcels. Since parcels are always changing, buildings are routinely built and demolished, and new streets constructed, these core services and databases must be constantly maintained.

The data maintenance process is usually part of the subdivision process and begins when the division enforces Chapter 1020 of the County Code by working closely with developers to name new streets. At the subdivision approval stage, surveys are normally delivered electronically from private sector surveying and engineering firms, and the parcel data is incorporated into the County's parcel layer at recordation. The street centerlines are used to assign addresses according to Chapter 1026 (Addressing of Premises) of the County Code, ensuring that addresses are unique and accurate.

Budget Overview

FY 2013 Issues

- Management of a regional street centerline database for Computer Aided Dispatch (CAD) will continue to require close coordination with the other counties in Northern Virginia and with the State.
- Implementation of the new Computer Aided Dispatching system will likely require that land records data models and programs be upgraded.

FY 2013 Major Work Plan Initiatives

- Coordinate database structures and street centerline maintenance with surrounding counties and the State, while continuing to maintain support for CAD.
- Continue to develop programs, data, and processes to support implementation of the County's new Computer Aided Mass Appraisal (CAMA) system.
- Provide spatial data support and programming for the implementation of a new Computer Aided Dispatch (CAD) system.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$562,208	\$589,585	\$606,830	\$639,000	\$668,154
Operations & Maintenance	26,274	48,326	9,559	20,947	20,947
Total Expenditures	\$588,482	\$637,911	\$616,389	\$659,947	\$689,101
 Total Local Tax Funding	 \$588,482	 \$637,911	 \$616,389	 \$659,947	 \$689,101
 FTE Summary	 7.20	 7.20	 7.20	 7.20	 7.20



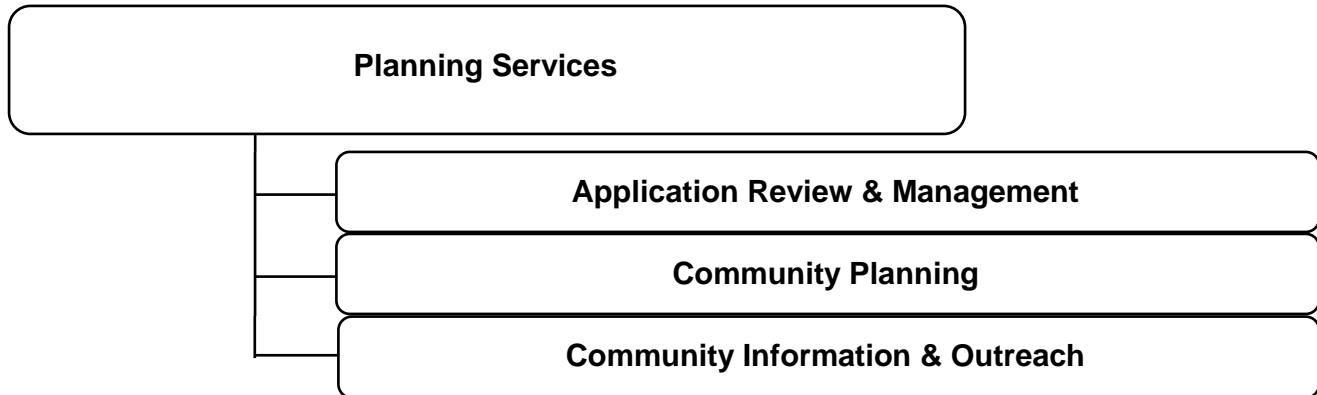
Loudoun County Government
FY 2013 Adopted Fiscal Plan

Mapping & Geographic Information
Land Records Maintenance

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline so as to improve data accessibility and functionality.				
• Number of miles of street centerline transferred	36.90	42.40	60.00	71.60
Objective: Maintain parcel, address, and street data to a level that supports E-911, LMIS, CAMA, CRM, and AVL.				
• Number of addresses assigned and transferred to LMIS	2,681	2,854	2,000	3,436
• Number of addressing customer calls	512	567	520	488
• Number of data update or correction projects	258	159	220	128
• Number of miles of new public roads added to the database.	36.90	42.40	60.00	71.60
• Number of plats mapped, scanned, and transferred to LMIS	274	258	275	396
• Number of record plat and site plans addressed	38	39	65	40
• Number of spatial and tabular updates to supported applications	622	632	610	812
• Number of street name referrals	329	514	500	724
• Number of updates to computer programs	98	61	70	60



Planning Services





Planning Services

Mission Statement

The Department of Planning Services provides assistance to decision-makers in shaping and managing the County's land use goals through ongoing community outreach, comprehensive policy recommendations and timely development review.

Description

Planning Services programs are largely mandated by the Code of Virginia (Section 15.2, Chapter 22 "Planning, Subdivision of Land and Zoning") which requires jurisdictions to prepare and maintain a current comprehensive plan and, if they choose, adopt a zoning ordinance to regulate land development. Planning Services includes three programs: Application Review and Management, which oversees the evaluation and processing of legislative land development applications; Community Planning, which oversees the policy development process; and Community Information and Outreach, which oversees historic resource protection efforts and conducts community outreach efforts in support of Board initiatives.

Budget Overview

FY 2013 Issues

- The types of legislative applications have trended away from the "greenfields" rezonings to special exceptions and modifications linked to smaller, individual development proposals. Increasingly, these applications are submitted by landowners or business owners rather than land use attorneys or engineers, resulting in staff spending significant time with applicants preparing and revising applications. While this trend is expected to continue in large part, there are a number of FY 2012 cases which could extend to FY 2013 that will be increasingly complex and require senior level project managers.
- The County fee policy eliminates application fees for cases that are "batched" with another case. Combined with the County's fee waiver policy and the Board initiated cases, 40% of the legislative cases in 2011 did not pay fees to recover County costs.
- The Revised General Plan has been amended numerous times since its adoption in 2001. Given new economic and demographic trends documented by the 2010 Census and growing concerns about our older neighborhoods, energy conservation and capital facilities demands; a comprehensive review and updating of the Plan may be beneficial. Such an effort represents a significant investment in time and resources and may require contractual assistance.
- The Department continues to work with other departments, particularly with Zoning Administration and Building and Development regarding regulatory matters such as: Route 28 implementation strategies, review of Affordable Housing provisions in Article 7, and other Zoning Ordinance amendments. These efforts have required a more substantial allocation of Planning Services resources than originally envisioned.
- The frontline customer service staff responds to inquiries, general requests for information from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact continues to be a major function due to the complexity and property specific nature of the inquiries.
- Ongoing Freedom of Information Act requests and general litigation support will require considerable professional and administrative staff time.
- Support to the Planning Commission and the Historic District Review Committee has expanded due to the increased schedule of meetings and broader scope of research requested on land development applications and other initiatives.
- Support to the newly formed Heritage Commission has been absorbed within Planning Services. However, the longer term resource implications have not yet been addressed. The Committee is meeting on a monthly basis and requires both administrative and professional support.
- Required referrals will be provided to Loudoun's seven incorporated towns; however, cooperative planning efforts will continue to be limited.

FY 2013 Major Work Plan Initiatives

- Manage land development applications in accordance with County and State regulations and develop recommendations to improve the timing and effectiveness of the process.
- Update legislative application submittal requirements (checklist requirements) to reduce the cost and time to applicants and to reflect new application trends, current regulatory requirements and policy direction.
- Complete area and strategic planning initiatives in accordance with Board priorities within the agreed upon schedule and with maximum community participation.
- Support the program implementation of various policy initiatives such as affordable housing, telecommunication facilities, and energy efficiency.
- Continue community outreach activities associated with Board directed implementation of plan policies and other strategic planning efforts.
- Provide essential services to Loudoun towns and neighboring jurisdictions to ensure consistency with the jointly adopted Comprehensive Plan policies and inter jurisdictional agreements.

FY 2012 Major Achievements

- The Board acted on 70 cases in FY 2011 and 20 cases through the first quarter of FY 2012. The Department has held 24 pre-application conferences in the first quarter of FY 2012 and has 66 active cases.



Planning Services

- The Department reviewed and managed plan amendments in accordance with Board priorities; four were completed during FY 2011 (Route 28 Corridor Plan, Sterling Blvd. Extended, Belmont Ridge Road and Chesapeake Bay) and four remain active and awaiting Board priority for FY 2012.
- The Ashburn Community Outreach effort is actively engaging residents in establishing future planning and program priorities for the community. A similar effort is envisioned for the Dulles Community in FY 2013.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Planning Services					
Departmental Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$2,787,280	\$2,724,104	\$2,753,948	\$2,968,303	\$2,930,271
Operations & Maintenance	229,572	187,055	133,395	232,559	227,358
Total Expenditures	\$3,016,852	\$2,911,159	\$2,887,343	\$3,200,862	\$3,157,629
Revenues					
Permits Privilege Fees & Reg Licenses	\$265,211	\$182,187	\$207,385	\$342,265	\$296,704
Charges For Services	978	1,608	230	1,800	1,800
Federal Categorical Aid	600	0	0	0	0
Other Financing Sources ¹	0	0	52,700	0	0
Total Revenues	\$266,789	\$183,795	\$260,315	\$344,065	\$298,504
Local Tax Funding	\$2,750,063	\$2,727,364	\$2,627,028	\$2,856,797	\$2,859,125
FTE Summary	31.00	30.00	30.00	30.00	28.00

FY 2013 Board Action

The FY 2013 Adopted Budget for the Department of Planning Services eliminates a vacant planner position (1.00 FTE) and \$71,420 and further reduces the Department's operating budget by \$7,500. The revenue projection is reduced from FY 2012 due to a slower than anticipated economic recovery. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Budget History

FY 2010: The Board eliminated one planner position (1.00 FTE).

FY 2011: The Board transferred the Environmental Program Manager position (1.00 FTE) to the Department of Construction & Waste Management.

FY 2012 The total FTE change from FY 2011 to FY 2012 1.00 with the mid-year transfer of a position from the Health Department.

FY 2012 Mid-year: 1.00 FTE was transferred to the Department of Construction & Waste Management.

¹ The FY 2011 entry in Other Financing Sources for the Planning Department is an accounting entry for prior period adjustments recording the local match for grants from FY 2010 and earlier.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Planning Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Application Review & Management	\$1,681,866	\$1,653,296	\$1,641,681	\$1,797,161	\$1,785,870
Community Planning	641,057	631,087	614,667	712,917	674,944
Community Information & Outreach	693,929	626,776	630,995	690,784	696,815
Total Expenditures	\$3,016,852	\$2,911,159	\$2,887,343	\$3,200,862	\$3,157,629
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Application Review & Management	\$221,989	\$182,491	\$206,486	\$337,394	\$296,704
Community Planning	240	1,306	84	1,800	1,800
Community Information & Outreach	44,560	(2)	53,745	4,871	0
Total Revenues	\$266,789	\$183,795	\$260,315	\$344,065	\$298,504
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Application Review & Management	\$1,459,877	\$1,470,805	\$1,435,195	\$1,459,767	\$1,489,166
Community Planning	640,817	629,781	614,583	711,117	673,144
Community Information & Outreach	649,369	626,778	577,250	685,913	696,815
Total Local Tax Funding	\$2,750,063	\$2,727,364	\$2,627,028	\$2,856,797	\$2,859,125
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Application Review & Management	17.50	16.90	16.70	16.90	15.90
Community Planning	6.30	6.10	5.90	6.60	5.90
Community Information & Outreach ¹	7.20	7.00	7.40	6.50	6.20
Total FTE	31.00	30.00	30.00	30.00	28.00

¹ During FY 2012, 1.00 FTE was transferred to the Department of Construction & Waste Management and for FY 2013 the Board eliminated 1.00 FTE.



Planning Services Application Review & Management

Program Goal and Service Description

The Application Review and Management (ARM) program is responsible for processing legislative development applications in compliance with County and State requirements. This program provides:

- Review and management of legislative land development applications including coordination of multi-agency analysis to address issues throughout the public process;
- Maintenance of legislative case data for the Land Management Information System (LMIS) and web based Loudoun Online Land Applications (LOLA) system serving internal agencies and the public;
- Administrative support to the Planning Commission and the Historic District Review Committee.

Budget Overview

FY 2013 Issues

- Based on current trends for pre-application conferences, land development case activity is anticipated to return to higher levels and require corresponding resources.
- The types of legislative applications have continued to trend away from the "greenfields" re-zonings to special exceptions and modifications linked to smaller, individual development proposals with less experienced applicants. This results in staff spending significant time with applicants preparing and revising applications. It also suggests the need to review and update the current application checklist requirements to find ways to reduce applicant costs and time.
- While the trend to smaller applications is expected to continue in large part, there are a number of FY 2012 cases, which could extend into FY 2013 that will be increasingly complex and require the program's more experienced project managers.
- Certain uses, such as data centers (in certain locations) and public facilities, which currently go through legislative processes, could develop more cost effectively with an administrative review process based on performance measures.
- The County fee policy eliminates application fees for cases that are "batched" with another case. Combined with the County's fee waiver policy and the Board initiated cases, 40% of the legislative cases in FY 2011 were not paying fees to recover County costs.

FY 2013 Major Work Plan Initiatives

- Continue to process land development applications in accordance with County and State regulations.
- Continue to make improvements to the development review process through changes to Article 6 of the Zoning Ordinance and to application submittal requirements.
- Support efforts to update zoning standards and land use policies that impact the legislative review process.
- Process Certificate of Appropriateness (CAPP) and Certification of Appropriateness Administrative (CAPA) applications in accordance with Historic District Guidelines and County and State Regulations.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,599,704	\$1,554,767	\$1,562,645	\$1,678,840	\$1,675,049
Operations & Maintenance	82,162	98,529	79,036	118,321	110,821
Total Expenditures	\$1,681,866	\$1,653,296	\$1,641,681	\$1,797,161	\$1,785,870
Revenues					
Permits Privilege Fees & Reg Licenses ¹	\$221,383	\$182,189	\$206,340	\$337,394	\$296,704
Charges For Services	606	302	146	0	0
Total Revenues	\$221,989	\$182,491	\$206,486	\$337,394	\$296,704
Total Local Tax Funding	\$1,459,877	\$1,470,805	\$1,435,195	\$1,459,767	\$1,489,166
FTE Summary²	17.50	16.90	16.70	16.90	15.90

¹ The revenue projection is reduced from FY 2012 due to a slower than anticipated economic recovery.

² For FY 2013, the Board eliminated a vacant planner position. This 1.00 FTE was budgeted in three different programs, 0.80 FTE in the Application Review & Management, 0.10 FTE in the Community Planning, and 0.10 FTE in the Community information & Outreach.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Planning Services
Application Review & Management

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Ensure that legislative development applications, such as re-zonings and special exceptions, are submitted and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State Code requirements.				
• Number of active cases	88	79	100	80
• Number of legislative cases received	68	79	100	108
• Number of pre-application conferences	83	98	90	96
Objective: Provide a forum for public review of land development proposals. Provide the Commission and Board with a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources. Continue to make improvements to the development review process. Continue to provide the appropriate administrative support to the Planning Commission.				
• Number of cases acted upon by the Board of Supervisors	94	71	70	80
• Number of Planning Commission hearings	14	12	12	12
• Number of Planning Commission meetings	40	43	45	40
Objective: Advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County. Coordinate the review and deliberations on Certificate of Appropriateness (CAPP) applications. Provide administrative and professional support to the Historic District Review Committee, ensuring the consistent and current interpretation of the Historic District Guidelines.				
• Number of CAPP applications approved	23	23	19	19
• Number of CAPP applications submitted	28	28	20	20
• Number of Historic District Review Committee meetings	11	11	9	11



Planning Services Community Planning

Program Goal and Service Description

The Community Planning program supports the Board of Supervisors in developing land use and growth management policies and ensuring land development proposals are consistent with Comprehensive Plan policy. Primary functions of this program include:

- Managing the plan development and amendment process;
- Conducting research and analyses;
- Preparing policy options and coordinating the public process;
- Organizing community meetings, forums and workshops to identify issues;
- Serving as the community's point of contact during policy development; and,
- Providing advice to the Planning Commission and Board on approaches for resolving policy related issues.
- Review of land development proposals for consistency with Comprehensive Plan policy;
- Determining the need for Commission Permits and compliance with state and federal environmental regulations such as Environmental Impact Statement (EIS) reviews; and,
- Staff support to other agencies on BOS initiatives.

Budget Overview

FY 2013 Issues

- The Community Planning program supports planning and zoning initiatives in accordance with Board priorities. As these priorities are determined with the new Board at the end of FY 2012, staff must remain flexible and program resources must be aligned based on the scope and complexity of the initiative and manage the public review process for plans and plan amendments within the schedule and scopes assigned by the Board.
- Given new economic and demographic trends documented by the 2010 Census and growing concerns about our older neighborhoods, energy conservation and capital facilities demands, a comprehensive review and updating of the Revised General Plan may be beneficial. Such an effort would require significant staff resources and may require contractual assistance. The complexity and staff effort required could consume staff resources into FY 2014 and limit staff's availability to support other program related activities and Board initiatives.

FY 2013 Major Work Plan Initiatives

- Currently staff resources within the program are engaged in processing policy and implementation initiatives underway, including the Route 28 Corridor Implementation effort. Several other BOS initiatives remain in queue that will require staff support from the Community Planning program.
- Provide planning support to other County divisions and departments, as well as other government agencies, to ensure consistency with the Comprehensive Plan.

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$584,417	\$586,864	\$600,525	\$668,024	\$630,051
Operations & Maintenance	56,640	44,223	14,142	44,893	44,893
Total Expenditures	\$641,057	\$631,087	\$614,667	\$712,917	\$674,944
Revenues					
Charges For Services	\$240	\$1,306	\$84	\$1,800	\$1,800
Total Revenues	\$240	\$1,306	\$84	\$1,800	\$1,800
Total Local Tax Funding	\$640,817	\$629,781	\$614,583	\$711,117	\$673,144
FTE Summary¹	6.30	6.10	5.90	6.60	5.90

¹ For FY 2013, the Board eliminated a vacant planner position. This 1.00 FTE was budgeted in three different programs, 0.80 FTE in the Application Review & Management, 0.10 FTE in the Community Planning, and 0.10 FTE in the Community information & Outreach.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Planning Services
Community Planning

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: To manage and facilitate the development of land use and growth management policies through area, strategic and amendment planning processes in accordance with Board of Supervisors priorities.				
• Number of plans/amendments active with resources ¹	4	4	4	2
• Number of plans/amendments completed/or action taken	1	4	3	1
• Number of plans/amendments initiated	0	2	1	1
• Number of project management/technical team meetings and planning meetings to engage citizens on plans/amendments	219	212	100	125
Objective: To manage, support and provide policy expertise in the development of BOS initiated regulatory changes and strategic planning efforts through intra-departmental teams and other activities (e.g., ordinance amendments and planning/programmatic efforts led by other agencies).				
• Number of Initiatives ²	n/a	17	18	12
• Number of Planning management/support meetings ²	n/a	54	75	75

¹ As plans/amendments are completed, the next plan/amendment in queue (based on Board priority) will become active with resources.

² Measures with an n/a were new for the year in which numerical data begins.



Planning Services

Community Information & Outreach

Program Goal and Service Description

The primary responsibility of the Community Information and Outreach (CIO) Program is to maximize stakeholder and public participation in plans, projects, programs, and activities. This primary responsibility involves four major activities:

- Developing and coordinating community outreach activities associated with Board of Supervisors directed planning initiatives;
- Coordinating with other County Departments and jurisdictions including towns, adjoining counties, and state and federal agencies to ensure consistency with Comprehensive Plan policies and interjurisdictional Plan agreements. This includes reviewing neighboring jurisdiction land development applications and working with Loudoun's towns on essential cooperative planning efforts, such as the Joint Review Committees;
- Providing technical support to the Board in its service on regional committees and assisting the Planning Commission in its review of the Capital Needs Assessment (CNA); and
- Coordinating with internal and external agencies, including the Metropolitan Washington Airports Authority (MWAA), state committees, committees associated with the Council of Governments (COG), Loudoun Water, and Loudoun County Public Schools.

In addition to these four major activities, the Program provides frontline customer service for the entire Department by responding to inquiries and general requests for information from the public, applicants, agencies and County officials. The Program also provides education activities and materials through print, web based tools and other efforts that inform the public about land use planning and heritage resource preservation and management.

Budget Overview

FY 2013 Issues

- The frontline customer service staff responds to inquiries, general requests for information from applicants, the public, and County officials. Despite efficiencies afforded by technology, direct customer contact continues to be a major function due to the complexity and property specific nature of the inquiries.
- Ongoing Freedom of Information Act requests and general litigation support will require considerable professional and administrative staff time.
- Support to the newly formed Heritage Commission has been absorbed within the Planning Department; as administrative and professional support was not assigned when it was formed. Staff resources in CIO have been allocated to work with the Heritage Commission which could impact on-going program projects and deadlines.
- Required referrals will continue to be provided to Loudoun's seven incorporated towns; however, cooperative planning efforts are limited.

FY 2013 Major Work Plan Initiatives

- Complete the activities and products associated with the Ashburn Outreach project and initiate a similar process in the Dulles community.
- Support other Board-initiated planning efforts to encourage maximum community participation.
- Improve the community's awareness of County land use policies, historic districts, heritage resources, and environmental resource management.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Planning Services
Community Information & Outreach

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$603,159	\$582,473	\$590,778	\$621,439	\$625,171
Operations & Maintenance	90,770	44,303	40,217	69,345	71,644
Total Expenditures	\$693,929	\$626,776	\$630,995	\$690,784	\$696,815
Revenues					
Permits Privilege Fees & Reg Licenses	\$43,828	\$(2)	\$1,045	\$4,871	\$0
Charges For Services	132	0	0	0	0
Federal Categorical Aid	600	0	0	0	0
Other Financing Sources	0	0	52,700	0	0
Total Revenues	\$44,560	\$(2)	\$53,745	\$4,871	\$0
Total Local Tax Funding	\$649,369	\$626,778	\$577,250	\$685,913	\$696,815
FTE Summary¹	7.20	7.00	7.40	6.50	6.20

¹ For FY 2013 , the Board eliminated a vacant planner position. This 1.00 FTE was budgeted in three different programs, 0.80 FTE in the Application Review & Management, 0.10 FTE in the Community Planning, and 0.10 FTE in the Community information & Outreach.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Planning Services

Community Information & Outreach

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Provide planning support in the monitoring and implementation of projects, programs, and initiatives by coordinating with County departments, Loudoun County Public Schools, Towns and other neighboring jurisdictions, State and Federal agencies and regional committees to achieve consistency with the Comprehensive Plan policies and interjurisdictional agreements.				
• Environmental support meetings	n/a	35	15	20
• Federal, State, and Regional Meetings	10	6	5	5
• Planning/implementation support meetings	252	41	100	40
• Town and Neighboring jurisdiction meetings	0	30	30	30
Objective: Provide frontline customer service by responding to inquiries and requests for information to the general public, local, State and Federal government agencies, County officials and applicants at the front counter to ensure the timely, accurate and efficient flow of information on growth and developmental activity in the County.				
• Number of front counter customer assistance requests ¹	1,387	2,371	1,500	2,000
• Number of telephone inquiries/comments and email inquiries ²	5,545	2,657	5,000	2,500
Objective: Conduct community education activities to inform the public on County land use planning and policies, historic districts and heritage and environmental preservation resource and management.				
• Educational materials produced	2	2	3	2
• Meeting attendance	64	149	200	200
• Number of community outreach and educational meetings	5	5	5	5
• Training sessions conducted	9	5	10	10
Objective: Support, coordinate, and manage community outreach efforts with the development and implementation of comprehensive plan policies, community and specific area planning, and other County strategic planning activities.³				
• Project documents	0	0	3	2
• Project team meetings	67	26	20	30
• Public/stakeholder participation ⁴	5	26	300	1,000

¹ Direct customer contact continues to be a major function due to the complexity and property specific nature of inquiries.

² FY 2012 estimated increase from previous fiscal year is associated with the Ashburn Community Outreach initiatives.

³ Achieving this objective is contingent upon Board of Supervisors and County Administration direction.

⁴ Performance measure benchmark has changed from number of meetings attended to number of people reached through public meetings and other methods of outreach, including surveys.



Transportation Services

Transportation Services

Transit & Commuter Services

Highways/Transportation Planning/Administration



Transportation Services

Mission Statement

The Office of Transportation Services provides assistance to the Board of Supervisors and County Administration in the development and delivery of a quality multi-modal transportation system that endeavors to meet the needs of Loudoun County residents and businesses.

Description

The Office of Transportation Services (OTS) was established in FY 2002 as a separate agency, incorporating former components of the Departments of Planning and General Services. The Office of Transportation Services handles matters relating to the County's intermodal transportation system, including roadway planning, development, and management of locally administered design projects, implementation of pedestrian and bicycle accommodations and traffic calming and operational improvements, and planning and management of County transit and commuter services. Staff also represents the County in regional and local transportation matters, including coordination for the Dulles Corridor Metrorail Project, and serves as the referral agency on transportation related land development applications.

Budget Overview

FY 2013 Issues

- The County's ongoing population growth continues to create more demand for transportation options and solutions.
- Transportation Services faces the challenge of accommodating the demand for local solutions to transportation issues resulting from the general decline in State funding and escalating costs for transit and road construction. Additionally, monies for transportation projects are scarce due to the current economic climate.
- As the Virginia Department of Transportation (VDOT) manages its funding crisis, more responsibility for data collection, citizen response and project implementation is transferred to localities.

FY 2013 Major Work Plan Initiatives

- Promote alternatives to the single occupancy vehicle to meet the lifestyle needs of residents, while helping to reduce regional road congestion and air pollution.
- Work with VDOT and the Virginia Department of Rail and Public Transportation (DRPT), the development community, Homeowner Associations (HOAs), educational and health organizations, and businesses through established programs and procedures and using innovative solutions and partnerships to further necessary highway and transit projects.
- Design, fund and construct permanent park and ride lots facilities at Franklin Park and Dulles South, and pursue alternatives for an additional Leesburg park and ride lot.
- Complete the construction of the Transit Maintenance and Operations Facility (TMOF) and complete planning and prepare procedures and contract language for contractor operations of the TMOF.
- Provide continued oversight of the preliminary engineering of the Dulles Corridor Metrorail Project (Phase II), and represent the County's interest in the project's implementation.

FY 2012 Major Achievements

- Developed methodology, conducted analyses and identified bicycle and pedestrian priority projects for Board of Supervisors' review; priorities vetted by public/Board and adopted.
- Completed National Environmental Policy Act (NEPA) document for planned interchange at Routes 7 and 659; received VDOT design approval, making project eligible for \$72 million in State and Federal funding for construction.
- Completed the design of Alder School Road improvements and Riverside Parkway improvements, including traffic calming measures, and continued design of Crosstrail Boulevard improvements with the planned extension to Route 7 as recommended by the Government Support Center Master Plan Steering Committee.
- Initiated the design of Claiborne Parkway and Tall Cedars Parkway using cash proffers.
- Developed work plan to study long-term traffic issues in the Ashburn/Sterling area.
- Collected a full proportional share of both Federal Congestion Mitigation and Air Quality Improvement Program (CMAQ) funding and Regional Surface Transportation Program (RSTP) funding for Loudoun County transportation projects.
- Received funding to extend the current Tysons Express service to the new Harmony Park and Ride Lot and to lease an additional bus that will be used as a spare for the Tysons Express service.
- Completed the design of the TMOF, and an RFP was prepared and advertised for construction; additionally, an application was submitted for a State Capital grant to equip the new facility.
- Received Board of Supervisors endorsement for the Loudoun County Transit Development Plan (TDP), developed by staff in coordination with the State's consultant.
- Opened the Harmony Park and Ride Lot at Scott Jenkins Memorial Park on August 1, 2011; the lot contains 250 parking spaces, solar photovoltaic power generation lighting and five charging stations for electric vehicles.
- Completed design of the CMAQ-funded Dulles North Canopy Project in conjunction with VDOT staff; project entails installing a weather guard canopy including a large shelter area at the Dulles North Transit Center.
- Worked with the developer of the Dulles Town Center to develop the first phase of the planned park and ride lot and interim transit center.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Transportation Services

al Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,828,676	\$1,606,247	\$1,763,824	\$1,974,732	\$2,033,925
Operations & Maintenance	7,526,711	8,353,594	9,782,814	11,252,810	12,716,860
Capital Outlay & Capital Acquisitions	0	73,768	0	0	0
Transfer to General Capital Improvement	0	174,266	184,694	0	0
Transfer to General Debt Service Fund	433,610	521,162	734,956	734,956	716,406
Total Expenditures	\$9,788,997	\$10,729,037	\$12,466,288	\$13,962,498	\$15,467,191
Revenues					
Permits Privilege Fees & Reg Licenses	\$68,266	\$94,464	\$114,524	\$129,790	\$115,446
Use Of Money & Property	0	452	0	0	0
Charges For Services	4,966,981	5,644,432	6,893,452	6,732,955	7,580,524
Miscellaneous Revenue	41,599	0	0	0	0
Recovered Costs	0	7,599	7,599	0	0
State Categorical Aid	1,581,981	2,069,903	2,613,907	2,517,744	2,814,583
Federal Categorical Aid	133,988	34,586	35,254	0	0
Other Financing Sources	1,523,197	1,501,051	1,757,934	3,231,186	3,577,814
Total Revenues	\$8,316,012	\$9,352,487	\$11,422,670	\$12,611,675	\$14,088,367
Local Tax Funding	\$1,472,985	\$1,376,550	\$1,043,618	\$1,350,823	\$1,378,824
FTE Summary	18.77	16.77	16.77	17.54	17.54

FY 2013 Board Action

The FY 2013 Adopted Fiscal Plan for the Office of Transportation Services includes increases in expenditures of \$1,464,050 related to increased contract costs for operations of the Commuter Bus Program and increases in fee revenue of \$847,569, State of Rail & Public Transportation revenue of \$296,839 and an increase in Gas Tax revenue of \$346,628 associated with the addition of two leased commuter buses to the fleet and the projected increase in ridership. Personnel expenditures reflect an average increase of 8% in health insurance costs as well as a 1.88% decrease in other fringe benefit costs. Beginning in FY 2013, eligible employees will contribute 5% of salary to VRS. Per the Board adopted policy, these employees will also receive a 5% pay adjustment.

Additional information on the scheduled capital improvement projects and use of Local Gasoline Tax Funds can be found in Volume 2 of this document.

Budget History

FY 2010: The Board of Supervisors reduced 2.00 FTE positions, a transportation engineer and front counter support, as well as \$157,000 in Local Tax Funding.

FY 2011 Mid-Year: The Board of Supervisors added a special projects manager position (0.77 FTE).



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services

Expenditures by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Transit & Commuter Services	\$8,250,794	\$9,513,757	\$11,167,000	\$12,371,885	\$13,862,921
Highways/Transportation	1,538,203	1,215,280	1,299,288	1,590,613	1,604,270
Total Expenditures	\$9,788,997	\$10,729,037	\$12,466,288	\$13,962,498	\$15,467,191
Revenues by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Transit & Commuter Services	\$8,247,598	\$9,257,071	\$11,206,772	\$12,371,885	\$13,862,921
Highways/Transportation	68,414	95,416	215,898	239,790	225,446
Total Revenues	\$8,316,012	\$9,352,487	\$11,422,670	\$12,611,675	\$14,088,367
Local Tax Funding by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Transit & Commuter Services	\$3,196	\$256,686	\$(39,772)	\$0	\$0
Highways/Transportation	1,469,789	1,119,864	1,083,390	1,350,823	1,378,824
Total Local Tax Funding	\$1,472,985	\$1,376,550	\$1,043,618	\$1,350,823	\$1,378,824
Staffing Summary by Program	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Transit & Commuter Services	5.00	5.00	5.00	5.00	5.00
Highways/Transportation	13.77	11.77	11.77	12.54	12.54
Total FTE	18.77	16.77	16.77	17.54	17.54



Transportation Services Transit & Commuter Services

Program Goal and Service Description

The Transit and Commuter Services Division oversees public transportation planning in the County, manages the County's Commuter Bus Program, and encourages the single occupancy vehicle (SOV) driver to choose an alternative form of commuting such as carpools, vanpools, biking, walking and teleworking. These choices contribute to congestion relief, improved regional air quality and enhanced quality of life for the residents of Loudoun County. Division responsibilities include applying for and administering funding grants, acquiring and managing equipment, negotiating and administering contracts with providers, planning transit schedules and routes, providing customer service, and establishing and managing park and ride lots. The Division also promotes and administers Rideshare Program activities, including the carpool/vanpool match system, transportation fairs, and the distribution of informational materials and local advertising. Staff manages the local employer outreach program which promotes awareness of alternative commuting modes to Loudoun County employers.

Budget Overview

FY 2013 Issues

- Increased regional road congestion, higher tolls, increases in transit incentive payments to Federal workers, and unstable fuel prices continue to spur the demand for additional transit and commuting options, as well as the capacity expansion of existing services.
- Expanding transit service requires not only additional equipment and funds, but also supporting infrastructure, such as additional park and ride spaces in western and eastern Loudoun County and bus storage and maintenance facilities.
- Planning for arrival of Phase II of the Dulles Rail project requires that major decisions be made regarding future participation in the Northern Virginia Transportation Commission (NVTC), Washington Metropolitan Area Transit Authority (WMATA), as well as planning for funding of WMATA Metrorail service and supportive transit.

FY 2013 Major Work Plan Initiatives

- Refine timeline, funding and implementation plans for the recommendations contained in the state mandated six-year Transit Development Plan.
- Implement the rider information capabilities of the scheduling and route adherence software.
- Work within the land development application process to acquire and/or develop transit infrastructure, such as park and ride lots, transit centers and bus shelters.
- Continue outreach efforts with Loudoun County employers to encourage results oriented transportation demand management (TDM) programs at employment sites.
- Expand park and ride lot capacity in Dulles South, and pursue alternatives for an additional Leesburg park and ride lot.
- Continue operation of the Tysons Express bus service in accordance with the Dulles Metrorail Phase I Transportation Management Plan.
- Complete construction of the TMOF, and prepare procedures and contract language for contractor operations.
- Begin implementation of recommendations contained in the state mandated Transportation Demand Management Plan.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$446,687	\$473,235	\$528,618	\$549,184	\$604,135
Operations & Maintenance ¹	7,370,497	8,271,326	9,718,732	11,087,745	12,542,380
Capital Outlay & Capital Acquisitions	0	73,768	0	0	0
Transfer to General Capital Improvement	0	174,266	184,694	0	0
Transfer to General Debt Service Fund	433,610	521,162	734,956	734,956	716,406
Total Expenditures	\$8,250,794	\$9,513,757	\$11,167,000	\$12,371,885	\$13,862,921
Revenues					
Charges For Services ¹	\$4,966,833	\$5,643,932	\$6,893,452	\$6,732,955	\$7,580,524
Miscellaneous Revenue	41,599	0	0	0	0
Recovered Costs	0	7,599	7,599	0	0
State Categorical Aid ¹	1,581,981	2,069,903	2,613,907	2,517,744	2,814,583
Federal Categorical Aid	133,988	34,586	35,254	0	0
Other Financing Sources ¹	1,523,197	1,501,051	1,656,560	3,121,186	3,467,814
Total Revenues	\$8,247,598	\$9,257,071	\$11,206,772	\$12,371,885	\$13,862,921
Total Local Tax Funding	\$3,196	\$256,686	\$(39,772)	\$0	\$0
FTE Summary	5.00	5.00	5.00	5.00	5.00

¹ The FY 2013 Adopted Fiscal Plan for the Transit & Commuter Services includes an increase in O&M for the operating costs and the associated increase in revenue for two leased commuter buses which the Board added to the fleet during the FY 2013 deliberations.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Achieve annual increases in commuter bus ridership, database participants, employer outreach participants and grant funding.				
• Annual bus ridership	966,824	1,180,500	1,200,000	1,296,000
• Number of Bus Biz communications sent to riders	60	83	100	100
• Number of dollars in grant funding secured	3,837,968	7,578,632	8,750,000	4,694,250
• Number of grants secured	8	7	6	7
• Number of employer outreach participants	115	445	125	130
• Number of new Rideshare database participants	434	585	600	620
• Number of transportation fairs staffed	30	50	35	40
Objective: Maintain commuter bus service reliability in a congested and dynamic Washington Metropolitan region.				
• Planning and executing service for special events	23	16	25	20
• Responding to unscheduled events	10	11	10	10
Objective: Maintain a high level of customer service and communication by responding to telephone calls and email within 24 hours and preparing mailings as requested (directing customers to website when possible).				
• Number of email inquiries	9,270	13,082	11,000	12,000
• Number of informational packets mailed to citizens	502	495	500	500
• Number of telephone inquiries	8,744	10,442	8,000	9,000
Objective: Planning for and developing of transit infrastructure facilities and transportation demand management plans.				
• Number of land development applications analyzed	4	7	5	5
• Number of Park and Ride Lots in development	4	2	3	2



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Program Objectives and Performance Measures ¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Participate in regional public transportation efforts.				
• Meetings on Dulles Rail Phase I and II Transportation Plan	34	17	30	20
• Number of meetings on I-66 Multi-modal Study	n/a	n/a	n/a	3
• Number of meetings on Super NOVA Study	n/a	n/a	n/a	8

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



Transportation Services

Highways/Transportation Planning/Administration

Program Goal and Service Description

Highways and Transportation Planning assesses safety and operational deficiencies in the road system and works with VDOT, other jurisdictions, developers and other affected parties to undertake comprehensive and context sensitive transportation improvements. Staff also provides plan analyses and referrals on development applications with transportation related impacts, and obtains transportation improvements based on anticipated traffic impacts. Modes of transportation reviewed by the division include roads, commuter transit, and bicycle and pedestrian facilities. The Division participates in regional committees that oversee regional transportation policy and funding allocations. The Division also conducts traffic analyses and manages interchange and roadway designs for locally administered projects along major corridors, such as Routes 7, 15, 28 and 50, as well as other roads throughout the County. Finally, the Division provides the County's project oversight for Phase II of the Dulles Metrorail project.

Administration provides professional management, direction and supervision of the overall operations of the Office of Transportation Services.

Budget Overview

FY 2013 Issues

- The Highways and Transportation Planning division faces an increasing demand for transportation mobility, including alternative modes, despite a continued and increasing shortfall in State funding; current economic conditions exacerbate this situation.
- Roads with a high level of vehicular traffic must be continuously monitored to ensure quality of life and safety.
- Workloads will increase as the County takes on additional design responsibilities for new road construction projects, a result of reduced statewide funding for the secondary road program.

FY 2013 Major Work Plan Initiatives

- Facilitate the incorporation of alternative modes, including bicycle and pedestrian accommodations, into the transportation network.
- Review developer initiated land development applications in a timely and efficient manner while adhering to Countywide Transportation Plan requirements and protecting the public's interest, including seeking appropriate transportation proffers/conditions.
- Develop context sensitive transportation improvements that address quality of life and safety issues, while still meeting the requirements to accommodate high traffic volumes on the County's road network.
- Maximize the use of available funding sources to ensure the completion of needed roadway and bicycle/pedestrian improvements.
- Provide oversight of the preliminary engineering for the Dulles Corridor Metrorail Project (Phase II), and represent the County's interest in the project's implementation.
- Provide continued oversight for, and successfully manage, the design and construction of County initiated roadway and bicycle/pedestrian projects in coordination with other counties.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services
Highways/Transportation Planning/Administration

Program Financial Summary	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Personnel	\$1,381,989	\$1,133,012	\$1,235,206	\$1,425,548	\$1,429,790
Operations & Maintenance	156,214	82,268	64,082	165,065	174,480
Total Expenditures	\$1,538,203	\$1,215,280	\$1,299,288	\$1,590,613	\$1,604,270
Revenues					
Permits Privilege Fees & Reg Licenses	\$68,266	\$94,464	\$114,524	\$129,790	\$115,446
Use Of Money & Property	0	452	0	0	0
Charges For Services	148	500	0	0	0
Other Financing Sources	0	0	101,374	110,000	110,000
Total Revenues	\$68,414	\$95,416	\$215,898	\$239,790	\$225,446
Total Local Tax Funding	\$1,469,789	\$1,119,864	\$1,083,390	\$1,350,823	\$1,378,824
FTE Summary	13.77	11.77	11.77	12.54	12.54



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services
Highways/Transportation Planning/Administration

Program Objectives and Performance Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Deliver accurate and timely information for all required Board items.				
• Number of Board Items (including committee, regular business meeting, public hearing, etc.) completed	71	61	80	75
• Percentage of reviews completed and delivered within required deadline	100%	98%	100%	100%
Objective: Provide analysis of transportation related issues in State legislative proposals, County legislative and ministerial land development applications, and develop effective agreements for future improvements.				
• Average number of days (duration) to provide referral comments	31.00	13.75	20.00	20.00
• Average number of referrals per OTS highways division staff person	24.00	5.25	30.00	25.00
• Number of legislative referrals prepared	84	71	100	75
• Number of ministerial referrals prepared	38	66	50	50
• Number of pre-application (PRAP) meetings attended	75	82	80	75
• Number of road vacation/abandonment applications reviewed and processed	9	10	10	10
• Number of traffic impact analysis (TIA) scoping meetings held (includes scoping meetings required by VDOT)	47	47	45	50
Objective: Receive, monitor, manage and/or facilitate resolution of operational and safety concerns with respect to transportation such as traffic calming, signage, road maintenance, planned road network, and residential and commercial parking issues through coordination with VDOT, of Building and Development, HOAs, developers and others.				
• Developer traffic signals monitored	44	21	20	25
• Developer initiated warrant studies monitored	15	15	15	15
• Number of County traffic signal project contracts administered	17	15	15	15
• Number of transportation issues, including traffic signals, presented to the Board of Supervisors for action	56	58	50	50



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation Services
Highways/Transportation Planning/Administration

Program Objectives and Performance Measures¹	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Objective: Respond to telephone, email and walk-in inquiries on highway issues immediately or by the end of the business day.				
• Number of emails to Department mailbox	242	85	325	150
• Number of telephone inquiries on highway issues	798	662	700	700
• Number of walk-in requests for assistance	148	68	200	100
Objective: Perform oversight and management of preliminary engineering of County and VDOT administered road projects.				
• Number of projects	20	22	20	22
• Number of project-related community information sessions	n/a	n/a	n/a	13
Objective: Perform project management oversight for Dulles Rail Project Phase II.				
• Number of meetings with Project Sponsor, Federal Transit Authority, Dulles Greenway, and County staff	82	178	200	175
• Preparation of newsletters on project status to various stakeholders	31	15	40	25

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



Miscellaneous

MISCELLANEOUS SUMMARY

.....	
Non-Departmental	Page 6 – 3
.....	





**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Non-Departmental Expenditures

The Non-Departmental Expenditures budget is a constructed category within the General Fund that contains funding to pay for expenditures not attributable to specific agencies or departments. This category also includes County-maintained reserves for unforeseen, unpredictable, and unusual events. Most expenditures are treated as reserves that are subsequently allocated to the various programs during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<u>Major Expenditures and Transfers</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Annual Leave Payout (Termination) ¹	\$ 628,176	\$ 794,655	\$ 899,321	\$ 600,000	\$ 600,000
Exceptional Achievement Awards ¹	60,133	39,538	139,239	250,000	250,000
Compensation	0	0	0	0	1,500,000
Personnel Vacancy Savings ¹	(7,731,796)	(11,166,752)	(12,992,290)	(8,570,246)	(8,570,246)
Retiree Health Insurance ²	5,162,569	7,065,382	8,179,782	9,000,000	10,500,000
Tax relief - Elderly and Handicapped	6,732,385	6,849,041	7,065,020	7,200,000	7,220,000
Training and Professional Development ¹	616,913	463,965	639,843	344,602	344,602
Interest Expense	158,921	581,808	524,475	250,000	250,000
Payment/Contributions to Community and Regional Organizations	1,780,000	2,000,000	0	0	0
Computer Hardware and Software ³	982,498	563,475	906,870	730,930	400,000
Contingency for Litigation ⁴	422,984	187,5800	326,231	1,000,000	750,000
Contingency for Emergency Repair and Organization	0	0	0	1,750,000	1,370,000
Contingency for Fuel Increases	0	0	0	210,000	210,000
Transfer to Self-Insurance Fund	5,079,336	3,293,923	5,773,709	2,800,000	2,800,000

DESCRIPTION OF MAJOR EXPENDITURES AND TRANSFERS

Annual Leave Payout (Termination). Payout of annual leave balances upon employees' departure from employment is included in the Non-Departmental budget and allocated to departments' personnel budgets as needed. The Adopted FY 2013 Fiscal Plan maintains this allowance at the FY 2012 Adopted Fiscal Plan level.

Exceptional Achievement Awards/Compensation Increases. County policies include provisions to permit individual and team awards in recognition of outstanding achievement. These provisions are important tools for supporting an organization that recognizes and rewards excellent performance. The FY 2013 Adopted Fiscal Plan maintains this allowance at the FY 2012 Adopted Fiscal Plan level.

Compensation. The FY 2013 Adopted Fiscal Plan includes a 5% salary adjustment for regular VRS Plan 1 and Plan 2 eligible employees, market adjustments for specific positions, and an increase in the County paybands (aka salary ranges). The VRS eligible positions will be required to contribute 5% of their salary as the employee share for participation in VRS which was the employee share previously paid by the County for VRS eligible employees. The salary adjustments are included in each department's personnel budget for those eligible employees and are not shown on this page. Market adjustments are included for specific positions based on the results of a 2011 compensation study and \$1,500,000 is included on this page for this purpose. The Commonwealth of Virginia's adopted budget includes a provision for up to a 3% bonus to full-time state employees on December 1, 2012, if certain conditions are met.

¹ Expenditures in the annual leave payoff, exceptional achievement awards, personnel vacancy savings, training and professional development and computer replacement are shown in each agency's budget. Prior year actuals are shown for illustrative purposes only.

² Expenditures for Retiree Health Care include the County's contribution to the General Fund OPEB Fund. For FY 2013, retiree health insurance is budgeted at \$3,000,000 and the OPEB contribution is \$7,500,000. Prior year actuals are shown for illustrative purposes only.

³ Expenditures for computer hardware and software replacement are incurred in the Department of Information Technology's budget; prior year actuals are shown for illustrative purposes only.

⁴ Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval. Prior year amounts are the balances remaining in this contingency at year-end.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Personnel Vacancy Savings. The County budgets savings resulting from employee turnover in the Non-Departmental Expenditures budget. Actual savings occur through expenditure balances in departments' personnel budgets. The FY 2013 Adopted Fiscal Plan includes the vacancy savings estimate of \$8,570,246 in response to current and anticipated trends.

Retiree Health Insurance. Expenditures for retiree health insurance as well as the County's contribution to the Other Post Employee Benefits (OPEB) Fund are included in this category. Expenditures for retiree health insurance are budget at the FY 2012 Adopted amount of \$3,000,000. The contribution to the OPEB fund is increased by \$1,500,000 from \$6,000,000 to \$7,500,000 in the FY 2013 Adopted budget.

Training and Professional Development. The Board established a centrally-managed resource to be managed by the County Administrator in FY 2005. Funds are budgeted in Non-Department Expenditures and are allocated as requested by departments for approved travel and training with the actual expenditures occurring in the departments' O&M budgets. The FY 2013 Adopted budget is based on allocations from the central pool since its inception.

Interest Expense. The County budgets interest payments on real and personal property tax refunds in the Non-Departmental Expenditures budget. The FY 2013 Adopted Fiscal Plan maintains this allowance at the FY 2012 Adopted Fiscal Plan level.

Payment/Contributions to Communities and Regional Organizations. The FY 2009 and FY 2010 expenditures represent the County's settlement with the Town of Purcellville.

Computer Hardware and Software. Scheduled replacement of personal computer hardware, software, printers, and related items is included in the Non-Departmental Expenditures budget and managed centrally by the Department of Information Technology. The County historically has planned for personal computer replacement on a five-year cycle and accelerated the schedule to a four-year cycle beginning in FY 2007; in the FY 2011 Adopted Fiscal Plan the replacement cycle was extended to six years due to funding constraints. The FY 2013 Adopted Fiscal Plan includes \$400,000 for this purpose.

Contingencies. The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in the Non-Departmental Expenditures budget. The FY 2013 Adopted Fiscal Plan continues the established practice of budgeting a litigation contingency for potential litigation expenses. Funding from the litigation contingency is allocated as needed, subject to Board approval. In FY 2013, this contingency was reduced by the Board to \$750,000. The allowance for emergency repairs and unanticipated County needs has been is budgeted at \$1,000,000. In addition \$250,000 is budgeted for the preparation of the Watershed Implementation Plan as required by the EPA; \$120,000 is budgeted for tax record imaging in the Commissioner of the Revenue's Office; and \$210,000 for anticipated increases in fuel costs for FY 2013.

Transfer to Self-Insurance Fund. Risk management and workers' compensation are funded by annual transfers to the County's Self-Insurance Fund. This appropriation is recalculated annually based on fund performance.



Capital Improvement Program

**CAPITAL IMPROVEMENT PROGRAM EXECUTIVE
SUMMARY**

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Executive Summary Page 7 – 3

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Capital Improvement Program

Purpose of the Capital Improvement Program

Loudoun County's Capital Improvement Program is an important element of the comprehensive capital planning process prescribed by Chapter 3 of the County's *Revised General Plan* (General Plan), *Fiscal Planning and Public Facilities*. The General Plan requires the development of a ten-year Capital Needs Assessment (CNA) every two years, and the subsequent development and adoption of a six-year Capital Improvement Program (CIP) by the Board of Supervisors. The CIP is a biennial budget, with the development of the six-year capital plan in the first year of the biennium, with subsequent amendments to the capital plan made as necessary to reflect changing circumstances and priorities in the second year of the biennium. Typically, only projects that have first been identified in the CNA are considered for inclusion in the CIP.

As a planning and development tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize the County's financial resources. As a financial plan, the CIP facilitates land acquisition, capital equipment procurement, and facility planning in an environment of fiscal constraint. Potential projects are evaluated in relation to each other to ensure that the highest priority projects receive public funding, with essential improvements planned in a manner commensurate with the County's ability to pay. The CIP strives to take into account not only the construction costs of completing a capital project, but also the project's impact on the County's operating budget in subsequent years. In summary, the CIP provides a six-year forecast of the County's General Government and Public Schools' land, facility and equipment needs with a financing plan to implement each need.

The six-year CIP is one of the definitive products of the County's process for forecasting and planning its future capital facility growth, in conjunction with agency service plans, the Fiscal Impact Model, the Capital Needs Assessment, and the General Plan. This planning process attempts to address the County's projected capital expenditure needs associated with new development.

The CIP Process

The CIP is developed biennially, with the six-year period moving out two years every other fiscal year. The first year of the new biennium is FY 2013, while two new planning years, FY 2017 and FY 2018, have been added to create the new six-year capital plan. The first year of the Adopted CIP, FY 2013, contains projects under consideration for appropriations. The FY 2014 - FY 2018 planning years contain projects that should be considered for future appropriations in subsequent fiscal years.

The CIP process begins approximately ten months before the Board of Supervisors adopts the annual County budget. County departments submit proposed CIP project requests, which include project scope, justification, cost estimates and discussion of alternatives, to the Department of Construction and Waste Management in July. A capital projects review committee composed of key staff representing a broad range of responsibilities, technical knowledge and perspectives, recommends projects to be included in the CIP based on expressions of prior commitment by the Board of Supervisors, cost effectiveness, affordability, and demonstrated need. The preliminary CIP is then forwarded to the County Administrator for review. The County Administrator forwards the recommended CIP to the Board of Supervisors in February as part of the Proposed Fiscal Plan. A parallel process of CIP project development occurs within the School System, with review and approval of a Proposed CIP for the Loudoun County Public Schools by the School Board.

The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current fiscal year. Funding decisions concerning the CIP are made in conjunction with decisions regarding the County's operating budget. Final authority to spend public funds for purposes specified in the County's operating and capital budgets is accomplished through the adoption of an appropriations resolution by the Board of Supervisors.



Understanding the CIP

Capital projects are described in detail in the County and School project sections of this document. Summary appropriation and financing schedules for each programmatic area (Ex. Public Safety, Schools, etc.) precede the individual project pages for each functional area.

The individual project pages provide specific information regarding each project's sources of funding, projected expenditures, operations and maintenance costs, debt service costs, project narratives explaining the scope of the project, and a project map depicting the Planning Subarea where the project is proposed to be located.

The funding table at the bottom of each project page provides estimates of the project's sources of funding and expenditures for each of the six years within the CIP, and any prior year appropriations made by the Board of Supervisors through FY 2012 for the project. The final column of the funding table represents future fiscal years (FFY), reflecting project funding and expenditure estimates that occur beyond the six-year CIP planning period. Estimated operations and maintenance costs have been included on project pages where applicable, as well as estimates of debt service for projects funded using general obligation bond financing or other debt financing.

Land acquisition, design, construction, equipment procurement expenses, and operations and maintenance expenses for both County and School facilities are adjusted by 4.0% annually to account for market inflation.

Project operating impact estimates include the following:

- (1) the effect of operating enhancements required for the facility in the year(s) of occurrence;
- (2) projections for direct costs to County departments and Schools for maintenance, internal services and utilities; and
- (3) annual debt service on debt issued for the project during the six-year CIP period.

The per-pupil cost for operating a school is calculated differently by the County and the School System. The School System's calculations are based on a State formula that removes all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children, with only 85% of kindergarten students included in the calculations. For the purposes of the capital plan, the County calculates per-pupil costs using the School Board's FY 2013 appropriated operating budget, including the cost of capital bus leases. The School Board's appropriated per pupil cost is \$11,595 for FY 2013. The County's FY 2013 per pupil cost calculation, which includes the cost of capital leases, is \$12,000.



Adopted FY 2013 – FY 2018 Capital Improvement Program Summary

The Adopted FY 2013 – FY 2018 CIP includes estimated expenditures totaling \$1.43 billion. Schools' construction and renovation projects total \$688 million, while County construction projects total \$740 million.

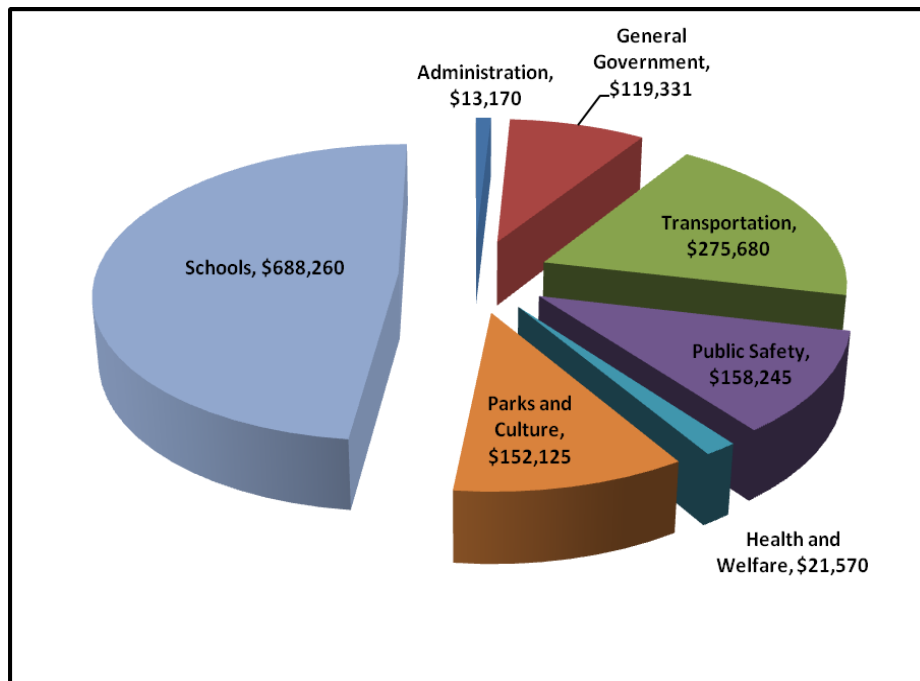


Table 7-1: Total Expenditures by Function (\$ in 1,000's)

School projects comprise approximately 48% of the total expenditures in the six-year capital plan, while County projects comprise 52% of the CIP's estimated expenditures.

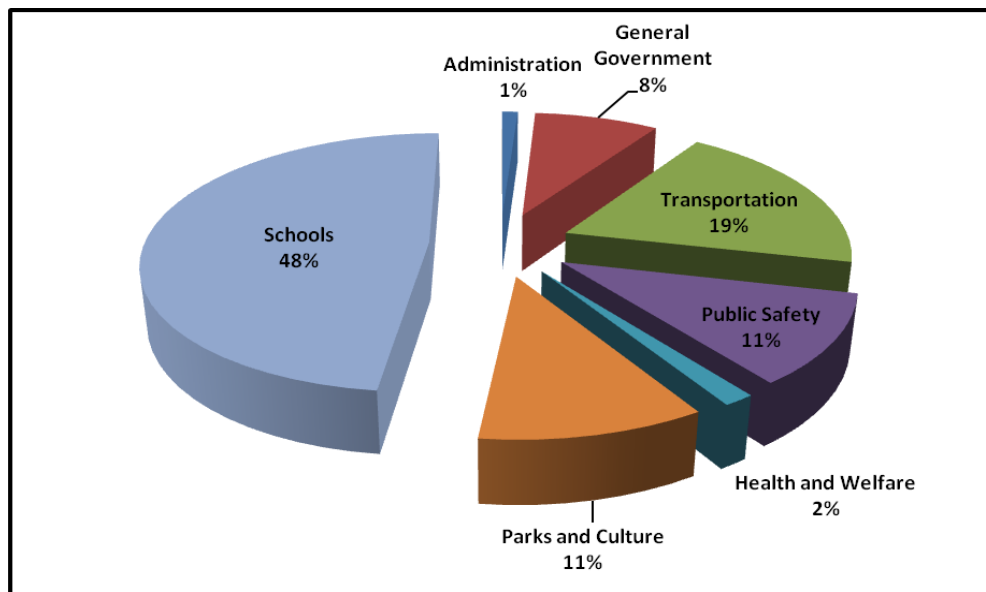


Table 7-2: Total Percentage of Expenditures by Function



Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Government expenditures occur in the following major functional areas: Transportation (\$276 million), Public Safety (\$158 million), General Government (\$132 million), Health and Welfare (\$21.6 million) and Parks, Recreation and Culture (\$152 million).

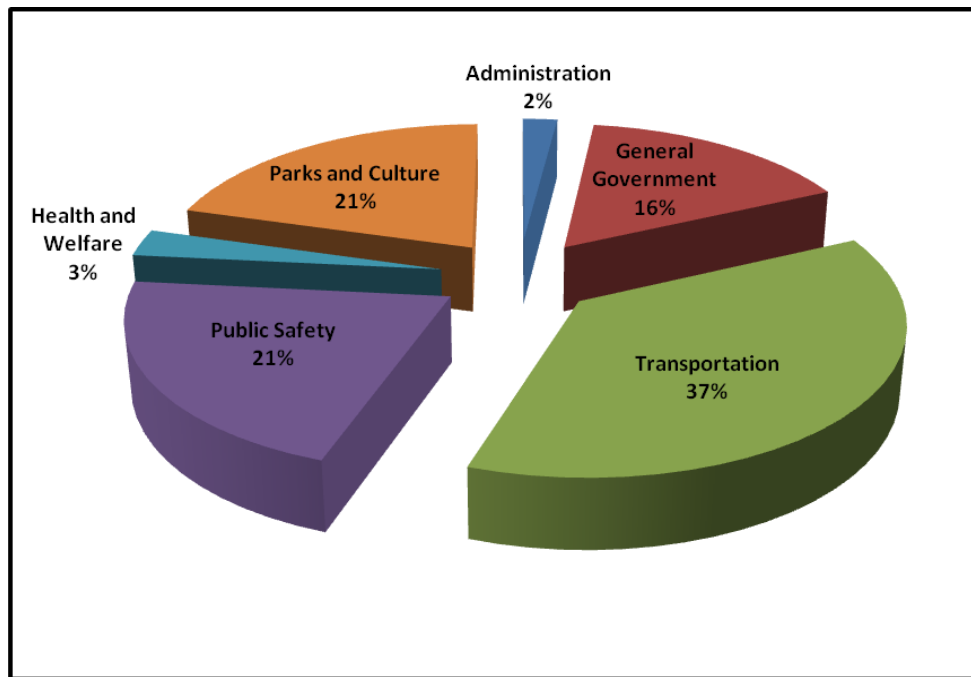


Table 7-3: County Project Expenditures by Function

School expenditures occur in the following major functional areas: High Schools (\$478 million), Middle Schools (\$108 million), and Elementary Schools (\$103 million).

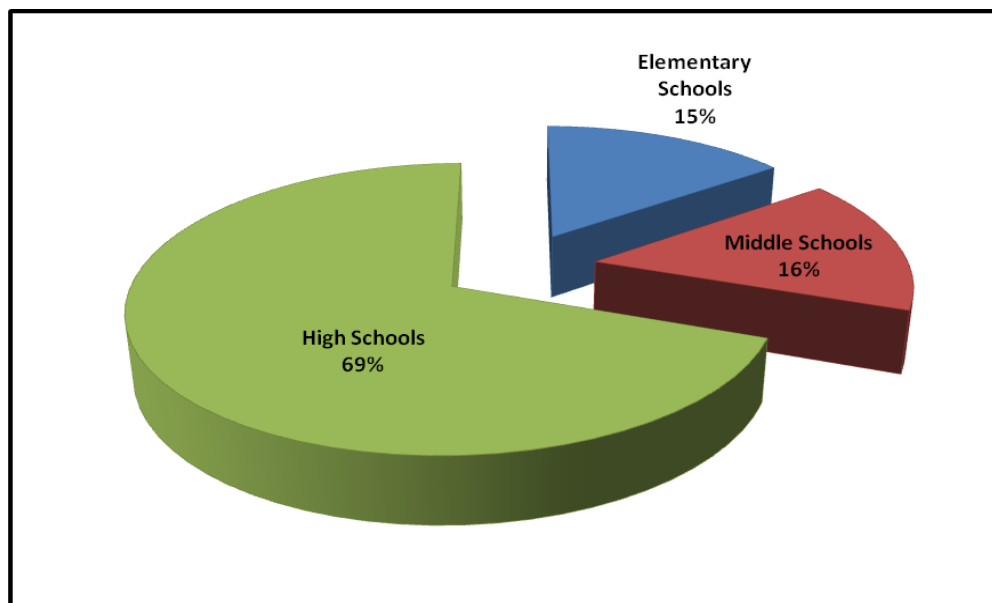


Table 7-4: School Project Expenditures by Type



County Capital Project Summary

Administration: The Administration functional area includes four projects that total \$13.17 million, or 1% of the total CIP expenditures over the six-year CIP planning period. The Department of Construction and Waste Management provides project management direction for these projects.

- Land Acquisition\$ 5.97 million
- Major Computer Systems\$ 5.60 million
- SAFETEA-LU Projects.....\$ 1.00 million
- Capital Vehicle Enhancements\$ 0.60 million

Land Acquisition. Historically, land acquisition for capital projects has been primarily dependent upon the availability of proffered sites. When proffered sites are not available, land purchases become necessary. Typically, the Land Acquisition functional area includes land acquisition funding for both the County and Schools during the six-year planning period. The Adopted FY 2013 – FY 2018 CIP does not contain any funding or school land acquisition, but provides funds to acquire the following sites for County Government facilities:

FY 2013	Lucketts Fire Station Replacement	Fund Balance	\$475,000
FY 2014	Eastern Vehicle Facility	Local Tax Funding	\$3,690,000
FY 2015	Leesburg Park-and-Ride Lot	Local Tax Funding	\$1,800,000

Major Computer Systems. In November 2010, the Board of Supervisors took action to re-classify capital costs for Major Computer Systems from the Capital Asset Preservation sub-fund to the Capital Improvement Program. Previously, major computer systems capital expenditures were reflected in the Other Funds – Computer System Replacement Fund section of the Fiscal Plan. The Adopted CIP includes two projects for a total of \$5.6 million:

Library Management System.....	\$ 2.60 million
E-911 Phone System Upgrade	\$ 3.00 million

SAFETEA-LU Projects. The Adopted CIP includes \$1 million in local tax funding to provide additional appropriations to two SAFETEA-LU grant programs – The EE Lake General Store and the Purcellville to Round Hill Trail.

- The EE Lake General Store project requires a supplemental appropriation of \$200,000 to complete the renovation of the historic country store into a bicycle stop along the W&OD Trail near the Town of Bluemont.
- The Purcellville to Round Hill Trail project requires a supplemental appropriation of \$800,000 to construct sidewalks and mixed use asphalt trails to provide pedestrian and bicycle conductivity between the Town of Round Hill, Franklin Park, and the Town of Purcellville.

Capital Vehicle Enhancements. The Adopted CIP includes \$605,000 in fund balance to assist in procuring one capital vehicle in support of County operations:

Landfill Compactor.....	\$ 605,000
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Loudoun County Government
FY 2013 Adopted Fiscal Plan

General Government. The General Government functional area includes nine projects for a total of \$119 million over the six-year CIP planning period. The County Administrator and the Department of Construction and Waste Management provide project management direction for these facilities. The General Government projects that are part of the proposed CIP are:

- Capital Project Management.....\$ 27.84 million
- Storm Water Management.....\$ 17.75 million
- Consolidated Shops & Warehouse Facility.....\$ 33.90 million
- Eastern Vehicle Support Facility.....\$ 5.18 million
- Recycling Convenience Center.....\$ 1.00 million
- Western Vehicle Support Facility.....\$ 5.61 million
- Woods Road Landfill Sequence V Closure.....\$ 5.93 million
- Woods Road Landfill Mining Project.....\$ 21.48 million

Capital Project Management. Capital Project Management is provided by several County departments. The Department of Construction and Waste Management functions as the principal staff contact for matters relating to the County's capital projects, including planning and budgeting, land acquisition, design and engineering, construction management and project support. Resources in the Office of the County Attorney and the Department of Management and Financial Services provide program support and technical reviews to insure that projects advance appropriately. These staff positions are supported by local tax funding in the Capital Projects Fund and are included in their departments' respective operating budgets. Additional information on the Department of Construction and Waste Management, as well as the Office of the County Attorney, and Management and Financial Services may be found in the operating budget section of this document.

Storm Water Management. This project funds the County's storm water management program to meet the Environmental Protection Agency's Phase II storm water discharge permit requirements, which stipulate the repair, maintenance, and restoration of County-owned storm water infrastructure.

Consolidated Shops and Warehouse - Co-locates administrative offices for the Department of General Services, maintenance shop operations, and a warehouse dedicated to general government warehouse needs. This project will enable an existing warehouse to be utilized solely for Loudoun County Public School warehousing operations.

Eastern Vehicle and Western Vehicle Support Facilities – These facilities will help provide fueling and fleet maintenance services for County and School vehicles in the geographic areas of the County in which they operate, thus cutting down on fuel and maintenance expenses.

Solid Waste Management. The Sequence V Closure project continues the Solid Waste Management Plan's scheduled cell development and closure activities at the Woods Road Landfill. A recycling convenience center, which serves as a citizen drop-off center for recyclables, is planned in FY 2015 at the landfill. A Landfill Mining Project would voluntarily remediate the oldest closed, un-lined portion of the county landfill, located in the middle of the existing landfill between Phases I and II. The anticipated benefits of executing this project are to 1.) remove the source of groundwater contamination at the landfill, 2.) remediate current groundwater contamination, and 3.) gain cost effective, new landfill capacity life without expanding the disposal footprint or constructing new infrastructure. This project is anticipated to be contracted out over a multi-year period. All landfill projects are completely funded with landfill fees, either on a cash basis or through the issuance of Virginia Resources Authority bonds, which will be retired using landfill fees.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Transportation. The Transportation functional area totals \$276 million over the six-year CIP planning period. The largest project expenditure is for the Dulles Corridor Rapid Transit project which extends the Dulles Metro-Rail to Loudoun County. Loudoun County's share of the Dulles Rail extension is \$315 million, with \$155 million in expenditures occurring in the six-year planning period. The Office of Transportation Services and the Department of Construction and Waste Management provide project management direction for these facilities. The Transportation projects that are part of the adopted CIP are:

• Transit Buses	\$ 5.99 million
• Transit Maintenance and Operations Facility	\$ 1.00 million
• Dulles Corridor Rapid Transit.....	\$ 155.00 million
• Regional Park-and-Ride Lots (5)	\$ 12.44 million
• Claiborne Parkway.....	\$ 4.00 million
• Kincaid/Crosstrail Boulevards	\$ 75.50 million
• Route 7/Route 659 Interchange	\$ 2.75 million
• Belfort Area Road Improvements.....	\$ 8.00 million
• Waxpool Road	\$ 1.50 million
• Riverside Parkway	\$ 0.38 million
• Tall Cedars Parkway.....	\$ 7.64 million
• Route 690 Interchange Engineering	\$ 1.50 million

Commuter Transit Buses. This project provides for the acquisition of transit buses in support of the County's bus service. Subject to actual State Capital Grant awards, the County plans to acquire transit buses according to the following schedule:

FY 2014	Three Transit Buses	\$ 0.99 million
FY 2015	Two Transit Buses	\$ 0.68 million
FY 2016	Five Transit Buses	\$ 1.75 million
FY 2017	Two Transit Buses	\$ 0.72 million
FY 2018	Five Transit Buses	\$ 1.85 million

The Office of Transportation Services has identified a combination of state capital assistance, cash proffers and excess Commuter Bus program revenues to fund the acquisition of these buses.

Transit Maintenance and Operations Facility. This project constructs a maintenance facility to service the County's transit bus fleet. The facility will be constructed on the Government Support Center site near the current joint County/School fleet maintenance facility. State aid will provide 50% of the funding toward the project with the County's 50% coming from a combination of FY 2010 fund transfers, cash proffers, gas tax funds, and excess Commuter Bus revenues.

Dulles Corridor Rapid Transit. State, regional and local authorities have jointly proposed an extension of Metrorail service along the Dulles Corridor from Fairfax County's West Falls Church Metrorail Station to Loudoun County. This project involves a 23 mile Metrorail extension via Tyson's Corner and the Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). At its completion, Loudoun riders can take the Silver Line to the last stop at Armory Station or transfer at one of several points within the Metrorail system to travel another line. Constructed in two phases, Phase I would implement Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase II would complete the project, bringing Metrorail to Route 772 by 2016. The entire project would include a rail yard on the Dulles Airport property and a total of 11 stations, including three stations in Loudoun County.

Regional Park-and-Ride Lots. The CIP includes five park-and-ride lot projects, which are managed by the County's Office of Transportation Services. These projects add park-and-ride lots for commuters at East Gate, Dulles Town Center, One Loudoun, Leesburg, and an expansion to the Stone Ridge Park-and-Ride Lot.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Rt. 7/Route 659 Interchange. The Virginia Department of Transportation (VDOT) has allocated \$72 million in State funds for the construction of the Route 7/659 Interchange. This project also provides cash proffer appropriations totaling \$2.75 million in the FY 2013 to offset the costs of constructing a four-lane segment of Route 659 from the interchange down to Gloucester Parkway.

Kincaid/Crosstrail Boulevards. This project provides funding to design and construct Crosstrail and Kincaid Boulevards in the vicinity of Philip A. Bolen Memorial Park and the Leesburg Airport in the Leesburg Planning Subarea of the County. The project includes the design of a six-lane facility, and the construction of a half-section of Crosstrail Boulevard from Sycolin Road to the eastern most boundary of the County owned property, including a connection to the existing terminus of Kincaid Boulevard. In addition, this project includes appropriations that are estimated to complete design plans and construct a half-section of Crosstrail Boulevard from the eastern most boundary of the County owned property to Russell Branch Parkway near Route 7 in the vicinity of the Villages at Leesburg. The County is also exploring extending a section of Crosstrail Boulevard from Sycolin Road to the Dulles Greenway.

Claiborne Parkway. This project provides funding to design and construct the segment of Claiborne Parkway between Ryan Road and Croson Lane. This is the final section of Claiborne Parkway necessary to complete the road, allowing for a continuous facility from Route 7 to Loudoun County Parkway.

Belfort Area Road Improvements. The funding for this project will allow for the design, right of way acquisition, and construction of: 1) reconstruction of the intersection of Cedar Green Road with Glenn Drive; 2) a new two lane section of Cedar Green extending it between Glenn Drive and Davis Drive; 3) a four lane extension of Glenn Drive to Cedar Green Road; 4) a right turn lane from Cedar Green Road to Shaw Road; 5) reconstruction of Cedar Green Road from Shaw Road to 180 feet west of Glenn Drive to a curb and gutter urban section; and 6) a storm water management pond to accommodate the drainage.

Waxpool Road. This project provides funding for the design and construction of a four-lane section of Waxpool Road between Faulkner Parkway and Unbridled Way. The project also includes the installation of a traffic signal at the intersection of Waxpool Road and Ashburn Village Parkway.

Riverside Parkway. This project provides funding to design and construct the two eastbound lanes of Riverside Parkway between River Creek Parkway and Kingsport Drive, in the Leesburg Planning Subarea, which will complete the full four lane section of the road.

Tall Cedars Parkway. This project provides funding to complete the design and construction of a four lane section of Tall Cedars Parkway between Pinebrook Road and Gum Springs Road in the Dulles Planning Subarea of the County. This segment would complete the missing segment of Tall Cedars Parkway, and connect the Dulles South area from the East Gate development through to Stone Ridge.

Route 690 Interchange Engineering. This project provides funding for pre-liminary design (30%), surveys, environmental and geotechnical due diligence, and an interchange justification report for an interchange at Route 7 and Route 690 at the Town of Purcellville. The reports and design will be coordinated with VDOT, the Federal Highway Administration (FHWA), the Town of Purcellville and local residents.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Public Safety. The Public Safety functional area includes projects totaling \$158 million over the six-year CIP planning period. These facilities are programmed and operated by the Departments of Animal Care and Control, the Courts, the Office of the Sheriff, Fire, Rescue and Emergency Management Services, Juvenile Court Services Unit and Family Services. The Department of Construction and Waste Management manages the development and construction of these projects.

• Animal Shelters	\$ 15.04 million
• Courts Complex (Phase III).....	\$ 46.38 million
• Ashburn Sheriff Station.....	\$ 9.17 million
• Leesburg South Fire/Rescue Station #27	\$ 12.62 million
• Lucketts Fire Station Replacement	\$ 10.51 million
• Round Hill Fire Station Replacement.....	\$ 11.78 million
• Fire/Rescue Capital Apparatus.....	\$ 17.75 million
• Juvenile Probation Residence	\$ 6.55 million
• Juvenile Detention Center Phase II	\$ 3.55 million
• Public Safety and General Government Office Center.....	\$ 5.00 million
• Adult Detention Center Phase III	\$ 12.75 million
• Emergency Communications Center	\$ 7.17 million

Animal Shelters. This project renovates the existing Animal Shelter in western Loudoun and constructs a new Animal Shelter in eastern Loudoun to better meet the animal care and control service demands throughout in the County. In FY 2009, the Board of Supervisor's Fiscal Impact Committee recommended an eastern shelter be included in the six-year planning cycle due to animal and human population densities in eastern Loudoun that required quicker, more efficient response times to incident calls. These facilities are operated by the Department of Animal Services.

Courts Complex (Phase III). The Courts project provides expanded facilities for the General District Court and the Clerk of the Court's administrative support functions, increasing the current space by approximately 85,000 square feet for courtroom and judicial offices, with sufficient parking for Court-owned and visitor vehicles.

Ashburn Sheriff's Station. In FY 2009, the Board of Supervisors directed capital planning staff to develop a plan for a Sheriff's station in the Ashburn Planning subarea, north of the Greenway and south of Route 7, using only cash proffers to fund the design and construction. The CIP utilizes \$9.17 million in cash proffers for the development of this station in the FY 2013–FY 2014 planning period.

Leesburg South Fire and Rescue Station. This project provides funding for the construction of a 13,000 to 15,000 square foot fire and rescue station at an appropriately zoned, five acre site in the Leesburg Planning Subarea. The County is examining the use of a proffered site as the location of the Station.

Lucketts and Round Hill Fire Station Replacements. The FY 2011-2016 Adopted CIP provided funding to renovate the Lucketts and Round Hill Fire Stations at their existing locations. Subsequent studies of the facilities revealed that the current Station locations and condition of the buildings do not provide the necessary space or functionality to provide the full array for Fire and Rescue services required. This project provides funding to acquire new sites, design, and construct a new Round Hill Fire Station in the Route 7 West Planning Subarea of the County, in the vicinity of the Town of Round Hill, and a new Lucketts Fire Station in the Route 15 North Planning Subarea, in the vicinity of the Village of Lucketts.

Fire and Rescue Capital Apparatus. This project funds the annual purchase of Fire/Rescue capital vehicles in support of the Career Fire Staff and Volunteer Fire Station network within the County.

Juvenile Probation Residence. The Juvenile Probation Residence is planned as an approximately 8,800 square foot, 12-24 bed capacity residence located in close proximity to the new Juvenile Detention Center south of Leesburg. This facility is programmed and operated by the Juvenile Court Services Unit.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Juvenile Detention Center Phase II. Phase II of the Juvenile Detention Center designs and construct an addition to the planned, new Juvenile Detention Center located at the Government Support Center off of Sycolin Road in the Leesburg Planning Subarea. The addition will include additional bunk spaces, program areas, as well as a Juvenile Assessment Center. The Department of Family Services operates this facility.

Public Safety and General Government Office Center. In FY 2011, the Loudoun County Board of Supervisors amended the Capital Improvement Program through the purchase of two existing office buildings at 801 and 803 Sycolin Road in the Leesburg area to provide administrative space for public safety and general government offices. The buildings provide approximately 140,000 square feet of office space to house the Sheriff's Office and Fire, Rescue and Emergency Management's Administrative Offices, as well as provide space for several County agencies currently operating in leased space throughout the County. This project provides funding to renovate the facilities for office uses for County Public Safety and General Government agencies.

Adult Detention Center Phase III. Phase III of the ADC would include an expansion to the current facility of 160,000 square feet, accommodating an additional 416 inmates. The CIP provides \$250,000 in FY 2015 to conduct a study with the State to determine the appropriate size and programming to be provided in Phase III. This study will impact the final scope of the Phase III addition, which would begin design in FY 2018.

Emergency Communications Center. This project constructs approximately 11,000 square feet of office space at the Fire and Rescue Services Administration building at 801 Sycolin Road for the Emergency Communications Center (ECC) and E-911 Call Center. Emergency and non-emergency fire and rescue calls are processed at the Center, and police related incident calls are transferred to the appropriate law enforcement agency from the Center.

Health and Welfare. The Health and Welfare functional area includes projects totaling \$21.6 million over the six-year CIP planning period. These facilities are managed by the Department of Family Services and the Department of Mental Health, Substance Abuse and Developmental Services. The Department of Construction and Waste Management will manage the development and construction of these projects.

• Emergency Homeless Shelter	\$ 5.67 million
• Adolescent Independent Living Residence	\$ 9.80 million
• MHSADS Group Residence.....	\$ 2.37 million
• Developmental Services Group Residences (3)	\$ 1.99 million
• Mental Health Group Residence	\$ 0.75 million
• Youth Shelter Renovation	\$ 1.00 million

Emergency Homeless Shelter. This project provides for the construction of a 9,000 square foot Emergency Homeless Shelter at the Government Support Center site in Leesburg. The facility will contain eight apartments to accommodate one family, or up to four individuals, to provide temporary emergency housing for homeless persons for up to 89 days, and provide assistance with the identification of more permanent housing. The facility will be operated by the Department of Family Services.

Adolescent Independent Living Residence. This project provides for the construction of a 14,900 square-foot building with office space and a 12-bed capacity to serve homeless or near-homeless youth, 16 to 21 years of age, who have no realistic expectation of returning to their home environment. The office area will house several ancillary services, currently located in leased space, which would be used by residents as well as non-residents. This facility will be operated by the Department of Family Services.

Youth Shelter Renovation. The County completed construction of the second Youth Shelter in April of 2012. With the completion of the new facility, enough program space is available to renovate and update the current Youth Shelter facility. The condition and age of the building require that the program and residential space be updated to provide the full array of services required by the Department of Family Services, which runs the County's Youth Shelter.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Department of Mental Health, Substance Abuse and Developmental Services (MH/SA/DS) Group Residences. The CIP includes funding to construct a MHSADS Group Residence at the Government Support Facility in FY 2015, and to purchase four residential living facilities in eastern Loudoun during the CIP planning period to serve MH/SA/DS clients. This capital model increases vendor-operated facilities and opts for purchases of facilities versus construction.

Parks, Recreation and Culture. The projects in the Parks, Recreation and Culture functional group total \$152 million over the six-year CIP planning period. This category includes facilities programmed by the Department of Parks, Recreation and Community Services and the Department of Library Services. The Department of Construction and Waste Management will manage the development and construction of these projects.

• Dulles Multipurpose Center (Phase II)	\$ 31.25 million
• Hal & Berni Hanson Regional Park	\$ 25.21 million
• Fields Farm Park	\$ 12.28 million
• Lovettsville District Park	\$ 9.00 million
• Moorefield Station Community Park	\$ 9.99 million
• Ashburn Recreation and Teen Center	\$ 61.70 million
• Fireman's and Haske Field Improvements	\$ 0.45 million
• Franklin Park Athletic Field Lights	\$ 1.75 million
• Potomac Green Community Park	\$ 0.50 million

Dulles South Multipurpose Center Phase II. Phase I of the Dulles Multipurpose Center opened in FY 2009 providing a 23,900 square-foot community center. The funding for Phase II, which expands the facility by approximately 65,000 gross square feet, will add recreation and fitness areas, program facilities and an aquatics center.

Hal and Berni Hanson Regional Park. This project funds the Phase II development of the Hal and Berni Hanson Regional Park located on Evergreen Mills Road in the Dulles Planning Subarea. The funding includes the design and construction of active and passive recreational amenities, to include athletic fields, recreational trails, park offices and classrooms, pavilions, a maintenance shop, and associated infrastructure such as parking and public restrooms.

Fields Farm Park. This project develops a park facility within a County-owned tract of land, known as Fields Farm, in the Route 7 West Planning Subarea. The Park will include athletic fields and supporting amenities such as athletic field lighting, fencing, utilities, parking, access from a public road, landscaping, public restrooms, concessions, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper and umpire areas, maintenance facilities, picnic pavilions, and bleachers.

Lovettsville District Park. This project develops a 91-acre tract of land as a District Park in FY 2014. A portion of the park property is located within the Town of Lovettsville, and the remainder of the Park is located in the County. This project constructs the athletic fields, trails, equestrian area, nature area, infrastructure, and other amenities within the park.

Moorefield Station Community Park. This project develops a Community Park co-located on the same site as Elementary School #16 in the Moorefield Station development. The community park and school will be developed on an approximately 84-acre proffered site dedicated to the County by the developer of Moorefield Station (ZMAP-2001-0003). The community park would contain two regulation size soccer fields, one baseball field, an internal trail and sidewalk system, public restrooms and concessions, and associated parking.

Ashburn Recreation and Teen Center. This project develops a co-located Recreation Center and Teen Center on an approximately 18-acre proffered site in the Broadlands development in the Ashburn Planning Subarea.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fireman's and Haske Field Improvements. This project provides funding to the Town of Purcellville to make improvements to Fireman's Field and Haske Field. The improvements to Fireman's Field include the construction of an entrance plaza and ticket booth, new permanent storage facilities, paved access to the new storage facilities, the reconstruction of the football concession stand/umpire changing room in center field, and expanded ADA compliant restrooms. The improvements to Haske Field include upgrades to the backstop and first base/third base safety netting to prevent foul balls from damaging cars parked in the main parking lot at Fireman's Field.

Franklin Park Athletic Field Lights. Franklin Park contains two baseball fields and three smaller baseball/softball fields. In FY 2011, the Board of Supervisors appropriated \$320,000 to bring electric service to the baseball fields and light one of the fields at Franklin Park. This project will allow the County to light the remaining four baseball/softball fields within the Park, as well as the rectangle fields in the park to maximize the use of the active recreation park components.

Potomac Green Community Park. This project completes the proffered 28-acre Potomac Green Community Park. The County's portion of the project includes the provision of public restrooms, soccer goals, baseball backstops, bleachers, maintenance equipment, fencing, and safety netting.

Loudoun County Public Schools' Capital Project Summary

The Adopted FY 2013 - FY 2018 Capital Improvement Program (CIP) includes school construction projects totaling \$688 million. In the six-year expenditure plan for school facilities, 69% goes toward construction of high schools, 16% for middle schools, and 15% for elementary schools.

Elementary School Projects. The Elementary School functional area includes school construction projects totaling \$102.53 million during the six-year CIP planning period:

- (ES-21) Dulles South Area Elementary School.....\$ 35.12 million
- (ES-23) Arcola Center Elementary School.....\$ 31.48 million
- (ES-28) Dulles South Elementary School\$ 35.93 million

Middle School Projects. The Middle School functional area includes school construction projects and one addition to an existing middle school totaling \$108 million during the six-year CIP planning period:

- (MS-9) Dulles North Area Middle School\$ 49.47 million
- Mercer Middle School Addition\$ 4.46 million
- (MS-7) Dulles South Middle School\$ 54.03 million

High School and Academy School Projects. The High School functional area includes new high school and academy school projects totaling \$477.77 million during the six-year CIP planning period:

- (HS-6) Loudoun Valley Estates High School\$ 90.24 million
- (HS-8) Ashburn Area High School\$ 85.51 million
- (HS-11) Dulles North Area High School.....\$ 112.44 million
- Loudoun Valley High School Renovation.....\$ 29.00 million
- Freedom High School Addition\$ 5.16 million
- Advanced Technology Academy\$ 101.77 million
- CS Monroe Conversion.....\$ 53.65 million



Funding the CIP

The CIP is financed through a number of cash and debt instruments. These include local tax funding from the General Fund, either from budgeted tax revenues or fund balance, currently authorized bond financing, lease/purchase financing, pledge bonds, gifts and donations, user fees, and developer contributions or “proffers” in the form of dedicated land, in-kind services, or cash.

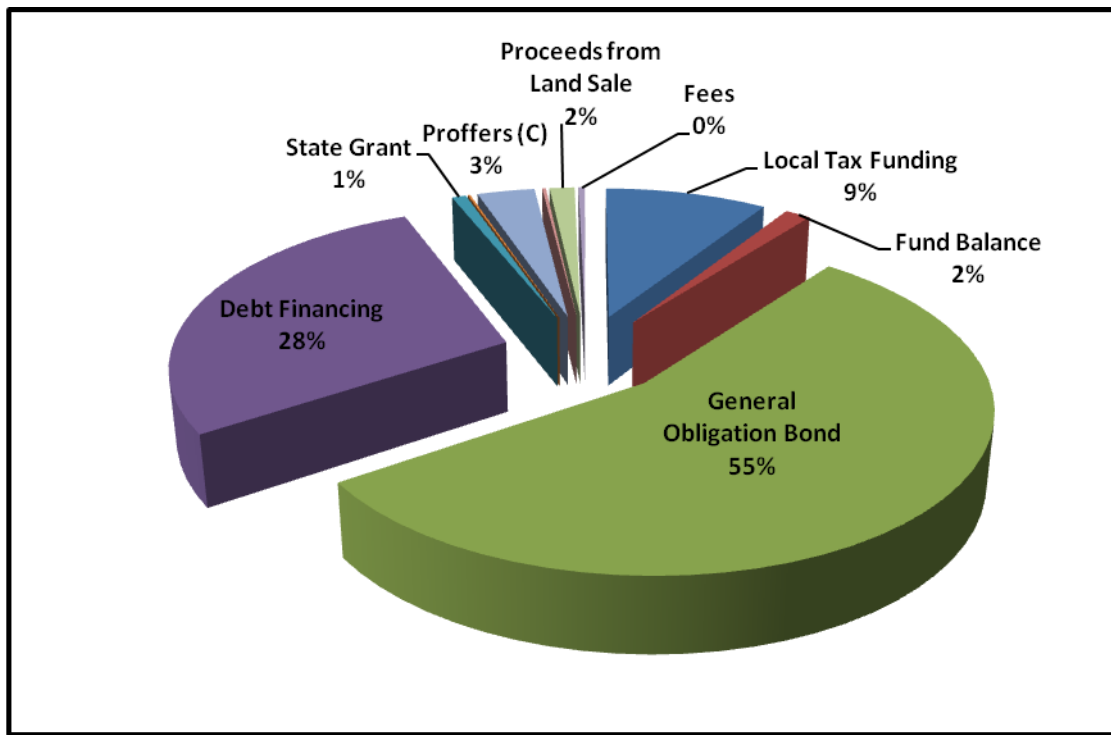


Table 7-5: Sources of Funding for CIP projects

“Pay-as-you-go” Local Tax Funding. The Board of Supervisors’ fiscal policy has a goal of 10% “pay-as-you-go” cash funding in the CIP. This 10% cash funding can be comprised of local tax funding or fund balance, which denotes monies from the General Fund. The Adopted FY 2013 – FY 2018 CIP includes \$151.42 million in local tax funding and use of fund balance. The inclusion of these funds to offset the cost of General Government and School projects in the CIP totals 11% of total CIP expenditures.

Rollback Taxes. Board policy requires that rollback tax allocations be used in the planning subarea where the taxes are derived. There are no appropriations from rollback tax collections to fund any projects in the Adopted FY 2013-FY 2018 CIP.

Intergovernmental Aid. The Adopted FY 2013-FY 2018 CIP includes \$11.30 million in intergovernmental funds, mostly in the form of State Capital Assistance for transportation and transit projects from the Commonwealth of Virginia.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Financing. The Adopted FY 2013-FY 2018 CIP relies on \$1.19 billion in debt financing to fund the six-year capital plan. A total of \$787 million in general obligation bond financing requiring voter approval is included in the six-year financing plan. An additional \$403 million in other debt financing is planned to finance capital projects.

Developer Contributions (Proffers). Developer contributions, also known as proffers, will offset 4% of estimated capital expenditures over the six-year CIP planning period. Proffers typically consist of cash, dedicated land, and/or in-kind services that are voluntarily granted to the County by the development community to partially offset the future capital facility costs associated with specific land developments. Proffer contributions are typically gained from rezonings (e.g., a change of land use and densities from by-right). This change in development of land may result in land use patterns that generate significant capital facility costs to the County. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, the new residential units will generate a higher need for County services and capital facilities such as schools, parks, libraries, etc. Therefore, the development community offers capital contributions to help offset these future capital costs to the County. The Adopted CIP utilizes \$49 million in proffers during the six-year capital plan. A detailed description of these expenditures is provided in the Proffer Fund section of this document.



Summary of Board of Supervisors' Changes to the Proposed CIP (February 2012)

The Adopted FY 2013 – FY 2018 Capital Improvement Program (April 2012) includes \$1.43 billion in combined general government and school expenditures. At the time the Proposed FY 2013 – FY 2018 Capital Improvement Program was presented by the County Administrator in February 2012, the Loudoun County School Board had not yet adopted its FY 2013 – FY 2018 School Capital Improvement Program. The County Administrator provided a School Projects funding place-holder in the Proposed CIP to guide the Board of Supervisors on debt capacity for new school construction in the six-year planning period. The Board of Supervisors and Loudoun County School Board amended the Proposed FY 2013 – FY 2018 Capital Improvement Program to incorporate the School Board's Adopted CIP during its budget deliberation process in February-March 2012. In addition, the Loudoun County Board of Supervisors amended the proposed General Government capital projects in the six-year planning period. The Adopted FY 2013 - FY 2018 Capital Improvement Program reflects these amendments as follows:

GENERAL GOVERNMENT CIP: The result of the 2013 Capital Improvement Program amendments increased the six-year General Government Capital Improvement Program by \$2.95 million over the proposed FY 2013 – FY 2018 capital budget. The amendments are a result of proposed general government capital projects being eliminated, modified, and several new projects being added to the six-year planning period.

Projects Eliminated from the Six-Year Planning Period: The following General Government capital projects were eliminated from the six-year capital plan.

Administration:

Land Acquisition Fund: The Land Acquisition fund was reduced by \$1.8 million in FY 2015 as a result of the Sterling Library capital project being eliminated from the six-year plan. This funding was proposed to acquire a site for a Sterling Library project. The Board of Supervisors moved this project out of the six-year plan.

Capital Vehicle Enhancements: A capital vehicle enhancement for a Sheriff's Crisis Negotiation Vehicle was eliminated in FY 2013 by the Loudoun County Sheriff's Office, reducing the FY 2013 capital budget by \$160,000.

General Government:

Recycling Drop-Off Centers: The Board of Supervisors eliminated funding for recycling drop-off centers in FY 2014 – FY 2018 in the amount of \$1.0 million.

Transportation:

Transit Buses: The Board of Supervisors eliminated the FY 2013 proposed funding of \$1.2 million for commuter transit buses. The Board further moved the Board's Transportation and Land Use Standing Committee conduct a review of the County's transit bus services during FY 2012 and FY 2013 and make recommendations in the Proposed FY 2014 CIP concerning the types of buses the County should operate for its transit services.

Public Safety:

Public Inebriate Center: The Public Inebriate Center was eliminated from the six-year capital plan by the Board of Supervisors. The program requirements of this facility currently are provided by the Loudoun County Sheriff's Office in the Adult Detention Center. The CIP was reduced by \$2.44 million in FY 2014 and FY 2015.

Parks, Recreation and Culture:

Sterling Library: The Sterling Library Replacement project was removed from the six-year capital plan. This action reduced the six-year capital plan by \$23.41 million in FY 2017 and FY 2018. The Board of Supervisors directed a Master Plan be conducted in the Sterling area to determine a plan for the location of a Library, a Community Center, and a Fire & Rescue Station for the community prior to a final determination regarding a replacement Library in the CIP.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Projects Amended from the Proposed to the Adopted CIP:

Administration:

Capital Vehicle Enhancements: The FY 2013 capital vehicle enhancement for a compactor for the County landfill was deferred to FY 2014. The FY 2014 funding remained constant to the proposed FY 2013 funding.

General Government:

Woods Road Landfill Mining Project: This project was deferred to FY 2014 from FY 2013 pending a Board of Supervisors review of the County's Landfill operations to be conducted in FY 2012 – FY 2013. The FY 2014 funding did not change from the proposed FY 2013 funding.

Consolidated Shops and Warehouse Facility – The Board of Supervisors amended the development schedule for this project. The project was deferred for two years within the CIP schedule. A feasibility study for the facility proposed to begin in FY 2013 was deferred to FY 2015. The design and construction funding was also shifted out two years, with design funding now in FY 2017 and construction funding in FY 2018. The deferral of this project increased the project cost by \$2.51 million.

Transportation:

Kincaid/Crosstrail Boulevard: The Board of Supervisors amended this road project to include exploration of a further extension of Crosstrail Boulevard from the County owned Government Support Center site south to the Loudoun County Greenway. The Board directed staff to hold funding in FY 2013 and FY 2014 the same, though the proposed road segment to be completed during this timeframe is the construction of Crosstrail Boulevard from Sycolin Road to Kincaid Boulevard. The Board wanted to explore the possibility of using the additional reserved debt funding for other road projects in the area once cost estimates for this segment of Crosstrail Boulevard were known.

The Board directed staff to push funding for the remaining road segments out to FY 2018. These road segments include the extension of Kincaid Boulevard, the extension of Crosstrail Boulevard from Kincaid to the property boundary of the County owned Government Support Center site and beyond to Route 7, as well as the extension of Crosstrail Boulevard from Sycolin Road to the Dulles Greenway. This added an additional \$32 million in project funding over the six-year CIP period. The proposed funding in FY 2016 of \$3.0 million was deferred to FY 2018 and increased by \$32.0 million, for a total of \$35.0 million in FY 2018 as a place holder for the proposed added road extensions.

Route 690 Interchange: Design and engineering funding for the Rt. 690 Interchange was proposed in FY 2015. The Board of Supervisors amended this road project and accelerated the funding to FY 2015 at the same funding level of \$1.50 million.

Parks, Recreation and Culture:

Fields Farm Park: The Board amended this project scope and schedule for the Field Farm Park. Funding proposed in FY 2015 was accelerated to FY 2013 with direction to construct park access and a lighted football field in the park. The development of the remainder of the park is scheduled in FY 2018.

Lovettsville District Park: This project was amended to accelerate the construction phase from FY 2015 to FY 2014. The Board also amended the project budget from \$12.34 million to \$9.00 million. This reduced the CIP funding by \$3.34 million.

Franklin Park Athletic Field Lighting: This project was amended to add \$1.00 million in funding to the FY 2013 proposed funding of \$750,000. The additional funding increased the scope of the project to include lighting the rectangular fields and in-line hockey rink in the Park.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

LOUDOUN COUNTY SCHOOL CIP: The result of the 2013 Capital Improvement Program amendments decreased the six-year School Capital Improvement Program by \$79.25 million from the County Administrator's Proposed FY 2013 – FY 2018 capital budget. The amendments are a result of the incorporation of the School Board Adopted Capital Improvement Program into the final Adopted CIP. The County Administrator's Proposed CIP was prepared prior to the adoption of the School Board's CIP, and maintained school capital project funding approved as part of the Adopted FY 2012 CIP for the FY 2013 – FY 2016 planning period. The Board of Supervisors amended the Loudoun County School Board Adopted CIP as follows:

Elementary Schools:

- Added an additional elementary school (ES-28) in FY 2018 in the Dulles South Area. ES-28 was programmed into the CIP in FY 2018 at a cost of \$35.93 million.
- The development schedule for a Dulles South Elementary School (ES-21) was directed for further review pending a discussion of the site location for this school. Additional funding was added to this project in FY 2014 to address potential project cost increases due to the site location resolution. The project was increased by \$7.42 million in FY 2014.
- The Arcola Center (ES-23) Elementary School project was deferred by the School Board from FY 2014 to FY 2015. This deferral increased the project cost from \$27.7 million to \$31.4 million.

Middle Schools:

- The Loudoun County School Board deferred the Dulles North Area Middle School (MS-9) from FY 2013 to FY 2015. This increased the project cost from \$47.22 million in FY 2013 to \$49.47 million in FY 2015.
- The Mercer Middle School Addition proposed in FY 2013 was deferred by the School Board to FY 2014. The project cost increased from \$3.65 million in FY 2013 to \$4.46 million in FY 2014.
- The Boards added a middle school project to FY 2017. A Dulles South Middle School (MS-7) is programmed in FY 2017 at a cost of \$54 million.

High Schools & Academies: The capital plan for high school and academy development was amended to add two projects to the CIP and amend the schedule and project costs of several projects from the Proposed CIP.

- The Boards added the renovation of Loudoun Valley High School to the CIP in FY 2013 at a total cost of \$29 million and the Conversion of the Monroe Vocational School in FY 2018 at a total cost of \$53.65 million.
- Funding for Loudoun Valley Estates High School (HS-6) was increased by \$1.39 million in FY 2013 from \$88.85 million to \$90.24 million.
- The Dulles North Area High School (HS-11) development schedule was deferred by the School Board from FY 2014 to FY 2018, which increased the project cost from \$92.85 million to \$112.44 million.
- The Freedom High School Addition project was also deferred from FY 2013 to FY 2014, which increased the project cost from \$4.38 million to \$5.16 million.
- The School Board amended the cost of the Advanced Technology Academy in FY 2016, reducing the cost from \$104.37 million to \$101.77 million. This also modified the funding schedule for the Advanced Technology Academy from a two-year funding plan over FY 2016 – FY 2017 to a one year funding plan in FY 2016.

Changes in Debt Financing. The amount of debt financing in the Adopted CIP reflects a \$73.59 million decrease from what was projected in the Proposed FY 2013 – FY 2018 CIP. This decrease is primarily due to the addition of the School Board's Adopted CIP to the capital plan, versus the school funding placeholder proposed by the County Administrator in the absence of an adopted School CIP in the Proposed CIP. The amount of school capital projects from the School Board's Adopted CIP was less than the funding placeholder in the Proposed CIP, leading to a reduction in required debt financing for capital projects.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 7-1: Capital Improvement Program Summary
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Budgetary Cost										
General Capital Projects Fund										
Administration	285,317	4,475	4,395	4,300	0	0	0	13,170	0	298,487
General Government	40,689	7,596	17,365	9,805	17,460	13,905	53,200	119,331	3,000	163,020
Transportation	296,691	61,220	91,625	42,680	42,585	720	36,850	275,680	0	572,371
Public Safety	151,608	16,245	49,990	24,410	22,560	14,880	30,160	158,245	106,375	416,228
Health and Welfare	120	615	0	5,190	8,640	1,445	5,680	21,570	0	21,690
Parks, Recreation and Culture	21,331	3,760	9,500	30,000	13,400	29,750	65,715	152,125	0	173,456
General Capital Projects Fund Total	795,755	93,911	172,875	116,385	104,645	60,700	191,605	740,121	109,375	1,645,251
School Capital Projects Fund										
Elementary Schools	0	0	35,120	31,480	0	0	35,930	102,530	0	102,530
Middle Schools	0	0	4,460	49,470	0	54,030	0	107,960	0	107,960
High Schools	4,500	204,750	5,160	0	101,770	0	166,090	477,770	0	482,270
School Capital Projects Fund Total	4,500	204,750	44,740	80,950	101,770	54,030	202,020	688,260	0	692,760
Budgetary Cost	800,255	298,661	217,615	197,335	206,415	114,730	393,625	1,428,381	109,375	2,338,011
Funding Source										
Debt Financing	316,402	64,665	123,310	58,310	58,840	5,995	91,555	402,675	106,375	825,452
GO Bonds	75,275	187,040	51,060	105,205	88,690	93,255	261,580	786,830	0	862,105
Local Tax Funding	137,852	14,748	21,675	19,675	21,310	14,760	38,640	130,808	3,000	271,660
Fund Balance	72,919	20,010	605	0	0	0	0	20,615	0	93,534
Landfill Fees	0	648	0	1,000	0	0	0	1,648	0	1,648
Sale of Land	5,000	0	0	0	20,000	0	0	20,000	0	25,000
Gifts & Donations	235	0	0	0	0	0	0	0	0	235
Proffers (Cash)	13,754	6,950	15,975	12,465	10,605	0	0	45,995	0	59,749
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	100,556	2,000	2,495	340	5,180	360	925	11,300	0	111,856
Gas Tax/Transportation Fund	8,326	500	2,495	340	875	360	925	5,495	0	13,821
Total Funding Source	800,255	298,661	217,615	197,335	206,415	114,730	393,625	1,428,381	109,375	2,338,011



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 7-2: Capital Improvement Program by Fund
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
General Capital Projects Fund										
<u>Budgetary Cost</u>										
Administration	285,317	4,475	4,395	4,300	0	0	0	13,170	0	298,487
General Government	40,689	7,596	17,365	9,805	17,460	13,905	53,200	119,331	3,000	163,020
Transportation	296,691	61,220	91,625	42,680	42,585	720	36,850	275,680	0	572,371
Public Safety	151,608	16,245	49,990	24,410	22,560	14,880	30,160	158,245	106,375	416,228
Health and Welfare	120	615	0	5,190	8,640	1,445	5,680	21,570	0	21,690
Parks, Recreation and Culture	21,331	3,760	9,500	30,000	13,400	29,750	65,715	152,125	0	173,456
Budgetary Cost	795,755	93,911	172,875	116,385	104,645	60,700	191,605	740,121	109,375	1,645,251
<u>Funding Source</u>										
Debt Financing	316,402	64,665	123,310	58,310	58,840	5,995	91,555	402,675	106,375	825,452
GO Bonds	71,225	2,750	11,100	32,355	17,100	44,630	79,825	187,760	0	258,985
Local Tax Funding	137,402	7,949	16,895	11,575	11,130	9,355	18,375	75,279	3,000	215,681
Fund Balance	72,919	6,350	605	0	0	0	0	6,955	0	79,874
Landfill Fees	0	648	0	1,000	0	0	0	1,648	0	1,648
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Gifts & Donations	235	0	0	0	0	0	0	0	0	235
Proffers (Cash)	13,754	6,950	15,975	12,465	10,605	0	0	45,995	0	59,749
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	100,556	2,000	2,495	340	5,180	360	925	11,300	0	111,856
Gas Tax/Transportation Fund	8,326	500	2,495	340	875	360	925	5,495	0	13,821
Total Funding Source	795,755	93,911	172,875	116,385	104,645	60,700	191,605	740,121	109,375	1,645,251



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 7-3: Capital Improvement Program by Fund
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
School Capital Projects Fund										
<u>Budgetary Cost</u>										
Elementary Schools	0	0	35,120	31,480	0	0	35,930	102,530	0	102,530
Middle Schools	0	0	4,460	49,470	0	54,030	0	107,960	0	107,960
High Schools	4,500	204,750	5,160	0	101,770	0	166,090	477,770	0	482,270
Budgetary Cost	4,500	204,750	44,740	80,950	101,770	54,030	202,020	688,260	0	692,760
<u>Funding Source</u>										
GO Bonds	4,050	184,290	39,960	72,850	71,590	48,625	181,755	599,070	0	603,120
Local Tax Funding	450	6,800	4,780	8,100	10,180	5,405	20,265	55,530	0	55,980
Fund Balance	0	13,660	0	0	0	0	0	13,660	0	13,660
Sale of Land	0	0	0	0	20,000	0	0	20,000	0	20,000
Total Funding Source	4,500	204,750	44,740	80,950	101,770	54,030	202,020	688,260	0	692,760



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Schedule of Financing and Referenda

The following projects are scheduled for general obligation bond financing requiring referendum in the FY 2013 – FY 2018 capital planning period. The referendum requires voter approval for the use of general obligation bond financing of public facilities.

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2012	<u>General Government</u>	
	Fire Apparatus	\$ 2,750,000
	<i>Subtotal, General Government</i>	<i>\$ 2,750,000</i>
	<u>Schools</u>	
	Loudoun Valley Estates High School (HS-6)	\$ 81,215,000
	Ashburn Area High School (HS-8)	\$ 76,975,000
	Loudoun Valley High School Renovation	<u>\$ 26,100,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 184,290,000</i>
	Total November 2012 Referendum	\$ 187,040,000
November 2013	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	Lovettsville District Park	<u>8,100,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 11,100,000</i>
	<u>Schools</u>	
	Dulles South Area Elementary School (ES-21)	\$ 31,300,000
	Mercer Middle School Addition	\$ 4,015,000
	Freedom High School Addition	<u>\$ 4,645,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 39,960,000</i>
	Total November 2013 Referendum	\$ 51,060,000
November 2014	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	Lucketts Fire Station Replacement	\$ 9,480,000
	Animal Shelters East & West	\$ 15,040,000
	Dulles Multi-Purpose Center Phase II	<u>\$ 17,535,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 45,055,000</i>
	<u>Schools</u>	
	Dulles North Elementary School (ES-23)	\$ 28,330,000
	Dulles North Middle School (MS-9)	<u>\$ 44,520,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 72,850,000</i>
	Total November 2014 Referendum	\$ 117,905,000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2015	<u>General Government</u>	
	Round Hill Fire & Rescue Station	\$ 11,775,000
	Hal & Berni Hanson Regional Park	\$ 23,050,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 37,825,000
	<u>Schools</u>	
	Advanced Technology Academy	\$ 91,590,000
	<i>Subtotal, Schools</i>	\$ 91,590,000
	Total November 2015 Referendum	\$ 129,415,000
November 2016	<u>General Government</u>	
	Leesburg South Fire & Rescue Station #27	\$ 12,615,000
	Ashburn Recreation and Teen Center	\$ 61,700,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 77,315,000
	<u>Schools</u>	
	Dulles South Middle School (MS-7)	\$ 48,625,000
	<i>Subtotal, Schools</i>	\$ 48,625,000
	Total November 2016 Referendum	\$ 125,940,000
November 2017	<u>General Government</u>	
	Fields Farm Park	\$ 10,715,000
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 13,715,000
	<u>Schools</u>	
	Dulles South Elementary School (ES-28)	\$ 32,335,000
	Dulles North High School (HS-11)	\$ 101,135,000
	CS Monroe Conversion	\$ 48,285,000
	<i>Subtotal, Schools</i>	\$ 181,755,000
	Total November 2017 Referendum	\$ 195,470,000
	Total Six-Year Bond Referenda	\$ 806,830,000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Previous Approved General Obligation Bond Financing FY 2009 – FY 2012

The following bond referenda were previously approved by Loudoun County voters for General Obligation Bond financing.

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2011	<u>General Government</u>	
	Fire Apparatus	\$ 3,000,000
	<i>Subtotal, General Government</i>	\$ 3,000,000
	<u>Schools</u>	
	Moorefield Station Elementary School (ES-16)	\$ 22,830,000
	Ashburn Area Elementary School (ES-22)	22,830,000
	Ashburn Area Middle School (MS-6)	39,380,000
	Ashburn Area High School (HS-8)	81,010,000
	Park View High School Renovation	3,570,000
	<i>Subtotal, Schools</i>	\$ 169,620,000
	Total November 2011 Referendum	\$ 172,620,000
November 2010	<u>General Government</u>	
	No Projects	\$ 0
	<i>Subtotal, General Government</i>	\$ 0
	<u>Schools</u>	
	Leesburg Area Elementary School (ES-15)	\$ 27,820,000
	<i>Subtotal, Schools</i>	\$ 27,820,000
	Total November 2008 Referendum	\$ 27,820,000
November 2009	<u>General Government</u>	
	<i>Subtotal, General Government</i>	\$ 0
		\$ 0
	<u>Schools</u>	
	<i>Subtotal, Schools</i>	\$ 0
		\$ 0
	Total November 2009 Referendum	\$ 0
November 2008	<u>General Government</u>	
	Western/Neersville Fire & Rescue	\$ 8,585,000
	<i>Subtotal, General Government</i>	\$ 8,585,000
	<u>Schools</u>	
	Ashburn/Dulles Area Elementary School (ES-20)	\$ 21,810,000
	Dulles Area High School II (HS-7)	82,235,000
	<i>Subtotal, Schools</i>	\$ 104,045,000
	Total November 2008 Referendum	\$ 112,630,000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Financing

The following projects are planned to be financed through Debt Financing during the FY 2013 – FY 2018 six-year planning period and do not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2013	<u>General Government</u>	
	Major Computer Systems	\$ 3,000,000
	Crosstrail Boulevard	1,500,000
	Public Safety and General Office Building	5,000,000
	ECC/E911 Communications Center	7,165,000
	Belfort Area Road Improvements	8,000,000
	Dulles Corridor Rapid Transit	<u>40,000,000</u>
	<i>Subtotal, General Government</i>	\$ 64,665,000
	Total 2013	\$ 64,665,000
FY 2014	<u>General Government</u>	
	Crosstrail Boulevard	\$ 39,000,000
	Dulles Corridor Rapid Transit	40,000,000
	Courts Complex Phase III	34,310,000
	Landfill Mining Project	<u>10,000,000</u>
	<i>Subtotal, General Government</i>	\$ 123,310,000
	Total 2014	\$ 123,310,000
FY 2015	<u>General Government</u>	
	Major Computer Systems	\$ 2,500,000
	Eastern Vehicle Support Facility	940,000
	Dulles Corridor Rapid Transit	40,000,000
	Regional Park & Ride Lots	2,000,000
	Courts Phase III Renovation	8,250,000
	Juvenile Probation Residence	1,090,000
	MHSADS Group Residence	2,370,000
	Youth Shelter Renovation	1,000,000
	Adolescent Independent Living Residence	<u>1,160,000</u>
	<i>Subtotal, General Government</i>	\$ 59,310,000
	Total 2015	\$ 59,310,000
FY 2016	<u>General Government</u>	
	Eastern Vehicle Maintenance Facility	4,240,000
	Landfill Mining Project	5,500,000
	Dulles Corridor Rapid Transit	35,000,000
	Juvenile Probation Residence	5,460,000
	Adolescent Independent Living Residence	<u>8,640,000</u>
	<i>Subtotal, General Government</i>	\$ 58,840,000
	Total 2016	\$ 58,840,000



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Financing

FY 2017	<u>General Government</u>	
	Western Vehicle Support Facility	\$ 1,020,000
	Consolidated Shops and Warehouse	3,725,000
	Woods Road Sequence V Closure	<u>1,250,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 5,995,000</i>
	Total 2017	\$ 5,995,000
FY 2018	<u>General Government</u>	
	Woods Road Sequence V Closure	\$ 4,680,000
	Consolidated Shops and Warehouse	29,845,000
	Landfill Mining Project	5,980,000
	Crosstrail Boulevard	35,000,000
	Adult Detention Center Phase III	12,500,000
	Juvenile Detention Center Phase II	<u>3,500,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 91,555,000</i>
	Total 2018	\$ 91,555,000
	Total Six-Year Debt Financing	\$ 403,675,000

Previous Approved Debt Financing – FY 2011 –FY 2012

The following projects were approved in previous years for debt financing and did not require a referendum.

FY 2012	<u>General Government</u>	
	Alder School Road	\$ 6,400,000
	Landfill Sequence IV Closure	3,630,000
	Courts Complex Phase III	2,000,000
	Juvenile Detention Center	<u>10,800,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 22,830,000</i>
	Total 2012	\$ 22,830,000
FY 2011	<u>General Government</u>	
	Alder School Road	\$ 1,000,000
	Fire Apparatus	1,265,000
	Kincaid Boulevard	2,000,000
	Courts Complex Phase III	<u>5,300,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 9,565,000</i>
	Total 2011	\$ 9,565,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

IMPACT ON FUTURE DEBT RATIOS (1) FY 2013 - FY 2018 Adopted Fiscal Plan						
	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Beginning Net Tax Supported Debt	\$1,141,507,413	\$1,213,660,219	\$1,325,441,832	\$1,409,825,832	\$1,497,525,832	\$1,645,639,832
New Debt Issued	174,213,000	223,269,700	202,785,000	215,085,000	285,045,000	183,000,000
Retired Debt (Old)	102,060,194	100,223,087	94,651,000	90,800,000	87,275,000	82,085,000
Retired Debt (New)	0	11,265,000	23,750,000	36,585,000	49,656,000	62,750,000
Ending Net Tax Supported Debt	\$1,213,660,219	\$1,325,441,832	\$1,409,825,832	\$1,497,525,832	\$1,645,639,832	\$1,683,804,832
Population	336,001	344,220	352,022	360,226	368,687	377,343
Public School Enrollment	69,323	72,395	75,011	77,437	79,724	81,966
Estimated Property Value (in Millions)	\$62,344	\$65,560	\$68,763	\$72,089	\$75,541	\$79,124
Per Capita Income	\$57,575	\$60,733	\$63,651	\$66,128	\$68,004	\$69,690
Expenditures (in Thousands)	\$1,732,427,899	\$1,819,049,294	\$1,955,477,991	\$2,102,138,840	\$2,259,799,253	\$2,429,284,197
Debt Service	\$155,272,922	\$169,759,421	\$182,480,719	\$195,709,055	\$209,355,130	\$225,436,823
Ratios:						
Debt to Estimated Property Value (3.0%)	1.95%	2.02%	2.05%	2.08%	2.18%	2.13%
Debt to Per Capita Income (8.0%)	6.27%	6.34%	6.29%	6.29%	6.56%	6.40%
Debt Service to Expenditures (10.0%)	8.96%	9.33%	9.33%	9.31%	9.26%	9.28%
Ten-Year Debt Payout Ratio (>60%)	72.72%	71.16%	70.76%	69.63%	67.32%	67.29%
(Note: Numbers in parentheses represent Fiscal Policy Target ratios.)						
Annual Debt Issuance Guideline:						
Debt Issuance Guideline	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Debt Issuance Projected	\$134,213,000	\$165,269,700	\$158,785,000	\$152,335,000	\$158,045,000	\$172,340,000
Affordability Index: (2)						
Outstanding Debt Guideline	\$1,551,311,712	\$1,642,524,371	\$1,731,694,965	\$1,820,303,198	\$1,906,168,341	\$1,993,162,443
Outstanding Debt Projected	\$1,213,660,219	\$1,325,441,832	\$1,409,825,832	\$1,497,525,832	\$1,645,639,832	\$1,683,804,832
Overlapping Debt: (3)						
Overlapping Debt Guideline	\$623,440,000	\$655,600,000	\$687,630,000	\$720,890,000	\$755,410,000	\$791,240,000
Overlapping Debt Projected	\$251,507,842	\$174,409,360	\$166,135,281	\$156,972,518	\$147,352,223	\$137,234,770



Notice of Intent

Notice evidencing the intent to reimburse certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds pursuant to Income Tax Regulation Section 1.150-2 (the "Reimbursement Regulations").

The Board of Supervisors of the County of Loudoun, Virginia (the "County"), has determined in connection with adoption of the County's Capital Improvement Program that it is necessary and desirable to undertake certain capital improvements consisting of the projects and estimated costs described in this Capital Improvement Program with financing as indicated on the Schedule of Major Financing — Fiscal Years 2013-2018 in the maximum amount of \$1,283,397,700. This schedule is provided for convenience in this section and in the Debt Service Fund Section of this document.

Statement of Intent. The County presently intends, at one time or from time to time, to finance the indicated projects with either tax-exempt or taxable bonds (the "Bonds") and to reimburse itself, if needed, under the Reimbursement Regulations, for capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) for the projects with its own funds prior to the date the Bonds are issued. The County intends that adoption of this Notice as part of the adoption of the Capital Improvement Program be considered as "official intent" within the meaning of the Reimbursement Regulations promulgated under the Internal Revenue Code of 1986, as amended.

Effective Date. This intent shall be in full force and effect with adoption of the Capital Improvement Program, and shall apply to all projects described in the Capital Improvement Program as of the date of adoption thereof, as well as any projects added to the Capital Improvement Program as part of any amendments thereto.

Public Inspection. The Director of Management and Financial Services shall keep this intent continuously available for inspection by the general public during the County's normal business hours.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Schedule of Major Financings											
FY 2013 - FY 2018 Capital Improvement Program											
Capital Projects and Leases to be Financed	Anticipated Sale or Closing Dates and Amounts										
Financing Type/Project	Total Project	Amount to be Financed FY 2013-FY 2018	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Obligation Bonds or Appropriation Based:											
Computer System Replacement Fund	34,979,000	7,500,000 *	2008	n/a	Not Required (2)	5,000,000	0	2,500,000	0	0	0
Broadlands Rec & Teen Center	61,700,000	26,700,000 *	2018	61,700,000	Nov. 17 (1)	0	0	0	0	6,700,000	20,000,000
Landfill Mining Project	21,480,000	21,480,000	2014	n/a	Not Required (2)	0	6,000,000	4,000,000	2,750,000	2,750,000	5,980,000
Leesburg South F&R Station #27	12,615,000	6,505,000 *	2018	12,615,000	Nov. 16 (1)	0	0	0	0	1,505,000	5,000,000
Allder School Road	8,393,000	5,617,000 *	2010	n/a	Not Required (2)	5,617,000	0	0	0	0	0
Juvenile Detention Center	12,015,000	11,049,700	2010	n/a	Not Required (2)	3,000,000	7,049,700	1,000,000	0	0	0
Courts Complex Phase III	53,675,000	50,425,000 *	2011	n/a	Not Required (2)	0	7,250,000	15,625,000	27,550,000	0	0
Kincaid/Crosstrail Blvd	75,500,000	55,500,000	2011	n/a	Not Required (2)	1,500,000	15,000,000	15,000,000	9,000,000	0	15,000,000
Hal & Bernie Hanson Regional Park	25,210,000	25,210,000	2016	25,210,000	Nov. 16 (2)	0	0	0	2,160,000	21,000,000	2,050,000
Public Safety Firing Range	9,000,000	9,000,000	2013	n/a	Not Required (2)	4,500,000	4,500,000	0	0	0	0
Round Hill F&R Station Repl	11,775,000	11,775,000	2014	11,775,000	Nov. 15 (1)	0	0	0	1,400,000	8,075,000	2,300,000
Belfort Road Improvements	8,000,000	8,000,000	2012	n/a	Not Required (2)	8,000,000	0	0	0	0	0
Dulles Multi-Purpose Center - Phase II	31,250,000	18,785,000 *	2015	18,785,000	Nov. 14 (1)	0	0	5,000,000	13,785,000	0	0
Animal Shelter East & West	15,040,000	15,040,000	2015	15,040,000	Nov. 14 (1)	0	0	2,340,000	11,700,000	1,000,000	0
Regional Park & Ride (One Loudoun)	2,000,000	2,000,000	2015	n/a	Not Required (2)	0	0	2,000,000	0	0	0
Consolidated Shops & Warehouse	33,895,000	33,570,000	2015	n/a	Not Required (2)	0	0	0	0	3,725,000	29,845,000
Woods Rd Landfill Sequence V Closure	5,930,000	5,930,000	2017	n/a	Not Required (2)	0	0	0	0	1,250,000	4,680,000
Eastern Vehicle Support	5,180,000	5,180,000	2015	n/a	Not Required (2)	0	0	940,000	4,240,000	0	0
Juvenile Probation Residence	6,550,000	6,550,000	2015	n/a	Not Required (2)	0	0	1,090,000	5,460,000	0	0
Lovettsville Community Park	11,526,000	8,100,000 *	2014	8,100,000	Nov. 13 (1)	0	4,000,000	4,100,000	0	0	0
Fields Farm Community Park	12,575,000	10,715,000 *	2017	10,715,000	Nov. 17 (1)	0	0	0	0	0	10,715,000
Public Safety and Government Admin Center	35,000,000	5,000,000 *	2011	n/a	Not Required (2)	5,000,000	0	0	0	0	0
ECC/911 Communications Center	7,165,000	7,165,000	2013	n/a	Not Required (2)	6,000,000	1,165,000	0	0	0	0
MHSADS Group Residence	2,490,000	2,160,000	2015	n/a	Not Required (2)	0	0	2,160,000	0	0	0
Adolescent Independent Living Residence	9,800,000	8,640,000	2015	n/a	Not Required (2)	0	0	0	8,290,000	350,000	0
Western Vehicle Support Facility	5,605,000	5,605,000	2017	n/a	Not Required (2)	0	0	0	0	1,020,000	4,585,000
Adult Detention Center Phase III	214,575,000	12,500,000 *	2017	n/a	Not Required (2)	0	0	0	0	0	12,500,000
Lucketts Fire Station Repl.	10,505,000	10,505,000	2014	10,505,000	Nov. 14 (1)	0	1,025,000	7,280,000	2,200,000	0	0
Fire/Rescue Capital Apparatus FY 12-16	13,265,000	13,265,000	2011	13,265,000	Nov. 11 (1)	2,750,000	3,000,000	3,000,000	3,000,000	1,515,000	0
Fire/Rescue Capital Apparatus FY 17-18	4,485,000	4,485,000	2016	4,485,000	Nov. 15 (1)	0	0	0	0	1,485,000	3,000,000
Dulles Rail	315,000,000	315,000,000	2010	n/a	Not Required (2)	40,000,000	52,000,000	40,000,000	60,000,000	123,000,000	0
SUBTOTAL - General Government	1,076,178,000	728,956,700		192,195,000		81,367,000	100,989,700	106,035,000	151,535,000	173,375,000	115,655,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Schedule of Major Financings											
FY 2013 - FY 2018 Capital Improvement Program											
Capital Projects and Leases to be Financed	Anticipated Sale or Closing Dates and Amounts										
Financing Type/Project	Total Project	Amount to be Financed FY 2013-FY 2018	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Obligation Bonds or Appropriation Based:											
School Vehicle Lease	44,926,000	44,926,000 *	n/a	n/a	Not Required (2)	9,926,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Leesburg Area ES (ES-15): Open Fall 2012	27,820,000	1,000,000 *	2011	27,820,000	Nov. 10 (1)	1,000,000	0	0	0	0	0
Ashburn Area (HS-8): Open Fall 2015	85,510,000	76,960,000 *	2011	81,010,000	Nov. 11 (1)	17,985,000	30,185,000	16,770,000	12,020,000	0	0
Ashburn Area ES (ES-22): Open Fall 2013	25,705,000	14,080,000 *	2011	22,830,000	Nov. 11 (1)	13,080,000	1,000,000	0	0	0	0
Park View HS Science Lab Renovation	3,970,000	2,570,000 *	2011	3,570,000	Nov. 11 (1)	2,570,000	0	0	0	0	0
Moorefield Station ES (ES-16): Open Fall 2013	25,370,000	14,080,000 *	2011	22,830,000	Nov. 11 (1)	13,080,000	1,000,000	0	0	0	0
Ashburn Area MS (MS-6): Open Fall 2014	43,760,000	33,470,000 *	2011	39,380,000	Nov. 11 (1)	21,470,000	10,000,000	2,000,000	0	0	0
Dulles South Area ES (ES-21): Open Fall 2015	35,120,000	31,300,000	2014	31,300,000	Nov. 13 (1)	0	10,000,000	21,300,000	0	0	0
Loudoun Valley Renovations: Open Fall 2014	29,000,000	26,115,000	2013	26,100,000	Nov. 12 (1)	9,235,000	16,080,000	800,000	0	0	0
Dulles North Area ES (ES-23): Open Fall 2016	31,480,000	28,330,000	2015	28,330,000	Nov. 14 (1)	0	0	9,000,000	19,330,000	0	0
Dulles North Area MS (MS-9): Open Fall 2017	49,470,000	44,520,000	2015	44,520,000	Nov. 14 (1)	0	0	4,520,000	20,000,000	20,000,000	0
Mercer MS Addition: Open Fall 2014	4,460,000	4,015,000	2014	4,015,000	Nov. 13 (1)	0	4,015,000	0	0	0	0
Loudoun Valley Estates II (HS-6): Open Fall 2015	90,240,000	81,215,000	2013	81,215,000	Nov. 12 (1)	4,500,000	42,000,000	31,715,000	3,000,000	0	0
Dulles North (HS-11): Open Fall 2020	112,440,000	10,000,000 *	2018	101,135,000	Nov.17 (1)	0	0	0	0	0	10,000,000
Freedom HS Addition: Open Fall 2015	5,160,000	4,645,000	2014	4,645,000	Nov. 13 (1)	0	1,000,000	3,645,000	0	0	0
Cash for Land Acquisition from Sale of Farmwell	n/a	(20,000,000)	n/a	n/a	Not Required	0	0	0	(20,000,000)	0	0
Dulles North (MS-7): Open Fall 2019	54,030,000	48,625,000	2017	48,625,000	Nov. 16 (1)	0	0	0	0	20,000,000	28,625,000
CS Monroe Conversion to Alternative School, Open Fall 2020	53,650,000	2,000,000 *	2018	48,285,000	Nov. 17 (1)	0	0	0	0	0	2,000,000
Dulles South Area ES (ES-28), Open Fall 2019	35,930,000	15,000,000 *	2018	32,335,000	Nov. 17 (1)	0	0	0	0	0	15,000,000
Monroe Advance Technology Academy: Open Fall, 2018	101,770,000	91,590,000	2016	91,590,000	Nov. 15 (1)	0	0	0	22,200,000	64,670,000	4,720,000
REVISED SUBTOTAL - Schools	859,811,000	554,441,000		739,535,000		92,846,000	122,280,000	96,750,000	63,550,000	111,670,000	67,345,000
REVISED GRAND TOTAL	1,935,989,000	1,283,397,700		931,730,000		174,213,000	223,269,700	202,785,000	215,085,000	285,045,000	183,000,000



Previously Authorized and Completed Projects Narrative

The Adopted FY 2013 – FY 2018 Capital Improvement Program includes two sections that provide information updates on previously funded and completed capital projects.

Completed Projects Section:

This section provides a summary of capital projects that have been completed during the past three years. These projects were tracked as previously funded projects in prior capital plans. The completed projects represent budgeted appropriations of \$201,036,003 in general government projects and \$241,338,967 in school projects from previous capital improvement programs.

Previously Authorized Project Section:

This section reports the progress on previously authorized projects under development from prior six-year planning periods. The Capital Improvement Program eliminates two previous fiscal years when a new six-year capital planning period is proposed. The FY 2013 – FY 2018 Capital Improvement Program eliminated project pages for capital projects approved in FY 2011 and FY 2012. This section summarizes the project scope, project budget, phase of development, planning subarea and election district information.

Completed Capital Projects



FY 2013 Adopted Fiscal Plan



General Government

Woods Road Landfill Maintenance Shop

This project constructed a 3,956 square foot mechanic's shop to replace an existing shop at the County Landfill which had reached its useful life. The new shop provides a heated shop for machinery and equipment repairs in support of the daily pit operations at the landfill.

Completed: February 2010

Budget: \$1,150,000

Actual Cost: \$735,429

Planning Subarea: Route 15 South

Election District: Catoctin



Woods Road Landfill Leachate Transmission

The County had to pump and haul leachate collected at the Landfill off-site. This project constructed an industrial pump station and a force main which connects the landfill leachate collection areas directly to a Loudoun Water sanitary sewer manhole located near the landfill at the Sycolin Creek Elementary School site.

Completed: October 2011

Budget: \$1,200,000

Actual Cost: \$968,480

Planning Subarea: Route 15 South

Election District: Catoctin



General Government

Woods Road Landfill Cell 1A

This project constructed a new cell at the County Landfill to maintain available disposal capacity in the landfill. Cell 1A covers an area of 22-acres and provides additional capacity for 5-years of waste disposal at the landfill.

Completed: July 2010

Budget: \$9,466,000

Actual Cost: \$7,483,700

Planning Subarea: Route 15 South

Election District: Catoctin



Woods Road Landfill Wheel Wash

A wheel wash was constructed at the County Landfill to provide a means of reducing mud tracking off-site onto public roads from customer's vehicles. This facility washes the wheels of vehicles exiting the landfill with an automated high volume, low pressure wash system, which re-uses and recycles the wash water.

Completed: July 2009

Budget: \$225,000

Actual Cost: \$213,000

Planning Subarea: Route 15 South

Election District: Catoctin



Transportation

Ashburn Park and Ride Lot

The County purchased a site, which included paved parking, for use as the Ashburn Park and Ride Lot. The existing paved parking lot required minimal improvements and was put into service for Ashburn area commuters. The lot provides 265 parking spaces.

Completed: June 2009

Budget: \$1,791,096

Actual Cost: \$1,762,737

Planning Subarea: Ashburn

Election District: Broad Run



Leesburg Park and Ride Lot

Located at the Government Support Center off of Sycolin Road, the Leesburg Park and Ride Lot serves Leesburg commuters. The lot provides 690 parking spaces for the County's commuter bus service, replacing a leased commuter lot in Leesburg.

Completed: February 2010

Budget: \$7,903,500

Actual Cost: \$5,375,635

Planning Subarea: Leesburg

Election District: Catoclin



Transportation

Loudoun County Parkway Interchange

The County awarded a construction contract in December 2008 to construct an interchange at Route 7 and Route 607. The project included the construction of an additional west-bound lane from the intersection of George Washington Boulevard and Richfield Way.

Completed: October 2010

Budget: \$38,728,458

Actual Cost: \$32,725,396

Planning Subarea: Ashburn

Election District: Broad Run



Sycolin Road Improvements

The County provided road improvements to a section of Sycolin Road in Leesburg. These improvements widened the road and constructed a turn-lane adjacent to the County's Government Support Center site in Leesburg.

Completed: October 2009

Budget: \$4,492,414

Actual Cost: \$3,417,574

Planning Subarea: Leesburg

Election District: Catoclin



Transportation

Sidewalks and Signals

Multiple sidewalk and signal improvements have been completed in Loudoun County.

A total of \$537,714 in sidewalk improvements has been completed at the following locations:

Palisades Parkway & Potomac View Drive
River Bank Street
Hardwood Forest Drive
Sterling Boulevard
Ashburn Boulevard and Partlow

A total of \$769,633 in signal improvements have been completed at the following locations:

Signal at Gum Spring and Braddock Roads
Signal at Route 659 and Broadlands Boulevard
Signal at Portsmouth and Nightwatch
Signal at Belmont Ridge and Hay Roads
Signal at Riverside and Sandridge



Harmony Park and Ride Lot

A 250-space park and ride lot was constructed at Scott Jenkins Memorial Park to serve commuters in western Loudoun.

Completed: July 2011

Budget: \$1,250,000

Actual Cost: \$1,250,000

Planning Subarea: Route 7 West

Election District: Catoclin



Public Safety

Eastern Loudoun Sheriff Station

The Eastern Loudoun Sheriff Station was constructed on a four-acre parcel adjacent to the Rolling Ridge Elementary School and Briar Patch Park in Sterling. The four-acre parcel was provided by the Loudoun County School Board through a subdivision of the elementary school site. The station provides an 18,000 square foot operations center for the Sheriff's Office in eastern Loudoun County.

Completed: February 2010

Budget: \$7,960,000

Actual Cost: \$7,960,000

Planning Subarea: Sterling

Election District: Sterling



Lansdowne Fire and Rescue Station

The Lansdowne Fire and Rescue Station is an 11,000 square foot public safety center providing Fire, Rescue and Sheriff's Offices services to the Lansdowne community. The Ashburn Volunteer Fire and Rescue Company provides volunteer staffing for the station's operations.

Completed: August 2009

Budget: \$8,250,511

Actual Cost: \$6,008,998

Planning Subarea: Ashburn

Election District: Ashburn



Public Safety

Moorefield Fire and Rescue Station

The Moorefield Fire and Rescue Station is an 11,125 square foot public safety center providing Fire, Rescue and Sheriff's office services to the Moorefield Station Community.

Completed: July 2011

Budget: \$7,526,977

Actual Cost: \$6,444,643

Planning Subarea: Ashburn

Election District: Broad Run



Purcellville Fire and Rescue Station

The Purcellville Fire and Rescue Station is a 23,000 square foot Fire and Rescue station to replace Purcellville Volunteer Fire and Rescue Stations # 2 and #14.

Completed: June 2009

Budget: \$10,590,895

Actual Cost: \$11,064,110

Planning Subarea: Route 7 West

Election District: Blue Ridge



Public Safety

Adult Detention Center Phase II

Phase II of the Adult Detention Center provided additional inmate housing, a new intake/booking unit, and additions to the medical and video visitation areas of the Adult Detention Center at the Government Support Center site in Leesburg. The Phase II addition of 124,000 square feet increased the inmate housing capacity of the facility to 460 inmates.

Completed: January 2012

Budget: \$66,331,961

Actual Cost: \$65,757,622

Planning Subarea: Leesburg

Election District: Catoctin



Courts Lobby

The Courts Lobby project renovated the entrance and lobby areas of the Loudoun County Courts building in Leesburg. The renovation improved pedestrian access and court security functions for the Circuit, General District and Juvenile and Domestic Relations Courts and their office operations.

Completed: September 2011

Budget: \$750,000

Actual Cost: \$980,000

Planning Subarea: Leesburg

Election District: Leesburg



Health and Welfare

Emergency Homeless Shelter

The Emergency Homeless Shelter constructed a 9,000 square foot addition to the County's Transitional Homeless Shelter, providing an additional 22-emergency shelter beds. The facility is located at the Government Support Center site off of Sycolin Road in Leesburg. The facility was awarded a Gold LEED certification.

Completed: October 2009

Budget: \$2,760,000

Actual Cost: \$2,584,524

Planning Subarea: Leesburg

Election District: Catoctin



Youth Shelter

This project constructed an 8,000 square foot youth shelter adjacent to the current Youth Shelter at the Government Support Center site off of Sycolin Road in Leesburg. The facility will supplement the existing twelve-bed facility.

Completed: February 2012

Budget: \$2,840,000

Actual Cost: \$3,471,145

Planning Subarea: Leesburg

Election District: Catoctin



Parks, Recreation and Culture

North Street Administration Building

This project renovated the 34,000 square-foot former Loudoun County Public Schools Administration building located on North Street in the Town of Leesburg. The renovated building provides program space for the Leesburg Senior Center, the Aging Services Division of Parks, Recreation and Community Services, and the administrative offices for the Department of Library Services.

Completed: October 2011

Budget: \$10,923,906

Actual Costs: \$7,342,821

Planning Subarea: Leesburg

Election District: Leesburg



Philip A. Bolen Memorial Park

Philip A. Bolen Memorial Park is a 460-acre Regional Park located adjacent to the Loudoun County Government Support Center off of Sycolin Road in Leesburg. The park provides both passive and active recreation amenities to serve central Loudoun County.

Completed: May 2011

Budget: \$16,360,000

Actual Costs: \$17,189,451

Planning Subarea: Leesburg

Election District: Catoclin



Loudoun County Public Schools

Buffalo Trail Elementary School (ES-20)

This 91,100 square foot elementary school was constructed on a proffered site in the Seven Hills development in the Dulles South area of the County. The program capacity is 875 students from grades kindergarten through fifth grade.

Completed: August 2010

Planning Subarea: Dulles

Election District: Blue Ridge



J. Michael Lunsford Middle School (MS-5)

Constructed on a 35-acre site in the Dulles South area of the County, this 168,780 square foot middle school has a building capacity of 1,350 students in grades 6 through 8.

Completed: August 2010

Planning Subarea: Dulles

Election District: Dulles



Loudoun County Public Schools

Woodgrove High School (HS-3)

This high school was constructed on the County-owned Fields Farm Park property north of the Town of Purcellville in western Loudoun. The 263,000 square foot building has a capacity of 1,600 students in grades 9 through 12. The County leases the land to Loudoun County Public Schools for the high school site.

Completed: August 2010

Planning Subarea: Rt. 7 West

Election District: Blue Ridge



Tuscarora High School (HS-5)

This high school was constructed on a purchased site north of the Town of Leesburg in central Loudoun. The 263,000 square foot building has a capacity of 1,800 students in grades 9 through 12.

Completed: August 2010

Planning Subarea: Leesburg

Election District: Leesburg



NOTES

Previously Authorized Capital Projects in Development



FY 2013 Adopted Fiscal Plan



General Government

Lower Sycolin Pump Station

This project constructs the Lower Sycolin Pump Station through a partnership with the Town of Leesburg. The County provided the land for the pump station. The Town of Leesburg is constructing the pump station and is projected to be completed in the Spring of 2013. This project will provide water and sewer service to the County's Government Support Center and Philip A. Bolen Memorial Park sites off of Sycolin Road in Leesburg.

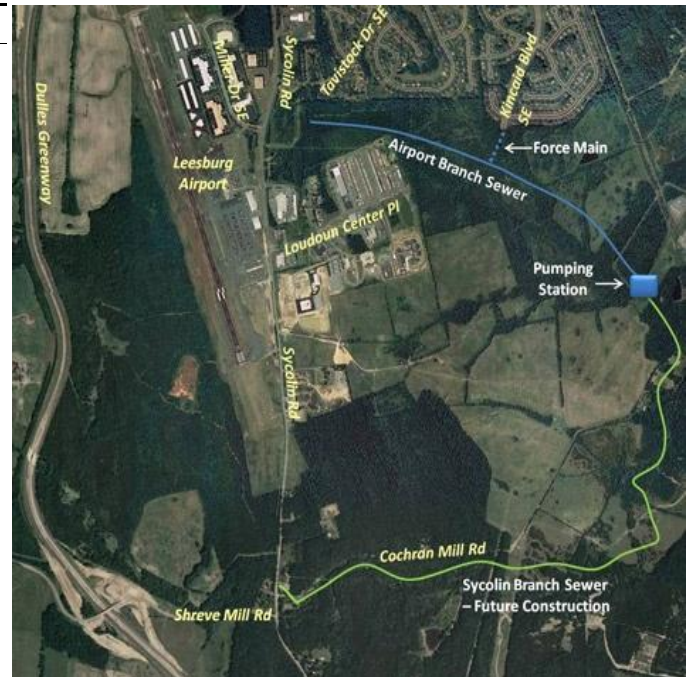
Project Phase: Design

Completion Date: May 2013

Budget: \$1,200,000

Planning Subarea: Leesburg

Election District: Catoctin



Transportation



Route 7 Traffic Flow Improvements

This project consists of improvements to the intersections of Potomac View Road, Sterling Boulevard, Augusta Drive and Route 7 in Eastern Loudoun. The project widens the roadways and makes signal modifications to improve traffic flows in and through the intersections.

Project Phase: Design

Completion Date: May 2103

Budget: \$5,207,153

Planning Subarea: Potomac and Sterling

Election District: Algonkian and Sterling



Transportation

Trails

The Board of Supervisors approved funding for various pedestrian and recreational trail improvements in the County during the FY 2010 – FY 2012 capital planning period. The following projects are under development:

Bike and Pedestrian Improvements at Atlantic Blvd
Belle Terra Trail and Sidewalk
Claude Moore Park Pedestrian Trail
Potomac View Pedestrian Improvements

Project Phase: Design

Completion Date: October 2013

Budget: \$925,595

Planning Subarea: Ashburn, Sterling

Election District: Broad Run, Sterling



Loudoun County Parkway @ Redskins Park

This project funds the construction of a half-section of Loudoun County Parkway from Smith Switch to Wescott, to extend Loudoun County Parkway past Redskins Park.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$1,700,000

Planning Subarea: Ashburn

Election District: Broad Run



Transportation

Alder School Road Paving

This project provides for the paving of Alder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). Currently, Alder School Road is unpaved from its intersection with Woodgrove Road to approximately 0.3 miles west of its intersection with Hillsboro Road. The project includes a 21-foot wide, 16-foot long bridge which carries Alder School Road over the South Fork of Catoctin Creek.

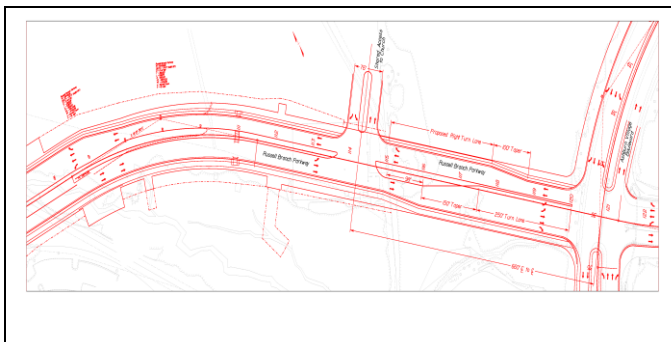
Project Phase: Design

Completion Date: June 2014

Budget: \$8,393,000

Planning Subarea: Route 7 West

Election District: Blue Ridge



Russell Branch Parkway

This project designs and constructs a section of Russell Branch Parkway between Ashburn Road and Ashburn Village Boulevard.

Project Phase: Design

Completion Date: July 2014

Budget: \$2,500,000

Planning Subarea: Ashburn

Election District: Broad Run



Transportation

Route 7/287 Interchange Study

The Board of Supervisors approved funding for a Virginia Department of Transportation study of the Route 7 and Route 287 Interchange near the Town of Purcellville to identify solutions that would mitigate traffic problems at the interchange's exit ramp.

Project Phase: VDOT Study

Completion Date: To Be Determined

Budget: \$200,000

Planning Subarea: Route 7 West

Election District: Blue Ridge



Public Safety



Brambleton Public Safety Center

The Brambleton Public Safety Center provides 23,000 square feet of operations space for the Brambleton Fire and Rescue Station, as well as office space for the Loudoun County Fire Marshal's Office. The Arcola Volunteer Fire and Rescue Company will assist in staffing the Fire and Rescue Station component; the permanent office space for the Loudoun Fire Marshal's Office will replace leased space.

Project Phase: Construction

Completion Date: January 2013

Budget: \$14,766,700

Planning Subarea: Dulles

Election District: Blue Ridge



Public Safety

Kincora Fire and Rescue Station

The Loudoun County Board of Supervisors accepted a Private/Public Partnership and Education Act (PPEA) proposal for the development of an 18,000 square foot Fire and Rescue Station along the Route 28 corridor. The Board selected Nokes Partners as the PPEA award winner. Design began in 2011 and the construction phase is scheduled to begin in 2012. The land site for the station was proffered by the Kincora development.

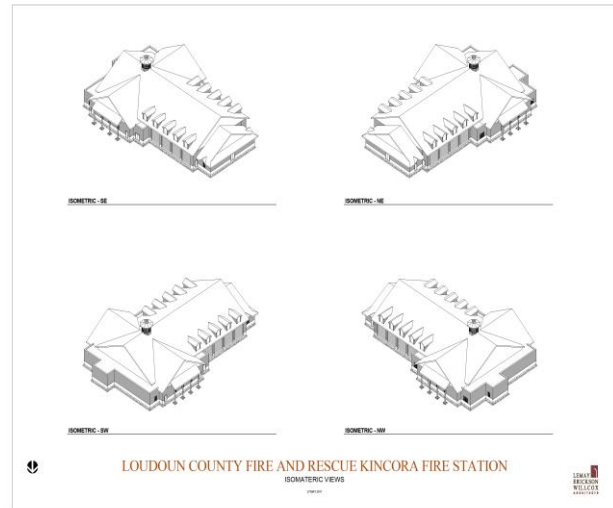
Project Phase: Design Build

Completion Date: December 2012

Budget: \$8,805,000

Planning Subarea: Ashburn

Election District: Broad Run



Loudoun Heights Fire and Rescue Station #16

This project constructs a 13,000 square foot Fire and Rescue Station in the Loudoun Heights area of the County. Located near the intersections of Route 671 and Route 9, the station will replace the Neersville Volunteer Fire & Rescue Station.

Project Phase: Construction

Completion Date: December 2013

Budget: \$6,660,859

Planning Subarea: Northwest

Election District: Blue Ridge



Public Safety

Aldie Fire and Rescue Station

This project constructs a 15,000 square foot Fire and Rescue Station in the Aldie area. Located along the Route 50 corridor, the station will replace the Aldie Volunteer Fire and Rescue Station. The Construction Phase is deferred pending Board of Supervisors' direction regarding a land site for the station.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$9,504,567

Planning Subarea: Route 15 South

Election District: Blue Ridge



ALDIE FIRE & RESCUE
LOUDOUN COUNTY, VIRGINIA
SCHEMATIC DESIGN ELEVATIONS - CONCEPT 3
30 JUNE 2010



Western Loudoun Sheriff Station

This project constructs a 10,000 square foot Sheriff Station in the Round Hill area of the County. Located along the Route 7 corridor, the station will replace leased space in the Town of Round Hill.

Project Phase: Design

Completion Date: To Be Determined

Budget: \$6,947,718

Planning Subarea: Route 7 West

Election District: Blue Ridge



Public Safety

Public Safety Firing Range

This project constructs firing range training facilities for the Loudoun County Sheriff's Office. The project was previously slated to be a joint project with the Metropolitan Washington Airport Authority on Dulles Airport property. Negotiations to finalize a joint training facility ended between the County and MWAA in July 2011. The Board of Supervisors directed staff to proceed with the project as a Loudoun County project. The range is in the land acquisition phase and, once completed, will replace a leased facility.

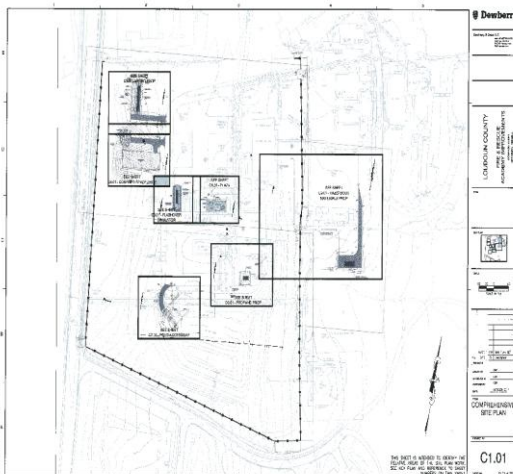
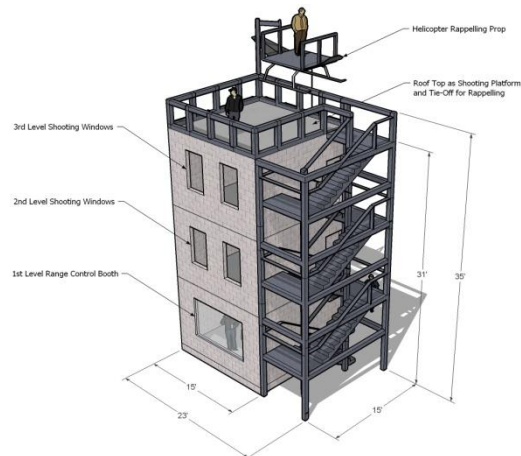
Project Phase: Land Acquisition

Completion Date: May 2013

Budget: \$14,300,000

Planning Subarea: To Be Determined

Election District: To Be Determined



Fire and Rescue Training Prop Lots

This project constructs four training prop lot facilities for the Department of Fire, Rescue and Emergency Management Services. The training props simulate a range of fire and rescue emergency situations, providing personnel a safe environment in which to train. The prop lots are being constructed on the Fire and Rescue burn building training site located at the Government Support Center off of Sycolin Road in Leesburg.

Project Phase: Design

Completion Date: May 2013

Budget: \$1,215,000

Planning Subarea: Leesburg

Election District: Catoclin



Public Safety

Juvenile Detention Center

This project constructs a new 40-bed Juvenile Detention Center on the Government Support Center site off of Sycolin Road in Leesburg. Completion of the design phase and commencement of the construction phase are pending a Special Exception land use application review by the Planning Commission, and a review of the Government Support Center Master Plan by the Board of Supervisors.

Project Phase: Design

Completion Date: October 2013

Budget: \$12,015,000

Planning Subarea: Leesburg

Election District: Catoclin



Health and Welfare



Mirror Ridge Group Home

This project builds out the unfinished basement of the Mirror Ridge Group Home, operated by the Department of Mental Health, Substance Abuse and Developmental Services in Eastern Loudoun. The build-out will add four bedrooms, two bathrooms, a kitchenette and program space to serve four additional residents at the home.

Project Phase: Design

Completion Date: December 2012

Budget: \$230,902

Planning Subarea: Potomac

Election District: Sterling



Parks, Recreation and Culture

Gum Spring Library

This project builds out and furnishes the interior 40,000 square feet of the Gum Spring Library in the Stone Ridge development. The library's exterior, office-condo space was proffered and constructed by the Van Metre Companies. The library is planned to have a collection of over 90,000 items.

Project Phase: Construction

Completion Date: December 2012

Budget: \$9,048,623

Planning Subarea: Dulles

Election District: Dulles



Bluemont Community Center Renovation

This project is a renovation and addition to the Bluemont Community Center located in the village of Bluemont in western Loudoun County. The addition adds square footage required by new State of Virginia licensing requirements. The renovation brings the building into compliance with current life safety and programmatic requirements.

Project Phase: Construction

Completion Date: July 2012

Budget: \$3,306,500

Planning Subarea: Route 7 West

Election District: Blue Ridge



Parks, Recreation and Culture

Lucketts Community Center Renovation

This project renovates the historic Lucketts Community Center located in the village of Lucketts in northern Loudoun County. The renovation brings the building into compliance with current life safety and programmatic requirements.

Project Phase: Construction

Completion Date: December 2012

Budget: \$3,706,500

Planning Subarea: Route 15 North

Election District: Catoctin



Lovettsville Community Center Renovation

This project renovates the Lovettsville Community Center located adjacent to the Town of Lovettsville in northern Loudoun County. The renovation brings the building into compliance with current building and occupancy codes, federal mandates and maintenance and programmatic requirements.

Project Phase: Feasibility Study Review

Completion Date: August 2014

Budget: \$3,497,000

Planning Subarea: Northwest

Election District: Catoctin



Parks, Recreation and Culture

Edgar Tillett Memorial Park

This project provides for improvements to the 51.5-acre park site off of Belmont Ridge Road near the Broadlands development. The park currently contains two lighted baseball and two lighted softball fields with associated parking. Public restroom facilities, concessions, additional parking, trails and a playground are planned to be added to the park through the utilization of cash proffers.

Project Phase: Design

Completion Date: August 2014

Budget: \$1,599,406

Planning Subarea: Ashburn

Election District: Blue Ridge



Scott Jenkins Memorial Park

This project constructs a public park in honor of Scott Jenkins, a nephew of the Virts family. The Virts family donated 22.67-acres to the County for the park and sold an additional 11.43-acres adjacent to the park parcel to develop a co-located park and ride lot. The park includes a 90' baseball field and four rectangular fields with associated parking.

Project Phase: Phase I Construction Completed
Phase II Design

Completion Date: May 2013

Budget: \$4,038,000

Planning Subarea: Route 7 West

Election District: Catoclin





Parks, Recreation and Culture

Park Improvements – Restrooms & Lighting

The Board of Supervisors authorized the utilization of \$3.569 million in cash proffers to fund improvements to ten parks to enhance and extend the utilization of current parks owned and operated by the County. The project provides for the installation of public restrooms at parks where temporary facilities have been in use. The project also funds the installation of ball field lights to extend the use of athletic fields at specific sites.

Parks Designated for Improvements:

Ashburn Planning Subarea

Bles Park - Restrooms
Trailside Park - Restrooms
Lyndora Park - Restrooms
Ashburn Park - Restrooms

Dulles Planning Subarea

Conklin Park - Restrooms
Byrnes Ridge Park – Restrooms & Lighting

Sterling Planning Subarea

Claude Moore Park – Restrooms & Lighting
Briar Patch Park - Restrooms

Potomac Planning Subarea

Potomac Lakes Sportsplex - Lighting

Leesburg Planning Subarea

Philip A. Bolen Memorial Park - Restrooms

Project Phase: Design

Completion Date: July 2013

Budget: \$3,569,000

Planning Subareas: Ashburn, Dulles, Sterling, Potomac, Leesburg

Election Districts: Ashburn, Algonkian, Sterling, Broad Run, Leesburg, Dulles, Blue Ridge





Parks, Recreation and Culture

Brambleton District Park

This project provides for the development of a proffered park site in the Brambleton community. The park will consist of a total of nine athletic fields on approximately 26-acres to the east and 33-acres to the west of Route 659, Belmont Ridge Road. This project adds fencing, paved parking lots, trails, public restrooms and athletic field lighting to the park.

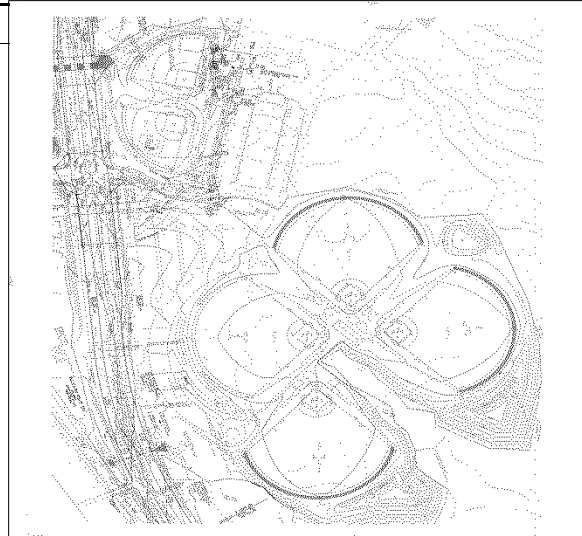
Project Phase: 10% Design

Completion Date: September 2013

Budget: \$4,795,000

Planning Subarea: Ashburn, Dulles

Election District: Dulles, Blue Ridge



Loudoun County Public Schools



John Champe High School (HS-7)

This project will design and construct an estimated 279,000 square foot high school located on a site in the Stone Ridge community. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades nine through twelve.

Project Phase: Construction

Completion Date: Fall 2012

Budget: \$105,245,000

Planning Subarea: Dulles

Election District: Dulles



Loudoun County Government
FY 2013 Adopted Plan

Loudoun County Public Schools

Ashburn Area Middle School (MS-6)

This project will construct an estimated 168,790 square foot middle school located adjacent to the Newton Lee Elementary School in Ashburn. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades six through eighth.

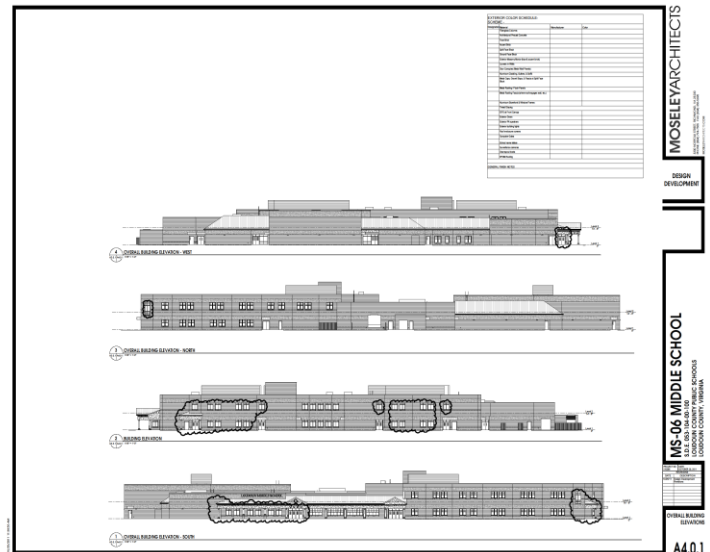
Project Phase: Design

Completion Date: Fall 2014

Budget: \$43,760,000

Planning Subarea: Ashburn

Election District: Ashburn



Frederick Douglass Elementary School (ES-15)

This project will design and construct an estimated 91,100 square foot elementary school on the School Board owned Douglass Support Center site in Leesburg. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Project Phase: Construction

Completion Date: Fall 2012

Budget: \$27,820,000

Planning Subarea: Leesburg

Election District: Leesburg



Loudoun County Public Schools

Moorefield Elementary School (ES-16)

This project will design and construct an estimated 91,100 square foot elementary school on the County owned Moorefield Station site. The site is proffered to the County by the developer of Moorefield Station. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Project Phase: Design

Completion Date: Fall 2013

Budget: \$25,370,000

Planning Subarea: Ashburn

Election District: Dulles



Ashburn Area Elementary School (ES-22)

This project will design and construct an estimated 91,100 square foot elementary school on the County owned Farmwell Road site in Ashburn. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade.

Project Phase: Design

Completion Date: Fall 2013

Budget: \$25,705,000

Planning Subarea: Ashburn

Election District: Ashburn



Capital Improvement Program

COUNTY CAPITAL PROJECTS SUMMARY

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County Capital Projects Page 10 – 3

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COUNTY CAPITAL PROJECTS

TABLE OF CONTENTS

Administration	10-7
Land Acquisition Fund	10-9
Major Computer Systems	10-10
SAFETEA-LU Projects.....	10-11
Capital Vehicle Enhancements	10-12
General Government	10-13
Capital Project Management.....	10-15
Storm Water Management.....	10-16
Consolidated Shops and Warehouse	10-17
Eastern Vehicle Support Facility	10-18
Western Vehicle Support Facility	10-19
Recycling Convenience Center.....	10-20
Woods Road Landfill Mining Project.....	10-21
Woods Road Landfill Sequence V Closure	10-22
Transportation	10-23
Transit Buses.....	10-25
Transit Maintenance and Operations Facility.....	10-26
Regional Park-and-Ride Lots.....	10-27
Dulles Corridor Rapid Transit.....	10-28
Kincaid / Crosstrail Boulevards	10-30
Route 7/Belmont Ridge Road Interchange & Improvements	10-31
Belfort Area Road Improvements.....	10-32
Claiborne Parkway.....	10-33
Riverside Parkway	10-34
Tall Cedars Parkway.....	10-35
Waxpool Road	10-36
Route 690 Interchange Engineering	10-37
Public Safety	10-39
ECC/E-911 Communications Center	10-41
Eastern Loudoun Animal Shelter and Western Shelter Renovation.....	10-42
Courts Complex (Phase III).....	10-43
Leesburg South (Station 27) Fire / Rescue Station.....	10-44
Round Hill Fire Station Replacement.....	10-45
Lucketts Fire Station Replacement.....	10-46
Fire / Rescue Capital Apparatus.....	10-47



COUNTY CAPITAL PROJECTS

TABLE OF CONTENTS

Adult Detention Center Phase III	10-48
Ashburn Sheriff Station	10-49
Public Safety and General Government Office Center	10-50
Juvenile Probation Residence	10-51
Juvenile Detention Center Phase II	10-52

Health and Welfare. 10-53

MHSADS Group Residence.....	10-55
Developmental Services Group Residences.....	10-56
Mental Health Group Residence.....	10-57
Emergency Homeless Shelter	10-58
Adolescent Independent Living Residence	10-59
Youth Shelter Renovation	10-60

Parks, Recreation and Culture 10-61

Dulles South Multipurpose Center (Phase II).....	10-63
Hal and Berni Hanson Regional Park	10-64
Fields Farm Park.	10-65
Lovettsville District Park.....	10-66
Moorefield Station Community Park	10-67
Ashburn Recreation and Teen Center	10-68
Franklin Park Athletic Field Lighting.....	10-69
Potomac Green Community Park.	10-70
Fireman's and Haske Field Improvements	10-71



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-1: Capital Improvement Program by Fund
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
General Capital Projects Fund										
<u>Budgetary Cost</u>										
Administration	285,317	4,475	4,395	4,300	0	0	0	13,170	0	298,487
General Government	40,689	7,596	17,365	9,805	17,460	13,905	53,200	119,331	3,000	163,020
Transportation	296,691	61,220	91,625	42,680	42,585	720	36,850	275,680	0	572,371
Public Safety	151,608	16,245	49,990	24,410	22,560	14,880	30,160	158,245	106,375	416,228
Health and Welfare	120	615	0	5,190	8,640	1,445	5,680	21,570	0	21,690
Parks, Recreation and Culture	21,331	3,760	9,500	30,000	13,400	29,750	65,715	152,125	0	173,456
Budgetary Cost	795,755	93,911	172,875	116,385	104,645	60,700	191,605	740,121	109,375	1,645,251
<u>Funding Source</u>										
Debt Financing	316,402	64,665	123,310	58,310	58,840	5,995	91,555	402,675	106,375	825,452
GO Bonds	71,225	2,750	11,100	32,355	17,100	44,630	79,825	187,760	0	258,985
Local Tax Funding	137,402	7,949	16,895	11,575	11,130	9,355	18,375	75,279	3,000	215,681
Fund Balance	72,919	6,350	605	0	0	0	0	6,955	0	79,874
Landfill Fees	0	648	0	1,000	0	0	0	1,648	0	1,648
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Gifts & Donations	235	0	0	0	0	0	0	0	0	235
Proffers (Cash)	13,754	6,950	15,975	12,465	10,605	0	0	45,995	0	59,749
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Grant Program	18,528	0	0	0	0	0	0	0	0	18,528
State Capital Assistance	100,556	2,000	2,495	340	5,180	360	925	11,300	0	111,856
Gas Tax/Transportation Fund	8,326	500	2,495	340	875	360	925	5,495	0	13,821
Total Funding Source	795,755	93,911	172,875	116,385	104,645	60,700	191,605	740,121	109,375	1,645,251



NOTES



COUNTY CAPITAL PROJECTS

ADMINISTRATION



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-2: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Administration										
<u>Projects</u>										
Land Acquisition Fund	243,317	475	3,690	1,800	0	0	0	5,965	0	249,282
Major Computer Systems	42,000	3,000	100	2,500	0	0	0	5,600	0	47,600
SAFETEA-LU Projects	0	1,000	0	0	0	0	0	1,000	0	1,000
Capital Vehicle Enhancement	0	0	605	0	0	0	0	605	0	605
Budgetary Cost	285,317	4,475	4,395	4,300	0	0	0	13,170	0	298,487
<u>Funding Source</u>										
Debt Financing	16,830	3,000	0	2,500	0	0	0	5,500	0	22,330
GO Bonds	50,425	0	0	0	0	0	0	0	0	50,425
Local Tax Funding	93,741	1,000	3,790	1,800	0	0	0	6,590	0	100,331
Fund Balance	66,459	475	605	0	0	0	0	1,080	0	67,539
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
Total Funding Source	285,317	4,475	4,395	4,300	0	0	0	13,170	0	298,487



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Land Acquisition Fund

Project Description

Historically, land acquisition for capital projects has largely been dependent upon proffered land sites. In recent years, land purchases have become a necessary capital project cost included in the County's Capital Improvement Program.

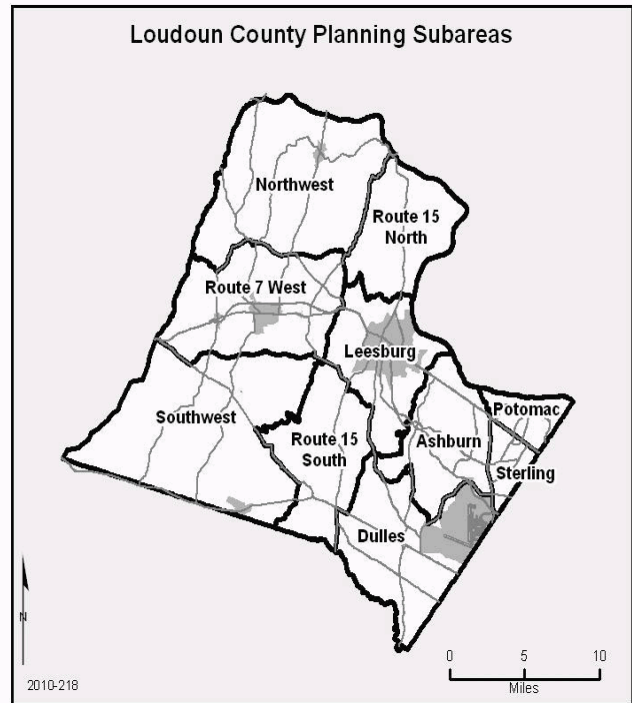
The Board of Supervisors consolidated land purchase funding for General Government and School sites into a single capital account in FY 2002 to allow for flexibility in land acquisition negotiations. As the County continues to develop, this fund has enabled the County to take advantage of land acquisition opportunities as they arise.

During the FY 2013 - FY 2018 capital planning period, site acquisitions are planned for the following facilities:

FY 2013 - Lucketts Fire and Rescue Station Replacement
FY 2014 - Eastern Vehicle Support Facility
FY 2015 - Leesburg Area Park-and-Ride Lot

Funding for the acquisition of a site for the Ashburn Sheriff Station is planned utilizing prior year appropriations.

To develop the facilities in the Capital Plan, the County is also utilizing land sites already owned by the County and the Loudoun County School Board, and proffered land sites planned to be dedicated to the County.



Funding

This project is funded using fund balance and local tax funding.

Operating Impact

Operations & Maintenance

Operational expenses required to support the County's land acquisition program are shown as part of the Capital Project Management Support budget page.

Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Land Acquisition -- Schools	128,882	0	0	0	0	0	0	0	0	128,882
Land Acquisition -- County	114,435	475	3,690	1,800	0	0	0	5,965	0	120,400
Total Cost	243,317	475	3,690	1,800	0	0	0	5,965	0	249,282
Debt Financing	5,830	0	0	0	0	0	0	0	0	5,830
GO Bonds	50,425	0	0	0	0	0	0	0	0	50,425
Local Tax Funding	92,741	0	3,690	1,800	0	0	0	5,490	0	98,231
Fund Balance	36,459	475	0	0	0	0	0	475	0	36,934
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
Proffers (Land)	51,409	0	0	0	0	0	0	0	0	51,409
State Grant Program	4,598	0	0	0	0	0	0	0	0	4,598
Total Financing	243,317	475	3,690	1,800	0	0	0	5,965	0	249,282



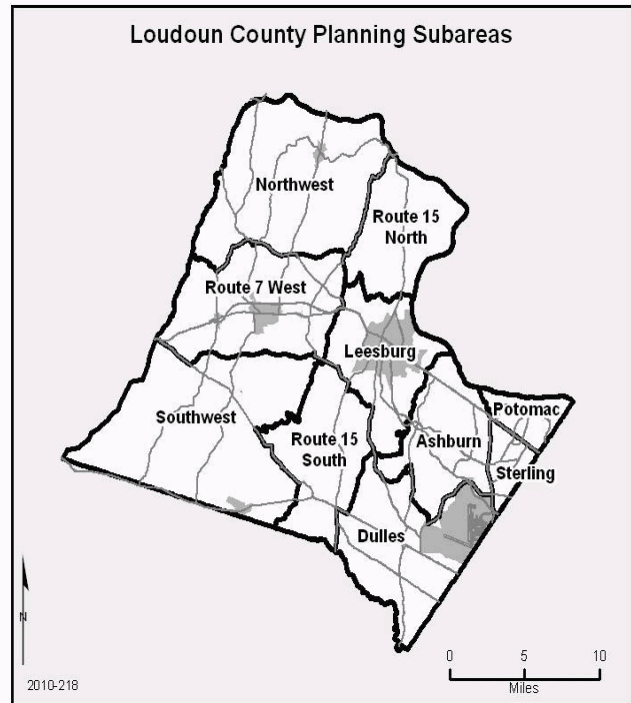
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Major Computer Systems

Project Description

This project plans for the acquisition of major computer systems that cost more than \$500,000 per system. Prior to FY 2012, both major and minor computer system replacements were treated as a component part of the Capital Asset Preservation Program (CAPP), a subfund within the Capital Projects Fund. In November of 2010, to accurately capitalize costs and eventually depreciate major systems as assets, the major systems currently being acquired were reclassified from the CAPP to the Capital Improvement Program (CIP) as a type of Capital Fund allocation. Historical information on computer replacements may be found in the Other Funds section of the Fiscal Plan.

Systems work in FY 2013 includes the replacement of the E-911 system for the Emergency Communications Center. Planned major computer systems acquisitions in FY 2014 and FY 2015 include the upgrade of the Library Management System to serve both the County and the Schools libraries.



Funding

The Major Computer Systems project is funded using local tax funding and debt financing.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these projects will be incorporated into the Department of Information Technology's base operating budget.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$5.86 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
E911 Phone System Upgrade	0	3,000	0	0	0	0	0	3,000	0	3,000
Public Safety CAD for ECC	12,000	0	0	0	0	0	0	0	0	12,000
County/LCPS Financial System	30,000	0	0	0	0	0	0	0	0	30,000
Library Management System	0	0	100	2,500	0	0	0	2,600	0	2,600
Total Cost	42,000	3,000	100	2,500	0	0	0	5,600	0	47,600
Debt Financing	11,000	3,000	0	2,500	0	0	0	5,500	0	16,500
Local Tax Funding	1,000	0	100	0	0	0	0	100	0	1,100
Fund Balance	30,000	0	0	0	0	0	0	0	0	30,000
Total Financing	42,000	3,000	100	2,500	0	0	0	5,600	0	47,600

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	965	929	1,374	1,325	1,266	5,860
Total Impact	0	965	929	1,374	1,325	1,266	5,860



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

SAFETEA-LU Projects

Project Description

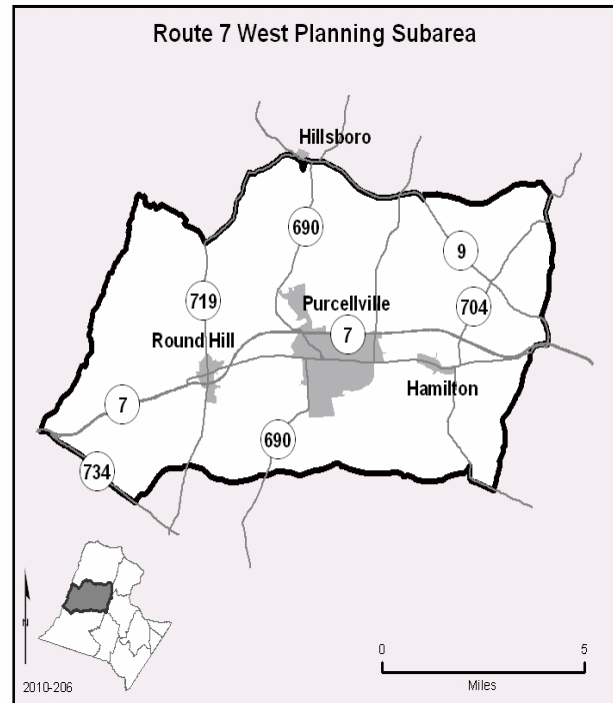
This project provides funding to complete two SAFETEA-LU projects currently in design:

EE Lake Store - The Renovation of the EE Lake General Store aims to stabilize the circa 1901 structure and open the building as a tourist center for hikers and cyclists in Bluemont. Included in the scope of work are structural repairs, improvements to address life safety and code compliance, renovations for ADA accessibility to include accessible restrooms.

Current funding for the project is limited through the SAFETEA-LU program. The estimated costs of architectural and engineering design and structural repairs have exceeded initial cost estimates. Additional cash funding will permit the successful completion of the project by providing for the phased demolition of the structure that will minimize unforeseen conditions that are common in the renovation of a structure of this age.

Purcellville to Round Hill Trail - This project involves the construction of sidewalks and mixed use asphalt trails to provide pedestrian and bicycle conductivity between the Town of Round Hill, Franklin Park, and the Town of Purcellville. Funding has been obtained from a Virginia Department of Transportation (VDOT) SAFETEA-LU grant to construct a portion of the trail from the intersection of Main and West Loudoun Streets in Round Hill to Franklin Park. Further funding is required to finalize the trail from Franklin Park to the Town of Purcellville.

Since the SAFETEA-LU grant requires matching local funds, local tax funding in FY 2013 will fund approximately 30 percent of the trail design, right-of-way acquisition, and construction costs.



Funding

These projects are funded using local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses will be included in the Department of Parks, Recreation and Community Services' operating budget.

Debt Service

This project is funded using local tax funding; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Facilities Construction	0	1,000	0	0	0	0	0	1,000	0	1,000
Total Cost	0	1,000	0	0	0	0	0	1,000	0	1,000
Local Tax Funding	0	1,000	0	0	0	0	0	1,000	0	1,000
Total Financing	0	1,000	0	0	0	0	0	1,000	0	1,000



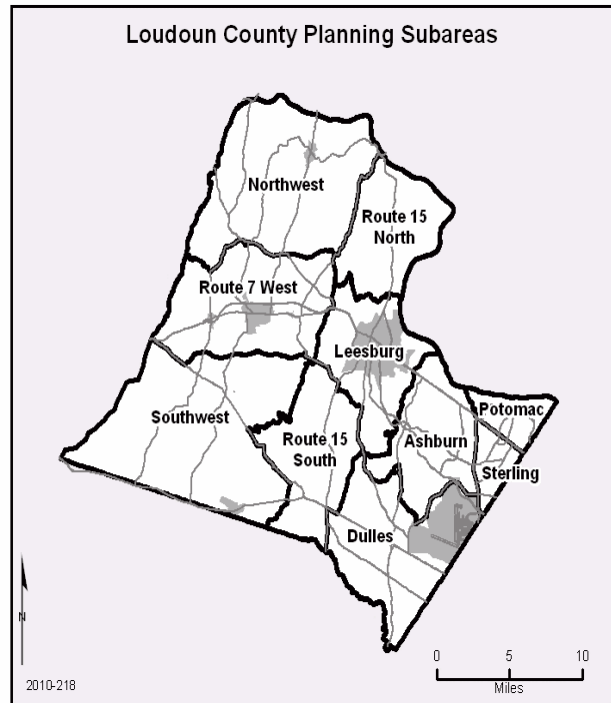
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Capital Vehicle Enhancement

Project Description

This project provides funding to acquire an additional vehicle in support of the County's Solid Waste Management Facility.

Landfill Compactor - The acquisition of an additional compactor at the County Landfill is necessary to sustain waste operations at the current tonnage volume. Additionally, this vehicle is necessary to support the operation of two separate landfill units as filling operations in Phase IIIC are completed and operations in Cell 1A are beginning. Existing compactor units consist of a primary and back up unit. With current tonnages, an additional compactor is needed to operate two cells while meeting or exceeding operating standards for achieving landfill compaction ratios.



Funding

This project is funded using fund balance.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses will be included in the Department of Construction and Waste Management's operating budget.

Debt Service

This project is funded using fund balance; no debt service expense will be incurred for this project.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Capital Vehicles (not buses)	0	0	605	0	0	0	0	605	0	605
Total Cost	0	0	605	0	0	0	0	605	0	605
Fund Balance	0	0	605	0	0	0	0	605	0	605
Total Financing	0	0	605	0	0	0	0	605	0	605



COUNTY CAPITAL PROJECTS

GENERAL GOVERNMENT



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-3: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
General Government										
Projects										
Capital Project Management	26,589	4,199	4,365	4,540	4,720	4,910	5,110	27,844	0	54,433
Storm Water Management	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,850
Consolidated Shops & Warehouse	0	0	0	325	0	3,725	29,845	33,895	0	33,895
Eastern Vehicle Facility	0	0	0	940	4,240	0	0	5,180	0	5,180
Western Vehicle Facility	0	0	0	0	0	1,020	4,585	5,605	0	5,605
Recycling Convenience Center	0	0	0	1,000	0	0	0	1,000	0	1,000
Landfill Mining Project	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
Landfill Sequence V Closure	0	0	0	0	0	1,250	4,680	5,930	0	5,930
Budgetary Cost	40,689	6,949	17,365	9,805	17,460	13,905	53,200	118,684	3,000	162,373
Funding Source										
Debt Financing	0	0	10,000	940	9,740	5,995	40,505	67,180	0	67,180
Local Tax Funding	39,989	6,949	7,365	7,865	7,720	7,910	12,695	50,504	3,000	93,493
Fund Balance	700	0	0	0	0	0	0	0	0	700
Landfill Fees	0	0	0	1,000	0	0	0	1,000	0	1,000
Total Funding Source	40,689	6,949	17,365	9,805	17,460	13,905	53,200	118,684	3,000	162,373



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

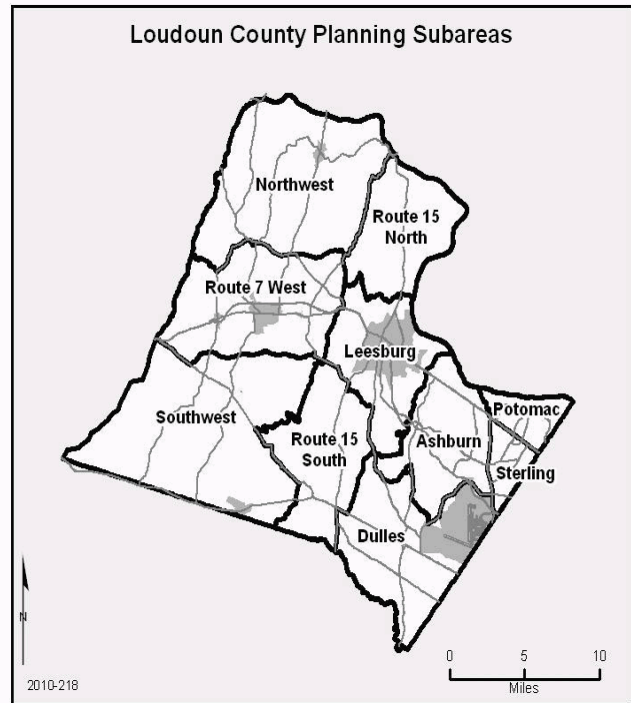
Capital Project Management

Project Description

Capital Project Management is provided by several County departments, with the Department of Construction and Waste Management functioning as the primary staff contact for matters relating to the County's capital projects including land acquisition, planning, budgeting, design, engineering, construction management and project support.

Resources in the Office of the County Attorney and the Department of Management and Financial Services' Procurement Division also provide support to the County's capital projects. These resources are included as part of the Capital Project Management budget.

Additional information on the Department of Construction and Waste Management, the Office of the County Attorney, and the Department of Management and Financial Services may be found in the operating budget section of this document.



Funding

Capital Project Management is funded with local tax funding.

Operating Impact

Operations & Maintenance

Capital Project Management expenditures are estimated at \$27.84 million during the six-year CIP planning period.

Debt Service

This project is funded with local tax funding; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	20,391	0	0	0	0	0	0	0	0	20,391
Professional Services	2,433	0	0	0	0	0	0	0	0	2,433
Operations and Maintenance	3,765	0	0	0	0	0	0	0	0	3,765
Transfer to General Fund	0	4,199	4,365	4,540	4,720	4,910	5,110	27,844	0	27,844
Total Cost	26,589	4,199	4,365	4,540	4,720	4,910	5,110	27,844	0	54,433
Local Tax Funding	26,389	4,199	4,365	4,540	4,720	4,910	5,110	27,844	0	54,233
Fund Balance	200	0	0	0	0	0	0	0	0	200
Total Financing	26,589	4,199	4,365	4,540	4,720	4,910	5,110	27,844	0	54,433



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

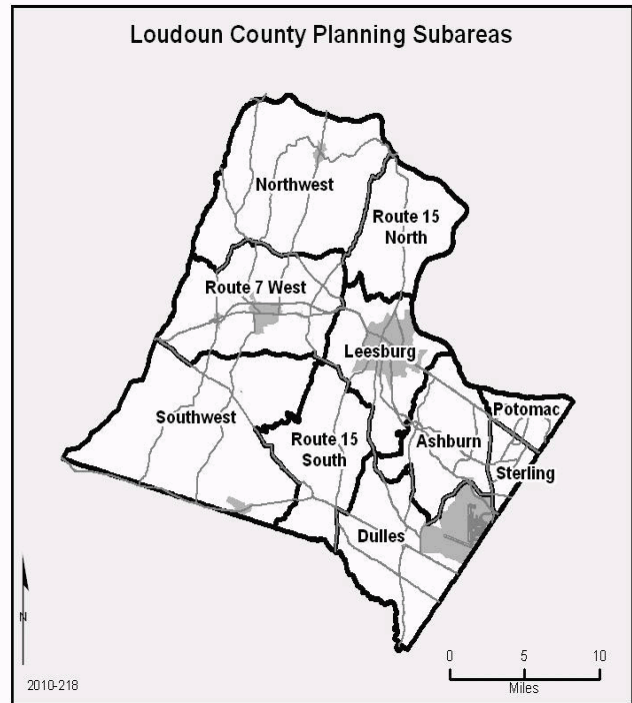
Storm Water Management

Project Description

As part of its standard maintenance regimen, the County continually maps and surveys its storm water infrastructure as inventory is added to the County's portfolio through new development. The County has developed and implemented an overall storm water management program to meet the Environmental Protection Agency's Phase II storm water discharge permit requirements that mandate the repair, maintenance, and restoration of County-owned storm water infrastructure.

A long-range storm water management strategic plan was completed in 2007. The strategic plan did not identify any significant new capital projects, but projected that the older sections of the existing system could be restored to its original design capability over a ten-year period. The financial impact of the restoration project was forecast within current levels of funding planned over the six-year planning period.

These capital funds support the restoration and management of storm water infrastructure in the County identified in the storm water management strategic plan. This project will provide funding to meet storm water management programmatic needs, partially restore the older sections of the system, and repair and maintain the entire system Countywide.



Funding

This project will be funded using local tax funding.

Operating Impact

Operations & Maintenance

The Department of General Services manages this program. Personnel and operations expenses are estimated at \$1.90 million during the six-year CIP planning period.

Debt Service

This project is funded with local tax funding; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Facilities Construction	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,850
Total Cost	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,850
Local Tax Funding	13,600	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,350
Fund Balance	500	0	0	0	0	0	0	0	0	500
Total Financing	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	3,000	34,850

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	287	298	310	323	336	349	1,903
Total Impact	287	298	310	323	336	349	1,903



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

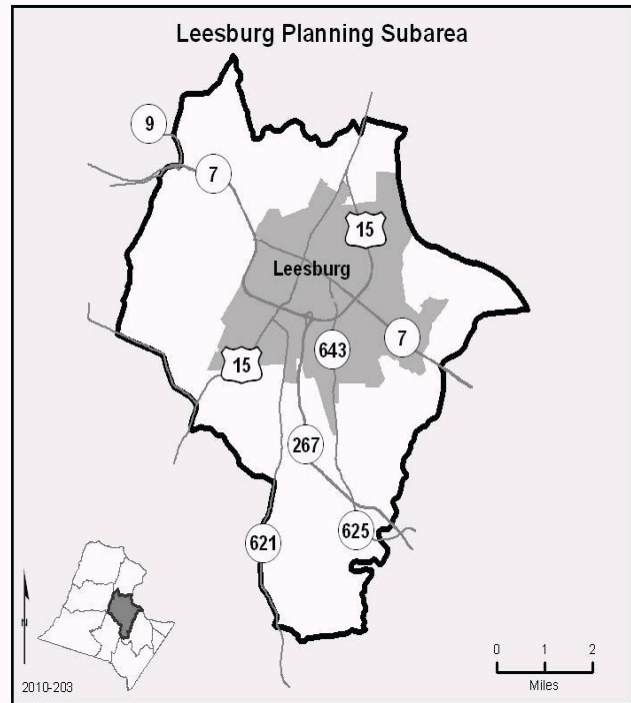
Consolidated Shops & Warehouse Facility

Project Description

The Consolidated Shops and Warehouse Facility will provide storage and warehouse space for all County Government Departments and Agencies in one General Government Warehouse Facility. The facility will provide functional, secure warehousing space for surplus materials awaiting disposition, the County's surplus store, high-value items, voting machines, climate-controlled space for archived records, and public safety equipment. The facility will include shops and inside storage areas for technicians providing for countywide mechanical, building and security systems. The facility will also provide work and support space for public works infrastructure maintenance crews, outside material staging areas, and storage areas for protective equipment will also be included.

A site of 15 buildable acres is required to support this project. The site design will feature a well-landscaped parking bay in front of the building with a loading and truck court to the rear. Total parking will be included to accommodate the mixed-use occupancy load. The proposed 60,000 square foot structure will provide a minimum 24-foot interior clearance height to accommodate high bay maintenance and storage activities.

Project appropriations include \$325,000 in FY 2015 to conduct a study to optimize space planning for the facility, and to assist in the design of a facility that maximizes efficiencies in the use of available space and staff resources. Design is anticipated to begin in FY 2017 and construction in FY 2018. Potential sites for this project have been identified as part of the Government Support Center Amended Master Plan.



Funding

This project is planned to be funded with local tax funding and debt financing.

Operating Impact

Operations & Maintenance

Operating expenses for the facility are estimated to begin in a future fiscal year.

Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$746,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	325	0	3,725	0	4,050	0	4,050
Furniture, Fixtures & Equip	0	0	0	0	0	0	1,000	1,000	0	1,000
Construction	0	0	0	0	0	0	28,845	28,845	0	28,845
Total Cost	0	0	0	325	0	3,725	29,845	33,895	0	33,895
Debt Financing	0	0	0	0	0	3,725	29,845	33,570	0	33,570
Local Tax Funding	0	0	0	325	0	0	0	325	0	325
Total Financing	0	0	0	325	0	3,725	29,845	33,895	0	33,895

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	746	746
Total Impact	0	0	0	0	0	746	746



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Eastern Vehicle Support Facility

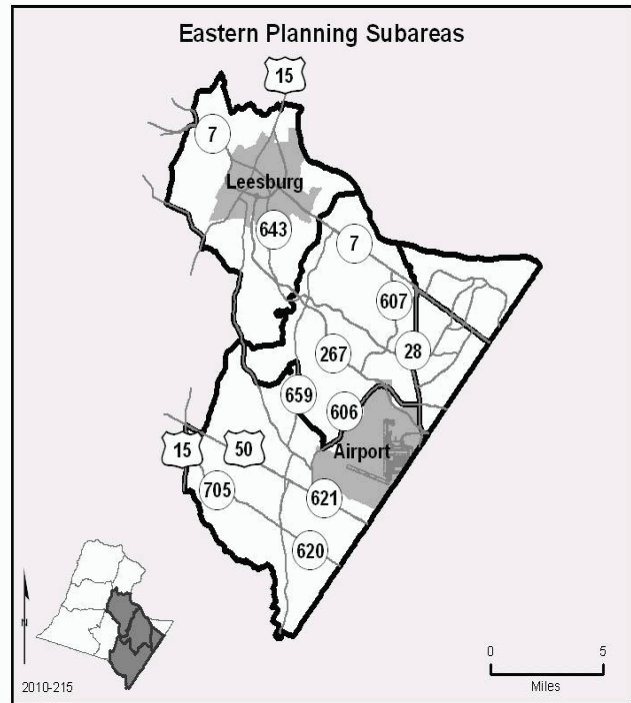
Project Description

The Eastern Vehicle Support Facility project will provide for a satellite fueling and light maintenance facility for County government and Loudoun County Public Schools (LCPS) light and heavy vehicles, including fire and rescue apparatus, stationed in eastern Loudoun County. The fueling facility will be vendor-developed and operated under the LCPS fuel contract. The maintenance operation will provide only emergency minor repairs to vehicles, thus allowing them to continue in-service while remaining in their geographic service area.

A 10-acre buildable site is required to support this project. The site for the facility must be appropriately zoned, will feature landscaped parking bays, and will incorporate environmental management requirements for an industrial use facility to include storm water run-off mitigation. The facility will accommodate required access and maneuverability for school buses, fire apparatus, transit buses, specialized law enforcement vehicles and vehicles with trailers. Secure parking for 50 school buses and 100 School and County-owned vehicles will be included.

A 3,000 square foot covered fueling facility and a 5,300 square foot maintenance building will be constructed. The building design will present an attractive facade along the property frontage while maintaining its primary industrial use objective. The necessary information technology infrastructure, and the appropriate fueling, petroleum, oil and lubricant materials, compressed air, and other fixed systems needed to support vehicle maintenance will be incorporated into the building design.

Potential sites for this project will be considered during the facility planning stage with prospective eastern County locations to ensure optimal placement of County/School support facilities.



Funding

This project is funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$1.99 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.20 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	940	0	0	0	940	0	940
Furniture, Fixtures & Equip	0	0	0	0	925	0	0	925	0	925
Construction	0	0	0	0	3,315	0	0	3,315	0	3,315
Total Cost	0	0	0	940	4,240	0	0	5,180	0	5,180
Debt Financing	0	0	0	940	4,240	0	0	5,180	0	5,180
Total Financing	0	0	0	940	4,240	0	0	5,180	0	5,180

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	980	1,019	1,999
Debt Service	0	0	0	198	507	494	1,199
Total Impact	0	0	0	198	1,487	1,513	3,198



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

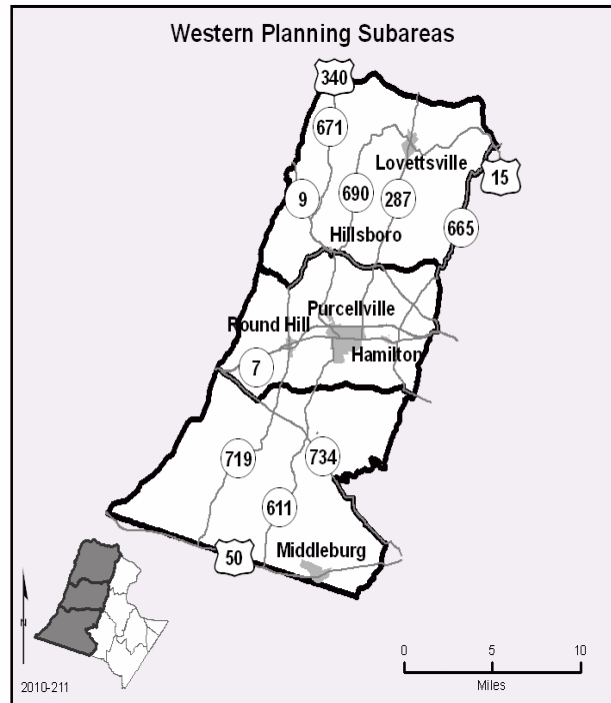
Western Vehicle Support Facility

Project Description

The Western Vehicle Support Facility project will provide for a satellite fueling and light maintenance facility for County government and Loudoun County Public Schools (LCPS) light and heavy vehicles, including fire and rescue apparatus, stationed in western Loudoun County. The fueling facility will be vendor-developed and operated under the LCPS fuel contract. The maintenance operation will provide only emergency minor repairs to vehicles, thus allowing them to continue in-service while remaining in their geographic service area.

A 10-acre buildable site is required to support this project. The site for the facility must be appropriately zoned, will feature landscaped parking bays, and will incorporate environmental management requirements for an industrial use facility to include storm water run-off mitigation. The facility will accommodate required access and maneuverability for school buses, fire apparatus, transit buses, specialized law enforcement vehicles and vehicles with trailers. Secure parking for 50 school buses and 100 School and County-owned vehicles will be included.

A 3,000 square foot covered fueling facility and a 5,300 square foot maintenance building will be constructed. The building design will present an attractive facade along the property frontage while maintaining its primary industrial use objective. The necessary information technology infrastructure, and the appropriate fueling, petroleum, oil and lubricant materials, compressed air, and other fixed systems needed to support vehicle maintenance will be incorporated into the building design.



Funding

This project is funded using local tax funding and debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are anticipated to begin in future fiscal years. No operational expense will be incurred during the six-year CIP planning period.

Debt Service

Debt Service is anticipated to begin in FY 2018 and is estimated to total \$216,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,020	0	1,020	0	1,020
Furniture, Fixtures & Equip	0	0	0	0	0	0	910	910	0	910
Construction	0	0	0	0	0	0	3,675	3,675	0	3,675
Total Cost	0	0	0	0	0	1,020	4,585	5,605	0	5,605
Debt Financing	0	0	0	0	0	1,020	0	1,020	0	1,020
Local Tax Funding	0	0	0	0	0	0	4,585	4,585	0	4,585
Total Financing	0	0	0	0	0	1,020	4,585	5,605	0	5,605

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	216	216
Total Impact	0	0	0	0	0	216	216



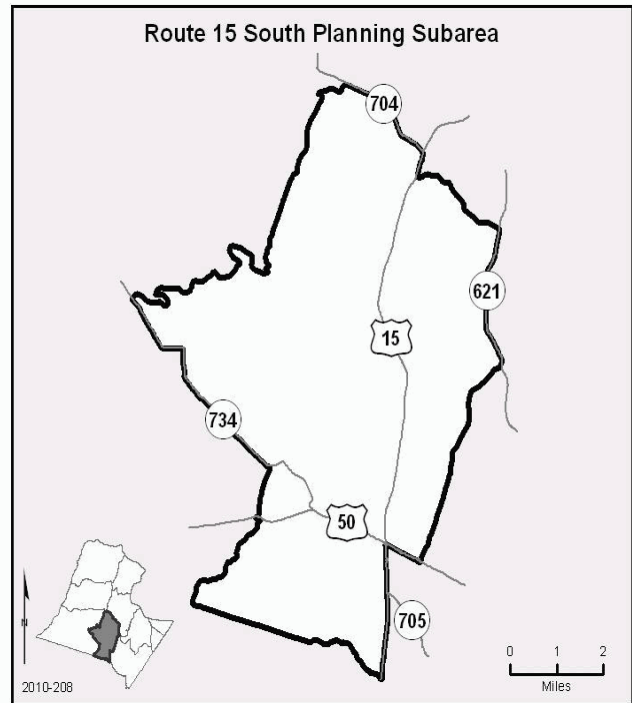
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Recycling Convenience Center

Project Description

This project provides for the construction of a Recycling Convenience Center at the County Landfill in the Route 15 South Planning Subarea in FY 2015. The minimum area necessary for the Recycling Convenience Center is approximately three and one-half acres. The project would include a paved parking lot, a loading/tipping area, and a metal pole building with a concrete floor.

The Solid Waste Management Plan calls for the creation of a Recycling Convenience Center to improve opportunities for citizens to recycle. The facility would receive recyclables collected by permitted collectors, bulk the materials to the extent possible, and ship them to an end user for processing. Operation would be managed by a private contractor, but the County would maintain an oversight role.



Funding

This project is funded using landfill fee revenue.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$810,000 during the six-year CIP planning period.

Debt Service

This project is proposed to be funded using landfill fees; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction	0	0	0	1,000	0	0	0	1,000	0	1,000
Total Cost	0	0	0	1,000	0	0	0	1,000	0	1,000
Landfill Fees	0	0	0	1,000	0	0	0	1,000	0	1,000
Total Financing	0	0	0	1,000	0	0	0	1,000	0	1,000

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	260	270	280	810
Total Impact	0	0	0	260	270	280	810



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

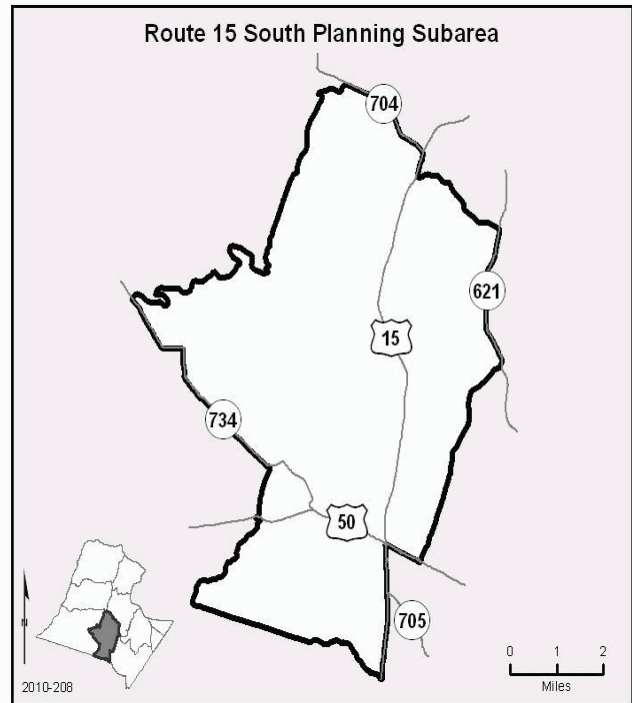
Woods Road Landfill Mining Project

Project Description

This reclamation project is a voluntary remediation of the oldest closed, un-lined portion of the county landfill, located in the middle of the existing landfill between Phases I and II.

This existing unlined area is the accepted source of pollutants in facility groundwater and poses a future remediation liability. This project consists of first "mining" solid waste and cover soil from the earliest disposal areas within the facility, then following the removal and relocation of the mined waste to other lined areas of the landfill, the reclaimed site would then be lined per current regulatory standards and used for new disposal operations. The reclamation use will off-set the cost of the mining.

The anticipated benefits of executing this project are to 1.) remove the source of groundwater contamination at the landfill, 2.) remediate current groundwater contamination, and 3.) gain cost effective, new landfill capacity life without expanding the disposal footprint or constructing new infrastructure. This project is anticipated to be contracted out over a multi-year period.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Operating costs for landfill disposal operations are offset by fees collected for service at the facility in keeping with the Loudoun County Board of Supervisors' policy of revenue neutrality for landfill operations.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$4.48 million during the six year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Site Infrastructure	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
Total Cost	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
Debt Financing	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480
Total Financing	0	0	10,000	0	5,500	0	5,980	21,480	0	21,480

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	38	698	978	1,299	1,468	4,481
Total Impact	0	38	698	978	1,299	1,468	4,481

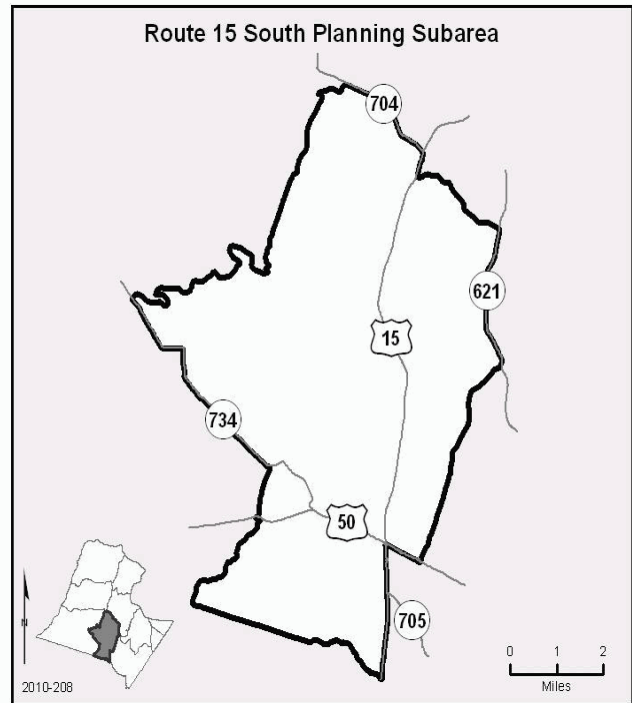


**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Woods Road Landfill Sequence V Closure

Project Description

This project funds the engineering, design and construction of the final cap and closure of a 15-acre site at the Loudoun County Landfill Disposal Unit. Closure of the Loudoun County Landfill disposal unit was initially proposed in four sequences. To minimize erosion and to improve storm water management controls, the fourth sequence was divided into two smaller projects, Sequence IV and Sequence V.



Funding

This project is funded using debt financing.

Operating Impact

Operations & Maintenance

The Department of Construction and Waste Management manages the Loudoun County Solid Waste Management Facility (Landfill). Closure operations and maintenance costs include maintenance of closed, lined and capped disposal space, erosion control structures and environmental monitoring in accordance with approved permit conditions, closure plan requirements and State regulations.

Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$128,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,250	0	1,250	0	1,250
Const of Site Infrastructure	0	0	0	0	0	0	4,680	4,680	0	4,680
Total Cost	0	0	0	0	0	1,250	4,680	5,930	0	5,930
Debt Financing	0	0	0	0	0	1,250	4,680	5,930	0	5,930
Total Financing	0	0	0	0	0	1,250	4,680	5,930	0	5,930

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	128	128
Total Impact	0	0	0	0	0	128	128



COUNTY CAPITAL PROJECTS

TRANSPORTATION



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-4: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Transportation										
Projects										
Transit Buses	24,543	0	990	680	1,750	720	1,850	5,990	0	30,533
Transit Maintenance & Operations Facility	14,306	1,000	0	0	0	0	0	1,000	0	15,306
Regional Park-and-Ride Lots	4,140	4,600	0	2,000	5,835	0	0	12,435	0	16,575
Dulles Corridor Rapid Transit	160,000	40,000	40,000	40,000	35,000	0	0	155,000	0	315,000
Kincaid / Crosstrail Boulevards	3,300	1,500	39,000	0	0	0	35,000	75,500	0	78,800
Route 7/Belmont Ridge Road Interchange	79,130	2,745	0	0	0	0	0	2,745	0	81,875
Belfort Area Road Improvements	1,000	8,000	0	0	0	0	0	8,000	0	9,000
Claiborne Parkway	585	0	4,000	0	0	0	0	4,000	0	4,585
Riverside Parkway	5,982	375	0	0	0	0	0	375	0	6,357
Tall Cedars Parkway	620	0	7,635	0	0	0	0	7,635	0	8,255
Waxpool Road	3,086	1,500	0	0	0	0	0	1,500	0	4,586
Route 690 Engineering	0	1,500	0	0	0	0	0	1,500	0	1,500
Budgetary Cost	296,692	61,220	91,625	42,680	42,585	720	36,850	275,680	0	572,371
Funding Source										
Debt Financing	168,859	49,500	79,000	42,000	35,000	0	35,000	240,500	0	409,359
GO Bonds	4,500	0	0	0	0	0	0	0	0	4,500
Local Tax Funding	1,635	0	0	0	0	0	0	0	0	1,635
Fund Balance	5,140	1,500	0	0	0	0	0	1,500	0	6,640
Gifts & Donations	35	0	0	0	0	0	0	0	0	35
Proffers (Cash)	8,048	5,620	7,635	0	615	0	0	13,870	0	21,918
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Capital Assistance	100,556	2,000	2,495	340	5,180	360	925	11,300	0	111,856
Gas Tax/Transportation Fund	7,917	500	2,495	340	875	360	925	5,495	0	13,412
Total Funding Source	296,690	61,220	91,625	42,680	42,585	720	36,850	275,680	0	572,371



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

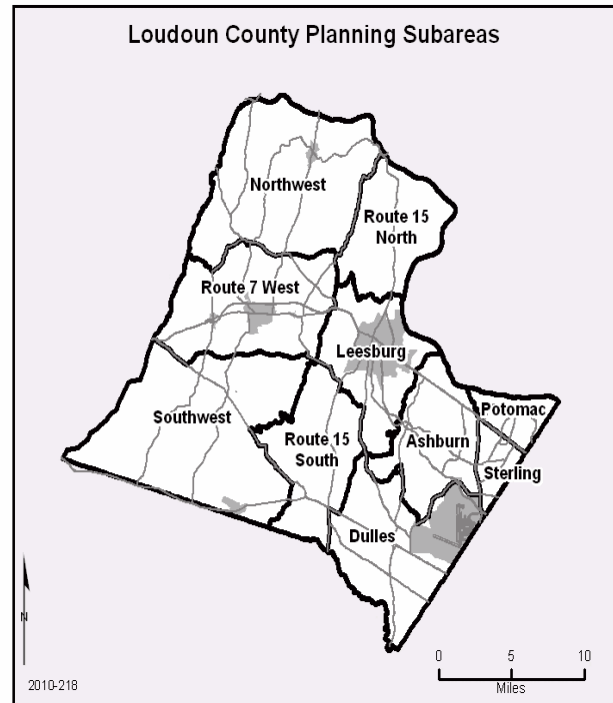
Transit Buses

Project Description

This project acquires buses in support of the County's transit service. The first bus acquisition schedule was approved by the Board of Supervisors in FY 2004, when the first 22 buses were purchased. The current operating plan procures two commuter buses annually through FY 2012 in support of the County's commuter long-haul bus service into Arlington and Washington, D.C. With the anticipated arrival of Metrorail to Wiehle Avenue, the County will begin to transition to smaller transit buses to serve feeder routes that have been planned throughout the County according to the County's six-year Transit Development Plan. These routes will transport passengers to the nearest Metrorail Stations, initially in Fairfax County, and to Stations within the County itself if and when they are implemented.

Beginning in FY 2014, the County will acquire smaller, transit buses to serve feeder routes to future planned Metro Stations. Half of the funds would come from State Capital Assistance.

The Proffer Trust accounts funding this project may be referenced in the Proffer Fund section of the "Other Funds" Section of this document.



Funding

The transit bus acquisition program is funded through a combination of State capital assistance, cash proffers and the Transportation Fund, which includes excess prior year commuter bus revenues.

Operating Impact

Operations & Maintenance

The program's operations and maintenance expenses are funded through a combination of fare revenues, State operating assistance, and gasoline tax revenues.

Debt Service

Debt service is not anticipated to be required in support of this program.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Bus Acquisition	24,543	0	990	680	1,750	720	1,850	5,990	0	30,533
Total Cost	24,543	0	990	680	1,750	720	1,850	5,990	0	30,533
Debt Financing	6,859	0	0	0	0	0	0	0	0	6,859
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
Proffers (Cash)	1,744	0	0	0	0	0	0	0	0	1,744
State Capital Assistance	15,005	0	495	340	875	360	925	2,995	0	18,000
Commuter Bus Fare Revenue	600	0	495	340	875	360	925	2,995	0	3,595
Total Financing	24,543	0	990	680	1,750	720	1,850	5,990	0	30,533



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Transit Bus Maintenance & Storage Facility

Project Description

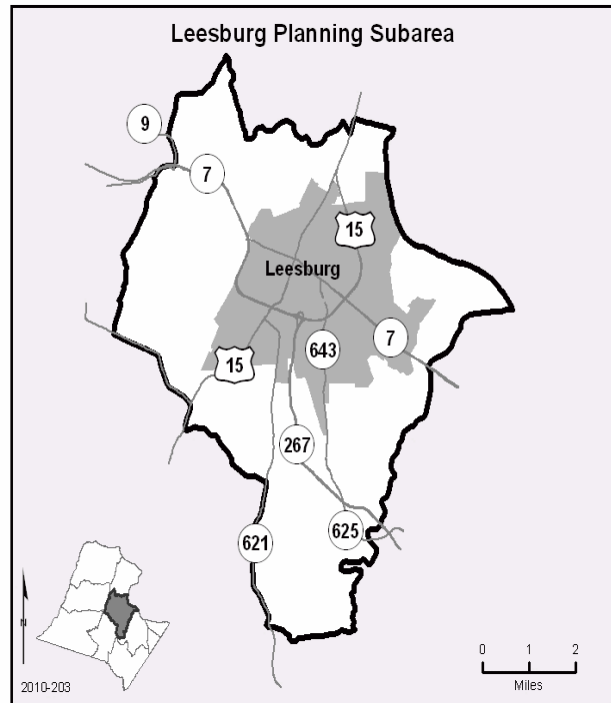
This project designs and constructs a Transit Maintenance and Operations Facility to support County transit services. Bus operations, storage, and maintenance services are currently operated out of two contractor-leased facilities in Purcellville, Virginia. These leased facilities have reached full capacity and are unable to accommodate any future growth in the County's bus fleet. As a result, overflow buses are being stored on a temporary basis at the County's Central Garage in Leesburg. This results in additional operational mileage and costs due to travel time to and from the storage sites to the maintenance facility.

In 2013, the fleet will consist of 50 County owned commuter coaches, along with five leased spare coaches, and three leased shuttle buses, which will provide over one million annual passenger trips.

The Transit Maintenance and Operations Facility will consist of areas for contractor employee parking, bus maintenance bays, maintenance support spaces, service areas, secure parking for the bus fleet, contractor employee support space, and administrative office space. The facility is being designed to meet projected service levels through 2030. The Virginia Department of Rail and Public Transportation has partnered with the County in the funding of the project, providing in excess of 50% of the project costs.

Funding in FY 2013 totals \$1,000,000, the final amount necessary to complete the project. This amount will be used to cover the cost of procuring equipment for the facility. It is anticipated that half of the cost will be covered via State capital assistance, and the other half of the cost will be paid for using excess commuter bus program revenues. Project design is underway with construction anticipated to begin in 2012.

The Proffer Trust accounts funding this project can be referenced in the Proffer Fund Section of the "Other Funds" section of this document.



Funding

This project is funded by State capital funds, gasoline tax funds, cash proffers, and fund balance.

Operating Impact

Operations & Maintenance

All operational costs associated with the Transit Bus Maintenance and Storage Facility are accounted for in the Commuter Bus program.

Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	2,806	0	0	0	0	0	0	0	0	2,806
Furniture, Fixtures & Equip	1,000	1,000	0	0	0	0	0	1,000	0	2,000
Construction	10,500	0	0	0	0	0	0	0	0	10,500
Total Cost	14,306	1,000	0	0	0	0	0	1,000	0	15,306
Fund Balance	4,140	0	0	0	0	0	0	0	0	4,140
Proffers (Cash)	6	0	0	0	0	0	0	0	0	6
State Capital Assistance	7,393	500	0	0	0	0	0	500	0	7,893
Commuter Bus Fare Revenue	2,767	500	0	0	0	0	0	500	0	3,267
Total Financing	14,306	1,000	0	0	0	0	0	1,000	0	15,306



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Regional Park-and-Ride Lots

Project Description

This project plans for the construction of five park-and-ride lots during the FY 2013 - 2018 planning period.

East Gate Park-and-Ride Lot - FY 2013

Provides for the construction of a minimum 200-space park-and-ride lot, co-located with a public park, in support of the Dulles South Commuter Bus Service along Tall Cedars Parkway in the East Gate development.

Dulles Town Center Park-and-Ride Lot - FY 2013

Provides for a phased, 300-space park-and-ride lot in the vicinity of the Dulles Town Center Mall. The park-and-ride lot was proffered to the County as part of ZMAP-2007-0001, Dulles Town Center, and will be constructed by the developer.

One Loudoun Park-and-Ride Lot - FY 2015

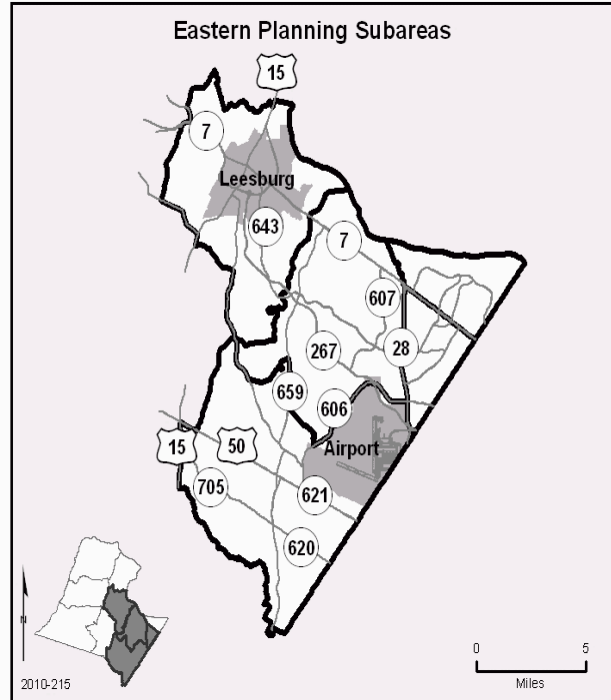
Provides for the construction of a minimum 250-space surface parking lot, on a site to be acquired by the County, in the vicinity of the One Loudoun development, as recommended in the County's transit plans.

Stone Ridge Park-and-Ride Lot Expansion - FY 2016

The Stone Ridge Commercial rezoning application, ZMAP-2006-0011, proffered to provide the County with a minimum 100-space expansion to the Stone Ridge park-and-ride lot. The park-and-ride lot may be constructed and provided to the County by the developer.

Leesburg Area Park-and-Ride Lot - FY 2016

Provides for the construction of a minimum 300-space surface park-and-ride lot on a site to be acquired near the Town of Leesburg, as recommended in the County's transit plans.



Funding

Operating Impact

Operations & Maintenance

Operations and maintenance expenditures are projected to begin in FY 2014 and total \$469,000 during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$629,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	250	0	0	0	0	0	0	0	0	250
Const of Site Infrastructure	3,890	4,600	0	2,000	5,835	0	0	12,435	0	16,325
Total Cost	4,140	4,600	0	2,000	5,835	0	0	12,435	0	16,575
Debt Financing	0	0	0	2,000	0	0	0	2,000	0	2,000
Proffers (Cash)	530	2,500	0	0	615	0	0	3,115	0	3,645
Proffers (In-kind)	0	2,100	0	0	915	0	0	3,015	0	3,015
State Capital Assistance	3,360	0	0	0	4,305	0	0	4,305	0	7,665
Gas Tax/Transportation Fund	250	0	0	0	0	0	0	0	0	250
Total Financing	4,140	4,600	0	2,000	5,835	0	0	12,435	0	16,575

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	50	52	81	140	146	469
Debt Service	0	0	50	198	193	188	629
Total Impact	0	50	102	279	333	334	1,098



Loudoun County Government FY 2013 Adopted Fiscal Plan

Dulles Corridor Rapid Transit

Project Description

State, regional and local authorities have jointly proposed an extension of Metrorail service along the Dulles Corridor from Fairfax County's West Falls Church Metrorail Station to Loudoun County. This project involves a 23 mile Metrorail extension via Tyson's Corner and the Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). At its completion, Loudoun riders can take the Silver Line to the last stop at Armory Station or transfer at one of several points within the Metrorail system to travel another line. Constructed in two phases, Phase I would implement Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase II would complete the project, bringing Metrorail to Route 772 by 2016. The entire project would include a rail yard on the Dulles Airport property and a total of 11 stations, including three stations in Loudoun County.

Funding for the project is provided by the Federal Government, the Commonwealth of Virginia, the Counties of Fairfax and Loudoun, and the Metropolitan Washington Airports Authority (MWAA) through a series of intergovernmental and local funding agreements. The implementation of Phase I is estimated to cost approximately \$2.67 billion, with the Federal government providing its share of expenditures on an as needed basis. Phase II, which is currently in preliminary engineering, is estimated at \$2.8 billion, bringing the total projected cost to \$5.5 billion.

Project History

The Virginia Department of Rail and Public Transportation (DRPT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase I) in June 2006. In December 2006, Phase II Preliminary Engineering was completed to the 65% level. On March 30, 2007, DRPT announced the successful negotiation of a \$1.6 billion design build agreement with Dulles Transit Partners, LLC for final design and construction of Phase I. On June 19, 2007, the Board of Supervisors authorized the County Administrator to sign a memorandum of understanding entering the County into a three party funding agreement with Loudoun, Fairfax and MWAA for the purpose of constructing Metrorail to Loudoun County. On April 30, 2008, the Federal Transit Administration (FTA) sent the required 10 day notification to Congress asserting its intention to move the Dulles Corridor Metrorail Project into the Final Design stage of FTA's New Starts Process. Simultaneously, FTA committed \$158.7 million to the project toward completion of a financial plan, construction plans, detailed engineering specifications and cost estimates, and other technical requirements.

MWAA submitted a proposal on December 20, 2005, to transfer responsibility for the Dulles Toll Road (DTR) and the Metrorail extension from the Commonwealth of Virginia to MWAA. The proposal, which was approved by the Commonwealth on March 27, 2006, was described as a means to allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA. The actual transfer did not become effective until November 1, 2008.

During its FY 2009 budget deliberations, the Board reduced the FY 2009 appropriation for this project, as planned in FY 2008, to \$40 million, and increased the planned FY 2014 appropriation to \$40 million.



Funding

The Federal Transit Administration, the Commonwealth of Virginia, Fairfax County, the Metropolitan Washington Airport Authority (Dulles Toll Road) and Loudoun County would fund the costs of the project. Loudoun County's share of the total project cost is 4.8%. Loudoun County's contribution toward construction will begin in FY 2010. The project is contingent upon approval of the 100% preliminary engineering design of Phase II. The County's share will be funded through debt financing.

Operating Impact

Operations & Maintenance

The Environmental Impact Statement estimates that the County's share of operating costs is anticipated to total about \$8 million during the first year of operation. The 2% gas tax collected in Loudoun County will cover most of this cost. The current planned development of the Dulles Rapid Transit project would not require the County to provide operating subsidies until operations have been extended to Route 772 in 2016. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Debt Service

In FY 2002, the Board of Supervisors established the Public Transportation Special Revenue Fund to provide the resources necessary to serve as the clearinghouse for debt service payments of County funded transit and transportation projects, such as the Dulles Corridor Rapid Transit project. Debt service is forecast to begin in FY 2014, and is estimated at \$62.78 million during the six-year CIP planning period.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Dulles Corridor Rapid Transit

to better match the expected funding requirements. MWAA received final design approval for Phase I from FTA on May 12, 2008. Subsequently, right of way acquisitions were initiated and the utility relocation along the Route 7 Corridor in Tyson's Corner began in January 2008.

On January 8, 2009, the Federal Secretary of Transportation signed and submitted to Congress the Full Funding Grant Agreement (FFGA) for the authorization of \$900 million dollars for the construction of Phase I. Final approval and release of the federal funds by the FTA occurred on March 10, 2009.

Current Status

Construction of Phase I of the Dulles Corridor Metrorail Project is underway, with a tentative completion date of March 2013. One-hundred percent preliminary engineering plans for Phase II of the project are anticipated to be complete in March 2012. Under the project's current schedule, construction of Phase II is scheduled to be complete in 2016.

In November of 2011, the Board of Supervisors endorsed a Memorandum of Agreement for Phase II between the United States Department of Transportation, the Commonwealth of Virginia, Loudoun and Fairfax Counties, the Metropolitan Washington Airports Authority and the Washington Metropolitan Area Transit Authority, which describes the terms and conditions agreed to by each of the parties for financing Phase II of the Dulles Corridor Metrorail Project.

At this time, Loudoun County's share of the total project cost is projected to be \$315 million.



Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Payment to Regional Org	160,000	40,000	40,000	40,000	35,000	0	0	155,000	0	315,000
Total Cost	160,000	40,000	40,000	40,000	35,000	0	0	155,000	0	315,000
Debt Financing	160,000	40,000	40,000	40,000	35,000	0	0	155,000	0	315,000
Total Financing	160,000	40,000	40,000	40,000	35,000	0	0	155,000	0	315,000

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	3,335	7,603	10,785	15,565	25,494	62,782
Total Impact	0	3,335	7,603	10,785	15,565	25,494	62,782



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

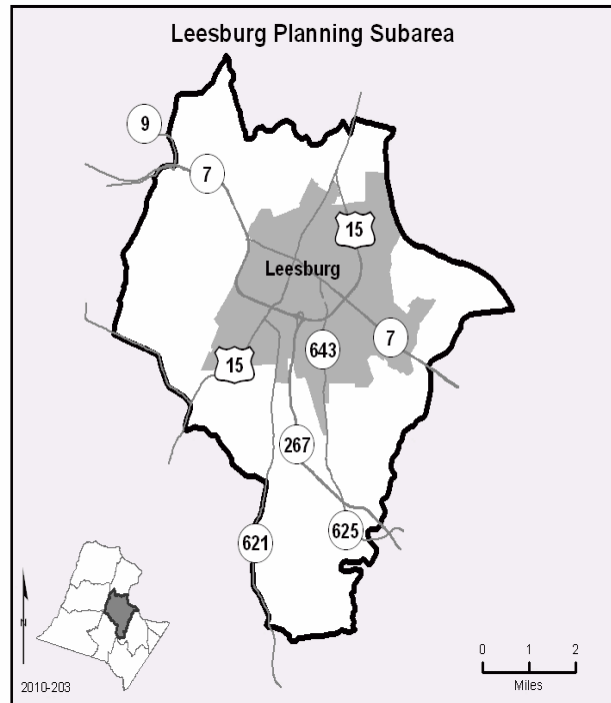
Kincaid / Crosstrail Boulevards

Project Description

This project designs and constructs Crosstrail and Kincaid Boulevards in the vicinity of Philip A. Bolen Memorial Park and the Leesburg Airport in the Leesburg Planning Subarea of the County. The project includes the design of a six-lane facility, and the construction of a half-section of Crosstrail Boulevard from Sycolin Road to the eastern most boundary of the County owned property, including a connection to the existing terminus of Kincaid Boulevard.

In addition, this project includes appropriations that are estimated to complete design plans and construct a half-section of Crosstrail Boulevard from the eastern most boundary of the County owned property to Russell Branch Parkway near Route 7 in the vicinity of the Villages at Leesburg. Additional funds are included to design and construct a section of Crosstrail Boulevard from Sycolin Road to the Dulles Greenway.

This infrastructure project completes roads required to develop land bays for public facilities at the County owned Government Support Center site in Leesburg. This project also implements the Countywide Transportation Plan for road infrastructure to serve this area of the County.



Current Status

The Crosstrail Boulevard project is currently in design. Construction is anticipated to begin in FY 2014.

Funding

This project will be financed with debt financing and local tax funding.

Operating Impact

Operations & Maintenance

This road is planned to be designed and constructed to VDOT standards and will subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 2013 and is estimated to total \$13.88 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	1,300	1,500	0	0	0	0	0	1,500	0	2,800
Construction of Roads	2,000	0	39,000	0	0	0	35,000	74,000	0	76,000
Total Cost	3,300	1,500	39,000	0	0	0	35,000	75,500	0	78,800
Debt Financing	2,000	1,500	39,000	0	0	0	35,000	75,500	0	77,500
Local Tax Funding	1,300	0	0	0	0	0	0	0	0	1,300
Total Financing	3,300	1,500	39,000	0	0	0	35,000	75,500	0	78,800

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	38	523	2,001	3,291	3,876	4,149	13,877
Total Impact	38	523	2,001	3,291	3,876	4,149	13,877



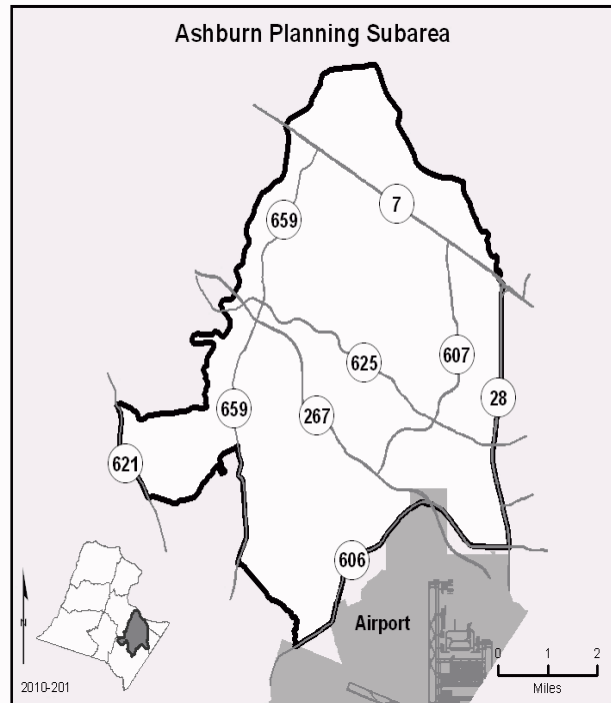
Route 7/Belmont Ridge Road Interchange

Project Description

This project provides funding to complete the design and construction of the Route 7/Route 659 interchange and the realignment and widening of Belmont Ridge Road (Route 659) from two to four lanes between Route 7 and Gloucester Parkway. The Commonwealth has budgeted \$72 million in State funding to complete the Route 7/Route 659 Interchange and a four lane segment of Belmont Ridge Road from the interchange to Gloucester Parkway. Once design of the project is complete, total project costs will be re-evaluated to determine the funding required to complete the project. If necessary, the project may be broken into phases in the event current funding is not adequate. The County will work with VDOT to identify additional State funds as necessary.

Current Status

This project is currently in design. Construction is planned to begin in FY 2013.



Funding

Funding for the road improvements are from State capital grants, cash proffers, and general obligation bonds.

Operating Impact

Operations & Maintenance

The road is planned to be designed and constructed to VDOT standards and will subsequently become part of the VDOT system for maintenance.

Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	7,130	0	0	0	0	0	0	0	0	7,130
Construction of Roads	72,000	2,745	0	0	0	0	0	2,745	0	74,745
Total Cost	79,130	2,745	0	0	0	0	0	2,745	0	81,875
GO Bonds	4,500	0	0	0	0	0	0	0	0	4,500
Proffers (Cash)	2,630	2,745	0	0	0	0	0	2,745	0	5,375
State Capital Assistance	72,000	0	0	0	0	0	0	0	0	72,000
Total Financing	79,130	2,745	0	0	0	0	0	2,745	0	81,875



Belfort Area Road Improvements

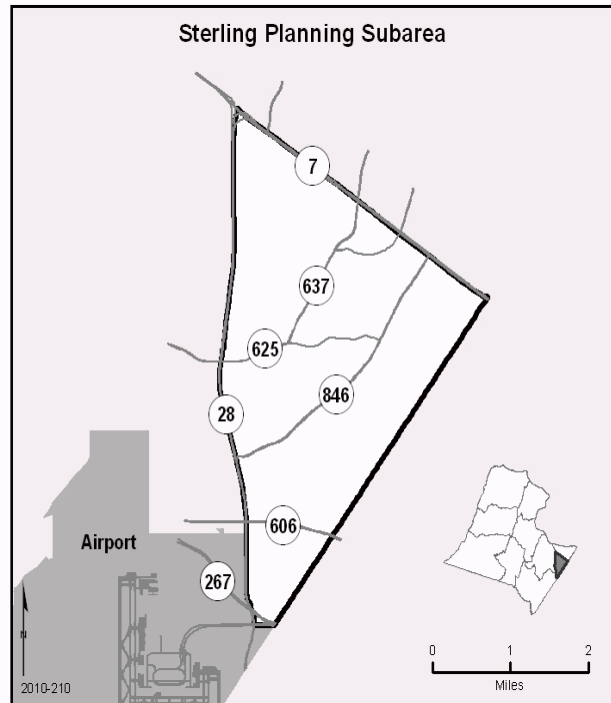
Project Description

In 2009, the Board of Supervisors created the Belfort Area Task Force to analyze and provide recommendations to improve vehicular access and circulation in the area known as Belfort Park. Belfort Park is bounded on the north by the W&OD Trail, on the east by Sterling Boulevard, on the west by Church Road and on the south by Route 28.

In 2010, the Belfort Park Area Task Force made its final report to the Board of Supervisors, which included several recommendations for road improvements within the area. The funding for this project will allow for the design, right of way acquisition, and construction of the Task Force's recommended improvements, which include: 1) reconstruction of the intersection of Cedar Green Road with Glenn Drive; 2) a new two lane section of Cedar Green extending it between Glenn Drive and Davis Drive; 3) a four lane extension of Glenn Drive to Cedar Green Road; 4) a right turn lane from Cedar Green Road to Shaw Road; 5) reconstruction of Cedar Green Road from Shaw Road to 180 feet west of Glenn Drive to a curb and gutter urban section; and 6) a stormwater management pond to accommodate the drainage.

Current Status

This project is currently in design and is being administered by VDOT through the Route 28 PPTA contract. Construction is anticipated to begin in FY 2013.



Funding

This project is financed using fund balance and debt financing.

Operating Impact

Operations & Maintenance

The road is planned to be designed and constructed to VDOT standards and will subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$3.80 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Construction of Roads	1,000	8,000	0	0	0	0	0	8,000	0	9,000
Total Cost	1,000	8,000	0	0	0	0	0	8,000	0	9,000
Debt Financing	0	8,000	0	0	0	0	0	8,000	0	8,000
Fund Balance	1,000	0	0	0	0	0	0	0	0	1,000
Total Financing	1,000	8,000	0	0	0	0	0	8,000	0	9,000

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	800	780	760	740	720	3,800
Total Impact	0	800	780	760	740	720	3,800



Loudoun County Government
FY 2013 Adopted Fiscal Plan

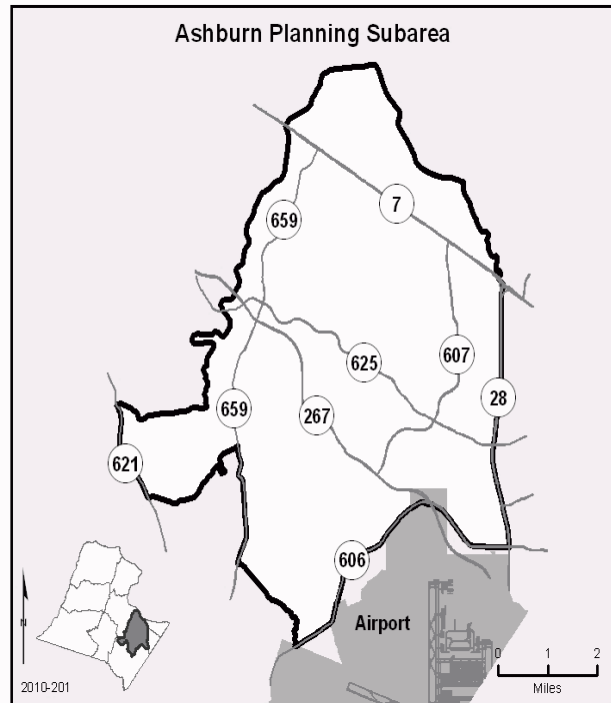
Claiborne Parkway

Project Description

This project designs and constructs the segment of Claiborne Parkway between Ryan Road and Croson Lane. This is the final section of Claiborne Parkway necessary to complete the road, allowing for a continuous facility from Route 7 to Loudoun County Parkway.

Current Status

Project design is anticipated to commence in 2012, with construction scheduled to begin in FY 2014.



Funding

This project is funded using cash proffers for design, and State Revenue Sharing funds and local gasoline tax funds for construction.

Operating Impact

Operations & Maintenance

This road is planned to be designed and constructed to VDOT standards and will subsequently be accepted into the VDOT system for road maintenance.

Debt Service

This project is funded using cash proffers, State Revenue Sharing funds and local gasoline tax matching funds. No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	585	0	0	0	0	0	0	0	0	585
Construction of Roads	0	0	4,000	0	0	0	0	4,000	0	4,000
Total Cost	585	0	4,000	0	0	0	0	4,000	0	4,585
Proffers (Cash)	585	0	0	0	0	0	0	0	0	585
State Capital Assistance	0	0	2,000	0	0	0	0	2,000	0	2,000
Gas Tax/Transportation Fund	0	0	2,000	0	0	0	0	2,000	0	2,000
Total Financing	585	0	4,000	0	0	0	0	4,000	0	4,585



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Riverside Parkway

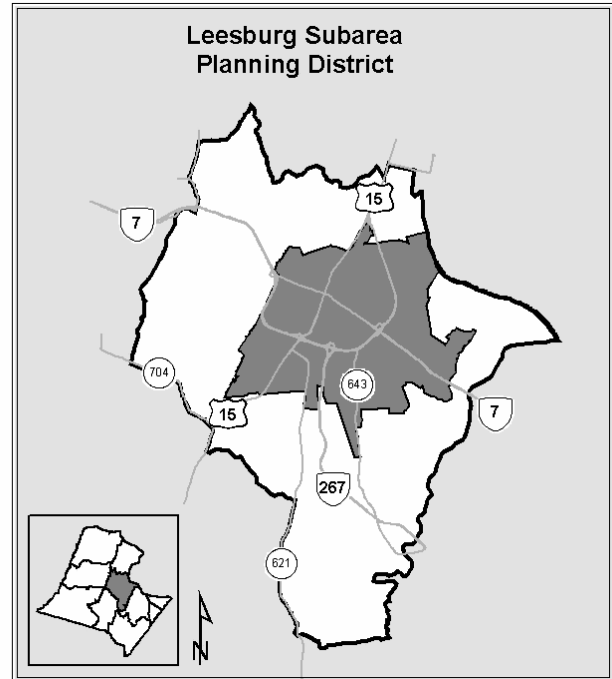
Project Description

This project designs and constructs two eastbound lanes of Riverside Parkway between River Creek Parkway and Kingsport Drive, in the Leesburg Planning Subarea, which will complete the full four lane section of the road.

To date, staff has prepared 60% design plans for the planned improvements to Riverside Parkway.

Current Status

This project is currently in design, with construction anticipated to begin in FY 2013.



Funding

This project is funded using State Capital Assistance, cash proffers and local gasoline tax funds.

Operating Impact

Operations & Maintenance

This road project is being designed and constructed to VDOT standards. The road will be included into the VDOT system for road maintenance upon completion.

Debt Service

No debt service expense will be incurred for this project during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	382	0	0	0	0	0	0	0	0	382
Construction of Roads	5,600	375	0	0	0	0	0	375	0	5,975
Total Cost	5,982	375	0	0	0	0	0	375	0	6,357
Proffers (Cash)	382	375	0	0	0	0	0	375	0	757
State Capital Assistance	2,800	0	0	0	0	0	0	0	0	2,800
Gas Tax/Transportation Fund	2,800	0	0	0	0	0	0	0	0	2,800
Total Financing	5,982	375	0	0	0	0	0	375	0	6,357



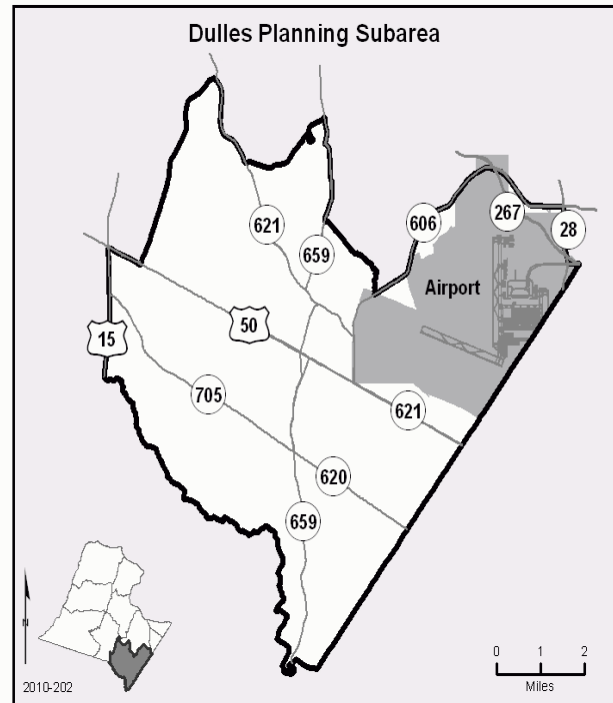
Loudoun County Government
FY 2013 Adopted Fiscal Plan

Tall Cedars Parkway

Project Description

This project designs and constructs a four lane section of Tall Cedars Parkway between Pinebrook Road and Gum Springs Road, completing the full connection of Tall Cedars Parkway from the East Gate development to the east through the Stone Ridge development to the west in the Dulles Planning Subarea of the County.

The Proffer Trust Fund accounts proposed to be used for this project can be referenced in the "Proffer Fund" section in the "Other Funds" section of this document.



Funding

The project's design and construction costs are funded using cash proffers.

Operating Impact

Operations & Maintenance

This road project is planned to be designed and constructed to VDOT standards. The road will be included in the VDOT system for road maintenance.

Debt Service

The project is funded using cash proffers. No debt service expense will be incurred for this project during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	620	0	0	0	0	0	0	0	0	620
Construction of Roads	0	0	7,635	0	0	0	0	7,635	0	7,635
Total Cost	620	0	7,635	0	0	0	0	7,635	0	8,255
Proffers (Cash)	620	0	7,635	0	0	0	0	7,635	0	8,255
Total Financing	620	0	7,635	0	0	0	0	7,635	0	8,255



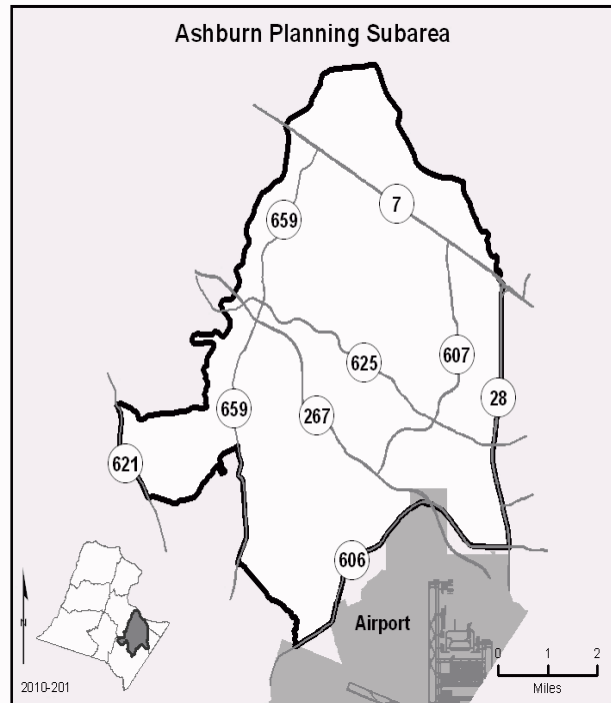
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Waxpool Road

Project Description

This project designs and constructs a four-lane section of Waxpool Road between Faulkner Parkway and Unbridled Way in the Ashburn Planning Subarea of the County. The project also includes the installation of a traffic signal at the intersection of Waxpool Road and Ashburn Village Parkway.

To date, staff has obtained design approval and prepared 100% design plans for the planned improvements.



Funding

This project is funded using State Capital Assistance, local gasoline tax funds and cash proffers.

Operating Impact

Operations & Maintenance

The road is planned to be designed and constructed to VDOT standards and will be incorporated into the VDOT system for road maintenance.

Debt Service

No debt service expense will be incurred for this project during the six-year CIP planning period.

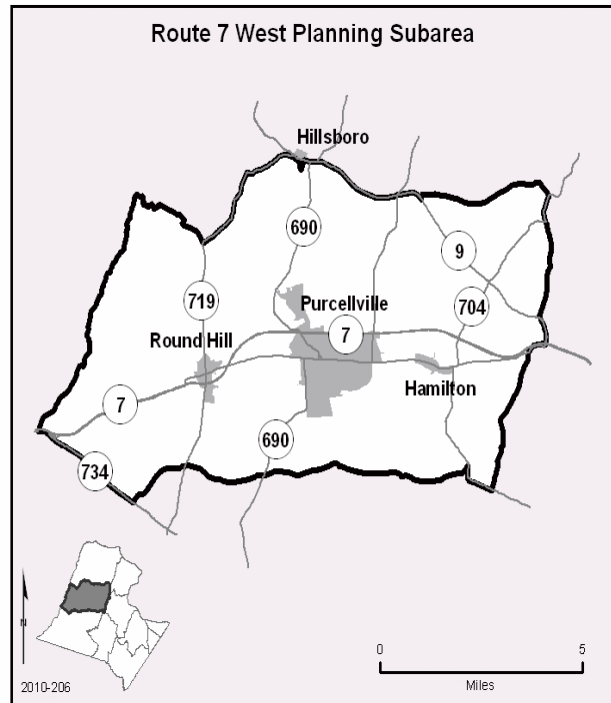
Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	490	0	0	0	0	0	0	0	0	490
Construction of Roads	2,596	1,500	0	0	0	0	0	1,500	0	4,096
Total Cost	3,086	1,500	0	0	0	0	0	1,500	0	4,586
Gifts & Donations	35	0	0	0	0	0	0	0	0	35
Proffers (Cash)	1,551	0	0	0	0	0	0	0	0	1,551
State Capital Assistance	0	1,500	0	0	0	0	0	1,500	0	1,500
Gas Tax/Transportation Fund	1,500	0	0	0	0	0	0	0	0	1,500
Total Financing	3,086	1,500	0	0	0	0	0	1,500	0	4,586



Route 690 Interchange Engineering

Project Description

This project provides pre-liminary design (30%), surveys, environmental and geotechnical due diligence, and an interchange justification report for an interchange at Route 7 and Route 690 at the Town of Purcellville. The reports and design will be coordinated with VDOT, the Federal Highway Administration (FHWA), the Town of Purcellville and local residents. FHWA involvement is required since Route 7 in this vicinity is part of the National Highway System (NHS) and is a limited access road. This project will also take into consideration any recommendations and outcomes from the Route 287 Corridor Study currently underway with VDOT.



Funding

This project is funded using fund balance.

Operating Impact

Operations & Maintenance

This road project is planned to be designed and constructed to VDOT standards and will subsequently be accepted into the VDOT system for road maintenance.

Debt Service

This project is funded using fund balance; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	1,500	0	0	0	0	0	1,500	0	1,500
Total Cost	0	1,500	0	0	0	0	0	1,500	0	1,500
Fund Balance	0	1,500	0	0	0	0	0	1,500	0	1,500
Total Financing	0	1,500	0	0	0	0	0	1,500	0	1,500



NOTES



COUNTY CAPITAL PROJECTS

PUBLIC SAFETY



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-5: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Public Safety										
<u>Projects</u>										
Emergency Communications Center	0	7,165	0	0	0	0	0	7,165	0	7,165
Eastern & Western Animal Shelter	0	0	0	2,340	12,700	0	0	15,040	0	15,040
Courts Complex (Phase III)	7,300	0	38,125	8,250	0	0	0	46,375	0	53,675
Leesburg South (Station 27) Fire/Rescue Station	0	0	0	0	0	1,505	11,110	12,615	0	12,615
Round Hill Fire Station Replacement	0	0	0	0	1,400	10,375	0	11,775	0	11,775
Lucketts Fire Station Replacement	0	0	1,025	9,480	0	0	0	10,505	0	10,505
Fire/Rescue Capital Apparatus	18,858	2,750	3,000	3,000	3,000	3,000	3,000	17,750	0	36,608
Adult Detention Center (Phase III)	95,450	0	0	250	0	0	12,500	12,750	106,375	214,575
Ashburn Sheriff Station	0	1,330	7,840	0	0	0	0	9,170	0	9,170
Public Safety and General Government Office Center	30,000	5,000	0	0	0	0	0	5,000	0	35,000
Juvenile Probation Residence	0	0	0	1,090	5,460	0	0	6,550	0	6,550
Juvenile Detention Center (Phase II)	0	0	0	0	0	0	3,550	3,550	0	3,550
Budgetary Cost	151,608	16,245	49,990	24,410	22,560	14,880	30,160	158,245	106,375	416,228
<u>Funding Source</u>										
Debt Financing	130,713	12,165	34,310	9,340	5,460	0	16,050	77,325	106,375	314,413
GO Bonds	6,000	2,750	3,000	14,820	17,100	14,880	14,110	66,660	0	72,660
Local Tax Funding	965	0	4,840	250	0	0	0	5,090	0	6,055
Proffers (Cash)	0	1,330	7,840	0	0	0	0	9,170	0	9,170
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
Total Funding Source	151,608	16,245	49,990	24,410	22,560	14,880	30,160	158,245	106,375	416,228



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

ECC/E-911 Communications Center

Project Description

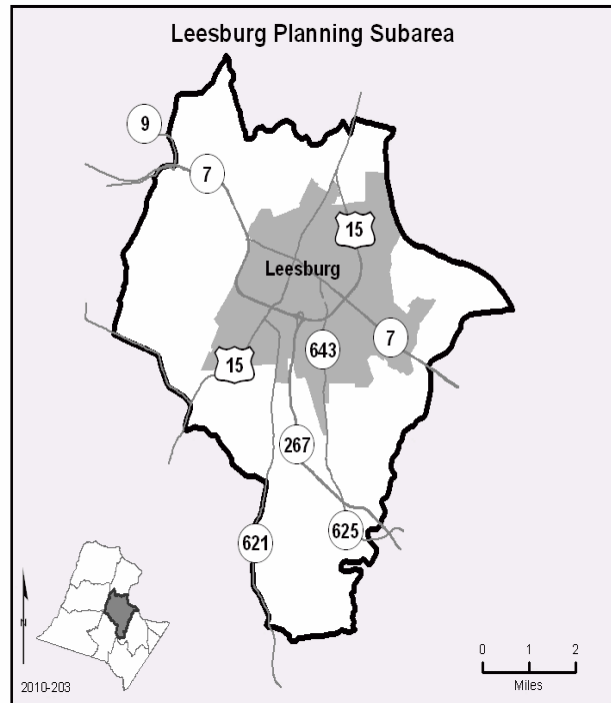
This project completes the interior fit out of approximately 11,000 square feet of office space at the Fire and Rescue Services Administration building at 801 Sycolin Road.

The Emergency Communications Center (ECC) and E-911 Call Center serve as the County's first point of contact for emergency calls for service for fire, rescue and police incidents using the County's Enhanced-911 (E911) system and Computer Aided Dispatch, operating 24 hours per day, 7 days per week. Emergency and non-emergency fire and rescue calls are processed at the Center, and police related incident calls are transferred to the appropriate law enforcement agency from the Center.

Due to a common need for security hardened facilities, robust telecommunications infrastructure, redundancy of power supply, and an ability to share support spaces, a combined Emergency Communications Center (ECC) and Emergency Operations Center (EOC) are planned at 801 Sycolin Road.

Current Status

The Board of Supervisors acquired the office buildings at 801 and 803 Sycolin Road in FY 2011. Work is currently underway to design the interior fit out of these facilities to accommodate several County Departments and agencies currently occupying leased office space.



Funding

This project is funded with debt financing.

Operating Impact

Operations & Maintenance

The cost is already accounted for in the departmental budgets for General Services, Fire, Rescue and Emergency Services, and the Sheriff's Office due to the re-location of the current ECC from the Fire and Rescue Training Facility to 801 Sycolin Road.

Debt Service

Debt Service is forecast to begin in FY 2013 and is estimated to total \$3.38 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Existing Bldgs	0	7,165	0	0	0	0	0	7,165	0	7,165
Total Cost	0	7,165	0	0	0	0	0	7,165	0	7,165
Debt Financing	0	7,165	0	0	0	0	0	7,165	0	7,165
Total Financing	0	7,165	0	0	0	0	0	7,165	0	7,165

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	75	625	698	680	662	644	3,384
Total Impact	75	625	698	680	662	644	3,384



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Eastern Loudoun Animal Shelter & Western Shelter Renovation

Project Description

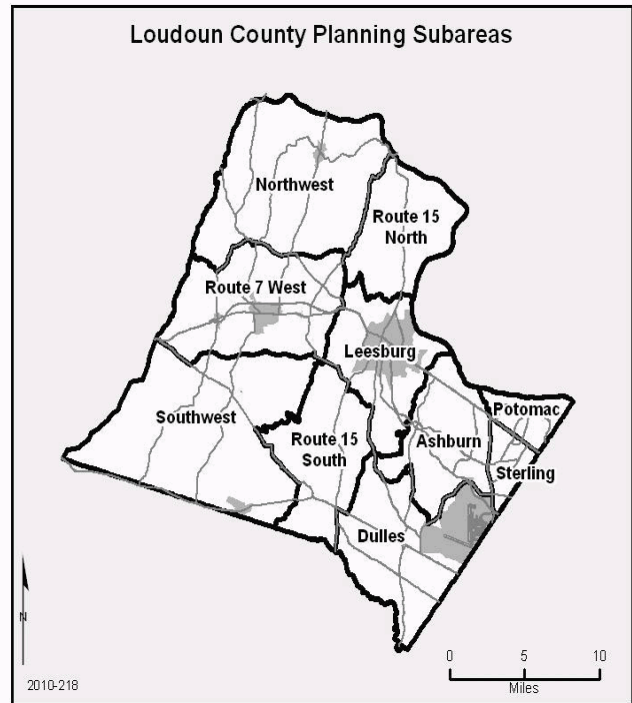
This project provides funding for the construction of an 18,000 square-foot animal shelter to serve the eastern part of the County, and the renovation of the existing shelter in western Loudoun.

Eastern Animal Shelter

An eastern facility will provide services for the densest concentration of human and pet populations in the County. Animal Control Officers with responsibility for patrolling the eastern part of the County will operate more efficiently if they have a base office closer to the neighborhoods where they provide services, thus reducing response times. The animal shelter will provide the following services: pet adoptions, housing of strays, abandoned or relinquished animals, dog license sales, volunteer service opportunities, dispatch services, educational programs, and owner euthanasia requests.

Western Animal Shelter

The renovation of the western facility would enhance animal housing areas, office areas used by volunteers and staff, and upgrade various facility systems.



Funding

This project is funded with general obligation bonds, which will be scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses will begin in FY 2017 and are estimated to total \$10.5 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$3.34 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	2,340	0	0	0	2,340	0	2,340
Furniture, Fixtures & Equip	0	0	0	0	1,000	0	0	1,000	0	1,000
Construction	0	0	0	0	11,700	0	0	11,700	0	11,700
Total Cost	0	0	0	2,340	12,700	0	0	15,040	0	15,040
GO Bonds	0	0	0	2,340	12,700	0	0	15,040	0	15,040
Total Financing	0	0	0	2,340	12,700	0	0	15,040	0	15,040

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	5,166	5,373	10,539
Debt Service	0	0	0	378	1,419	1,540	3,337
Total Impact	0	0	0	378	6,585	6,913	13,876



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Courts Complex (Phase III)

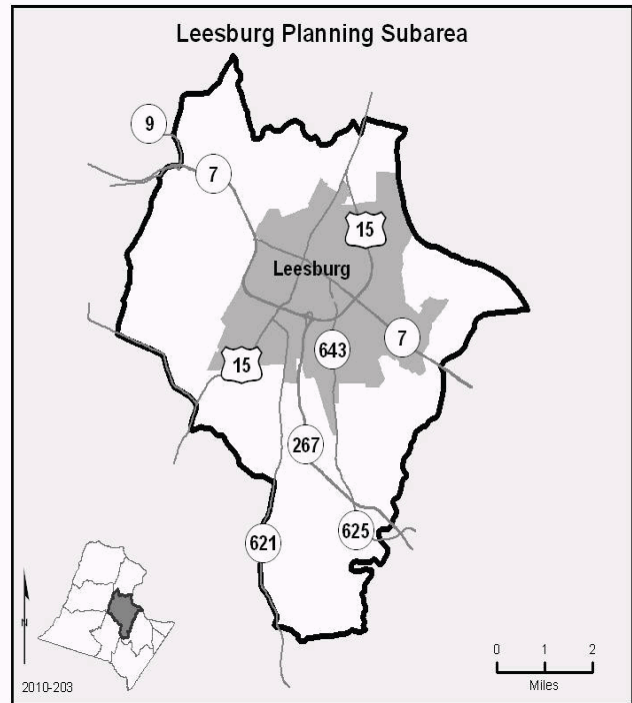
Project Description

This project provides funding to construct a new 85,000 square-foot facility for the General District Court and court administrative support functions in FY 2014, and the renovation of the Phase I and II Courts Complex spaces beginning in FY 2015.

The volume and pace of growth impacts judicial system demands for service (caseload), judgeship requirements, staff needs and ultimately, space requirements. A new General District Court building was recommended in a 1997 court study. Phases I and II of the Courts Complex expansion included the renovation of the old courts and administration buildings, and construction of new court facilities from FY 1998 through FY 2004.

Current Status

A Courts Facility Assessment and Expansion Plan has been developed to define the scope of the Phase III Courts Complex expansion. The design phase is scheduled over a two year period to coordinate plans with the Town of Leesburg. The Phase III Courts Project is under review by the Board of Supervisors' Finance, Government Services and Operations Committee.



Funding

This project is planned to be funded with local tax funding and debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$112,000 during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$14.14 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	7,300	0	0	0	0	0	0	0	0	7,300
Furniture, Fixtures & Equip	0	0	2,000	0	0	0	0	2,000	0	2,000
Construction	0	0	36,125	8,250	0	0	0	44,375	0	44,375
Total Cost	7,300	0	38,125	8,250	0	0	0	46,375	0	53,675
Debt Financing	7,300	0	34,310	8,250	0	0	0	42,560	0	49,860
Local Tax Funding	0	0	3,815	0	0	0	0	3,815	0	3,815
Total Financing	7,300	0	38,125	8,250	0	0	0	46,375	0	53,675

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	55	57	112
Debt Service	0	0	860	2,566	5,434	5,279	14,139
Total Impact	0	0	860	2,566	5,489	5,336	14,251



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Leesburg South (Station 27) Fire/Rescue Station

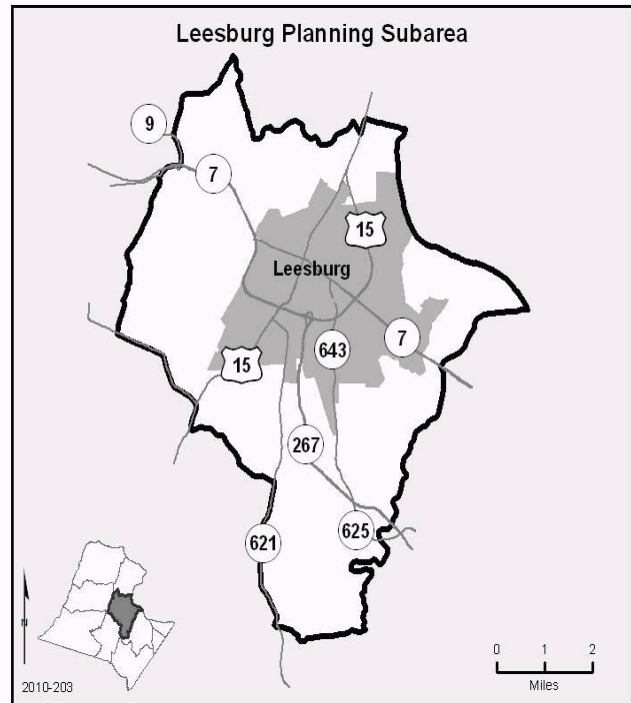
Project Description

This project provides funding to construct a 13,000 to 15,000 square foot fire and rescue station at an appropriately zoned, five-acre site in the Leesburg Planning Subarea.

The facility would include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire and rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.

Current Status

The County is evaluating the suitability of a proffered site in the Leesburg Planning Subarea to develop this facility.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2016 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year. No operational expenses will be incurred during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$275,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	1,505	0	1,505	0	1,505
Furniture, Fixtures & Equip	0	0	0	0	0	0	2,500	2,500	0	2,500
Construction	0	0	0	0	0	0	8,610	8,610	0	8,610
Total Cost	0	0	0	0	0	1,505	11,110	12,615	0	12,615
GO Bonds	0	0	0	0	0	1,505	11,110	12,615	0	12,615
Total Financing	0	0	0	0	0	1,505	11,110	12,615	0	12,615

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	275	275
Total Impact	0	0	0	0	0	275	275



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

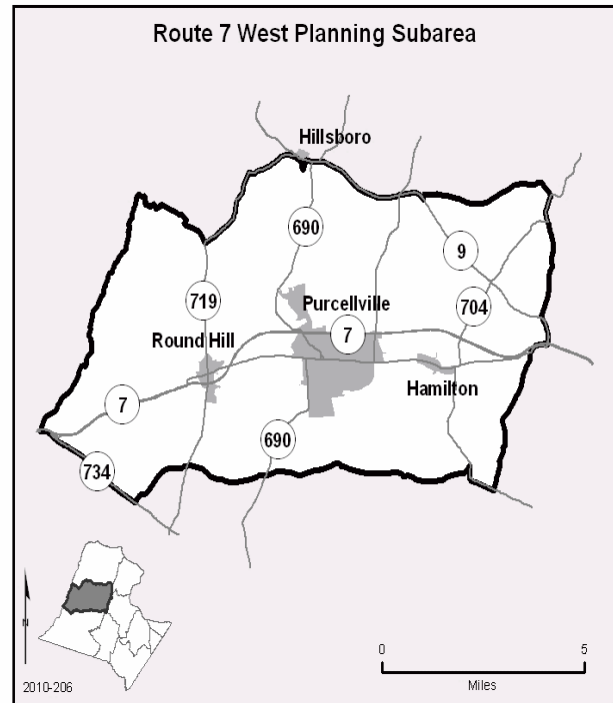
Round Hill Fire Station Replacement

Project Description

The FY 2011-2016 Adopted CIP provided funding to renovate the Lucketts and Round Hill Fire Stations at their existing locations. Subsequent studies of the facilities revealed that the current Station locations and condition of the buildings do not provide the necessary space or functionality to provide the full array for Fire and Rescue services required.

This project provides funding to acquire a new site, design, and construct a new Round Hill Fire Station in the Route 7 West Planning Subarea of the County, in the vicinity of the Town of Round Hill, for Round Hill Fire and Rescue Company #4.

The Station would be 13,000 to 15,000 square feet on a site of up to 5-buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/ break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.



Funding

This project is planned to be funded with general obligation bonds, which will be scheduled for placement on the November 2015 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2018 and are estimated to total \$557,000 during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2017 and is estimated to total \$1.14 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	1,400	0	0	1,400	0	1,400
Furniture, Fixtures & Equip	0	0	0	0	0	2,300	0	2,300	0	2,300
Construction	0	0	0	0	0	8,075	0	8,075	0	8,075
Total Cost	0	0	0	0	1,400	10,375	0	11,775	0	11,775
GO Bonds	0	0	0	0	1,400	10,375	0	11,775	0	11,775
Total Financing	0	0	0	0	1,400	10,375	0	11,775	0	11,775

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	0	557	557
Debt Service	0	0	0	0	140	1,003	1,143
Total Impact	0	0	0	0	140	1,560	1,700



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

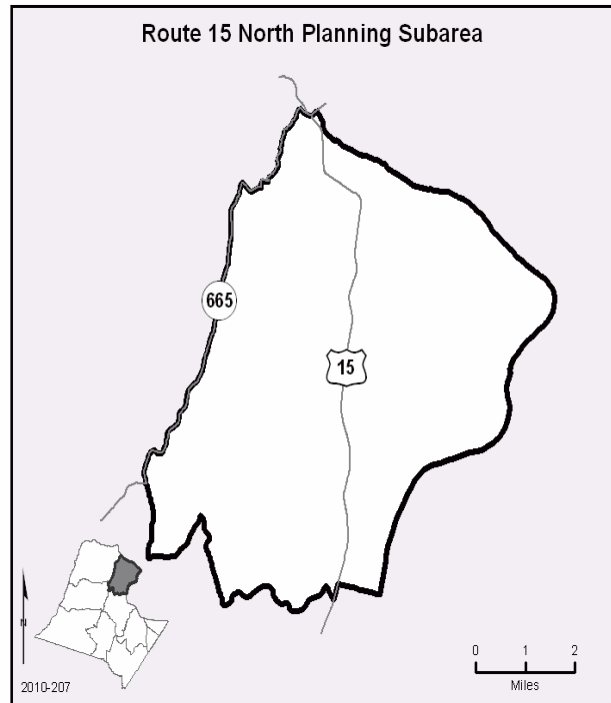
Lucketts Fire Station Replacement

Project Description

The FY 2011-2016 Adopted CIP provided funding to renovate the Lucketts and Round Hill Fire Stations at their existing locations. Subsequent studies of the facilities revealed that the current Station locations and condition of the buildings did not provide the necessary space or functionality to provide the full array for Fire and Rescue services required at the current facilities.

This project provides funding to acquire a new site, design and construct a new Lucketts Fire Station in the Route 15 North Planning Subarea of the County, in the vicinity of the Village of Lucketts, for Lucketts Fire and Rescue Company #10.

The Station would be 13,000 to 15,000 square feet (depending on whether County Career staff and volunteer companies co-locate in the same facility), on a site of up to 5-buildable acres. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation and dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices and a repair shop.



Funding

This project is funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$1.61 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$3.55 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,025	0	0	0	0	1,025	0	1,025
Furniture, Fixtures & Equip	0	0	0	2,200	0	0	0	2,200	0	2,200
Construction	0	0	0	7,280	0	0	0	7,280	0	7,280
Total Cost	0	0	1,025	9,480	0	0	0	10,505	0	10,505
GO Bonds	0	0	0	9,480	0	0	0	9,480	0	9,480
Local Tax Funding	0	0	1,025	0	0	0	0	1,025	0	1,025
Total Financing	0	0	1,025	9,480	0	0	0	10,505	0	10,505

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	515	536	557	1,608
Debt Service	0	0	283	874	1,215	1,179	3,551
Total Impact	0	0	283	1,389	1,751	1,736	5,159



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire/Rescue Capital Apparatus

Project Description

This project provides for the procurement of fire and rescue ambulances and heavy apparatus for the combined fire and rescue system. This project also provides for County contributions toward volunteer department purchases, where the volunteer department may or may not hold title, depending on the percentage of the County's contribution towards the purchase. Capital vehicle ownership involves providing apparatus repair and maintenance, and is determined by Loudoun County Fire and Rescue System guidelines.

The Department of Fire, Rescue & Emergency Management, guided by the Department's Service Plan adopted by the Board of Supervisors on December 6, 2005, and in consultation with the volunteer companies, identifies fire and rescue vehicles for purchase or replacement (of volunteer equipment) and submits an annual capital vehicle enhancement request for funding consideration.

The FY 2013 - FY 2018 capital vehicle purchase amounts are projected planning figures, reflecting the average amount of capital vehicle enhancements anticipated for the fire and rescue system.

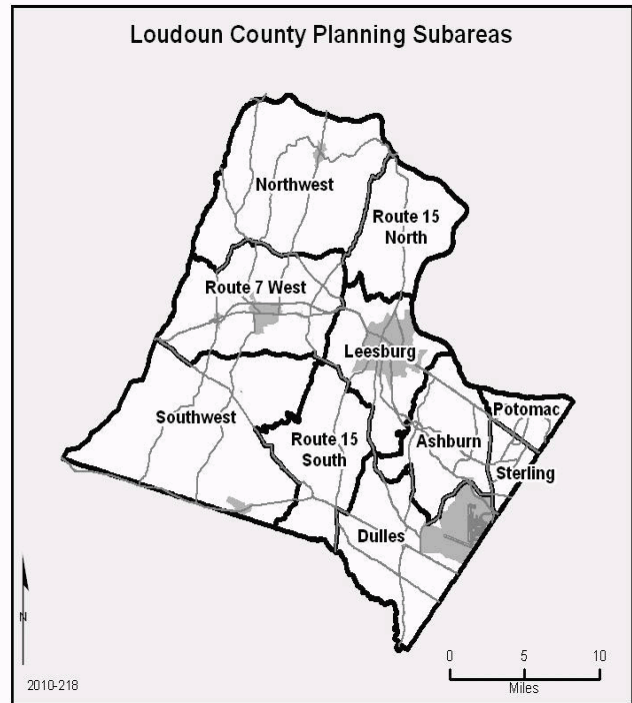
Fire/Rescue Capital Apparatus FY 2013 Procurement Schedule:

County System

Engine	Dulles South	\$791,000
Engine	System Reserve	\$791,000
Ambulance	System Reserve	\$303,000
Brush Truck	Western Loudoun	\$180,000
Ambulance	Hamilton	\$303,000

Volunteer System

Ambulance	Purcellville (40% funding)	\$77,000
Tanker	Arcola (59% funding)	\$304,680
Total		\$2,749,680



Funding

This project is funded with general obligation bonds. The bond financing required in FY 2013 will be scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operating impacts include projections for apparatus depreciation/sinking fund and maintenance costs associated with the procurement of new County-owned fire apparatus during the six-year CIP planning period.

Debt Service

Debt service for FY 2013 - FY 2018 capital apparatus procurement is forecast to begin in FY 2014 and is estimated to total \$7.75 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Payment to Regional Org	4,758	0	0	0	0	0	0	0	0	4,758
Construction of Capital Vehicles	14,100	2,750	3,000	3,000	3,000	3,000	3,000	17,750	0	31,850
Total Cost	18,858	2,750	3,000	3,000	3,000	3,000	3,000	17,750	0	36,608
Debt Financing	12,858	0	0	0	0	0	0	0	0	12,858
GO Bonds	6,000	2,750	3,000	3,000	3,000	3,000	3,000	17,750	0	23,750
Total Financing	18,858	2,750	3,000	3,000	3,000	3,000	3,000	17,750	0	36,608

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	2,300	2,600	2,900	3,200	3,328	14,328
Debt Service	0	533	1,093	1,627	2,149	2,351	7,753
Total Impact	0	2,833	3,693	4,527	5,349	5,679	22,081



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Adult Detention Center (Phase III)

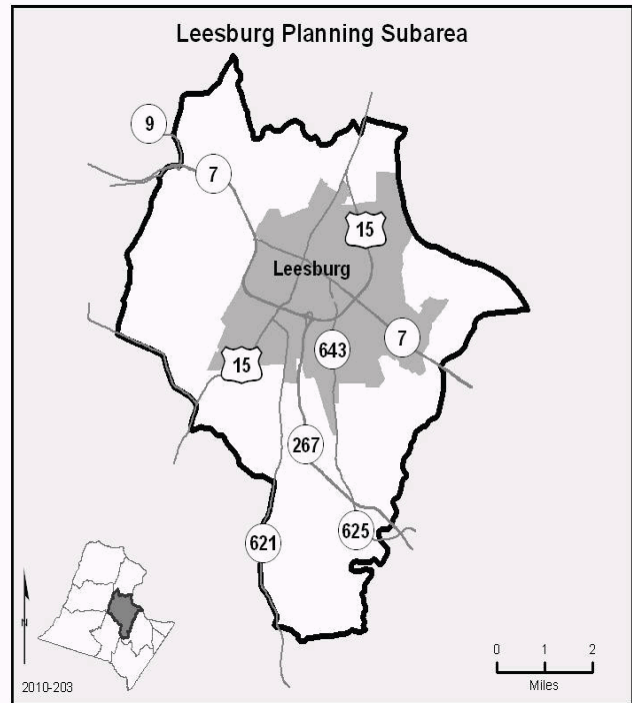
Project Description

This project provides funding for the construction of Phase III of the Adult Detention Center (ADC).

Phase I of the ADC, an 84,000 square-foot facility which accommodates an inmate population of 220, opened in July of 2007. The facility includes administrative space for magistrates and ADC personnel. ADC program space includes inmate housing, outside and inside exercise areas, intake, counseling, medical and kitchen facilities, interview and visiting rooms, and detention administration. Phase I was completed with an appropriated budget of \$29,040,000.

Phase II of the ADC, an expansion of 124,000 square feet, accommodates an additional 240 inmates. This phase was completed with an appropriated budget of \$66,410,000.

Phase III of the ADC is an expansion to the current facility of 160,000 square feet, accommodating an additional 416 inmates. The CIP provides \$250,000 in FY 2015 to conduct a study with the State to determine the appropriate size and programming to be provided in Phase III. This study will impact the final scope of the Phase III addition, which would begin design in FY 2018.



Funding

Prior appropriations for this project were funded with local tax funding, state grant revenues and debt financing. Phase III is planned to be funded with debt financing. The State study is planned to be funded using local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in a future fiscal year; no operations or maintenance expense will be incurred during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$150,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	5,825	0	0	250	0	0	12,500	12,750	0	18,575
Furniture, Fixtures & Equip	5,355	0	0	0	0	0	0	0	2,500	7,855
Construction	84,270	0	0	0	0	0	0	0	103,875	188,145
Total Cost	95,450	0	0	250	0	0	12,500	12,750	106,375	214,575
Debt Financing	80,555	0	0	0	0	0	12,500	12,500	106,375	199,430
Local Tax Funding	965	0	0	250	0	0	0	250	0	1,215
State Grant Program	13,930	0	0	0	0	0	0	0	0	13,930
Total Financing	95,450	0	0	250	0	0	12,500	12,750	106,375	214,575

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	150	150
Total Impact	0	0	0	0	0	150	150



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Ashburn Sheriff Station

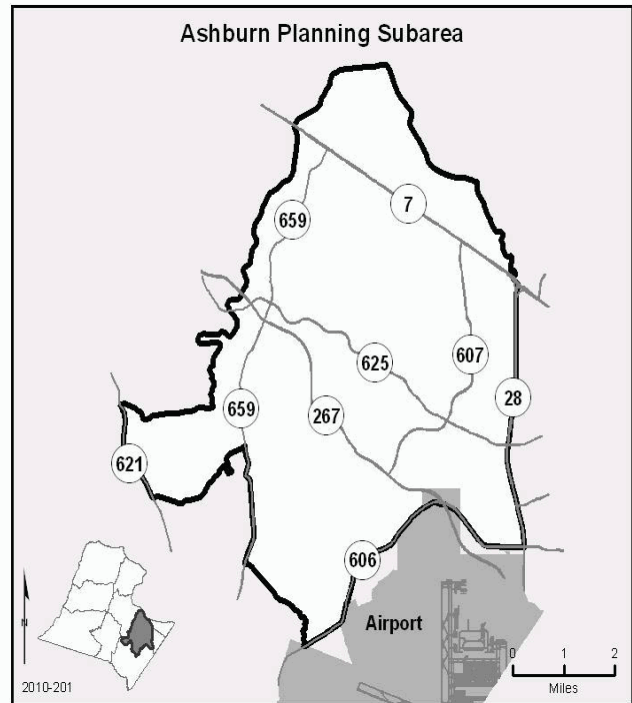
Project Description

This project provides funding to construct a Sheriff's Station on an appropriately zoned site of up to 5 acres in the Ashburn Planning Subarea. The Station is approximately 18,000 square-feet, and will include offices, a workroom, interview rooms, processing areas, evidence storage, and equipment storage.

In FY 2009, the Loudoun County Board of Supervisors amended the capital plan by eliminating planned Sheriff's Office space in the Brambleton Public Safety Center. In consultation with the Sheriff's Office, staff developed a plan to place a Sheriff's Station in Ashburn located north of the Dulles Greenway and south of Route 7, to provide direct services in proximity to the Ashburn area's highest population densities and call volumes. The County is actively searching for suitable sites for the Station. Design of the Station is scheduled to commence in FY 2013, with construction commencing in FY 2014.

Current Status

The County is actively pursuing the acquisition of a site for this Station. A prior year allocation in the Land Acquisition Fund will be used to acquire a land site.



Funding

Design and construction of this project is funded using cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$11.53 million during the six-year CIP planning period.

Debt Service

This project is funded using cash proffers; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	1,330	0	0	0	0	0	1,330	0	1,330
Furniture, Fixtures & Equip	0	0	840	0	0	0	0	840	0	840
Construction	0	0	7,000	0	0	0	0	7,000	0	7,000
Total Cost	0	1,330	7,840	0	0	0	0	9,170	0	9,170
Proffers (Cash)	0	1,330	7,840	0	0	0	0	9,170	0	9,170
Total Financing	0	1,330	7,840	0	0	0	0	9,170	0	9,170

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	2,715	2,824	2,937	3,054	11,530
Total Impact	0	0	2,715	2,824	2,937	3,054	11,530



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Public Safety and General Government Office Center

Project Description

This project provides funding for the interior build-out and renovation of 140,000 square feet of Public Safety and General Government Office space acquired by the County in FY 2011 at 801 and 803 Sycolin Road in the Leesburg Planning Subarea. This combined facility will house multiple General Government office space components: the Emergency Communications Center (ECC/E-911), the Emergency Operations Center (EOC), Fire and Rescue Administration, Sheriff's Administration, and office space for some General Government agencies currently located in leased office space.

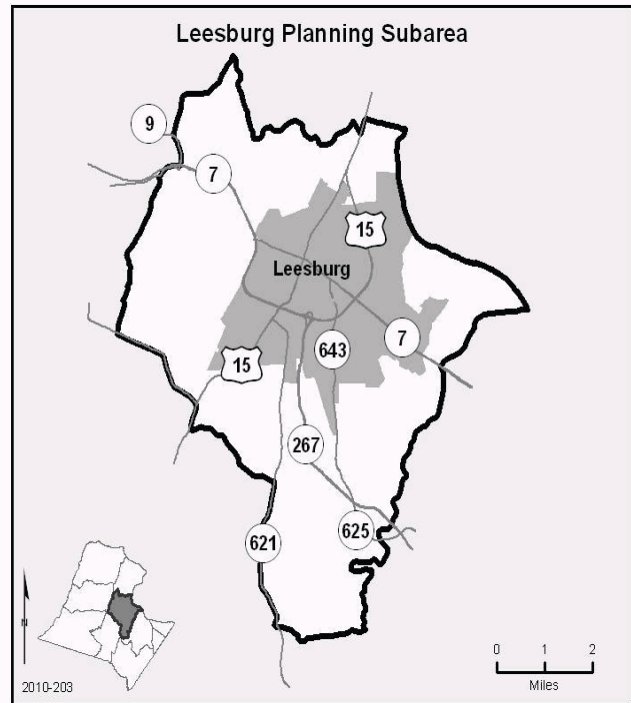
The Loudoun County Emergency Communications Center (ECC) serves as the county's public safety first point of contact for fire, rescue and police incidents, using the county's Enhanced-911 (E-911) and Computer Aided Dispatch system. The ECC operates 24 hours a day, 7 days per week. Emergency and non-emergency fire and rescue calls are processed, and police-related calls are transferred to the appropriate law enforcement agency from the ECC. A combined ECC and EOC are planned in this facility due to a common need for hardened facilities, robust telecommunications/data infrastructure, redundancy of power supply, and ability to share support spaces.

The Fire and Rescue Administration portion of this facility is planned to house the Department's central administrative and support functions.

The Sheriff's Administration Center portion of this facility is planned to house the Sheriff's administrative functions, including budget, human resources, and planning, as well as the Criminal Investigations Division, Operational Support Division and the Administrative/Technical Services Division.

The General Government component of the facility will provide office space for some general government agencies that are currently operating in leased space throughout the County.

Design studies are currently underway to appropriately program the space and plan for the interior build out for these facilities.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are currently accounted for in the departmental budgets for the agencies that will be re-located to the Sycolin Road buildings.

Debt Service

Debt service is forecast to begin in FY 2013 and is estimated to total \$2.47 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Purchase of Buildings	25,000	0	0	0	0	0	0	0	0	25,000
Furniture, Fixtures & Equip	1,000	0	0	0	0	0	0	0	0	1,000
Construction	4,000	5,000	0	0	0	0	0	5,000	0	9,000
Total Cost	30,000	5,000	0	0	0	0	0	5,000	0	35,000
Debt Financing	30,000	5,000	0	0	0	0	0	5,000	0	35,000
Total Financing	30,000	5,000	0	0	0	0	0	5,000	0	35,000

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	125	494	481	469	456	444	2,469
Total Impact	125	494	481	469	456	444	2,469



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Juvenile Probation Residence

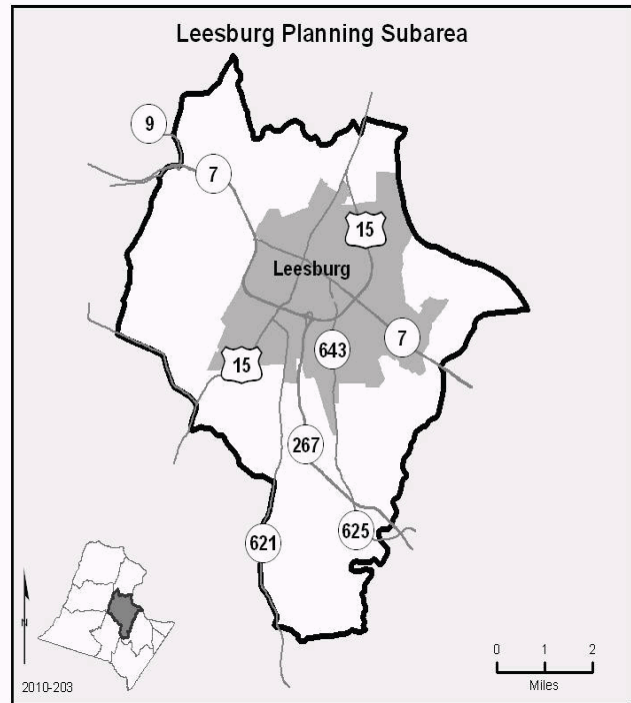
Project Description

This project provides funding for the construction of an 8,800 square foot Juvenile Probation Residence to serve 12 court-ordered juveniles, ages 14 to 18. The probation residence is a 24-hour, community-based residential program. The release of a juvenile to a residential program does not constitute a danger to the person or property of others in a community setting. It is a staff-secured facility, not a locked facility. Some services will be provided on-site (e.g. meals), while others (e.g. education) may be provided off-site. Residents may be convicted of serious delinquent acts, but are not an immediate threat to the public.

This facility will be constructed on a minimum two-acre site of appropriately zoned land. The desired location would be in the Leesburg Planning Subarea, preferably near the Juvenile Detention Center and Youth Shelter. Construction should comply with State standards for residential facilities.

Current Status

Potential sites for this facility are being considered as part of the Government Support Center Amended Master Plan process currently being reviewed by the Board of Supervisors.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$4.26 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.52 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,090	0	0	0	1,090	0	1,090
Furniture, Fixtures & Equip	0	0	0	0	300	0	0	300	0	300
Construction	0	0	0	0	5,160	0	0	5,160	0	5,160
Total Cost	0	0	0	1,090	5,460	0	0	6,550	0	6,550
Debt Financing	0	0	0	1,090	5,460	0	0	6,550	0	6,550
Total Financing	0	0	0	1,090	5,460	0	0	6,550	0	6,550

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	2,088	2,172	4,260
Debt Service	0	0	0	174	682	664	1,520
Total Impact	0	0	0	174	2,770	2,836	5,780



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

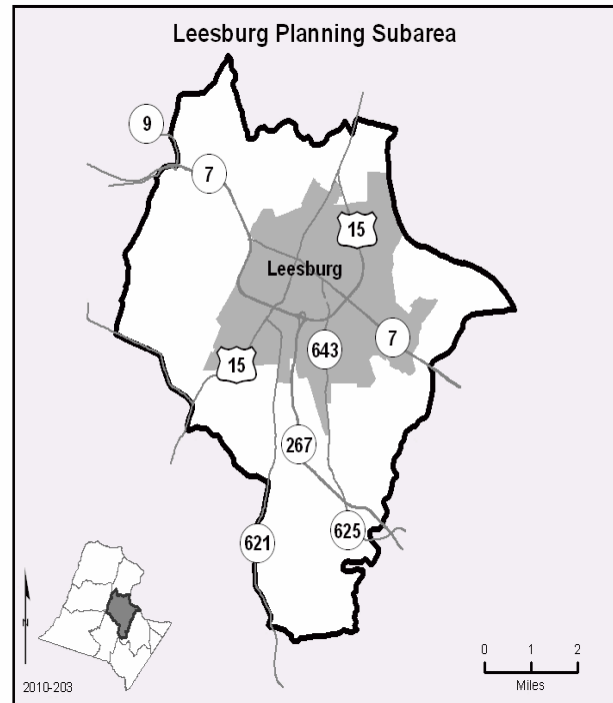
Juvenile Detention Center Phase II

Project Description

This project provides funding to design and construct an addition to the new Juvenile Detention Center located at the Government Support Center off of Sycolin Road in the Leesburg Planning Subarea. The addition will include additional bunk spaces, program areas, as well as a Juvenile Assessment Center.

The new Juvenile Detention Center project was originally proposed in the FY 2007-2012 CIP as an addition/renovation project to the existing 15,000 square-foot Juvenile Detention Center (JDC). In November 2006, the Board of Supervisors adopted a Public Safety Master Plan which modified the scope of this project. The Public Safety Master Plan identified future expansion phases of the Adult Detention Center (ADC) that would encroach on the existing JDC facility. An alternative site has been identified in the Government Support Center Master Plan, which will construct a new Juvenile Detention Center to replace the existing facility. The Government Support Center Master Plan is currently under review by the Board of Supervisors.

The JDC is a secure residential program for court-ordered juveniles between the ages of 11 and 17 who are awaiting court disposition. The final concept of the JDC, which has been approved by the Virginia Department of Juvenile Justice, meets state requirements for construction of this type of facility. The JDC is managed by the Department of Family Services.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are estimated to begin in a future fiscal year. No operational expenses will be incurred during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in a future fiscal year; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	0	550	550	0	550
Construction of Additions to Bldgs	0	0	0	0	0	0	3,000	3,000	0	3,000
Total Cost	0	0	0	0	0	0	3,550	3,550	0	3,550
Debt Financing	0	0	0	0	0	0	3,550	3,550	0	3,550
Total Financing	0	0	0	0	0	0	3,550	3,550	0	3,550



COUNTY CAPITAL PROJECTS

HEALTH AND WELFARE



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-6: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Health and Welfare										
Projects										
MHSADS Group Residence	120	0	0	2,370	0	0	0	2,370	0	2,490
Developmental Services Group Residences	0	615	0	660	0	715	0	1,990	0	1,990
Mental Health Group Residence	0	0	0	0	0	0	745	745	0	745
Emergency Homeless Shelter	0	0	0	0	0	730	4,935	5,665	0	5,665
Adolescent Independent Living Residence	0	0	0	1,160	8,640	0	0	9,800	0	9,800
Youth Shelter Renovation	0	0	0	1,000	0	0	0	1,000	0	1,000
Budgetary Cost	120	615	0	5,190	8,640	1,445	5,680	21,570	0	21,690
Funding Source										
Debt Financing	0	0	0	3,530	8,640	0	0	12,170	0	12,170
Local Tax Funding	120	0	0	1,660	0	1,445	5,680	8,785	0	8,905
Fund Balance	0	615	0	0	0	0	0	615	0	615
Total Funding Source	120	615	0	5,190	8,640	1,445	5,680	21,570	0	21,690



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

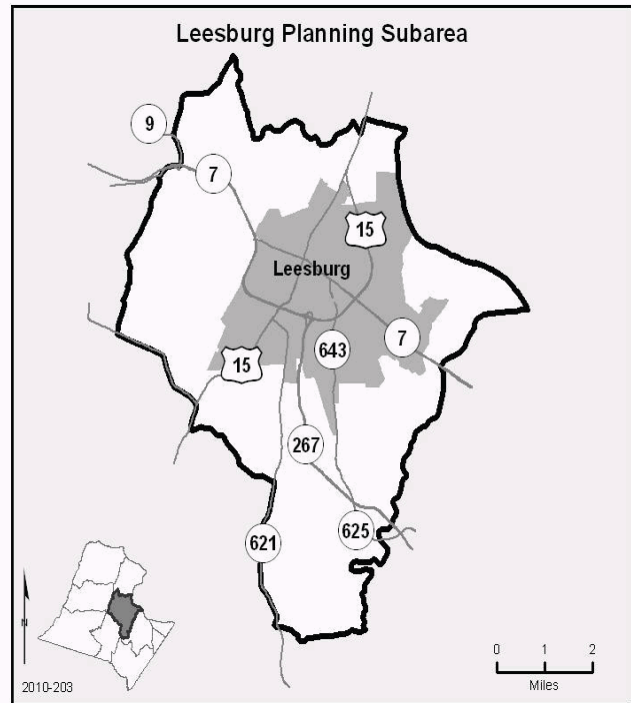
MHSADS Group Residence

Project Description

This project provides for the construction of a 3,500 square-foot residence with staff office space to serve eight clients. The needs of some clients cannot be met in a typical group home/residential setting, due to physical or mental needs and/or aging. This residence will provide services for individuals requiring a higher level of care and support than available in the County's existing residential settings. Services provided would include personal care, including assistance with dressing, bathing and personal hygiene; nursing and medical care, including medications administered by licensed professionals according to physician order, skilled nursing care, and physician services; physical, occupational and speech therapies as needed; and activities, including crafts, exercise, movies, games, community outings and religious services.

Current Status

This facility is planned to be located at the County Government Support Center and is included as part of the Government Support Center Master Plan under review by the Board of Supervisors.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

The Department of Mental Health, Substance Abuse and Developmental Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$297,000 during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$695,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	120	0	0	0	0	0	0	0	0	120
Furniture, Fixtures & Equip	0	0	0	250	0	0	0	250	0	250
Construction	0	0	0	2,120	0	0	0	2,120	0	2,120
Total Cost	120	0	0	2,370	0	0	0	2,370	0	2,490
Debt Financing	0	0	0	2,370	0	0	0	2,370	0	2,370
Local Tax Funding	120	0	0	0	0	0	0	0	0	120
Total Financing	120	0	0	2,370	0	0	0	2,370	0	2,490

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	95	99	103	297
Debt Service	0	0	0	238	232	225	695
Total Impact	0	0	0	333	331	328	992



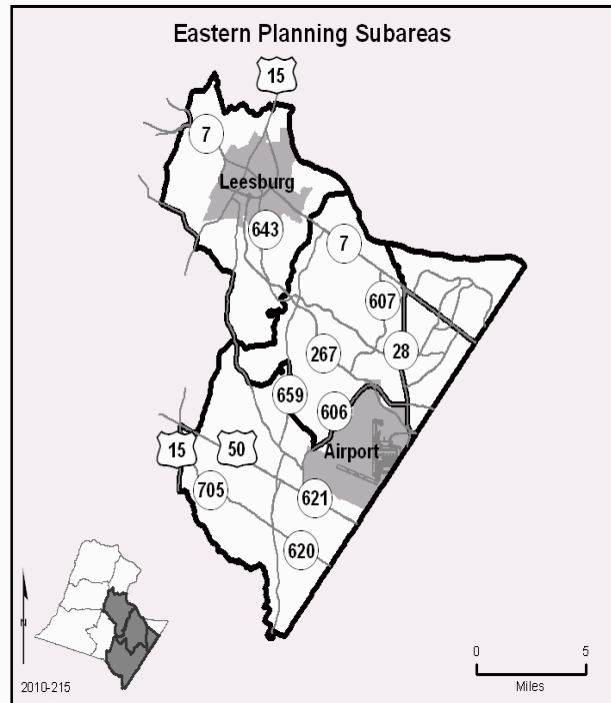
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Developmental Services Group Residences

Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential support including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements a person centered support plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the residential group home system comes from the Medicaid Home and Community Based Waiver program.

This project involves the purchase of three, 3,400 square foot, four bedroom, barrier-free residences, i.e. condominiums or rambler/ranch-style houses in Ashburn, South Riding and Sterling in FY 2013, FY 2015 and FY 2017 respectively. Each residential facility is planned to serve four clients and will include associated staff office space. This would be a County owned residence but some client services are proposed to be contracted to a private vendor.



Funding

This project is planned to be funded with local tax funding and fund balance.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$652,000 during the six-year CIP planning period.

Debt Service

This project will be funded with fund balance and local tax funding; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	30	0	0	0	0	0	30	0	30
Facilities Purchase	0	585	0	660	0	715	0	1,960	0	1,960
Total Cost	0	615	0	660	0	715	0	1,990	0	1,990
Local Tax Funding	0	0	0	660	0	715	0	1,375	0	1,375
Fund Balance	0	615	0	0	0	0	0	615	0	615
Total Financing	0	615	0	660	0	715	0	1,990	0	1,990

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	75	78	160	166	173	652
Total Impact	0	75	78	160	166	173	652



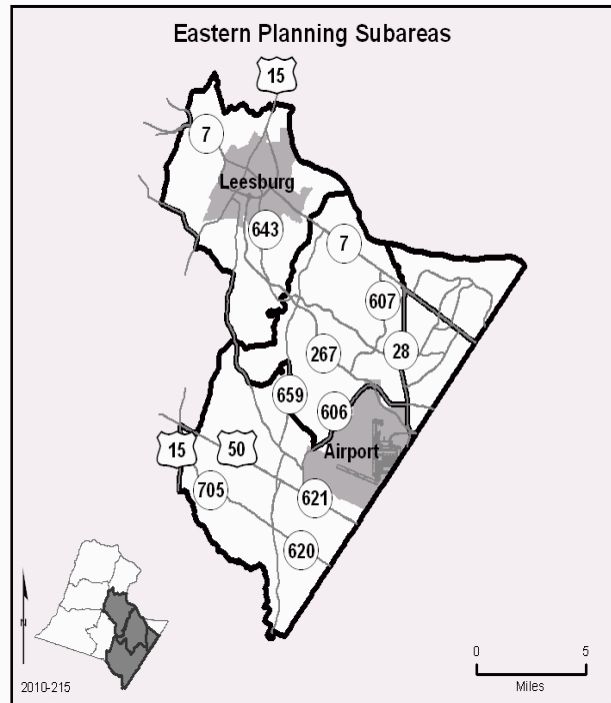
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Mental Health Group Residence

Project Description

The Department of Mental Health, Substance Abuse and Developmental Services' Residential Services Division provides long term residential supports including training, supervision and individualized assistance with daily living and community access. The residential group home system is a mix of County owned and operated and private vendor operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week.

This project involves the purchase of a 3,400 square foot, four bedroom townhouse or condominium in Eastern Loudoun to serve four clients with associated staff office space. The operation of this home is proposed to be contracted to a private vendor.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in future fiscal years. No operational expense will be incurred for this project during the six-year CIP planning period.

Debt Service

This project will be funded with local tax funding; no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Facilities Purchase	0	0	0	0	0	0	745	745	0	745
Total Cost	0	0	0	0	0	0	745	745	0	745
Local Tax Funding	0	0	0	0	0	0	745	745	0	745
Total Financing	0	0	0	0	0	0	745	745	0	745



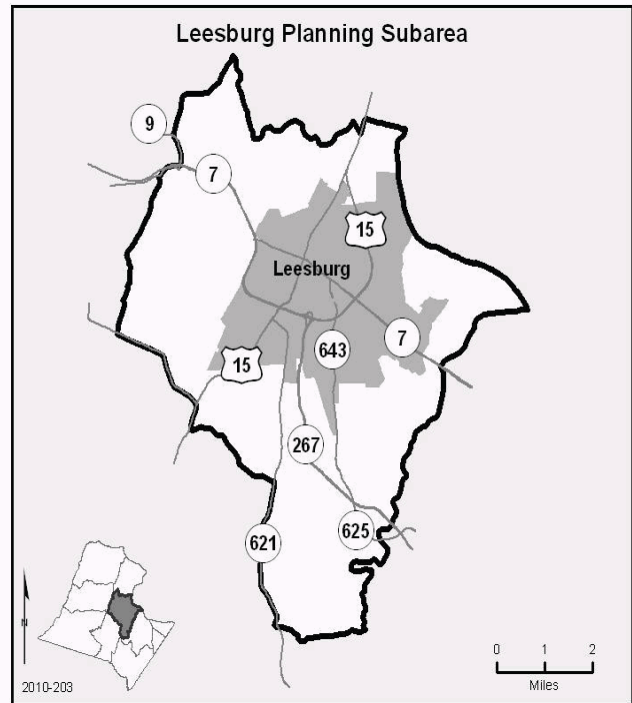
Emergency Homeless Shelter

Project Description

This project provides for the construction of a 9,000 square foot Emergency Homeless Shelter at the Government Support Center site in Leesburg. The facility will contain eight apartments to accommodate one family, or up to four individuals. The facility will also include a shared living/dining area, kitchen, office space, laundry room, indoor/outdoor play area and restrooms.

The shelter will provide temporary emergency housing for homeless persons for up to 89 days, and provide assistance with the identification of more permanent housing.

The facility will be operated by the Department of Family Services.



Funding

This project is planned to be funded with local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in future fiscal years. No operational expense will be incurred during the six-year CIP planning period.

Debt Service

No debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	730	0	730	0	730
Furniture, Fixtures & Equip	0	0	0	0	0	0	300	300	0	300
Construction	0	0	0	0	0	0	4,635	4,635	0	4,635
Total Cost	0	0	0	0	0	730	4,935	5,665	0	5,665
Local Tax Funding	0	0	0	0	0	730	4,935	5,665	0	5,665
Total Financing	0	0	0	0	0	730	4,935	5,665	0	5,665



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

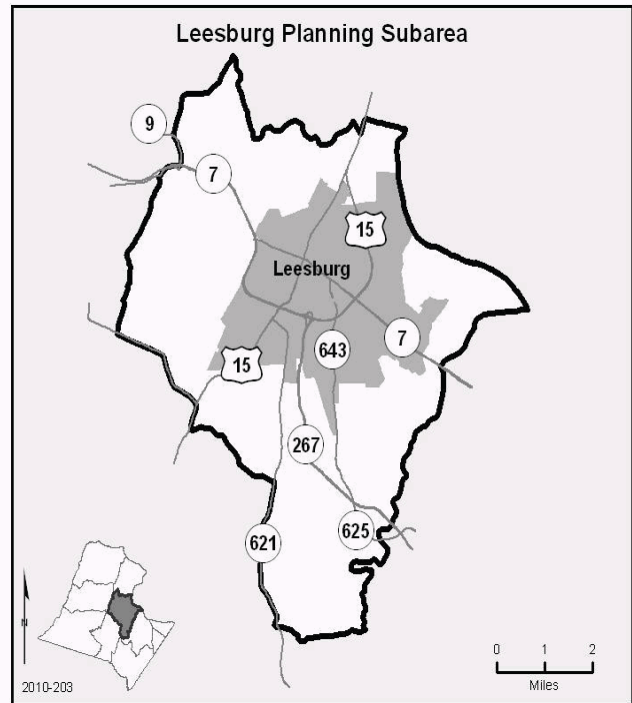
Adolescent Independent Living Residence

Project Description

This project provides for the construction of a 14,900 square-foot building with office space and a 12-bed capacity to serve homeless youth, ages 16 to 21, who have no realistic expectation of returning to their home environment. The office area will house several ancillary services, currently located in leased space, that would be used by residents as well as non-residents.

The program will place an emphasis on preparing youth for living independently within the community. The program will address key areas such as: housing, vocational/educational services, independent living skills, and/or community networking. It is anticipated that youth participating in this program will be referred primarily from Foster Care, Young Parents Services, the Young Adults Project and Family Connections.

The facility will be operated by the Department of Family Services and is proposed to be located at the County Government Support Center.



Funding

This project is planned to be funded with debt financing.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$2.36 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$1.77 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,160	0	0	0	1,160	0	1,160
Furniture, Fixtures & Equip	0	0	0	0	300	0	0	300	0	300
Construction	0	0	0	0	8,340	0	0	8,340	0	8,340
Total Cost	0	0	0	1,160	8,640	0	0	9,800	0	9,800
Debt Financing	0	0	0	1,160	8,640	0	0	9,800	0	9,800
Total Financing	0	0	0	1,160	8,640	0	0	9,800	0	9,800

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	1,156	1,202	2,358
Debt Service	0	0	0	104	828	836	1,768
Total Impact	0	0	0	104	1,984	2,038	4,126



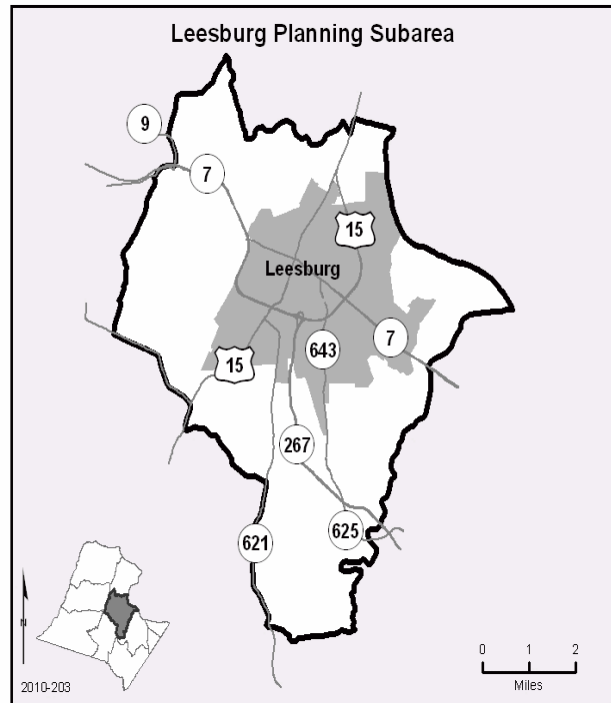
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Youth Shelter Renovation

Project Description

This project provides funding to renovate the interior of the County's original Youth Shelter, located at the Government Support Center facility off of Sycolin Road.

The County is currently constructing a second Youth Shelter, which is scheduled for completion in the Summer of 2012. Once the new facility is completed, enough program space will be available to renovate and update the current Youth Shelter facility. The condition and age of the building require that the program and residential space be updated to provide the full array of services required by the Department of Family Services, which runs the County's Youth Shelter.



Funding

This project is planned to be funded using local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are already accounted for in the Department of Family Service's operating budget. Additional expenses will be incorporated into the Department's budget.

Debt Service

This project is funded using local tax funding; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Existing Bldgs	0	0	0	1,000	0	0	0	1,000	0	1,000
Total Cost	0	0	0	1,000	0	0	0	1,000	0	1,000
Local Tax Funding	0	0	0	1,000	0	0	0	1,000	0	1,000
Total Financing	0	0	0	1,000	0	0	0	1,000	0	1,000



COUNTY CAPITAL PROJECTS

PARKS, RECREATION AND CULTURE



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 10-7: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Parks, Recreation and Culture										
<u>Projects</u>										
Dulles South Multipurpose Center (Phase II)	9,335	0	0	30,000	1,250	0	0	31,250	0	40,585
Hal and Berni Hanson Regional Park	8,850	0	0	0	2,160	23,050	0	25,210	0	34,060
Fields Farm Park	300	1,560	0	0	0	0	10,715	12,275	0	12,575
Lovettsville District Park	2,526	0	9,000	0	0	0	0	9,000	0	11,526
Moorefield Station Community Park	0	0	0	0	9,990	0	0	9,990	0	9,990
 Ashburn Recreation and Teen Center	 0	 0	 0	 0	 0	 6,700	 55,000	 61,700	 0	 61,700
Franklin Park Lighting	320	1,750	0	0	0	0	0	1,750	0	2,070
Potomac Green Community Park	0	0	500	0	0	0	0	500	0	500
 Fireman's and Haske Fields	 0	 450	 0	 0	 0	 0	 0	 450	 0	 450
Budgetary Cost	21,331	3,760	9,500	30,000	13,400	29,750	65,715	152,125	0	173,456
<u>Funding Source</u>										
GO Bonds	10,300	0	8,100	17,535	0	29,750	65,715	121,100	0	131,400
Local Tax Funding	952	0	900	0	3,410	0	0	4,310	0	5,262
Fund Balance	620	3,760	0	0	0	0	0	3,760	0	4,380
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Gifts & Donations	200	0	0	0	0	0	0	0	0	200
Proffers (Cash)	3,850	0	500	12,465	9,990	0	0	22,955	0	26,805
Gas Tax/Transportation Fund	409	0	0	0	0	0	0	0	0	409
Total Funding Source	21,331	3,760	9,500	30,000	13,400	29,750	65,715	152,125	0	173,456



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Dulles South Multipurpose Center (Phase II)

Project Description

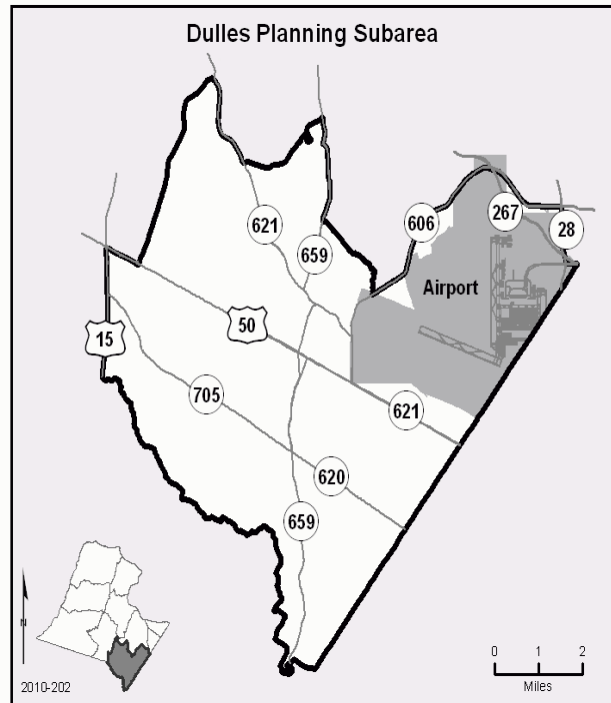
This project provides funding for the Phase II construction of an approximately 65,000 square-foot addition to the current Dulles Multi-Purpose Center located on Riding Center Drive in the Dulles Planning Subarea. The Phase II recreation center addition is scheduled to occur in FY 2015 and will include recreation and fitness areas, program facilities, and an aquatics center.

Phase I provided for the construction of a 23,900 square-foot community center to replace the Arcola Community Center. The facility space includes classrooms, a small gym, preschool space, senior program space, and administrative support space. The Phase I appropriation included funds to design the Phase II addition.

A future Phase III addition, which includes a 15,000 square foot senior center, has not been designed yet and is planned for a future fiscal year.

Current Status

Phase I of the Multipurpose Center was completed in the Summer of 2008. Phase II design is 100% complete. Construction of Phase II is planned to begin in FY 2015.



Funding

Phase II is planned to be funded using local tax funding, cash proffers and general obligation bonds. Bonds for Phase II are scheduled for placement on the November 2014 referendum.

Operating Impact

Operations & Maintenance

The Department of Parks, Recreation and Community Services' adopted fee schedule for this facility will generate revenue to cover 100% of the facility's operating costs.

Debt Service

Debt service payments for Phase II bonds are forecast to begin in FY 2016 and are estimated to total \$4.58 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	0	0	0	0	0	0	1,200
Furniture, Fixtures & Equip	935	0	0	0	1,250	0	0	1,250	0	2,185
Const of Recreational Facility	7,200	0	0	30,000	0	0	0	30,000	0	37,200
Total Cost	9,335	0	0	30,000	1,250	0	0	31,250	0	40,585
GO Bonds	9,000	0	0	17,535	0	0	0	17,535	0	26,535
Local Tax Funding	335	0	0	0	1,250	0	0	1,250	0	1,585
Proffers (Cash)	0	0	0	12,465	0	0	0	12,465	0	12,465
Total Financing	9,335	0	0	30,000	1,250	0	0	31,250	0	40,585

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	688	1,972	1,920	4,580
Total Impact	0	0	0	688	1,972	1,920	4,580



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

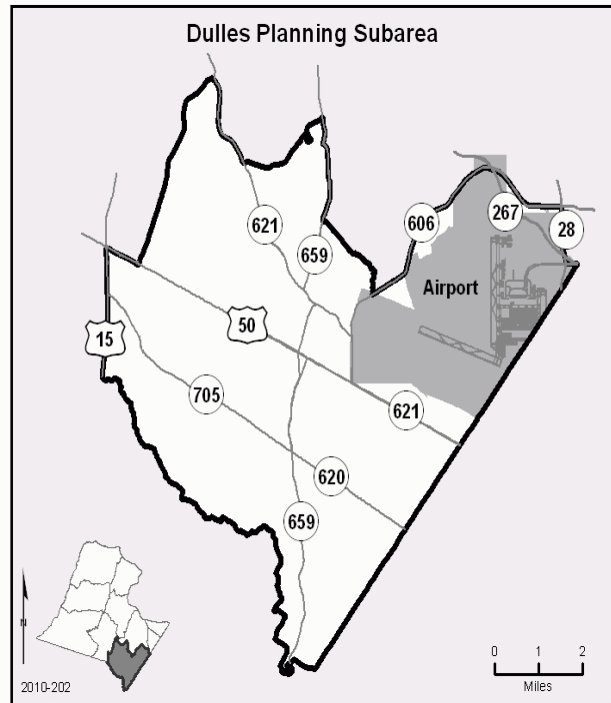
Hal and Berni Hanson Regional Park

Project Description

This project funds the Phase II development of the Hal and Berni Hanson Regional Park located on Evergreen Mills Road in the Dulles Planning Subarea. The funding includes the design and construction of active and passive recreational amenities, to include athletic fields, recreational trails, park offices and classrooms, pavilions, maintenance shops, and associated infrastructure such as parking and public restrooms.

The Loudoun County Board of Supervisors approved the acquisition of a 257.35-acre parcel from the Hanson Family Partnership for a Regional Park in the Fall of 2008. The acquisition is the culmination of negotiations with the Hanson family, Dominion Power and the National Park Service as a part of a United States Department of Interior program. The federal program permitted the County to sell a 5.03-acre park parcel to Dominion Power in exchange for a new park parcel of greater or equal value. The County used the funds from this sale of land to Dominion Power to purchase the Hanson Family parcel.

The FY 2010 CIP included \$250,000 in cash proffers to develop a master plan for a regional park with active and passive recreation uses on the site. \$3.6 million in cash proffers was appropriated in FY 2012 to begin the construction and development of park amenities. The County is currently developing a Master Plan for the Park, and will be seeking a Special Exception in the Fall of 2012 to allow the Park use on the property. Phase II will be funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2015 referendum.



Funding

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2018 and are estimated to total \$1.25 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2017 and is estimated to total \$2.83 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	250	0	0	0	2,160	0	0	2,160	0	2,410
Land Acquisition	5,000	0	0	0	0	0	0	0	0	5,000
Furniture, Fixtures & Equip	0	0	0	0	0	2,050	0	2,050	0	2,050
Construction	3,600	0	0	0	0	21,000	0	21,000	0	24,600
Total Cost	8,850	0	0	0	2,160	23,050	0	25,210	0	34,060
GO Bonds	0	0	0	0	0	23,050	0	23,050	0	23,050
Local Tax Funding	0	0	0	0	2,160	0	0	2,160	0	2,160
Sale of Land	5,000	0	0	0	0	0	0	0	0	5,000
Proffers (Cash)	3,850	0	0	0	0	0	0	0	0	3,850
Total Financing	8,850	0	0	0	2,160	23,050	0	25,210	0	34,060

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	0	1,250	1,250
Debt Service	0	0	0	0	481	2,351	2,832
Total Impact	0	0	0	0	481	3,601	4,082



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

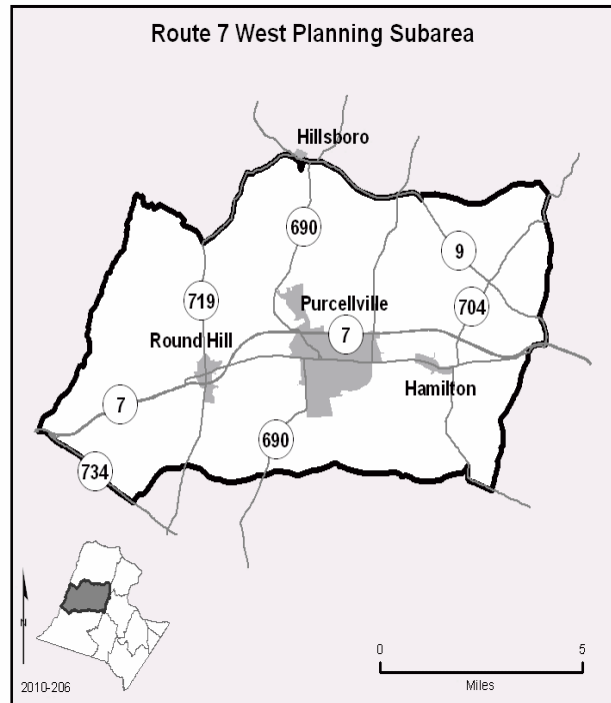
Fields Farm Park

Project Description

This project develops a park facility within a County-owned tract of land, known as Fields Farm, in the Route 7 West Planning Subarea. The Park will include athletic fields and supporting amenities such as athletic field lighting, fencing, utilities, parking, access from a public road, landscaping, public restrooms, concessions, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper and umpire areas, maintenance facilities, picnic pavilions, and bleachers.

This park will be home to the Upper Loudoun Youth Football League and will contain its stadium and other associated fields. The FY 2008 Budget included \$300,000 to light two softball fields on the southern portion of the property.

In FY 2013, funding is provided to develop a lighted football field on the park property.



Funding

This project is financed using fund balance and general obligation bonds. The general obligation bonds are scheduled for placement on the November 2017 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$1.25 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$268,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	30	1,560	0	0	0	0	0	1,560	0	1,590
Furniture, Fixtures & Equip	0	0	0	0	0	0	1,000	1,000	0	1,000
Const of Recreational Facility	270	0	0	0	0	0	9,715	9,715	0	9,985
Total Cost	300	1,560	0	0	0	0	10,715	12,275	0	12,575
GO Bonds	0	0	0	0	0	0	10,715	10,715	0	10,715
Fund Balance	300	1,560	0	0	0	0	0	1,560	0	1,860
Total Financing	300	1,560	0	0	0	0	10,715	12,275	0	12,575

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	230	240	250	260	270	1,250
Debt Service	0	0	0	0	0	268	268
Total Impact	0	230	240	250	260	538	1,518



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Lovettsville District Park

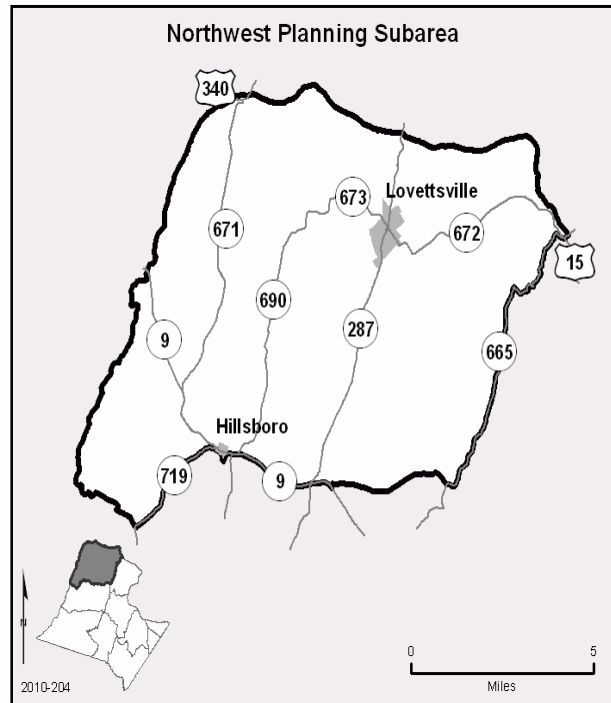
Project Description

This project provides funding to develop a 91-acre tract of land as a District Park in FY 2015. A portion of the park property is located within the Town of Lovettsville, and the remainder of the Park is located in the County. The County has acquired the land for the park. This project would construct the athletic fields, trails, equestrian area, nature area, and other amenities within the park.

The park would contain seven athletic fields, athletic field lighting, fencing, utilities, parking, landscaping, public restrooms, concessions, groundwater wells, irrigation, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.

Local gasoline tax funds were included in the project budget in FY 2011 and FY 2012 to develop access to the park from a public road.

This project is planned to be funded through local tax funding, general obligation bonds and local gasoline tax funding. Bonds for the financed portion of the project were approved in November 2004. The remaining bonds are scheduled for placement on the November 2013 referendum.



Funding

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$1 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$3.10 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	2,526	0	300	0	0	0	0	300	0	2,826
Furniture, Fixtures & Equip	0	0	1,000	0	0	0	0	1,000	0	1,000
Const of Recreational Facility	0	0	7,700	0	0	0	0	7,700	0	7,700
Total Cost	2,526	0	9,000	0	0	0	0	9,000	0	11,526
GO Bonds	1,300	0	8,100	0	0	0	0	8,100	0	9,400
Local Tax Funding	617	0	900	0	0	0	0	900	0	1,517
Gifts & Donations	200	0	0	0	0	0	0	0	0	200
Gas Tax/Transportation Fund	409	0	0	0	0	0	0	0	0	409
Total Financing	2,526	0	9,000	0	0	0	0	9,000	0	11,526

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	240	250	260	270	1,020
Debt Service	0	50	500	875	851	826	3,102
Total Impact	0	50	740	1,125	1,111	1,096	4,122



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Moorefield Station Community Park

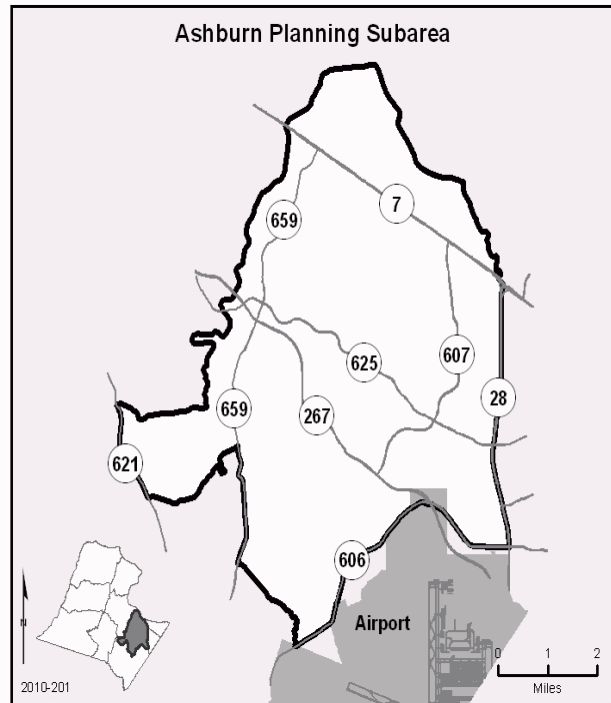
Project Description

This project develops a Community Park co-located on the same site as Elementary School #16 in the Moorefield Station development. The community park and school would be developed on an approximately 84-acre proffered site dedicated to the County by the developer of Moorefield Station (ZMAP-2001-0003).

The community park will contain two regulation size soccer fields, one baseball field, an internal trail and sidewalk system, public restrooms and concessions, and associated parking.

Current Status

Design of the Park is complete. Construction is scheduled to commence in FY 2016.



Funding

This project is funded using cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2017 and are estimated to total \$225,000 during the six-year CIP planning period.

Debt Service

This project will be funded using cash proffers; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	1,000	0	0	1,000	0	1,000
Const of Recreational Facility	0	0	0	0	8,990	0	0	8,990	0	8,990
Total Cost	0	0	0	0	9,990	0	0	9,990	0	9,990
Proffers (Cash)	0	0	0	0	9,990	0	0	9,990	0	9,990
Total Financing	0	0	0	0	9,990	0	0	9,990	0	9,990

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	0	110	115	225
Total Impact	0	0	0	0	110	115	225



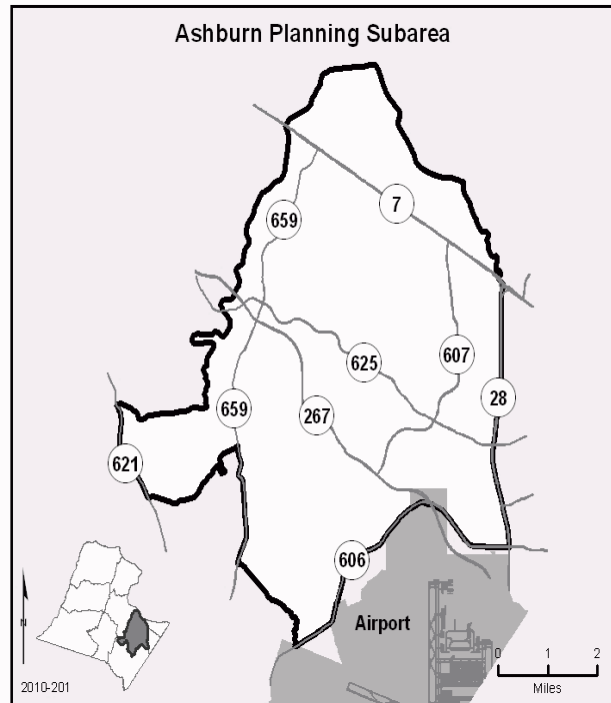
Ashburn Recreation and Teen Center

Project Description

This project develops a co-located Recreation Center and Teen Center on an approximately 18-acre proffered site in the Ashburn Planning Subarea.

The Recreation Center component would be approximately 83,000 square feet to include daycare program space, meeting rooms, a gymnasium, a kitchen, a fitness center, multi-purpose rooms, and a running track. The facility would also include an aquatics center with an olympic sized lap pool, leisure pool, pool seating areas, wet classroom, and associated locker rooms.

The Teen Center component of the facility would include meeting rooms, multi-purpose rooms, multimedia room, computer labs, arts studios, a kitchen and snack bar, game room, restrooms and associated staff office and storage space.



Funding

This project is funded with general obligation bonds.

Operating Impact

Operations & Maintenance

Operational and maintenance expenses are forecast to begin in a future fiscal year; no operational expenses will be incurred during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2018 and is estimated to total \$670,000 during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	6,700	0	6,700	0	6,700
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,000	3,000	0	3,000
Const of Recreational Facility	0	0	0	0	0	0	52,000	52,000	0	52,000
Total Cost	0	0	0	0	0	6,700	55,000	61,700	0	61,700
GO Bonds	0	0	0	0	0	6,700	55,000	61,700	0	61,700
Total Financing	0	0	0	0	0	6,700	55,000	61,700	0	61,700

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	0	670	670
Total Impact	0	0	0	0	0	670	670



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Franklin Park Athletic Field Lighting

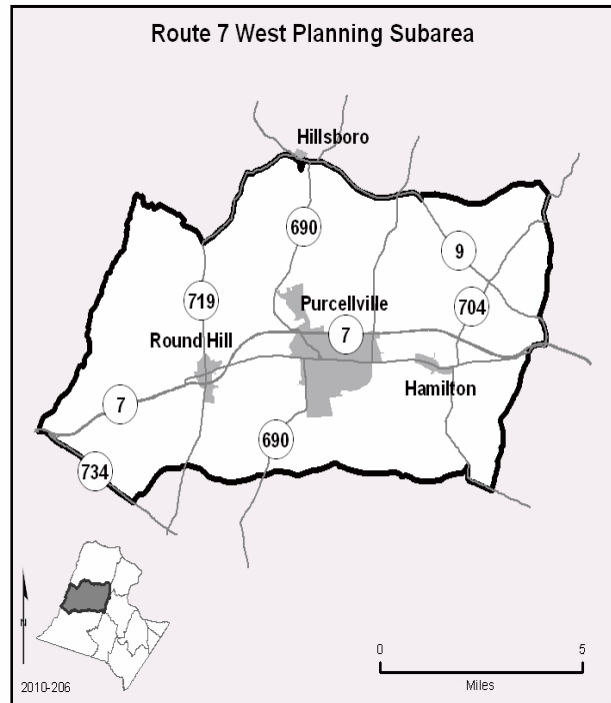
Project Description

This project provides funding to light all of the baseball fields and rectangle fields at Franklin Park in FY 2013. Franklin Park contains two baseball fields, three smaller baseball/softball fields, and several rectangle fields. In FY 2011, the Board of Supervisors appropriated \$320,000 to bring electric service to the baseball fields and light one of the fields at Franklin Park. The installation of the electrical infrastructure and the athletic field lighting has been completed by the County.

The funding in FY 2013 will allow the County to light the remaining baseball/softball fields and rectangle fields within the Park.

Current Status

Design and installation of electric line infrastructure and the lighting of one baseball field is complete.



Funding

This project is funded using fund balance.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2014 and are estimated to total \$338,000 during the six-year CIP planning period.

Debt Service

This project is funded using fund balance; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Recreational Facility	320	1,750	0	0	0	0	0	1,750	0	2,070
Total Cost	320	1,750	0	0	0	0	0	1,750	0	2,070
Fund Balance	320	1,750	0	0	0	0	0	1,750	0	2,070
Total Financing	320	1,750	0	0	0	0	0	1,750	0	2,070

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	62	65	68	70	73	338
Total Impact	0	62	65	68	70	73	338



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Potomac Green Community Park

Project Description

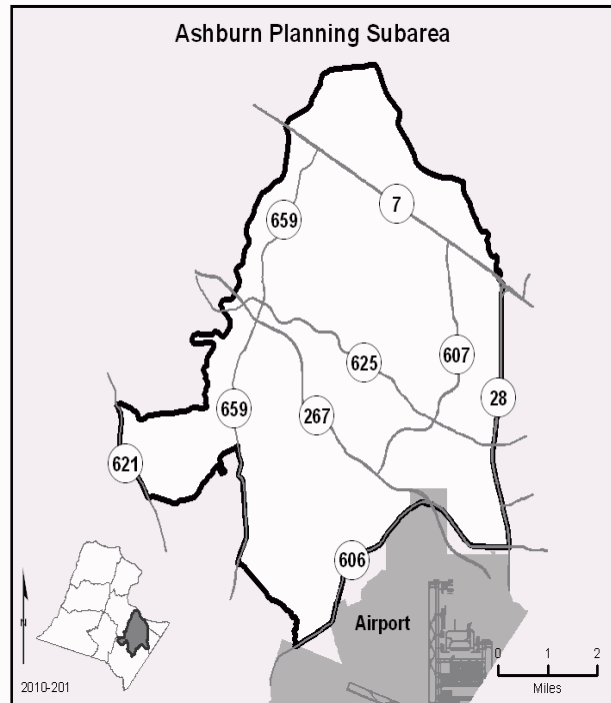
This project provides funding to complete the proffered 28-acre Potomac Green Community Park.

The County's portion of the project includes the provision of public restrooms and equipment for the park, which includes soccer goals, baseball backstops, bleachers, maintenance equipment, fencing, safety netting, etc.

The 28-acre park site was dedicated to the County by the developer of Potomac Green (ZMAP-2002-0016), and will contain three multi-purpose athletic fields for soccer, football and lacrosse, and one baseball field. Construction of the athletic fields was proffered by the developer of One Loudoun (ZMAP-2005-0008). The proffers require the developer of One Loudoun to fully grade, seed, irrigate and construct the athletic fields, as well as provide vehicular parking for park patrons.

Current Status

The Site Plan for the Potomac Green Community Park is currently under review.



Funding

This project is funded using cash proffers.

Operating Impact

Operations & Maintenance

Operations and maintenance expenditures are forecast to begin in FY 2015 and are estimated to total \$430,000 during the six-year CIP planning period.

Debt Service

This project will be constructed using cash and in-kind proffers; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	500	0	0	0	0	500	0	500
Total Cost	0	0	500	0	0	0	0	500	0	500
Proffers (Cash)	0	0	500	0	0	0	0	500	0	500
Total Financing	0	0	500	0	0	0	0	500	0	500

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	100	105	110	115	430
Total Impact	0	0	100	105	110	115	430



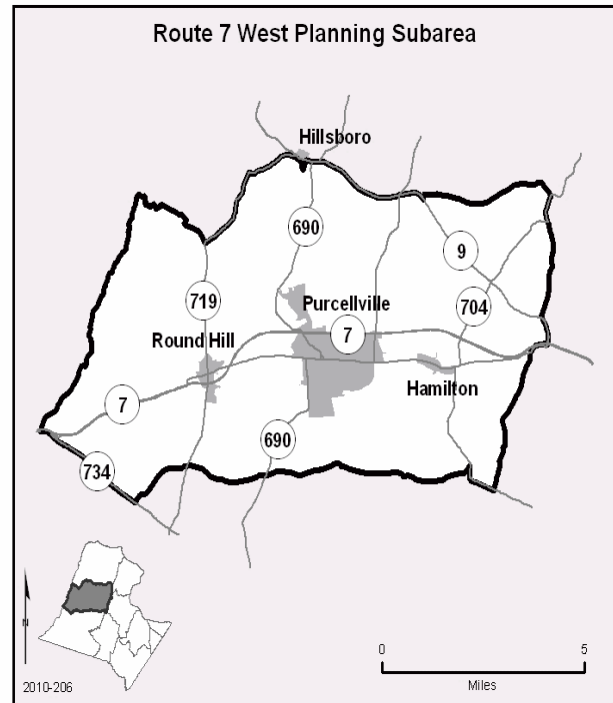
Fireman's and Haske Field Improvements

Project Description

This project provides funding to the Town of Purcellville to make improvements to Fireman's Field and Haske Field.

The improvements to Fireman's Field include: 1.) the construction of an entrance plaza to include a ticket booth at the front gate to allow for a controlled entrance to sporting events, 2.) the construction of new permanent storage facilities for Loudoun County's Department of Parks, Recreation and Community Services, as well as equipment storage for sports leagues, and paved access to the new storage facilities; 3.) the reconstruction of the football concession stand/umpire changing room in center field to provide for increased concession areas, and expanded ADA compliant restrooms.

The improvements to Haske Field include upgrades to the backstop and first base/third base safety netting to prevent foul balls from damaging cars parked in the main parking lot at Fireman's Field.



Funding

This project is funded using fund balance.

Operating Impact

Operations & Maintenance

Fireman's Field and Haske Field are owned by the Town of Purcellville. The County's Department of Parks, Recreation and Community Services and local sports leagues operate and maintain the athletic fields.

Debt Service

This project is funded using fund balance; no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Const of Recreational Facility	0	450	0	0	0	0	0	450	0	450
Total Cost	0	450	0	0	0	0	0	450	0	450
Fund Balance	0	450	0	0	0	0	0	450	0	450
Total Financing	0	450	0	0	0	0	0	450	0	450



NOTES



Capital Improvement Program

SCHOOL CAPITAL PROJECTS SUMMARY

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School Capital Projects Page 11 – 3

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SCHOOL CAPITAL PROJECTS

TABLE OF CONTENTS

Elementary Schools 11-5

(ES-21) Dulles South Area Elementary School.....	11-7
(ES-23) Arcola Center Elementary School.	11-8
(ES-28) Dulles South Elementary School	11-9

Middle Schools. 11-11

(MS-7) Dulles South Middle School	11-13
(MS-9) Dulles North Area Middle School.	11-14
Mercer Middle School Addition	11-15

High Schools 11-17

Loudoun Valley High School Renovations	11-19
(HS-6) Loudoun Valley Estates II High School	11-20
(HS-8) Ashburn Area High School.	11-21
(HS-11) Dulles North Area High School.....	11-22
Freedom High School Addition	11-23
Advanced Technology Academy.	11-24
CS Monroe Conversion	11-25



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 11-1: Capital Improvement Program by Fund
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
School Capital Projects Fund										
<u>Budgetary Cost</u>										
Elementary Schools	0	0	35,120	31,480	0	0	35,930	102,530	0	102,530
Middle Schools	0	0	4,460	49,470	0	54,030	0	107,960	0	107,960
High Schools	4,500	204,750	5,160	0	101,770	0	166,090	477,770	0	482,270
Budgetary Cost	4,500	204,750	44,740	80,950	101,770	54,030	202,020	688,260	0	692,760
<u>Funding Source</u>										
GO Bonds	4,050	184,290	39,960	72,850	71,590	48,625	181,755	599,070	0	603,120
Local Tax Funding	450	6,800	4,780	8,100	10,180	5,405	20,265	55,530	0	55,980
Fund Balance	0	13,660	0	0	0	0	0	13,660	0	13,660
Sale of Land	0	0	0	0	20,000	0	0	20,000	0	20,000
Total Funding Source	4,500	204,750	44,740	80,950	101,770	54,030	202,020	688,260	0	692,760



SCHOOL CAPITAL PROJECTS

ELEMENTARY SCHOOLS



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Table 11-2: Capital Improvement Program by Functional Area
Schedule of Appropriations

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Elementary Schools										
Projects										
(ES-21) Dulles South Area Elementary School	0	0	35,120	0	0	0	0	35,120	0	35,120
(ES-23) Arcola Center Elementary School	0	0	0	31,480	0	0	0	31,480	0	31,480
(ES-28) Dulles South Area Elementary School	0	0	0	0	0	0	35,930	35,930	0	35,930
Budgetary Cost	0	0	35,120	31,480	0	0	35,930	102,530	0	102,530
Funding Source										
GO Bonds	0	0	31,300	28,330	0	0	32,335	91,965	0	91,965
Local Tax Funding	0	0	3,820	3,150	0	0	3,595	10,565	0	10,565
Total Funding Source	0	0	35,120	31,480	0	0	35,930	102,530	0	102,530



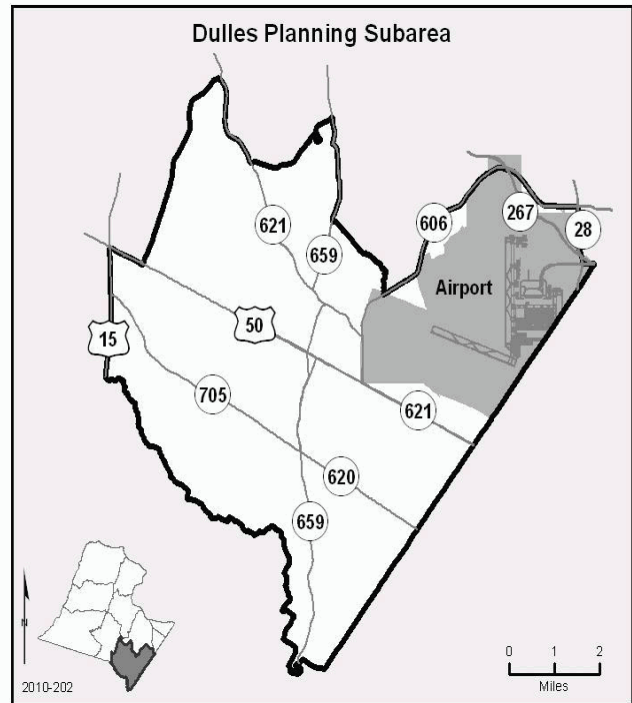
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(ES-21) Dulles South Area Elementary School

Project Description

This project provides funding to design and construct an approximately 91,100 square foot elementary school on a site of up to 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds for the construction of the school will be scheduled for the November 2013 referendum. General obligation bonds for land acquisition were approved by voters in November of 2007.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$34.52 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$11.06 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	3,790	0	0	0	0	3,790	0	3,790
Furniture, Fixtures & Equip	0	0	2,950	0	0	0	0	2,950	0	2,950
Construction	0	0	28,380	0	0	0	0	28,380	0	28,380
Total Cost	0	0	35,120	0	0	0	0	35,120	0	35,120
GO Bonds	0	0	31,300	0	0	0	0	31,300	0	31,300
Local Tax Funding	0	0	3,820	0	0	0	0	3,820	0	3,820
Total Financing	0	0	35,120	0	0	0	0	35,120	0	35,120

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	11,060	11,500	11,960	34,520
Debt Service	0	0	1,283	3,351	3,260	3,168	11,062
Total Impact	0	0	1,283	14,411	14,760	15,128	45,582



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(ES-23) Arcola Center Elementary School

Project Description

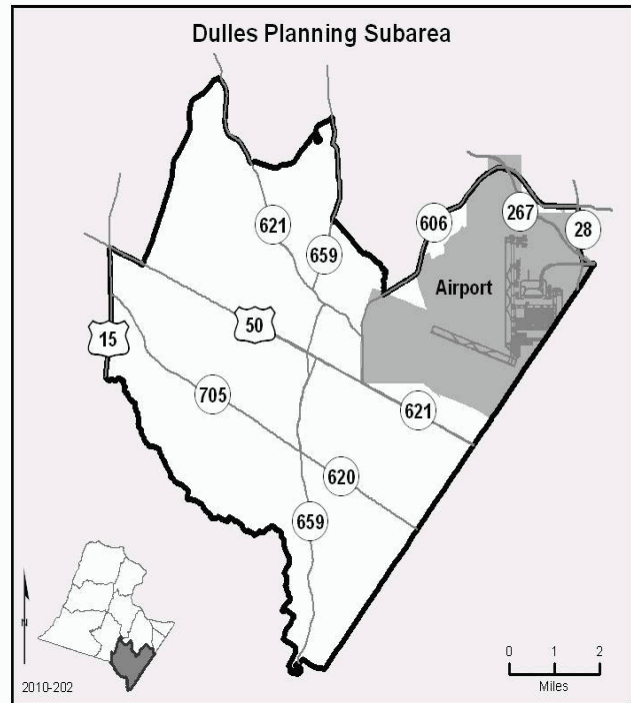
This project provides funding to design and construct an approximately 91,100 square foot elementary school on a proffered site of approximately 11-acres. The school site was proffered to the County as part of the Arcola Center development, ZMAP-2006-0015, but has not yet been dedicated to the County.

The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Current Status

This facility will be developed on a 10.7-acre proffered site in the Arcola Center development (ZMAP-2006-0015).



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2014 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$34.52 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$7.22 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	3,960	0	0	0	3,960	0	3,960
Furniture, Fixtures & Equip	0	0	0	3,080	0	0	0	3,080	0	3,080
Construction	0	0	0	24,440	0	0	0	24,440	0	24,440
Total Cost	0	0	0	31,480	0	0	0	31,480	0	31,480
GO Bonds	0	0	0	28,330	0	0	0	28,330	0	28,330
Local Tax Funding	0	0	0	3,150	0	0	0	3,150	0	3,150
Total Financing	0	0	0	31,480	0	0	0	31,480	0	31,480

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	11,060	11,500	11,960	34,520
Debt Service	0	0	0	1,150	3,077	2,992	7,219
Total Impact	0	0	0	12,210	14,577	14,952	41,739



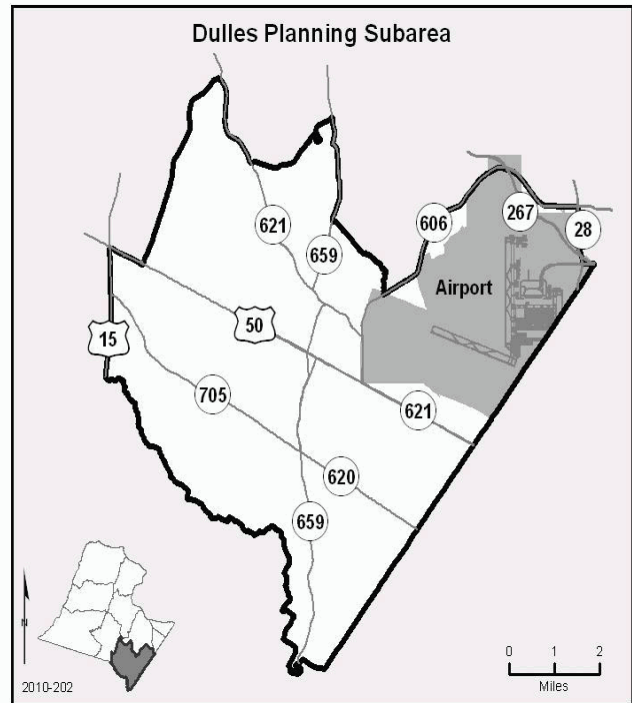
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(ES-28) Dulles South Area Elementary School

Project Description

This project provides funding for an estimated 91,100 square foot elementary school and will be located on a site of approximately 20 usable acres. The elementary school will be designed for an anticipated program capacity of 875 students enrolled in kindergarten through the fifth grade. The facility will contain a media center, cafeteria, multipurpose room, classrooms, and two unlighted outdoor playing fields (soccer and softball). The Loudoun County Public Schools System employs a prototypical two-story elementary school design which will be used for school sites that have development constraints.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2017 referendum.

Operating Impact

Operations & Maintenance

This project is to be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

No debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	4,520	4,520	0	4,520
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,515	3,515	0	3,515
Construction	0	0	0	0	0	0	27,895	27,895	0	27,895
Total Cost	0	0	0	0	0	0	35,930	35,930	0	35,930
GO Bonds	0	0	0	0	0	0	32,335	32,335	0	32,335
Local Tax Funding	0	0	0	0	0	0	3,595	3,595	0	3,595
Total Financing	0	0	0	0	0	0	35,930	35,930	0	35,930



NOTES



SCHOOL CAPITAL PROJECTS

MIDDLE SCHOOLS



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Table 11-3: Capital Improvement Program by Functional Area
Schedule of Appropriations

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
Middle Schools										
Projects										
(MS-7) Dulles South Area Middle School	0	0	0	0	0	54,030	0	54,030	0	54,030
(MS-9) Dulles North Area Middle School	0	0	0	49,470	0	0	0	49,470	0	49,470
Mercer Middle School Addition	0	0	4,460	0	0	0	0	4,460	0	4,460
Budgetary Cost	0	0	4,460	49,470	0	54,030	0	107,960	0	107,960
Funding Source										
GO Bonds	0	0	4,015	44,520	0	48,625	0	97,160	0	97,160
Local Tax Funding	0	0	445	4,950	0	5,405	0	10,800	0	10,800
Total Funding Source	0	0	4,460	49,470	0	54,030	0	107,960	0	107,960



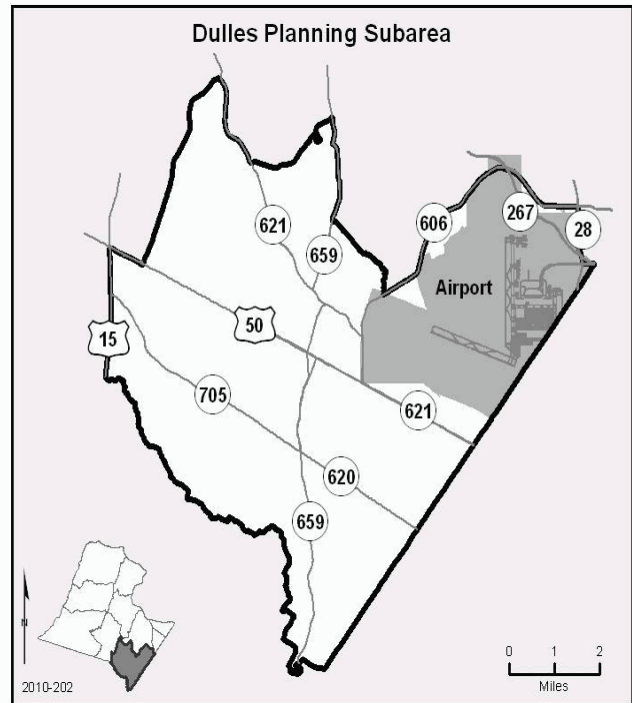
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(MS-7) Dulles South Area Middle School

Project Description

This project provides funding for an estimated 168,780 square foot middle school located on a site of approximately 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in grades Six through Eight. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2016 referendum. General obligation bonds for land acquisition were voter approved November 2006.

Operating Impact

Operations & Maintenance

This project is planned to be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 2017 and is estimated to total \$2.23 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	6,040	0	6,040	0	6,040
Furniture, Fixtures & Equip	0	0	0	0	0	5,920	0	5,920	0	5,920
Construction	0	0	0	0	0	42,070	0	42,070	0	42,070
Total Cost	0	0	0	0	0	54,030	0	54,030	0	54,030
GO Bonds	0	0	0	0	0	48,625	0	48,625	0	48,625
Local Tax Funding	0	0	0	0	0	5,405	0	5,405	0	5,405
Total Financing	0	0	0	0	0	54,030	0	54,030	0	54,030

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	0	0	0	0	125	2,109	2,234
Total Impact	0	0	0	0	125	2,109	2,234



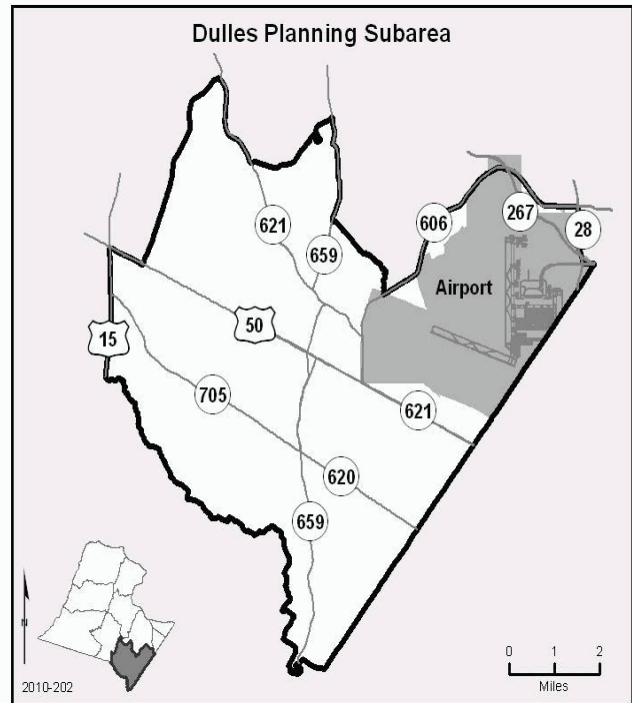
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(MS-9) Dulles North Area Middle School

Project Description

This project provides funding to design and construct an approximately 168,780 square foot middle school on a site of up to 35 usable acres. The middle school will be designed for an anticipated program capacity of 1,350 students enrolled in sixth through eighth grades. The facility will utilize the school "house" concept for individual grades and contain classrooms, a media center, cafeteria, auditorium, gymnasium, auxiliary gymnasium, and three unlighted outdoor playing fields (two soccer and one softball).

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2014 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$69.64 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$8.77 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	5,530	0	0	0	5,530	0	5,530
Furniture, Fixtures & Equip	0	0	0	5,420	0	0	0	5,420	0	5,420
Construction	0	0	0	38,520	0	0	0	38,520	0	38,520
Total Cost	0	0	0	49,470	0	0	0	49,470	0	49,470
GO Bonds	0	0	0	44,520	0	0	0	44,520	0	44,520
Local Tax Funding	0	0	0	4,950	0	0	0	4,950	0	4,950
Total Financing	0	0	0	49,470	0	0	0	49,470	0	49,470

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	16,380	17,060	17,745	18,455	69,640
Debt Service	0	0	0	701	2,802	5,266	8,769
Total Impact	0	0	16,380	17,761	20,547	23,721	78,409

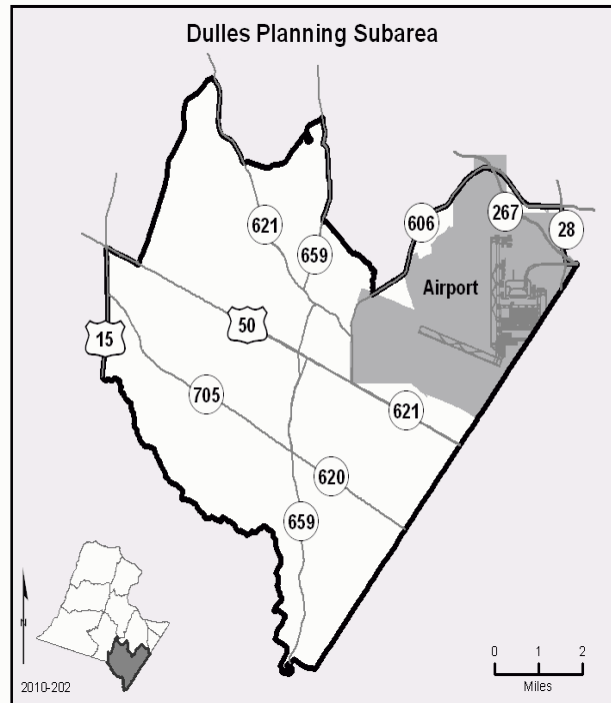


**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Mercer Middle School Addition

Project Description

This project provides funding to construct additional classrooms at Mercer Middle School, which will increase the school's program capacity to 1,350 students. The addition will provide additional student space in the Dulles South area and will also create a better, more equal sized feeder to Mercer Middle School's paired high school, John Champe High School (HS-7).



Funding

This project is proposed to be funded using local tax funding and general obligation bonds. The general obligation bonds will be scheduled for placement on the November 2013 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$9.90 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$1.70 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,200	0	0	0	0	1,200	0	1,200
Furniture, Fixtures & Equip	0	0	305	0	0	0	0	305	0	305
Construction of Additions to Bldgs	0	0	2,955	0	0	0	0	2,955	0	2,955
Total Cost	0	0	4,460	0	0	0	0	4,460	0	4,460
GO Bonds	0	0	4,015	0	0	0	0	4,015	0	4,015
Local Tax Funding	0	0	445	0	0	0	0	445	0	445
Total Financing	0	0	4,460	0	0	0	0	4,460	0	4,460

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	2,330	2,425	2,520	2,621	9,896
Debt Service	0	27	434	428	411	404	1,703
Total Impact	0	27	2,764	2,853	2,931	3,025	11,599



NOTES



SCHOOL CAPITAL PROJECTS

HIGH SCHOOLS



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

**Table 11-4: Capital Improvement Program by Functional Area
Schedule of Appropriations**

Capital (\$ in 1000s)	Prior To Date	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	CIP Total
High Schools										
<u>Projects</u>										
Loudoun Valley HS	0	29,000	0	0	0	0	0	29,000	0	29,000
Renovation	0	90,240	0	0	0	0	0	90,240	0	90,240
(HS-6) Loudoun Valley Estates II High School										
(HS-8) Ashburn Area High School	4,500	85,510	0	0	0	0	0	85,510	0	90,010
(HS-11) Dulles North Area High School	0	0	0	0	0	0	112,440	112,440	0	112,440
Freedom High School Addition	0	0	5,160	0	0	0	0	5,160	0	5,160
Advanced Technology Academy	0	0	0	0	101,770	0	0	101,770	0	101,770
CS Monroe Conversion	0	0	0	0	0	0	53,650	53,650	0	53,650
Budgetary Cost	4,500	204,750	5,160	0	101,770	0	166,090	477,770	0	482,270
<u>Funding Source</u>										
GO Bonds	4,050	184,290	4,645	0	71,590	0	149,420	409,945	0	413,995
Local Tax Funding	450	6,800	515	0	10,180	0	16,670	34,165	0	34,615
Fund Balance	0	13,660	0	0	0	0	0	13,660	0	13,660
Sale of Land	0	0	0	0	20,000	0	0	20,000	0	20,000
Total Funding Source	4,500	204,750	5,160	0	101,770	0	166,090	477,770	0	482,270

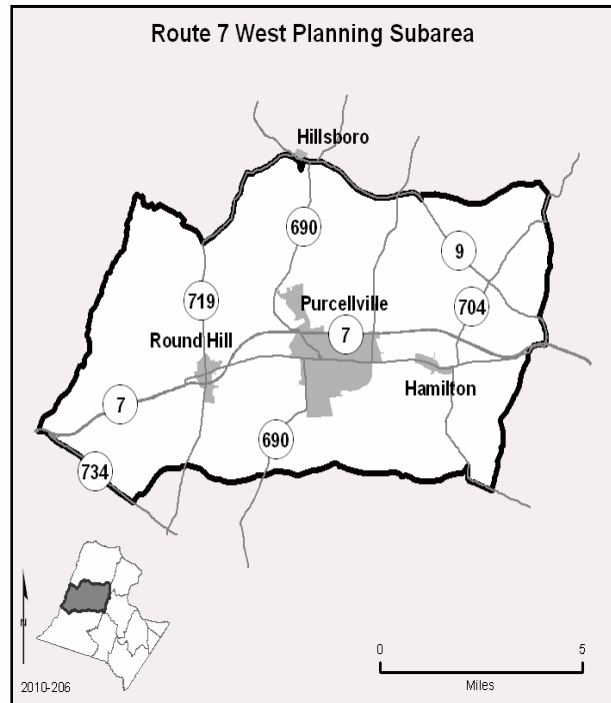


**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Loudoun Valley High School Renovations

Project Description

The Loudoun Valley High School Renovation project will include interior and exterior areas of new construction, as well as the renovation/retrofitting of some existing spaces. New construction will provide a weight room, drama storage, orchestra/strings classroom, exterior corridor access to the main gym, wrestling room, main gym observation booth, green rooms, elevator to mezzanine, competition baseball field (with lights), competition softball field (with lights), tennis courts, new parking area near the practice field, and a new intercommunication system. Additional interior and exterior work will be included in project for maintenance and facility upgrades: expansion of auditorium restrooms, upgrading the electrical switchgear, replacing exterior windows, replacement of gym bleachers, renovation of teacher workrooms and ancillary athletic spaces, and resealing and re-striping the parking areas.



Funding

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be placed on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses for the facility already exist in the current Loudoun County Public School Budget. Any additional costs will be assimilated into the School's operating budget.

Debt Service

Debt service is forecast to begin in FY 2013 and will total \$11.25 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	4,220	0	0	0	0	0	4,220	0	4,220
Furniture, Fixtures & Equip	0	800	0	0	0	0	0	800	0	800
Construction	0	23,980	0	0	0	0	0	23,980	0	23,980
Total Cost	0	29,000	0	0	0	0	0	29,000	0	29,000
GO Bonds	0	26,100	0	0	0	0	0	26,100	0	26,100
Local Tax Funding	0	2,900	0	0	0	0	0	2,900	0	2,900
Total Financing	0	29,000	0	0	0	0	0	29,000	0	29,000

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Debt Service	106	1,091	2,514	2,583	2,514	2,445	11,253
Total Impact	106	1,091	2,514	2,583	2,514	2,445	11,253



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

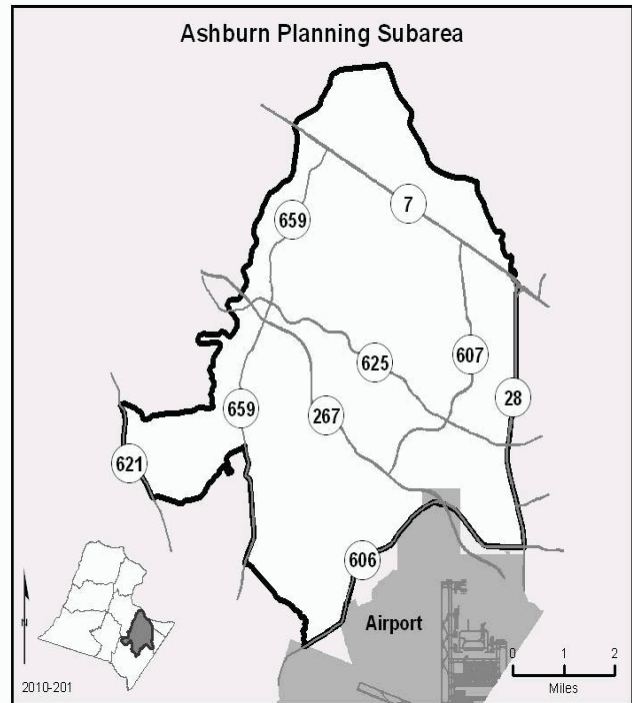
(HS-6) Loudoun Valley Estates II High School

Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school located on a proffered site in proximity to the Loudoun Valley Estates development in the Ashburn Planning Subarea. The high school will use a 75-acre portion of the proffered site.

The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with fund balance and general obligation bonds. The general obligation bonds will be scheduled for the November 2012 referendum. Land has been proffered to the County for the high school site (Loudoun Valley Estates II – ZMAP 2002-0011).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$71 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$31.72 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	12,410	0	0	0	0	0	12,410	0	12,410
Furniture, Fixtures & Equip	0	8,310	0	0	0	0	0	8,310	0	8,310
Construction	0	69,520	0	0	0	0	0	69,520	0	69,520
Total Cost	0	90,240	0	0	0	0	0	90,240	0	90,240
GO Bonds	0	81,215	0	0	0	0	0	81,215	0	81,215
Fund Balance	0	9,025	0	0	0	0	0	9,025	0	9,025
Total Financing	0	90,240	0	0	0	0	0	90,240	0	90,240

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	22,750	23,660	24,606	71,016
Debt Service	0	950	4,914	8,533	8,792	8,535	31,723
Total Impact	0	950	4,914	31,283	32,452	33,141	102,739



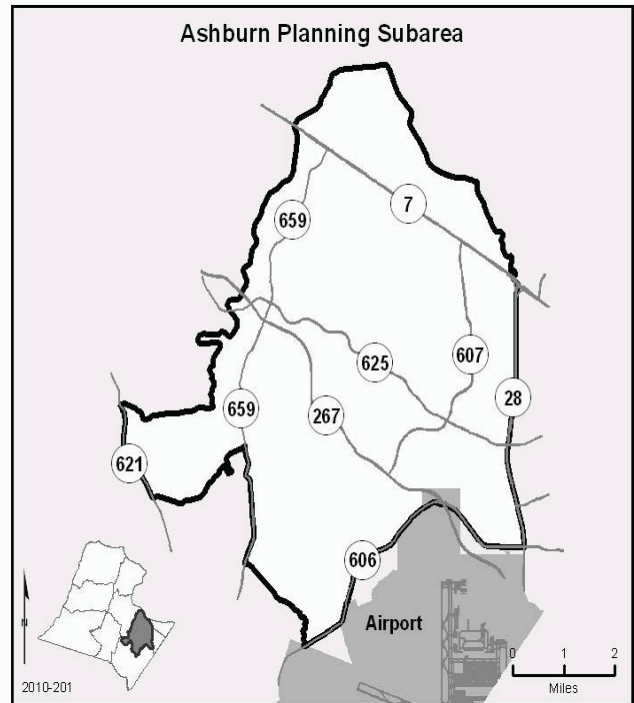
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(HS-8) Ashburn Area High School

Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school on a site of up to 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with fund balance, local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2012 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2016 and are estimated to total \$71 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2014 and is estimated to total \$28.77 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	4,500	0	0	0	0	0	0	0	0	4,500
Furniture, Fixtures & Equip	0	9,555	0	0	0	0	0	9,555	0	9,555
Construction	0	75,955	0	0	0	0	0	75,955	0	75,955
Total Cost	4,500	85,510	0	0	0	0	0	85,510	0	90,010
GO Bonds	4,050	76,975	0	0	0	0	0	76,975	0	81,025
Local Tax Funding	450	3,900	0	0	0	0	0	3,900	0	4,350
Fund Balance	0	4,635	0	0	0	0	0	4,635	0	4,635
Total Financing	4,500	85,510	0	0	0	0	0	85,510	0	90,010

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	0	22,750	23,660	24,606	71,016
Debt Service	0	2,299	4,999	6,595	7,542	7,338	28,772
Total Impact	0	2,299	4,999	29,345	31,202	31,944	99,788



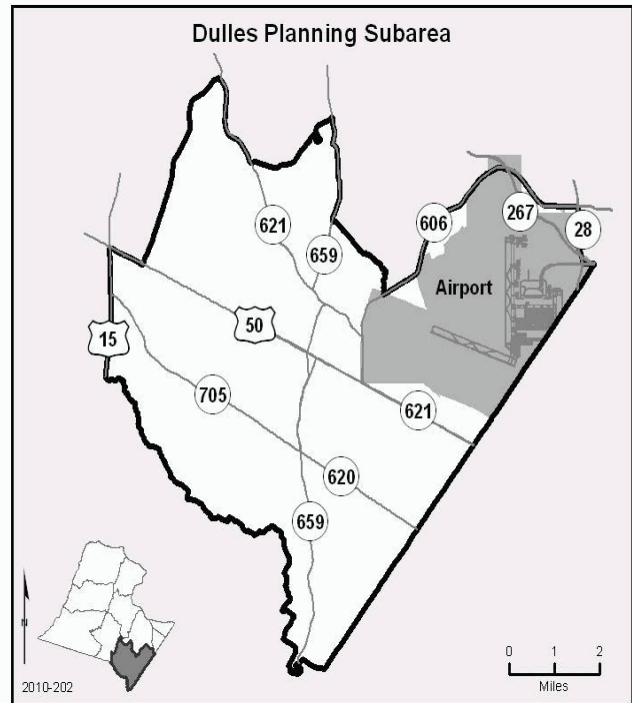
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

(HS-11) Dulles North Area High School

Project Description

This project provides funding to design and construct an approximately 279,000 square foot high school on a site of up to 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in the ninth through twelfth grades. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2017 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year; there are no operations expenses incurred during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in a future fiscal year; no debt service expense is incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	15,475	15,475	0	15,475
Furniture, Fixtures & Equip	0	0	0	0	0	0	10,350	10,350	0	10,350
Construction	0	0	0	0	0	0	86,615	86,615	0	86,615
Total Cost	0	0	0	0	0	0	112,440	112,440	0	112,440
GO Bonds	0	0	0	0	0	0	101,135	101,135	0	101,135
Local Tax Funding	0	0	0	0	0	0	11,305	11,305	0	11,305
Total Financing	0	0	0	0	0	0	112,440	112,440	0	112,440

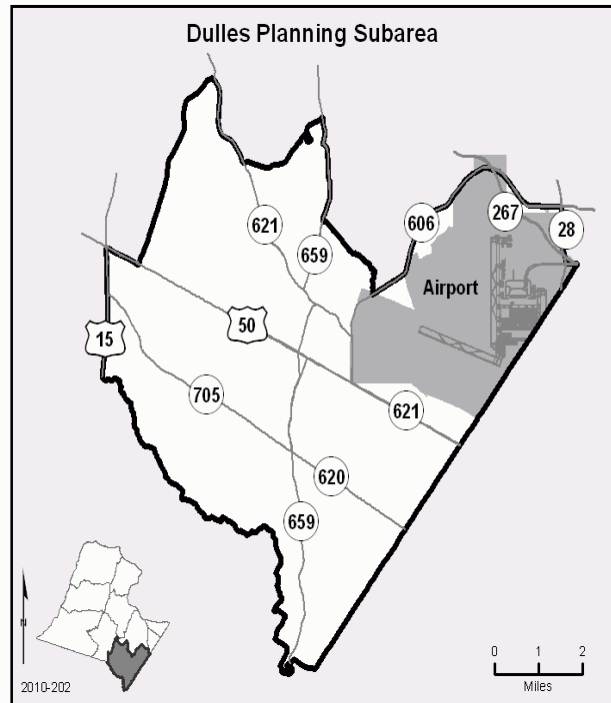


**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Freedom High School Addition

Project Description

This project provides funding for the construction of a classroom addition to Freedom High School, which will increase the school's program capacity to 1,800 students. The addition will provide additional student space in the Dulles South area, and will create a better and more equal sized feeder from Freedom High School's paired middle school, J. Michael Lunsford Middle School (MS-5).



Funding

This project is planned to be funded with local tax funding and general obligation bonds. The general obligation bonds will be scheduled for the November 2013 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 2015 and are estimated to total \$8.78 million during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2015 and is estimated to total \$1.59 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	1,285	0	0	0	0	1,285	0	1,285
Furniture, Fixtures & Equip	0	0	345	0	0	0	0	345	0	345
Construction	0	0	3,530	0	0	0	0	3,530	0	3,530
Total Cost	0	0	5,160	0	0	0	0	5,160	0	5,160
GO Bonds	0	0	4,645	0	0	0	0	4,645	0	4,645
Local Tax Funding	0	0	515	0	0	0	0	515	0	515
Total Financing	0	0	5,160	0	0	0	0	5,160	0	5,160

Operating Impact (\$ in 1000s)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total
Operations & Maintenance	0	0	2,075	2,150	2,235	2,324	8,784
Debt Service	0	0	150	492	479	466	1,587
Total Impact	0	0	2,225	2,642	2,714	2,790	10,371



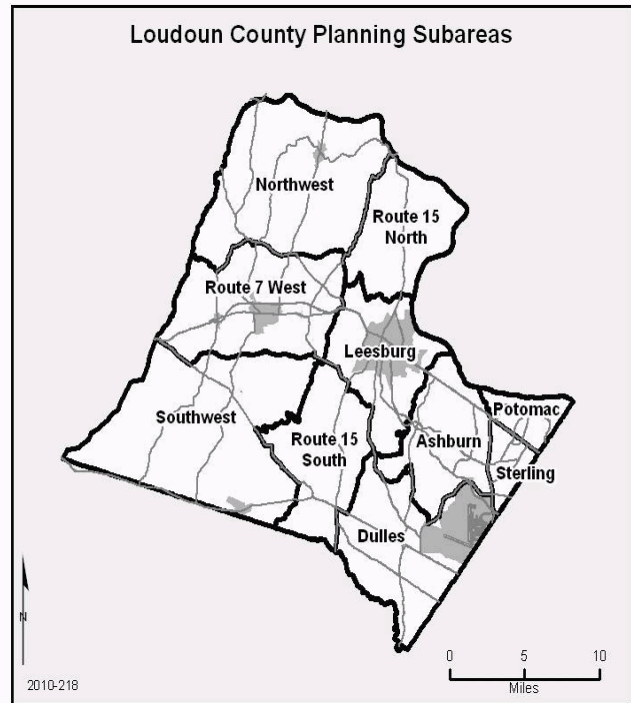
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Advanced Technology Academy

Project Description

This project provides funding to replace the Charles S. Monroe Technology Center. The building exterior and interior will be consistent with a professional business environment and will provide space for an anticipated program capacity of 1,000 students, typically in the eleventh and twelfth grades. This facility will include instructional and lab spaces that support the instructional program, a media center, and an open pavilion area for serving lunch and/or hosting meetings with advisory groups and business partners.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.



Funding

This project is planned to be funded with local tax funding, proceeds from the sale of land, and general obligation bonds. The general obligation bonds will be scheduled for the November 2015 referendum. A site needs to be acquired for this facility.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year. No operational expenses will be incurred during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in FY 2016 and is estimated to total \$12.31 million during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	17,115	0	0	17,115	0	17,115
Furniture, Fixtures & Equip	0	0	0	0	11,430	0	0	11,430	0	11,430
Construction	0	0	0	0	73,225	0	0	73,225	0	73,225
Total Cost	0	0	0	0	101,770	0	0	101,770	0	101,770
GO Bonds	0	0	0	0	71,590	0	0	71,590	0	71,590
Local Tax Funding	0	0	0	0	10,180	0	0	10,180	0	10,180
Sale of Land	0	0	0	0	20,000	0	0	20,000	0	20,000
Total Financing	0	0	0	0	101,770	0	0	101,770	0	101,770
Operating Impact (\$ in 1000s)		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total		
Debt Service		0	0	0	180	2,715	9,412	12,307		
Total Impact		0	0	0	180	2,715	9,412	12,307		



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

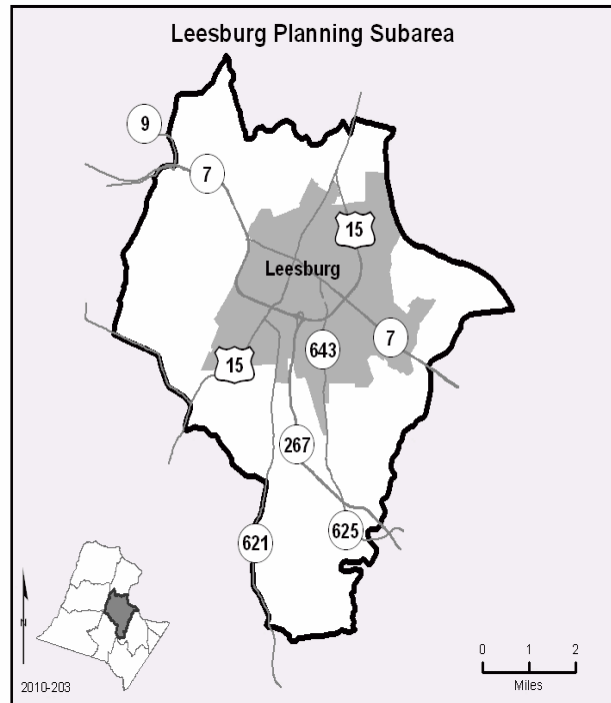
CS Monroe Conversion

Project Description

The Charles S. Monroe Technology Center currently serves as an extension to all of Loudoun County's public high schools by providing career and technical programs for secondary school students - typically in grades 11 and 12. The Technology Center offers high school students advanced training in specialized fields to prepare students for both career entry and continuing education through advanced professional training, apprenticeships, associate degree programs and/or bachelor degree studies.

In the summer of 2008, the Virginia Board of Education voted to establish a Governor's Career and Technical Academy program at Charles S. Monroe Technology Center. The Loudoun Governor's Career and Technical Academy is a center for science, technology, engineering and mathematics (STEM). Students graduating from the academy will acquire STEM literacy, skills and credentials preparing them for high-demand, high-wage and high-skill careers. New courses offered through the academy include radiology technology, pharmacy technology and medical laboratory technology.

A new Advanced Technology Academy is needed to better meet current and anticipated program demands. The Advanced Technology Academy will also add further enhancement and specialization in the information technology and health and human services programs.



Funding

This project is funded using local tax funding and general obligation bonds. The general obligation bonds will be placed on the November 2017 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in a future fiscal year; there will be no operational expenses during the six-year CIP planning period.

Debt Service

Debt service is forecast to begin in a future fiscal year; no debt service expense will be incurred during the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2013 Adopted	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	9,630	9,630	0	9,630
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,860	3,860	0	3,860
Const of Existing Bldgs	0	0	0	0	0	0	40,160	40,160	0	40,160
Total Cost	0	0	0	0	0	0	53,650	53,650	0	53,650
GO Bonds	0	0	0	0	0	0	48,285	48,285	0	48,285
Local Tax Funding	0	0	0	0	0	0	5,365	5,365	0	5,365
Total Financing	0	0	0	0	0	0	53,650	53,650	0	53,650



NOTES



Debt Service Fund

DEBT SERVICE FUND SUMMARY

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Debt Service Fund..... Page 12 – 3

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Debt Service Fund

Local tax funding and other resources used for the payment of principal and interest costs (i.e. debt service) of all financed capital improvement projects reside in the Debt Service Fund. Financing for capital improvement projects can take the form of general obligation bonds, revenue bonds, lease-purchase agreements and lease-revenue bonds. Of these, general obligation bonds are the only type of debt secured by a pledge of the County's full faith and credit. A County's authorization to issue this type of debt is governed by the Constitution of the Commonwealth of Virginia and the Public Finance Act. Taxpayers must approve the issuance of general obligation bonds by public referendum except in limited circumstances, such as bonds issued by the Virginia Public Schools Authority. The governing body of the County is authorized and required to meet debt service payments on its general obligation bonds by levying sufficient *ad valorem* taxes on all taxable property within the County. Funding for debt service payments on all other types of debt such as revenue bonds, lease purchase agreements, etc. is subject to annual appropriation by the County's governing body.

The FY 2013 Adopted Debt Service expenditures are shown *Table 1, Debt Service Expenditures & Funding Sources* below. Expenditures are comprised of the actual amount of principal and interest payments due on debt issued in prior years, and the projected amount of principal and interest payments due in FY 2013 on debt scheduled to be issued in FY 2013, and certain costs of issuance incurred on that debt. (The County issues debt for both School and General Government capital projects with the exception of lease-purchase financing for equipment entered into by the Schools.)

Expenditures in the Debt Service Fund budget are offset by fund balance, earned interest, and interest rebates from the federal government for Build America Bonds issued in FY 2011. Periodically, the Fund receives resources in the form of transfers from other funds such as the Public Facilities (Proffer) Trust Fund or proceeds/premiums from the sale of bonds. These resources are not predictable and are therefore not budgeted. If these resources become available, they become part of the Debt Service Fund balance and are used to make future debt service payments in accordance with rules and regulations governing municipal borrowing.

Table 1, Debt Service Expenditures & Funding Sources

	<u>FY 10 Actual</u>	<u>FY 11 Adopted</u>	<u>FY 11 Actual</u>	<u>FY 12 Adopted</u>	<u>FY 13 Adopted</u>
Debt Service Fund Revenues					
Use of Fund Balance	\$19,116,001	\$7,763,763	\$14,432,446	\$10,602,638	\$4,825,182
Interest Earnings	\$1,840,933	\$1,000,000	\$758,339	\$500,000	\$300,000
Interest Rebate - Build America Bonds	n/a	n/a	\$695,555	\$754,217	\$754,217
Transfers from Other Funds ¹	\$7,801,562	\$0	\$1,748,659	\$656,883	\$647,913
Bond Issuance Premium and Refunding Proceeds	<u>\$2,959,133</u>	<u>\$0</u>	<u>\$8,294,102</u>	<u>\$0</u>	<u>\$562,515</u>
Total Fund Revenue	\$31,717,629	\$8,763,763	\$25,929,101	\$12,513,738	\$7,089,827
Debt Service Fund Expenditures					
Debt Service - County Projects	\$29,441,647	\$39,275,889	\$45,124,988	\$40,333,846	\$35,116,698
Debt Service - Schools Projects	\$109,185,316	\$120,648,084	\$118,404,505	\$118,334,264	\$120,156,225
Transfers to Other Funds ¹	\$6,665,801	\$90,000	\$5,138,868	\$90,000	\$90,000
Costs of Issuance (Trustee Fees, etc)	<u>\$289,695</u>	<u>\$0</u>	<u>\$313,984</u>	<u>\$0</u>	<u>\$0</u>
Total Fund Expenditures	\$145,582,459	\$160,013,973	\$168,982,345	\$158,758,110	\$155,362,923
Total Local Tax Funding	<u>\$113,864,830</u>	<u>\$151,250,210</u>	<u>\$143,053,244</u>	<u>\$146,244,372</u>	<u>\$148,273,096</u>

¹Transfers into the Debt Service Fund are primarily from the Public Facilities (Proffer) Trust Fund, Local Gasoline Tax Fund, and the Capital Projects Fund while Transfers out of the Debt Service Fund are primarily to the Capital Projects Fund, or to the General Fund to provide resources for certain Costs of Issuance paid out of the General Fund in accordance with the rules and regulations governing municipal borrowing. (FY 2011 Transfers to Other Funds included \$495,000 for Costs of Issuance paid through the General Fund.)



Debt Service Fund

The distribution of debt service expenditures resulting from Schools and General Government capital project financings are shown below in *Figure 1* and *Figure 2*. *Figure 1* shows the relative portion of debt service attributable to schools projects and the portion attributable to general government projects for FY 2013 – FY 2018. *Figure 2* presents this same information through 2047, when the last payment will be made on debt issued through FY 2018.

Figure 1: Total Debt Service Expenditures FY 2013 - FY 2018

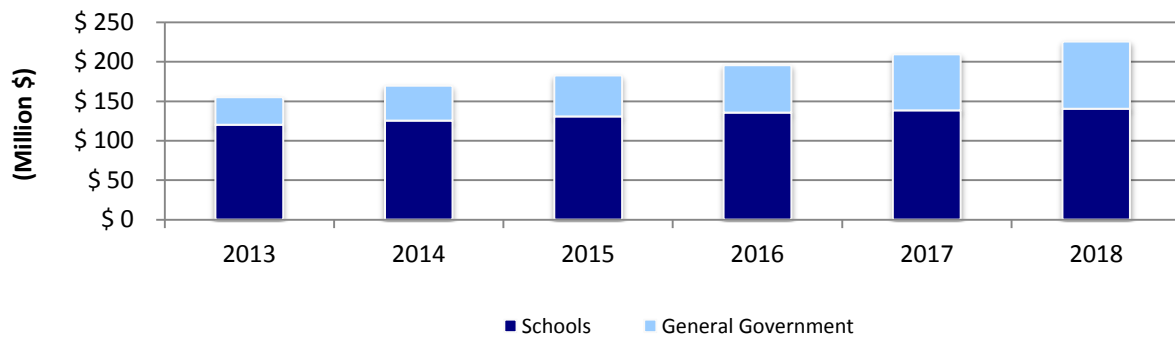
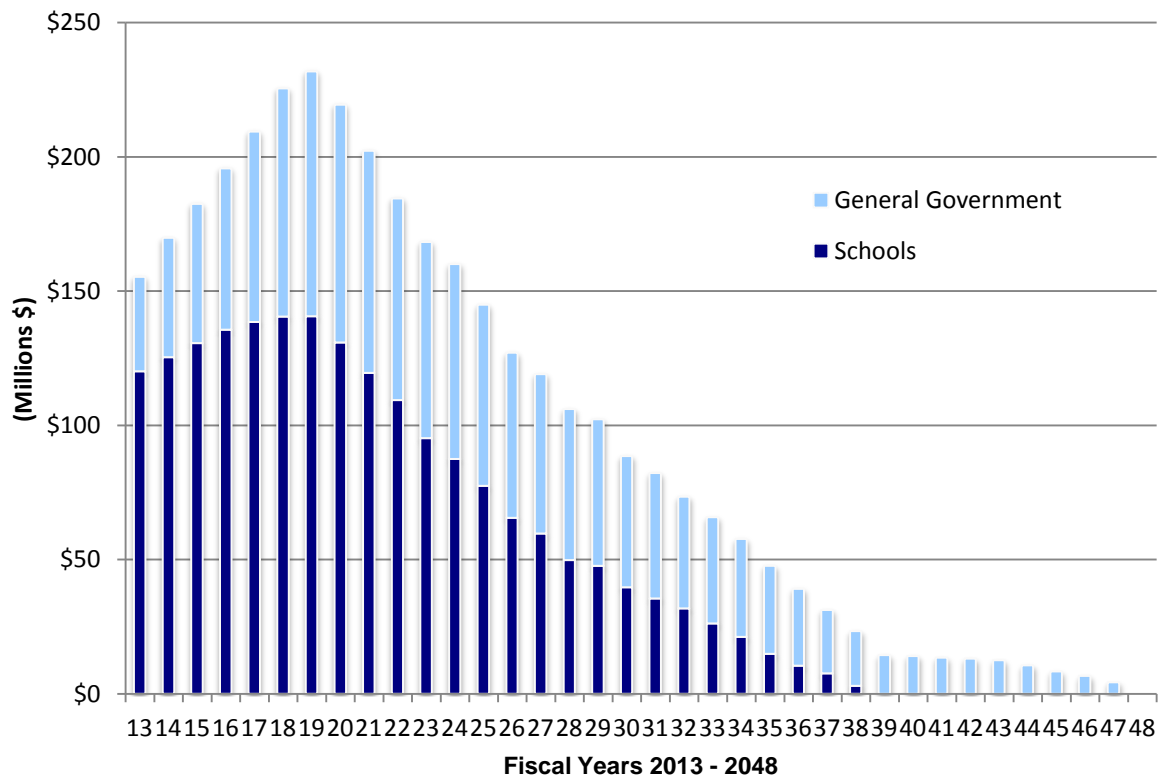


Figure 2: Total Debt Service Forecast





Debt Service Fund

While the Commonwealth of Virginia imposes no statutory limitation on the amount of debt a County may incur, Loudoun County establishes an overall limit of no more than 3.0% of its assessed value of taxable real and personal property as well as several other debt ratio guidelines through its Fiscal Policy. (The *Fiscal Policy* is provided in the Executive Summary of Volume I of this document).

These debt ratios are displayed on the following pages, and are among the information analyzed by the bond rating agencies each time the County seeks to sell bonds. The County is one of less than 30 states and localities to hold the highest rating (AAA) from all three bond rating agencies – ensuring access to the market at the most favorable rates.

Loudoun County Debt Ratios

(Revised June 2, 2010)

- Annual debt issuance limit of \$200 million.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%.
- The affordability index, consisting of the weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%) shall be updated annually.
- Total overlapping debt should not exceed 1% of the total assessed value of taxable property in the County.

Table 2: Impact on Future Debt Ratios on the next page begins with the current amount of tax supported debt, and then shows the impact of adding the debt-financed capital improvement projects contained in the Adopted FY 2013 – FY 2018 CIP to the existing required debt service payments for those projects appropriated and financed in prior years. In addition, the table depicts vital demographic and economic indicators for Loudoun County that are necessary in outlining and assessing the community's ability to retire and issue new debt.

The Board's Fiscal Policy establishes an affordability index as a method for determining the County's ability to pay its current and future debt burdens. The affordability index consists of a weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%).

The "outstanding debt permitted" under the affordability index for each year is determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain ratio ceilings established by the Board. *Figure 6* illustrates the affordability index and Board-established ceiling. In addition to the affordability index ceiling, the Board has established a debt issuance benchmark for the six-year capital planning period of \$200 million per year.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Fund

IMPACT ON FUTURE DEBT RATIOS (1) FY 2013 - FY 2018 Adopted Fiscal Plan						
	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Beginning Net Tax Supported Debt	\$1,141,507,413	\$1,213,660,219	\$1,325,441,832	\$1,409,825,832	\$1,497,525,832	\$1,645,639,832
New Debt Issued	174,213,000	223,269,700	202,785,000	215,085,000	285,045,000	183,000,000
Retired Debt (Old)	102,060,194	100,223,087	94,651,000	90,800,000	87,275,000	82,085,000
Retired Debt (New)	0	11,265,000	23,750,000	36,585,000	49,656,000	62,750,000
Ending Net Tax Supported Debt	\$1,213,660,219	\$1,325,441,832	\$1,409,825,832	\$1,497,525,832	\$1,645,639,832	\$1,683,804,832
Population	336,001	344,220	352,022	360,226	368,687	377,343
Public School Enrollment	69,323	72,395	75,011	77,437	79,724	81,966
Estimated Property Value (in Millions)	\$62,344	\$65,560	\$68,763	\$72,089	\$75,541	\$79,124
Per Capita Income	\$57,575	\$60,733	\$63,651	\$66,128	\$68,004	\$69,690
Expenditures (in Thousands)	\$1,732,427,899	\$1,819,049,294	\$1,955,477,991	\$2,102,138,840	\$2,259,799,253	\$2,429,284,197
Debt Service	\$155,272,922	\$169,759,421	\$182,480,719	\$195,709,055	\$209,355,130	\$225,436,823
Ratios:						
Debt to Estimated Property Value (3.0%)	1.95%	2.02%	2.05%	2.08%	2.18%	2.13%
Debt to Per Capita Income (8.0%)	6.27%	6.34%	6.29%	6.29%	6.56%	6.40%
Debt Service to Expenditures (10.0%)	8.96%	9.33%	9.33%	9.31%	9.26%	9.28%
Ten-Year Debt Payout Ratio (>60%)	72.72%	71.16%	70.76%	69.63%	67.32%	67.29%
(Note: Numbers in parentheses represent Fiscal Policy Target ratios.)						
Annual Debt Issuance Guideline:						
Debt Issuance Guideline	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Debt Issuance Projected	\$134,213,000	\$165,269,700	\$158,785,000	\$152,335,000	\$158,045,000	\$172,340,000
Affordability Index: (2)						
Outstanding Debt Guideline	\$1,551,311,712	\$1,642,524,371	\$1,731,694,965	\$1,820,303,198	\$1,906,168,341	\$1,993,162,443
Outstanding Debt Projected	\$1,213,660,219	\$1,325,441,832	\$1,409,825,832	\$1,497,525,832	\$1,645,639,832	\$1,683,804,832
Overlapping Debt: (3)						
Overlapping Debt Guideline	\$623,440,000	\$655,600,000	\$687,630,000	\$720,890,000	\$755,410,000	\$791,240,000
Overlapping Debt Projected	\$251,507,842	\$174,409,360	\$166,135,281	\$156,972,518	\$147,352,223	\$137,234,770

- (1) Debt includes general obligation bonds and appropriation-based financing
 (2) Affordability Index is the weighted average of debt Per Capita (20%)/ Debt to Estimated Property Value (45%)/Debt to Per Capita Income (35%).
 (3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy is 1% of estimated property value.

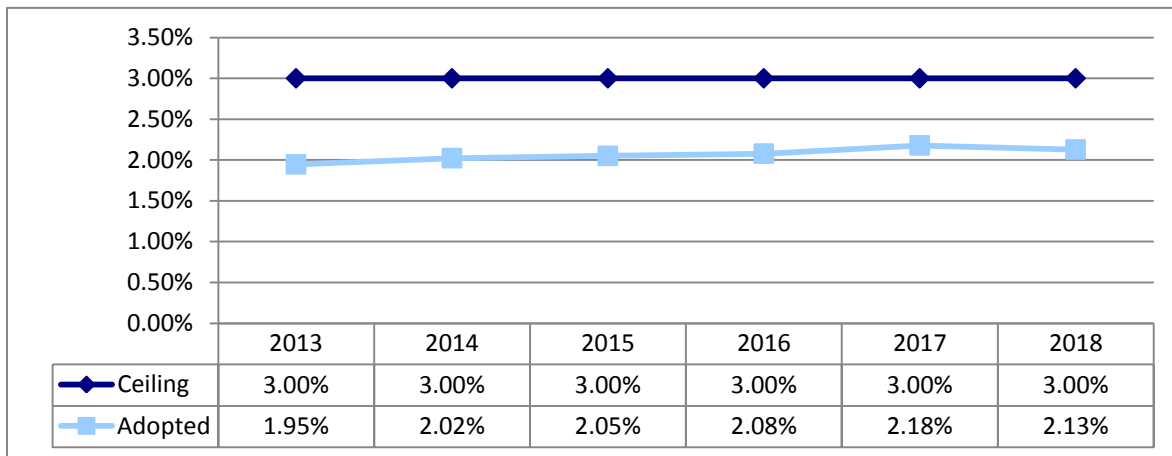


Debt Service Fund

The following charts display the debt ratios for the Adopted FY 2013 - FY 2018 Capital Improvement Program planning period in comparison to the Board-adopted debt ceilings.

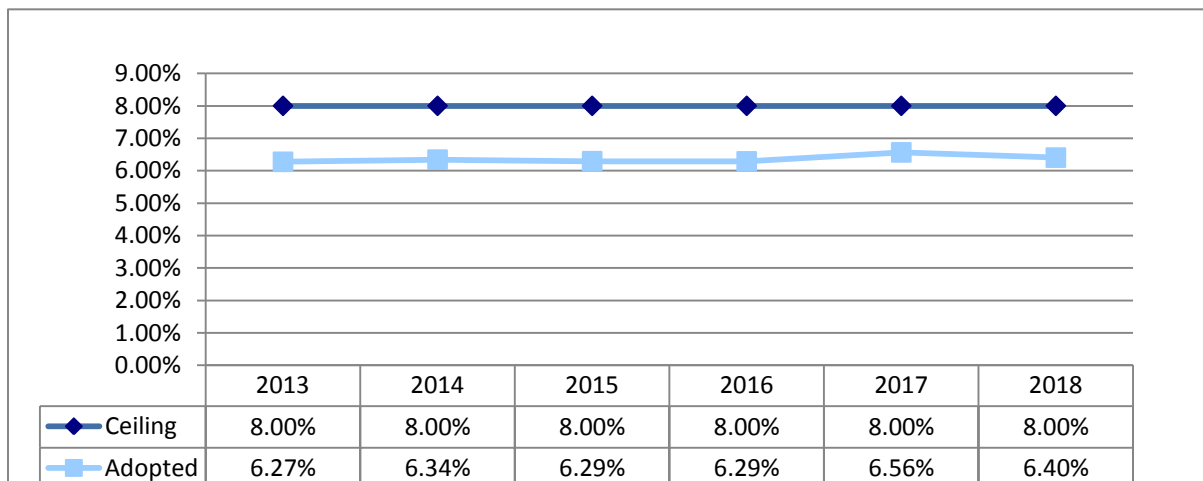
Debt to estimated property value. The debt to estimated property value ratio remains well beneath the Board's guideline of 3% for the entire FY 2013 – FY 2018 period.

Figure 3: Debt to Estimated Property Value



Debt to per capita income. The County projects increasing per capita income for the entire FY 2013 – FY 2018 period, and a debt to per capita income ratio below the 8% ceiling throughout the planning period.

Figure 4: Debt to Per Capita Income

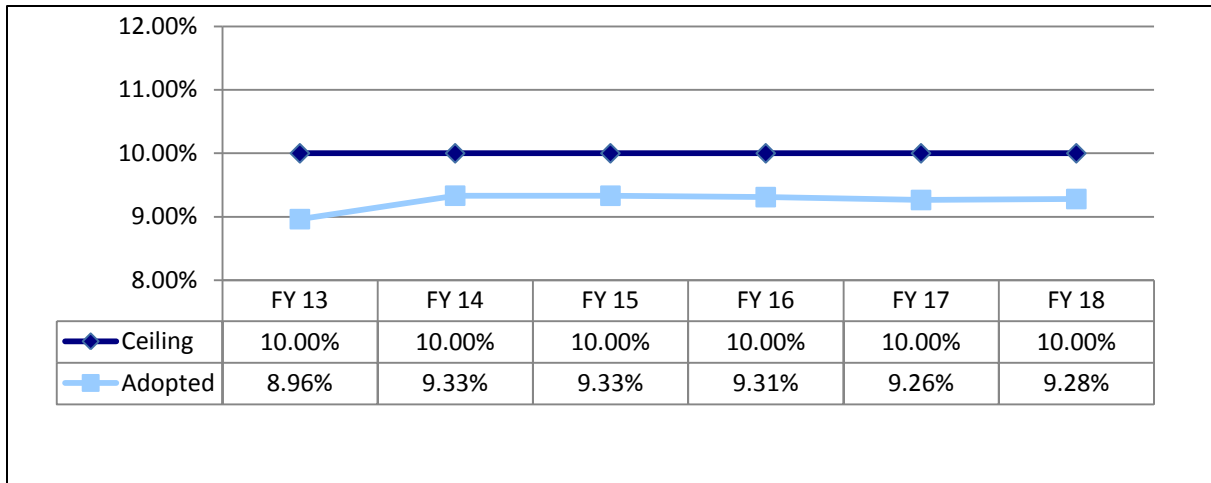




Debt Service Fund

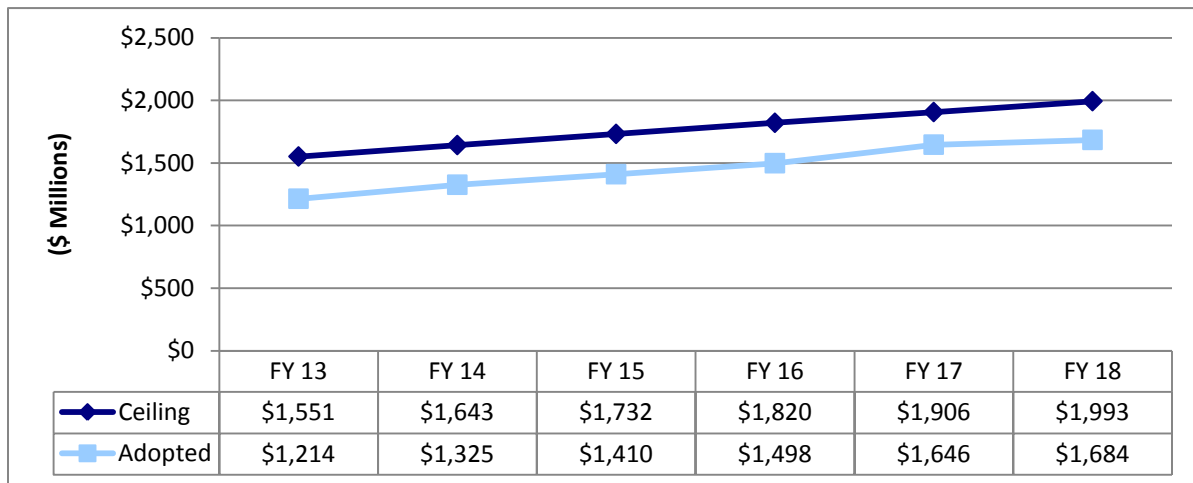
Debt service as a percentage of expenditures. The Board's debt service to expenditure ratio guideline is met throughout the FY 2013 – FY 2018 planning period.

Figure 5: Debt Service to Expenditures



Affordability Index. The Board's affordability index guideline is met throughout the FY 2013 – FY 2018 planning period.

Figure 6: Affordability Index

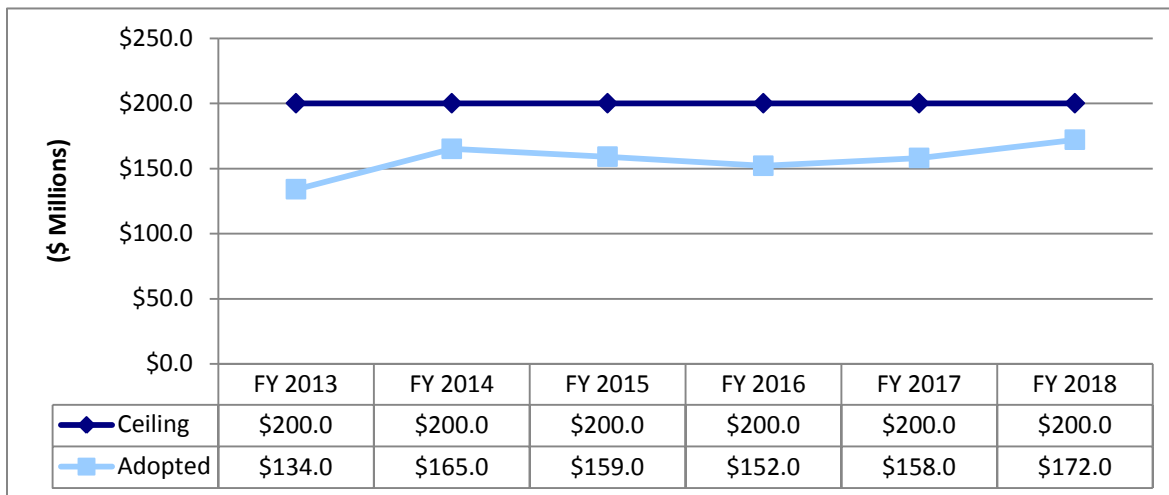




Debt Service Fund

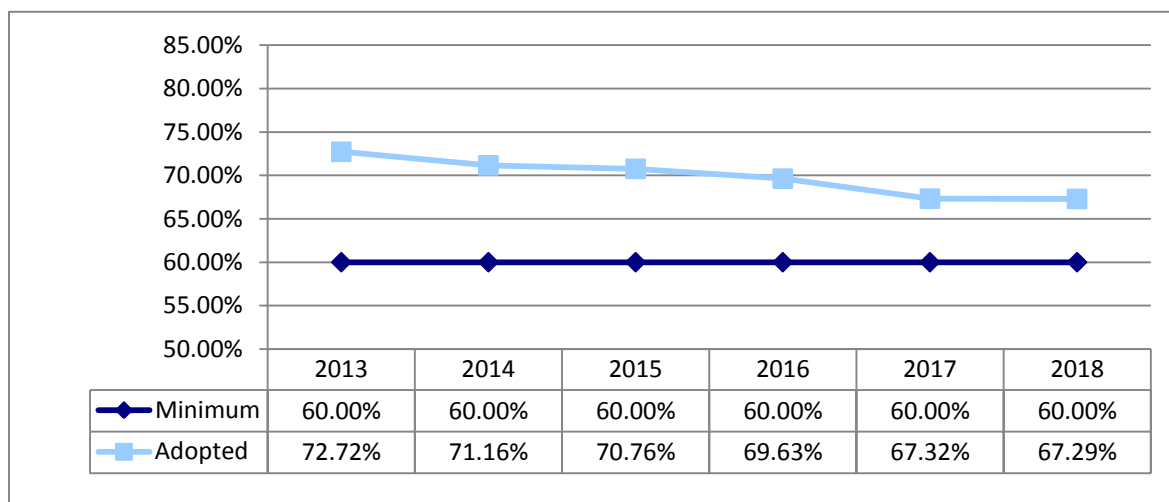
Debt Capacity. The Board's debt issuance capacity guideline is met for the entire period of the debt issuance schedule, with debt issuance peaking at \$172 million in FY 2018.

Figure 7: Debt Issuance Capacity
(rounded to the nearest million)



Ten Year Debt Payout Ratio. The Board continues to exceed its ten-year debt payout ratio target for the entire period of the debt issuance schedule.

Figure 8: Ten Year Debt Payout Ratio





Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Service Fund

Figure 9: Debt Issuance Limits

DEBT ISSUANCE LIMITS

Proposed Debt Financing For FY 2013 - FY 2018 Capital Improvement Program					
Fiscal Year	General Government FY 13 - FY 18	Transportation FY 13 - FY 18	Schools FY 13 - FY 18	Total County Projected FY 13 - FY 18	Board Ceiling
2013	\$ 26,250,000	\$ 15,117,000	\$ 92,846,000	\$ 134,213,000	\$ 200,000,000
2014	\$ 27,989,700	\$ 15,000,000	\$ 122,280,000	\$ 165,269,700	\$ 200,000,000
2015	\$ 45,035,000	\$ 17,000,000	\$ 96,750,000	\$ 158,785,000	\$ 200,000,000
2016	\$ 79,785,000	\$ 9,000,000	\$ 63,550,000	\$ 152,335,000	\$ 200,000,000
2017	\$ 46,375,000	\$ -	\$ 111,670,000	\$ 158,045,000	\$ 200,000,000
2018	\$ 89,995,000	\$ 15,000,000	\$ 67,345,000	\$ 172,340,000	\$ 200,000,000
Total	\$ \$ 315,429,700	\$ \$ 71,117,000	\$ \$ 554,441,000	\$ 940,987,700	\$ 1,200,000,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Fund

Schedule of Major Financings											
FY 2013 - FY 2018 Capital Improvement Program											
Capital Projects and Leases to be Financed	Anticipated Sale or Closing Dates and Amounts										
Financing Type/Project	Total Project	Amount to be Financed FY 2013-FY 2018	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<u>General Obligation Bonds or Appropriation Based:</u>											
Computer System Replacement Fund	34,979,000	7,500,000 *	2008	n/a	Not Required (2)	5,000,000	0	2,500,000	0	0	0
Ashburn Recreation and Teen Center	61,700,000	26,700,000 *	2018	61,700,000	Nov. 17 (1)	0	0	0	0	6,700,000	20,000,000
Landfill Mining Project	21,480,000	21,480,000	2014	n/a	Not Required (2)	0	6,000,000	4,000,000	2,750,000	2,750,000	5,980,000
Leesburg South F&R Station #27	12,615,000	6,505,000 *	2018	12,615,000	Nov. 16 (1)	0	0	0	0	1,505,000	5,000,000
Alder School Road	8,393,000	5,617,000 *	2010	n/a	Not Required (2)	5,617,000	0	0	0	0	0
Juvenile Detention Center	12,015,000	11,049,700	2010	n/a	Not Required (2)	3,000,000	7,049,700	1,000,000	0	0	0
Courts Complex Phase III	53,675,000	50,425,000 *	2011	n/a	Not Required (2)	0	7,250,000	15,625,000	27,550,000	0	0
Kincaid/Crosstrail Blvd	75,500,000	55,500,000	2011	n/a	Not Required (2)	1,500,000	15,000,000	15,000,000	9,000,000	0	15,000,000
Hal & Bernie Hanson Regional Park	25,210,000	25,210,000	2016	25,210,000	Nov. 16 (2)	0	0	0	2,160,000	21,000,000	2,050,000
Public Safety Firing Range	9,000,000	9,000,000	2013	n/a	Not Required (2)	4,500,000	4,500,000	0	0	0	0
Round Hill F&R Station Repl	11,775,000	11,775,000	2014	11,775,000	Nov. 15 (1)	0	0	0	1,400,000	8,075,000	2,300,000
Belfort Road Improvements	8,000,000	8,000,000	2012	n/a	Not Required (2)	8,000,000	0	0	0	0	0
Dulles Multi-Purpose Center - Phase II	31,250,000	18,785,000 *	2015	18,785,000	Nov. 14 (1)	0	0	5,000,000	13,785,000	0	0
Animal Shelter East & West	15,040,000	15,040,000	2015	15,040,000	Nov. 14 (1)	0	0	2,340,000	11,700,000	1,000,000	0
Regional Park & Ride (One Loudoun)	2,000,000	2,000,000	2015	n/a	Not Required (2)	0	0	2,000,000	0	0	0
Consolidated Shops & Warehouse	33,895,000	33,570,000	2015	n/a	Not Required (2)	0	0	0	0	3,725,000	29,845,000
Woods Rd Landfill Sequence V Closure	5,930,000	5,930,000	2017	n/a	Not Required (2)	0	0	0	0	1,250,000	4,680,000
Eastern Vehicle Support	5,180,000	5,180,000	2015	n/a	Not Required (2)	0	0	940,000	4,240,000	0	0
Juvenile Probation Residence	6,550,000	6,550,000	2015	n/a	Not Required (2)	0	0	1,090,000	5,460,000	0	0
Lovettsville Community Park	11,526,000	8,100,000 *	2014	8,100,000	Nov. 13 (1)	0	4,000,000	4,100,000	0	0	0
Fields Farm Community Park	12,575,000	10,715,000 *	2017	10,715,000	Nov. 17 (1)	0	0	0	0	0	10,715,000
Public Safety and Government Admin Center	35,000,000	5,000,000 *	2011	n/a	Not Required (2)	5,000,000	0	0	0	0	0
ECC/911 Communications Center	7,165,000	7,165,000	2013	n/a	Not Required (2)	6,000,000	1,165,000	0	0	0	0
MHSADS Group Residence	2,490,000	2,160,000	2015	n/a	Not Required (2)	0	0	2,160,000	0	0	0
Adolescent Independent Living Residence	9,800,000	8,640,000	2015	n/a	Not Required (2)	0	0	0	8,290,000	350,000	0
Western Vehicle Support Facility	5,605,000	5,605,000	2017	n/a	Not Required (2)	0	0	0	0	1,020,000	4,585,000
Adult Detention Center Phase III	214,575,000	12,500,000 *	2017	n/a	Not Required (2)	0	0	0	0	0	12,500,000
Lucketts Fire Station Repl.	10,505,000	10,505,000	2014	10,505,000	Nov. 14 (1)	0	1,025,000	7,280,000	2,200,000	0	0
Fire/Rescue Capital Apparatus FY 12-16	13,265,000	13,265,000	2011	13,265,000	Nov. 11 (1)	2,750,000	3,000,000	3,000,000	3,000,000	1,515,000	0
Fire/Rescue Capital Apparatus FY 17-18	4,485,000	4,485,000	2016	4,485,000	Nov. 15 (1)	0	0	0	0	1,485,000	3,000,000
Dulles Rail	315,000,000	315,000,000	2010	n/a	Not Required (2)	40,000,000	52,000,000	40,000,000	60,000,000	123,000,000	0
SUBTOTAL - General Government	1,076,178,000	728,956,700		192,195,000		81,367,000	100,989,700	106,035,000	151,535,000	173,375,000	115,655,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Fund

Schedule of Major Financings											
FY 2013 - FY 2018 Capital Improvement Program											
Capital Projects and Leases to be Financed						Anticipated Sale or Closing Dates and Amounts					
Financing Type/Project	Total Project	Amount to be Financed FY 2013-FY 2018	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
General Obligation Bonds or Appropriation Based:											
School Vehicle Lease	44,926,000	44,926,000 *	n/a	n/a	Not Required (2)	9,926,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Leesburg Area ES (ES-15): Open Fall 2012	27,820,000	1,000,000 *	2011	27,820,000	Nov. 10 (1)	1,000,000	0	0	0	0	0
Ashburn Area (HS-8): Open Fall 2015	85,510,000	76,960,000 *	2011	81,010,000	Nov. 11 (1)	17,985,000	30,185,000	16,770,000	12,020,000	0	0
Ashburn Area ES (ES-22): Open Fall 2013	25,705,000	14,080,000 *	2011	22,830,000	Nov. 11 (1)	13,080,000	1,000,000	0	0	0	0
Park View HS Science Lab Renovation	3,970,000	2,570,000 *	2011	3,570,000	Nov. 11 (1)	2,570,000	0	0	0	0	0
Moorefield Station ES (ES-16): Open Fall 2013	25,370,000	14,080,000 *	2011	22,830,000	Nov. 11 (1)	13,080,000	1,000,000	0	0	0	0
Ashburn Area MS (MS-6): Open Fall 2014	43,760,000	33,470,000 *	2011	39,380,000	Nov. 11 (1)	21,470,000	10,000,000	2,000,000	0	0	0
Dulles South Area ES (ES-21): Open Fall 2015	35,120,000	31,300,000	2014	31,300,000	Nov. 13 (1)	0	10,000,000	21,300,000	0	0	0
Loudoun Valley Renovations: Open Fall 2014	29,000,000	26,115,000	2013	26,100,000	Nov. 12 (1)	9,235,000	16,080,000	800,000	0	0	0
Dulles North Area ES (ES-23): Open Fall 2016	31,480,000	28,330,000	2015	28,330,000	Nov. 14 (1)	0	0	9,000,000	19,330,000	0	0
Dulles North Area MS (MS-9): Open Fall 2017	49,470,000	44,520,000	2015	44,520,000	Nov. 14 (1)	0	0	4,520,000	20,000,000	20,000,000	0
Mercer MS Addition: Open Fall 2014	4,460,000	4,015,000	2014	4,015,000	Nov. 13 (1)	0	4,015,000	0	0	0	0
Loudoun Valley Estates II (HS-6): Open Fall 2015	90,240,000	81,215,000	2013	81,215,000	Nov. 12 (1)	4,500,000	42,000,000	31,715,000	3,000,000	0	0
Dulles North (HS-11): Open Fall 2020	112,440,000	10,000,000 *	2018	101,135,000	Nov. 17 (1)	0	0	0	0	0	10,000,000
Freedom HS Addition: Open Fall 2015	5,160,000	4,645,000	2014	4,645,000	Nov. 13 (1)	0	1,000,000	3,645,000	0	0	0
Cash for Land Acquisition from Sale of Farmwell	n/a	(20,000,000)	n/a	n/a	Not Required	0	0	0	(20,000,000)	0	0
Dulles North (MS-7): Open Fall 2019	54,030,000	48,625,000	2017	48,625,000	Nov. 16 (1)	0	0	0	0	20,000,000	28,625,000
CS Monroe Conversion to Alternative School, Open Fall 2020	53,650,000	2,000,000 *	2018	48,285,000	Nov. 17 (1)	0	0	0	0	0	2,000,000
Dulles South Area ES (ES-28), Open Fall 2019	35,930,000	15,000,000 *	2018	32,335,000	Nov. 17 (1)	0	0	0	0	0	15,000,000
Monroe Advance Technology Academy: Open Fall, 2018	101,770,000	91,590,000	2016	91,590,000	Nov. 15 (1)	0	0	0	22,200,000	64,670,000	4,720,000
REVISED SUBTOTAL - Schools	859,811,000	554,441,000		739,535,000		92,846,000	122,280,000	96,750,000	63,550,000	111,670,000	67,345,000
REVISED GRAND TOTAL	1,935,989,000	1,283,397,700		931,730,000		174,213,000	223,269,700	202,785,000	215,085,000	285,045,000	183,000,000

* Remaining amount financed in prior years, or to be financed in Future fiscal Years.

(1) General Obligation bond financing – referendum approval required.

(2) May be issued through other financing sources not requiring referendum approval as authorized in the Board of Supervisor's Adopted Fiscal Policy.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 2013 – FY2018 Capital Improvement Program

	General Govt. (Payments Due on Previously Issued Debt)	School	Computer System Replacement	Ashburn Recreation and Teen Center	Landfill Mining Project	Allder School Road	Juvenile Detention Center	Courts Complex Phase III	Leesburg South F&R Station #27
	\$ 273,565,951	\$ 867,941,462	\$ 7,500,000	\$ 26,700,000	\$ 21,480,000	\$ 5,617,000	\$ 11,049,700	\$ 50,425,000	\$ 6,505,000
2013	34,804,198	119,417,975	0	0	0	0	75,000	0	0
2014	35,456,096	112,353,307	965,000	0	37,500	560,850	491,993	0	0
2015	33,410,374	104,253,334	929,250	0	698,125	546,850	1,025,986	860,375	0
2016	31,377,151	98,000,894	1,373,500	0	978,125	532,850	1,078,611	2,566,375	0
2017	28,480,752	93,035,117	1,325,000	0	1,299,375	518,850	1,044,986	5,434,000	0
2018	26,843,138	85,417,849	1,266,250	670,000	1,467,625	504,850	1,016,486	5,278,500	275,250
2019	23,585,082	80,879,750	1,217,750	2,653,250	2,028,000	490,850	987,986	5,133,250	640,250
2020	22,671,875	74,829,887	1,154,000	2,586,500	1,974,125	476,850	959,486	4,977,750	624,000
2021	19,680,382	67,773,324	395,750	2,519,750	1,920,500	462,850	901,736	4,832,500	607,750
2022	14,242,167	61,851,845	372,750	2,453,000	1,866,625	448,850	879,611	4,677,000	591,500
2023	14,890,126	52,952,520	0	2,386,250	1,813,000	434,850	847,486	4,531,750	575,250
2024	17,827,433	47,732,818	0	2,319,500	1,759,125	420,850	825,361	3,626,250	559,000
2025	14,635,920	41,571,881	0	2,252,750	1,705,500	406,850	793,236	3,518,500	542,750
2026	11,729,898	31,408,897	0	2,186,000	1,651,625	392,850	771,111	3,400,500	526,500
2027	11,145,314	26,632,025	0	2,119,250	1,598,000	378,850	738,986	3,292,750	510,250
2028	9,514,597	17,836,864	0	2,052,500	1,544,125	369,850	716,861	3,174,750	494,000
2029	9,269,505	16,865,294	0	1,985,750	1,490,500	350,600	684,736	3,067,000	477,750
2030	5,022,216	10,007,003	0	1,919,000	1,436,625	341,600	662,611	2,953,875	461,500
2031	4,250,302	7,040,078	0	1,852,250	1,383,000	322,350	630,486	2,841,000	445,250
2032	556,500	4,499,250	0	1,785,500	1,324,125	313,350	608,361	2,732,875	429,000
2033	0	0	0	1,718,750	1,275,750	296,100	576,236	2,614,750	412,750
2034	0	0	0	1,652,000	1,216,875	0	417,318	2,506,625	396,500
2035	0	0	0	1,585,250	870,375	0	51,250	2,023,500	380,250
2036	0	0	0	1,518,500	631,500	0	0	1,155,375	369,000
2037	0	0	0	1,451,750	468,125	0	0	0	347,500
2038	0	0	0	1,050,000	309,750	0	0	0	256,250
2039	0	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0	0
	\$ 369,393,022	\$ 1,154,359,913	\$ 8,999,250	\$ 40,717,500	\$ 32,748,000	\$ 8,571,750	\$ 16,785,920	\$ 75,199,250	\$ 9,922,250



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 13 – FY 18 Capital Improvement Program

	Kincaid/Crosstrail Blvd \$ 55,500,000	Hal & Bernie Hanson Regional Park \$ 25,210,000	Public Safety Firing Range \$ 9,000,000	Round Hill F&R Station Repl \$ 11,775,000	Belfort Road Improvements \$ 8,000,000	Dulles Multi- Purpose Center - Phase II \$ 18,785,000	Animal Shelter East & West \$ 15,040,000	Regional Park & Ride (One Loudoun) \$ 2,000,000
2013	37,500	0	0	0	0	0	0	0
2014	523,125	0	562,500	0	800,000	0	0	0
2015	2,000,625	0	883,125	0	780,000	0	0	50,000
2016	3,290,625	0	860,625	0	760,000	688,375	378,250	197,500
2017	3,875,625	480,500	838,125	140,000	740,000	1,972,375	1,418,875	192,500
2018	4,149,375	2,350,625	815,625	1,002,750	720,000	1,919,625	1,540,125	187,500
2019	5,154,375	2,631,500	793,125	1,358,250	700,000	1,866,875	1,508,000	182,500
2020	5,015,625	2,558,750	770,625	1,318,000	680,000	1,814,125	1,455,750	177,500
2021	4,876,875	2,481,125	748,125	1,277,750	660,000	1,756,375	1,423,500	172,500
2022	4,738,125	2,408,500	725,625	1,237,500	640,000	1,708,875	1,371,250	167,500
2023	4,599,375	2,336,125	703,125	1,192,375	620,000	1,656,000	1,339,000	162,500
2024	4,460,625	2,263,500	680,625	1,157,250	600,000	1,423,375	1,286,750	157,500
2025	4,321,875	2,191,125	658,125	1,112,125	580,000	1,384,500	1,113,125	152,500
2026	4,183,125	1,830,875	635,625	755,250	560,000	1,335,625	1,073,000	147,500
2027	4,044,375	1,778,125	613,125	731,500	540,000	1,296,750	1,042,875	142,500
2028	3,905,625	1,715,125	590,625	707,750	520,000	1,247,875	1,002,750	137,500
2029	3,766,875	1,662,375	568,125	679,000	500,000	1,209,000	972,625	132,500
2030	3,628,125	1,599,375	545,625	660,500	480,000	1,160,125	932,500	127,500
2031	3,489,375	1,546,625	523,125	631,750	460,000	1,121,250	902,375	122,500
2032	3,350,625	1,483,625	500,625	613,250	440,000	1,072,375	862,250	117,500
2033	3,211,875	1,430,875	478,125	584,500	420,000	1,033,500	832,125	112,500
2034	3,000,000	1,367,875	230,625	566,000	0	984,625	792,000	107,500
2035	2,133,750	1,315,125	0	537,250	0	945,750	761,875	102,500
2036	1,305,000	1,252,125	0	518,750	0	646,875	601,750	0
2037	806,250	1,089,375	0	420,000	0	0	0	0
2038	768,750	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
	\$ 84,637,500	\$ 37,773,250	\$ 13,725,000	\$ 17,201,500	\$ 12,200,000	\$ 28,244,250	\$ 22,610,750	\$ 3,050,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Projections - Adopted FY 2013 – FY 2018 Capital Improvement Program

	Consolidated Shops & Warehouse	Woods Rd Landfill Sequence V Closure	Eastern Vehicle Support	Juvenile Probation Residence	Lovettsville Community Park	Fields Farm Community Park	Public Safety and Government Admin Center	ECC/911 Communications Center
	\$ 33,570,000	\$ 5,930,000	\$ 5,180,000	\$ 6,550,000	\$ 8,100,000	\$ 10,715,000	\$ 5,000,000	\$ 7,165,000
2013	0	0	0	0	0	0	125,000	75,000
2014	0	0	0	0	50,000	0	493,750	625,375
2015	0	0	0	0	500,000	0	481,250	698,000
2016	0	0	198,000	174,000	875,250	0	468,750	680,000
2017	0	0	506,500	681,500	850,750	0	456,250	662,000
2018	746,250	127,500	493,750	663,500	826,250	267,875	443,750	644,000
2019	3,630,500	588,250	481,000	640,500	801,750	1,057,375	431,250	626,000
2020	3,531,500	578,500	473,250	627,750	772,375	1,030,625	418,750	608,000
2021	3,437,500	558,500	460,125	604,750	753,000	1,003,875	406,250	590,000
2022	3,338,250	548,750	447,250	592,000	723,625	977,125	393,750	567,125
2023	3,239,000	528,750	434,125	569,000	577,500	950,375	381,250	554,250
2024	3,139,750	519,000	421,250	511,250	559,500	923,625	368,750	531,375
2025	3,040,500	499,000	408,125	495,500	541,500	896,875	356,250	518,500
2026	2,466,250	489,250	395,250	479,750	523,500	870,125	343,750	495,625
2027	2,395,750	469,250	382,125	464,000	505,500	843,375	331,250	482,750
2028	2,320,000	459,500	369,250	448,250	487,500	816,625	318,750	459,875
2029	2,244,250	439,500	356,125	432,500	469,500	789,875	306,250	447,000
2030	2,168,500	429,750	343,250	406,875	451,500	763,125	293,750	424,125
2031	2,092,750	409,750	330,125	401,500	433,500	736,375	281,250	411,250
2032	2,017,000	395,000	317,250	375,875	415,500	709,625	268,750	388,375
2033	1,941,250	380,250	304,125	365,500	397,500	687,750	256,250	375,500
2034	1,865,500	365,500	291,250	345,125	379,500	655,875	0	56,375
2035	1,789,750	350,750	278,125	334,750	164,000	634,000	0	0
2036	1,714,000	336,000	215,250	259,375	0	602,125	0	0
2037	1,638,250	321,250	0	0	0	580,250	0	0
2038	1,372,500	241,500	0	0	0	548,375	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
	\$ 50,129,000	\$ 9,035,500	\$ 7,905,500	\$ 9,873,250	\$ 12,059,000	\$ 16,345,250	\$ 7,625,000	\$ 10,920,500



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Projections - Adopted FY 2013 – FY 2018 Capital Improvement Program

	Consolidated Shops & Warehouse	Woods Rd Landfill Sequence V Closure	Eastern Vehicle Support	Juvenile Probation Residence	Lovettsville Community Park	Fields Farm Community Park	Public Safety and Government Admin Center	ECC/911 Communications Center
	\$ 33,570,000	\$ 5,930,000	\$ 5,180,000	\$ 6,550,000	\$ 8,100,000	\$ 10,715,000	\$ 5,000,000	\$ 7,165,000
2013	0	0	0	0	0	0	125,000	75,000
2014	0	0	0	0	50,000	0	493,750	625,375
2015	0	0	0	0	500,000	0	481,250	698,000
2016	0	0	198,000	174,000	875,250	0	468,750	680,000
2017	0	0	506,500	681,500	850,750	0	456,250	662,000
2018	746,250	127,500	493,750	663,500	826,250	267,875	443,750	644,000
2019	3,630,500	588,250	481,000	640,500	801,750	1,057,375	431,250	626,000
2020	3,531,500	578,500	473,250	627,750	772,375	1,030,625	418,750	608,000
2021	3,437,500	558,500	460,125	604,750	753,000	1,003,875	406,250	590,000
2022	3,338,250	548,750	447,250	592,000	723,625	977,125	393,750	567,125
2023	3,239,000	528,750	434,125	569,000	577,500	950,375	381,250	554,250
2024	3,139,750	519,000	421,250	511,250	559,500	923,625	368,750	531,375
2025	3,040,500	499,000	408,125	495,500	541,500	896,875	356,250	518,500
2026	2,466,250	489,250	395,250	479,750	523,500	870,125	343,750	495,625
2027	2,395,750	469,250	382,125	464,000	505,500	843,375	331,250	482,750
2028	2,320,000	459,500	369,250	448,250	487,500	816,625	318,750	459,875
2029	2,244,250	439,500	356,125	432,500	469,500	789,875	306,250	447,000
2030	2,168,500	429,750	343,250	406,875	451,500	763,125	293,750	424,125
2031	2,092,750	409,750	330,125	401,500	433,500	736,375	281,250	411,250
2032	2,017,000	395,000	317,250	375,875	415,500	709,625	268,750	388,375
2033	1,941,250	380,250	304,125	365,500	397,500	687,750	256,250	375,500
2034	1,865,500	365,500	291,250	345,125	379,500	655,875	0	56,375
2035	1,789,750	350,750	278,125	334,750	164,000	634,000	0	0
2036	1,714,000	336,000	215,250	259,375	0	602,125	0	0
2037	1,638,250	321,250	0	0	0	580,250	0	0
2038	1,372,500	241,500	0	0	0	548,375	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
	\$ 50,129,000	\$ 9,035,500	\$ 7,905,500	\$ 9,873,250	\$ 12,059,000	\$ 16,345,250	\$ 7,625,000	\$ 10,920,500



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Projections - Adopted FY 2013 – FY 2018 Capital Improvement Program

	MHSADS Group Residence	Adolescent Independent Living	Western Vehicle Support	Adult Detention Center Phase	Lucketts Fire Station Repl.	Fire/Rescue Capital Apparatus FY 12-16	Fire/Rescue Capital Apparatus FY 17-18	Dulles Rail
	\$ 2,160,000	\$ 8,640,000	\$ 5,605,000	\$ 12,500,000	\$ 10,505,000	\$ 13,265,000	\$ 4,485,000	\$ 315,000,000
2013	0	0	0	0	0	0	0	0
2014	0	0	0	0	0	532,500	0	3,335,000
2015	0	0	0	0	283,250	1,092,750	0	7,603,250
2016	238,000	103,625	0	0	873,625	1,626,500	0	10,784,750
2017	231,500	828,125	0	0	1,215,000	2,149,000	0	15,564,500
2018	225,000	835,875	215,625	150,000	1,178,500	2,350,500	284,250	25,494,250
2019	218,500	819,375	552,000	1,242,500	1,142,000	2,255,750	858,750	24,969,000
2020	212,000	792,625	538,000	1,211,250	1,105,500	2,156,000	821,500	24,443,750
2021	210,500	776,125	524,000	1,180,000	1,069,000	1,671,500	794,500	23,918,500
2022	198,750	749,375	510,000	1,148,750	1,032,500	1,166,500	757,250	23,393,250
2023	157,250	732,875	496,000	1,117,500	991,125	688,000	725,250	22,868,000
2024	152,500	706,125	482,000	1,086,250	652,625	225,750	693,250	22,342,750
2025	147,750	689,625	468,000	1,055,000	636,875	0	446,250	21,812,500
2026	143,000	662,875	454,000	1,023,750	610,875	0	0	21,287,500
2027	138,250	646,375	440,000	992,500	595,125	0	0	20,757,500
2028	133,500	619,625	426,000	961,250	569,125	0	0	20,237,750
2029	128,750	603,125	412,000	930,000	548,500	0	0	19,707,750
2030	124,000	576,375	403,000	898,750	527,625	0	0	19,188,000
2031	119,250	559,875	383,750	867,500	507,000	0	0	18,658,000
2032	119,500	533,125	374,750	836,250	486,125	0	0	18,138,250
2033	109,500	516,625	355,500	805,000	465,500	0	0	17,608,250
2034	109,750	489,875	341,625	773,750	444,625	0	0	17,088,500
2035	99,750	473,375	327,500	742,500	369,000	0	0	16,558,500
2036	0	446,625	313,625	711,250	0	0	0	16,038,750
2037	0	15,375	299,500	680,000	0	0	0	15,508,750
2038	0	0	230,625	648,750	0	0	0	14,989,000
2039	0	0	0	0	0	0	0	14,459,000
2040	0	0	0	0	0	0	0	13,939,250
2041	0	0	0	0	0	0	0	13,409,250
2042	0	0	0	0	0	0	0	12,889,500
2043	0	0	0	0	0	0	0	12,359,500
2044	0	0	0	0	0	0	0	10,504,750
2045	0	0	0	0	0	0	0	8,311,500
2046	0	0	0	0	0	0	0	6,610,000
2047	0	0	0	0	0	0	0	4,305,000
	0	0	0	0	0	0	0	0
	\$ 3,217,000	\$ 13,177,000	\$ 8,547,500	\$ 19,062,500	\$ 15,303,500	\$ 15,914,750	\$ 5,381,000	\$ 559,083,750



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 2013 – FY 2018 Capital Improvement Program

	School Vehicle Lease \$ 44,926,000	Leesburg Area ES (ES-15): Open Fall 2012 \$ 1,000,000	Ashburn Area (HS-8): Open Fall 2015 \$ 76,960,000	Ashburn Area ES (ES-22): Open Fall 2013 \$ 14,080,000	Park View HS Science Lab \$ 2,570,000	Moorefield Station ES (ES-16): Open Fall 2013 \$ 14,080,000	Ashburn Area MS (MS-6): Open Fall 2014 \$ 33,470,000	Dulles South Area ES (ES-21): Open Fall 2015 \$ 31,300,000
2013	0	25,000	0	159,500	64,250	152,000	232,000	0
2014	2,976,300	191,375	2,299,250	1,486,000	328,375	1,486,375	2,136,875	0
2015	4,952,300	184,125	4,998,500	1,611,625	318,125	1,612,000	3,413,125	1,282,500
2016	6,845,800	172,000	6,594,500	1,558,625	307,875	1,559,000	3,648,250	3,350,875
2017	8,642,550	169,875	7,541,750	1,511,000	297,625	1,511,375	3,541,250	3,259,625
2018	8,050,000	157,750	7,337,750	1,463,125	287,375	1,463,500	3,434,250	3,168,375
2019	7,875,000	155,625	7,133,750	1,415,500	277,125	1,415,875	3,322,250	3,077,125
2020	5,775,000	143,500	6,929,750	1,367,625	266,875	1,368,000	3,220,500	2,985,875
2021	3,762,500	0	6,725,750	1,075,000	139,625	1,075,375	3,113,375	2,894,625
2022	1,837,500	0	6,521,750	903,000	140,250	903,375	2,576,500	2,803,375
2023	0	0	6,317,750	874,500	130,875	874,875	2,213,125	2,312,125
2024	0	0	5,772,500	846,000	131,500	846,375	2,141,875	2,240,875
2025	0	0	5,581,000	817,500	122,125	817,875	2,070,625	2,169,625
2026	0	0	5,394,875	789,000	122,750	789,375	1,999,375	2,098,375
2027	0	0	5,208,500	755,625	113,375	756,000	1,923,250	2,027,125
2028	0	0	5,022,375	732,250	114,000	732,625	1,857,125	1,955,875
2029	0	0	4,831,000	698,875	104,625	699,250	1,781,000	1,884,625
2030	0	0	4,645,125	675,500	105,250	675,875	1,714,875	1,813,375
2031	0	0	4,459,000	642,125	95,875	642,500	1,633,750	1,742,125
2032	0	0	4,273,125	618,750	96,500	619,125	1,572,875	1,670,875
2033	0	0	4,087,000	585,375	87,125	585,750	1,491,750	1,599,625
2034	0	0	3,001,125	0	0	0	367,500	1,528,375
2035	0	0	1,380,000	0	0	0	0	957,125
2036	0	0	486,875	0	0	0	0	0
2037	0	0	0	0	0	0	0	0
2038	0	0	0	0	0	0	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
	\$ 50,716,950	\$ 1,199,250	\$ 116,543,000	\$ 20,586,500	\$ 3,651,500	\$ 20,586,500	\$ 49,405,500	\$ 46,822,500



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Debt Service Projections- Adopted FY 2013 – FY 2018 Capital Improvement Program

	Loudoun Valley Renovations: Open Fall 2014 \$ 26,115,000	Dulles North Area ES (ES-23): Open Fall 2016 \$ 28,330,000	Dulles North Area MS (MS-9): Open Fall 2017 \$ 44,520,000	Mercer MS Addition: Open Fall 2014 \$ 4,015,000	Loudoun Valley Estates II (HS-6): Open Fall 2015 \$ 81,215,000	Dulles North (HS-11): Open Fall 2020 \$ 10,000,000	Freedom HS Addition: Open Fall 2015 \$ 4,645,000	Cash for Land Acquisition from Sale of Farmwell \$ (20,000,000)
2013	105,500	0	0	0	0	0	0	0
2014	1,091,250	0	0	26,625	950,000	0	0	0
2015	2,513,750	0	0	434,375	4,913,750	0	150,000	0
2016	2,582,625	1,150,000	701,000	427,625	8,533,250	0	492,250	(500,000)
2017	2,513,625	3,076,500	2,802,250	410,625	8,791,750	0	479,000	(1,975,000)
2018	2,444,625	2,991,750	5,265,625	403,875	8,534,500	0	465,750	(1,925,000)
2019	2,375,625	2,907,000	5,107,875	386,875	8,277,250	1,000,000	452,500	(1,875,000)
2020	2,306,625	2,822,250	4,950,125	380,125	8,020,000	975,000	439,250	(1,825,000)
2021	2,237,625	2,732,500	4,792,375	363,125	7,762,875	950,000	426,000	(1,775,000)
2022	2,163,750	2,653,000	4,634,625	296,500	7,505,500	925,000	412,750	(1,725,000)
2023	1,987,750	2,563,250	4,476,875	292,375	6,003,375	900,000	349,500	(1,675,000)
2024	1,924,500	2,053,750	4,309,250	278,250	5,399,000	875,000	338,750	(1,625,000)
2025	1,861,250	1,995,500	2,749,750	274,125	5,220,000	850,000	328,000	(1,575,000)
2026	1,802,875	1,927,000	2,663,500	260,000	5,051,250	825,000	317,250	(1,525,000)
2027	1,734,500	1,868,750	2,577,250	255,875	4,872,250	800,000	306,500	(1,475,000)
2028	1,681,125	1,800,250	2,496,000	241,750	4,703,500	775,000	295,750	(1,425,000)
2029	1,607,500	1,742,000	2,404,500	237,625	4,524,500	750,000	285,000	(1,375,000)
2030	1,554,125	1,673,500	2,323,250	218,500	4,355,750	725,000	274,250	(1,325,000)
2031	1,480,500	1,615,250	2,231,750	219,625	4,176,750	700,000	263,500	(1,275,000)
2032	1,417,250	1,546,750	2,150,500	200,500	4,008,000	675,000	252,750	(1,225,000)
2033	1,354,000	1,488,500	2,059,000	201,625	3,829,000	650,000	242,000	(1,175,000)
2034	826,125	1,420,000	1,977,750	182,500	3,435,250	625,000	231,250	(1,125,000)
2035	0	1,361,750	1,886,250	0	1,192,500	600,000	165,500	(1,075,000)
2036	0	843,250	1,575,000	0	0	575,000	0	(1,025,000)
2037	0	0	512,500	0	0	550,000	0	0
2038	0	0	0	0	0	525,000	0	0
2039	0	0	0	0	0	0	0	0
2040	0	0	0	0	0	0	0	0
2041	0	0	0	0	0	0	0	0
2042	0	0	0	0	0	0	0	0
2043	0	0	0	0	0	0	0	0
2044	0	0	0	0	0	0	0	0
2045	0	0	0	0	0	0	0	0
2046	0	0	0	0	0	0	0	0
2047	0	0	0	0	0	0	0	0
	\$ 39,566,500	\$ 42,232,500	\$ 64,647,000	\$ 5,992,500	\$ 120,060,000	\$ 15,250,000	\$ 6,967,500	\$ (30,500,000)



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Debt Service Projections- Adopted FY 2013 – FY 2018 Capital Improvement Program

	Dulles North (MS-7): Open Fall 2019	CS Monroe Conversion to Alternative	Dulles South Area ES (ES-28), Open Fall 2019	Monroe Advance Technology	Total General	Total Transportation	Total Schools	Total County
	\$ 48,625,000	\$ 2,000,000	\$ 15,000,000	\$ 91,590,000	\$ 607,620,651	\$ 394,902,000	\$ 1,422,382,462	\$2,424,905,113
2013	0	0	0	0	\$ 35,079,198	37,500	\$ 120,156,225	155,272,922
2014	0	0	0	0	\$ 39,214,714	5,218,975	125,325,732	169,759,421
2015	0	0	0	0	\$ 40,912,485	10,930,725	130,637,509	182,480,719
2016	0	0	0	180,000	\$ 44,736,262	15,368,225	135,604,569	195,709,055
2017	125,000	0	0	2,715,125	\$ 50,207,113	20,698,975	138,449,042	209,355,130
2018	2,109,375	0	0	9,411,750	\$ 54,086,124	30,868,475	140,482,224	225,436,823
2019	5,169,250	200,000	1,500,000	9,511,875	\$ 59,931,318	31,314,225	140,565,250	231,810,793
2020	5,029,250	195,000	1,462,500	9,242,875	\$ 57,920,111	30,616,225	130,885,012	219,421,348
2021	4,889,250	190,000	1,425,000	8,984,125	\$ 52,757,368	29,918,225	119,537,449	202,213,041
2022	4,754,250	185,000	1,387,500	8,715,125	\$ 45,852,903	29,220,225	109,445,595	184,518,723
2023	4,609,000	180,000	1,350,000	8,456,375	\$ 44,575,237	28,522,225	95,169,270	168,266,732
2024	4,474,000	175,000	1,312,500	8,187,375	\$ 44,858,669	27,824,225	87,414,318	160,097,212
2025	4,328,750	170,000	1,275,000	6,848,750	\$ 40,259,906	27,121,225	77,476,756	144,857,886
2026	3,618,750	165,000	1,237,500	6,643,625	\$ 35,001,509	26,423,475	65,589,397	127,014,381
2027	3,507,250	160,000	1,200,000	6,428,500	\$ 33,695,675	25,720,725	59,651,775	119,068,174
2028	3,395,750	155,000	1,162,500	6,223,375	\$ 31,287,708	25,033,225	49,756,114	106,077,047
2029	3,289,125	150,000	1,125,000	6,008,250	\$ 30,306,241	24,325,225	47,613,169	102,244,636
2030	3,172,500	145,000	1,087,500	5,803,125	\$ 25,292,077	23,637,725	39,644,503	88,574,305
2031	3,065,875	140,000	1,050,000	5,592,875	\$ 23,783,788	22,929,725	35,516,578	82,230,091
2032	2,949,250	135,000	1,012,500	5,382,625	\$ 19,323,111	22,242,225	31,855,625	73,420,961
2033	2,842,625	130,000	975,000	5,172,375	\$ 18,030,111	21,536,225	26,205,750	65,772,086
2034	2,726,000	125,000	937,500	4,962,125	\$ 16,356,693	20,088,500	21,220,500	57,665,693
2035	2,619,375	120,000	900,000	4,751,875	\$ 14,136,625	18,692,250	14,859,375	47,688,250
2036	2,502,750	115,000	862,500	4,541,625	\$ 11,292,125	17,343,750	10,477,000	39,112,875
2037	2,396,125	110,000	825,000	3,230,375	\$ 7,311,375	16,315,000	7,624,000	31,250,375
2038	1,285,750	105,000	787,500	240,875	\$ 4,657,750	15,757,750	2,944,125	23,359,625
2039	0	0	0	0	-	14,459,000	-	14,459,000
2040	0	0	0	0	-	13,939,250	-	13,939,250
2041	0	0	0	0	-	13,409,250	-	13,409,250
2042	0	0	0	0	-	12,889,500	-	12,889,500
2043	0	0	0	0	-	12,359,500	-	12,359,500
2044	0	0	0	0	-	10,504,750	-	10,504,750
2045	0	0	0	0	-	8,311,500	-	8,311,500
2046	0	0	0	0	-	6,610,000	-	6,610,000
2047	0	0	0	0	-	4,305,000	-	4,305,000
					-	0	-	0
	\$ 72,859,250	\$ 3,050,000	\$ 22,875,000	\$ 137,235,000	\$ 880,866,192	\$ 664,493,000	\$ 1,964,106,863	\$3,509,466,055



Other Funds

Aldie Sewer Service District Page 13-3

.....

Capital Asset Preservation Program Page 13-4

.....

Central Services Fund.....Page 13-6

.....

Comprehensive Services for At-Risk Youth & Families
..... Page 13-7

.....

Computer System Replacement Fund..... Page 13-9

.....

Dulles Industrial Park Water & Sewer District.....
.....Page 13-10

.....

Greenlea Tax District..... Page 13-11

.....

Hamilton Sewer Service District Page 13-12

.....

Housing Choice Voucher Fund Page 13-13

.....

Legal Resource Center (Law Library) Page 13-14

.....

Local Gasoline Tax Fund.....Page 13-15

.....

Post-Retirement Employee Benefits Fund Page 13-24

.....

Proffer Fund..... Page 13-25

.....

Restricted Use Transient Occupancy Tax Fund
.....Page 13-33

.....

Revolving Loan FundPage 13-38

.....

Route 28 Transportation Improvement District
.....Page 13-39

.....

Special Revenue FundPage 13-41





**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Aldie Sewer Service District

Background: Loudoun County formed the Aldie Sewer Service District on June 15, 1994, pursuant to VA Code §15.1 - 18.3. The provision of a sewage collection system and the availability of public sewage treatment for the community will protect the health and safety of the residents and conserve property values within the district. The district as established includes properties in the Village of Aldie both north and south of Route 50.

The Board lowered the special district tax rate from \$0.27 to \$0.13 per \$100 of assessed valuation during the FY 2007 budget process. All taxes levied and collected are pledged to repay a \$527,000 loan from the State of Virginia Water Control Board. This loan, along with a \$700,000 grant from the County, financed the costs of the installation of sewer collector lines and a package treatment plant with the district. The sewer collector lines and the package treatment plant were constructed by and placed under the management of the Loudoun County Sanitation Authority. Construction of the plant was completed in FY 1997.

During FY 2013, this loan obligation will be fulfilled. The payoff amount of \$109,906 will be will be financed through a combination of district tax revenues and district fund balance. At that time, the Aldie Sewer Service District will be dissolved. Tax payers in this district will be billed at a (proposed) tax rate of \$0.06 per \$100 for only the first of two real property collections in FY 2013.

For FY 2013, the Aldie Sewer Service District is projected to receive \$7,212 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at \$109,906. These expenditures cover the remaining debt service period FY 2013-2016.

There is no local tax funding in this district/fund.

ALDIE SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 2013 Adopted</u>
Projected beginning fund balance available	\$102,694
Revenue	\$7,212
Expenditures	<u>\$109,906</u>
Projected ending fund balance available	\$0

ALDIE SEWER SERVICE DISTRICT FY 2013 Forecasted Real Property Taxable Base

2012 Estimated fair market value of real taxable property	\$19,654,500
PLUS: Reassessment due to equalization	0
PLUS: Actual full value of new construction	<u>0</u>
2013 Forecasted fair market value of real taxable property	\$19,654,500
 FY 2013 Real property tax base subtotal	 \$19,654,500
LESS: Potential administrative and/or Board of Equalization adjustments ^{1, 2}	(59,000)
LESS: Land use deferrals	<u>(1,499,000)</u>
FY 2013 Forecasted real property taxable base total	\$18,096,500

ALDIE SEWER SERVICE DISTRICT FY 2013 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue Per Penny³</u>	<u>Revenue (\$0.06/\$100 Tax Base)⁴</u>
Real property	\$18,096,500	\$1,890	\$7,212

Notes:

- 1 Adjustments resulting from hearings and appeals.
- 2 Estimated at 0.3% of fair market value.
- 3 Excludes estimate of 0.05% of uncollectible revenue and 1.22% of deferred revenue and 0.30% for refunds unavailable for funding expenditures in FY 2013.
- 4 Includes \$1,872 in delinquent tax revenue plus \$5,340 in current real property revenue.

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Capital Asset Preservation Program

The Board of Supervisors established the Capital Asset Preservation Program (CAPP) in 1990 as a consistent means of planning and financing for major Loudoun County Public Schools and County General Government maintenance efforts. The CAPP affords the County the ability to extend the useful life of mature and aging facilities by repairing major facility components and systems, including repair by replacement.

The County uses nationally promulgated standards as guidelines for the maintenance of, and financial investment in, aging facilities. For example, the Association of Higher Education Facilities Officers recommends annual capital asset preservation funding ranges that are 1.5% to 3.0% of the total replacement value of an institution's physical plant. Similarly, the Federal Internal Revenue Service has established a depreciation standard of 2.5% per year on fixed assets. The number of new facilities for the Schools and County also influences the Capital Asset Preservation Program budget, as new facilities are added to the County's fixed asset inventory at a faster pace than the County's ability to increase funding to maintain the CAPP at optimal levels.

The Capital Asset Preservation Program is financed through local tax funding. The CAPP also receives additional revenue from surcharges collected by the Clerk of the Circuit Court on recordation. This recordation surcharge is legally earmarked for the ongoing maintenance of Court-related facilities. Budget projections for FY 2013 – FY 2018 reflect the funding required to eliminate the back-log of capital asset improvements delayed during the FY 2009 - FY 2012 period due to funding constraints.

Table 1. Adopted FY 2013 - FY 2018 Capital Asset Preservation Program

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Revenues							
<i>Local Tax Funding</i>							
General Government	\$2,300,000	\$ 4,320,000	\$ 5,480,000	\$ 6,640,000	\$ 7,800,000	\$ 8,960,000	\$ 35,500,000
Schools*	<u>2,285,000</u>	<u>5,577,000</u>	<u>6,115,000</u>	<u>5,945,000</u>	<u>3,292,000</u>	<u>2,830,000</u>	<u>26,044,000</u>
Subtotal	\$4,585,000	\$9,897,000	\$ 11,595,000	\$ 12,585,000	\$11,092,000	\$11,790,000	\$ 61,544,000
<i>Other Revenue Sources</i>							
Proffers (Cash)	0	0	0	0	0	0	0
Court Recordation Fees	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>600,000</u>
Subtotal	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<i>Use of FY 11 Fund Balance</i>							
County	860,000	0	0	0	0	0	860,000
Schools*	<u>\$ 890,000</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 890,000</u>
Total Sources of Funds	\$6,435,000	\$ 9,997,000	\$ 11,695,000	\$ 12,685,000	\$11,192,000	\$11,890,000	\$ 63,894,000
Expenditures							
<i>General Government</i>							
CAPP	\$3,160,000	\$ 4,320,000	\$ 5,480,000	\$ 6,640,000	\$ 7,800,000	\$ 8,960,000	\$ 36,360,000
Courts Maintenance	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>600,000</u>
Subtotal	\$3,260,000	\$ 4,420,000	\$ 5,580,000	\$ 6,740,000	\$ 7,900,000	\$ 9,060,000	\$ 36,960,000
Schools*	<u>\$ 3,175,000</u>	<u>\$ 5,577,000</u>	<u>\$ 6,115,000</u>	<u>\$ 5,945,000</u>	<u>\$ 3,292,000</u>	<u>\$ 2,830,000</u>	<u>\$ 26,934,000</u>
Total Expenditures	\$6,435,000	\$ 9,997,000	\$ 11,695,000	\$ 12,685,000	\$11,192,000	\$ 11,890,000	\$ 63,894,000

Table 2. Adopted FY 2013-FY 2018 Capital Asset Preservation Program Compared to Fixed Asset Value

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Fixed Asset Value (FAV)						
General Government	\$ 894,689,176	\$ 984,158,094	\$1,082,573,903	\$ 1,190,831,293	\$ 1,309,914,422	\$ 1,440,905,864
Schools*	<u>1,290,913,172</u>	<u>1,420,004,489</u>	<u>1,562,004,937</u>	<u>1,718,205,430</u>	<u>1,890,025,973</u>	<u>2,079,028,570</u>
Total Fixed Asset Value	\$2,185,602,348	\$ 2,404,162,583	\$ 2,644,578,840	\$ 2,909,036,723	\$ 3,199,940,395	\$ 3,519,934,434
CAPP Projects as a % of FAV						
General Government	0.36%	0.45%	0.52%	0.57%	0.60%	0.63%
Schools*	0.25%	0.39%	0.39%	0.35%	0.17%	0.15%
Total Projects as a % of FAV	0.29%	0.42%	0.44%	0.44%	0.35%	0.34%



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Table 3. Adopted Capital Asset Preservation Program by Functional Area and Repair Category

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Maintenance and Repair Category							
<i>General Government</i>							
Building	\$ 1,060,000	\$ 1,590,000	\$ 1,830,000	\$ 2,480,000	\$ 3,060,000	\$ 3,760,000	\$ 13,780,000
Mechanical/Electrical/Plumbing	1,170,000	1,440,000	2,010,000	2,160,000	2,400,000	2,540,000	11,720,000
Parks/Recreation Facilities	630,000	870,000	1,090,000	1,330,000	1,560,000	1,790,000	7,270,000
Pavement/Site	120,000	210,000	230,000	290,000	400,000	450,000	1,700,000
Roofing	<u>180,000</u>	<u>210,000</u>	<u>320,000</u>	<u>380,000</u>	<u>380,000</u>	<u>420,000</u>	<u>1,890,000</u>
<i>Subtotal General Government</i>	<i>\$ 3,160,000</i>	<i>\$4,320,000</i>	<i>\$ 5,480,000</i>	<i>\$ 6,640,000</i>	<i>\$ 7,800,000</i>	<i>\$ 8,960,000</i>	<i>\$ 36,360,000</i>
<i>Courts</i>							
Court Facilities Maintenance	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 600,000</u>
<i>Subtotal Courts</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 100,000</i>	<i>\$ 600,000</i>
<i>Schools*</i>							
Resurfacing	\$ 750,000	\$ 1,022,000	\$ 900,000	\$ 380,000	\$ 497,000	\$ 550,000	\$ 1,680,000
Electrical	555,000	135,000	0	225,000	335,000	435,000	1,075,000
Structure Repair	210,000	375,000	620,000	375,000	380,000	260,000	1,545,000
HVAC	175,000	255,000	195,000	135,000	180,000	135,000	4,099,000
Windows	0	450,000	200,000	450,000	300,000	0	14,910,000
Plumbing	205,000	960,000	150,000	80,000	50,000	100,000	2,220,000
Roofing	<u>1,280,000</u>	<u>2,380,000</u>	<u>4,050,000</u>	<u>4,300,000</u>	<u>1,550,000</u>	<u>1,350,000</u>	<u>1,400,000</u>
<i>Subtotal Schools</i>	<i>\$ 3,175,000</i>	<i>\$ 5,577,000</i>	<i>\$ 6,115,000</i>	<i>\$ 5,945,000</i>	<i>\$ 3,292,000</i>	<i>\$ 2,830,000</i>	<i>\$ 26,929,000</i>
Total Capital Asset Preservation Program	\$ 6,435,000	\$ 9,997,000	\$ 11,695,000	\$ 12,685,000	\$ 11,192,000	\$ 11,890,000	\$ 63,889,000

Capital Asset Preservation Program Funding Summary and Impacts:

General Government – The Department of General Services manages the Capital Asset Preservation Program for general government facilities. The FY 2013 – FY 2014 funding represents a minimal funding level to meet basic rehabilitation/replacement needs for general government facilities.

Loudoun County Public Schools – The Division of Facilities Services manages the Capital Asset Preservation Program for School Facilities. The FY 2013 – FY 2014 funding includes roof replacements at Blue Ridge Middle School and Broad Run High School and other rehabilitation and replacement programs throughout LCPS facilities.



Central Services Fund

The Governmental Accounting Standards Board, which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services fund *"to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit...on a cost reimbursement basis (GASB 1300.104)."* The Central Services Fund provides a mechanism to centralize operations that are more efficiently managed by a single agency, such as motor pools, courier services and telecommunications, while allowing for a complete reporting of each department's share of system costs. In the case of the County government, this objective is accomplished by charging agencies for:

- their share of maintaining and operating the County telephone system, based on the number of extensions;
- photocopies made at centrally-located machines and agencies' share of Countywide imaging project;
- their share of the County interdepartmental mail system, based on the number of pickup locations, and;
- costs borne by the shared County/Schools vehicle maintenance facility, based on the number and type of vehicles assigned to each department and employees' use of the motor pool.

Agencies are also charged for scheduled depreciation on vehicles to ensure that sufficient funding is available for replacement when the vehicles are no longer usable. Beginning in FY 2002, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed \$100,000.

The Central Services Fund is managed on a cost-reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process. Payments are included in each agency's adopted budget and vary depending on the department's size, number of locations and estimated usage. For example, the Sheriff's Office, which is the County government's largest department, is scheduled to pay \$5,020,859 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted \$14,839. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 2009 - 2013.

Central Function	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Duplicating	\$1,341,577	\$1,174,500	\$1,044,825	\$1,339,068	\$1,212,346
Telephone	1,612,047	1,189,888	1,272,472	1,461,166	1,367,713
Mail	624,021	532,114	677,084	705,509	760,027
Vehicle Maintenance & Fuel	4,352,705	4,098,885	4,360,050	5,022,570	4,577,406
Heavy Equip. Maintenance & Fuel	1,625,229	1,375,641	2,145,813	2,416,550	2,853,636
Vehicle Depreciation	4,075,107	3,924,552	3,555,572	4,032,143	3,672,698
Heavy Equip. Depreciation ¹	2,892,665	3,373,772	3,262,417	3,421,974	3,860,152
Central Support	1,012,060	1,104,568	740,181	851,537	941,099
Total Funding:	\$17,535,411	\$16,773,920	\$17,058,414	\$19,250,517	\$19,245,077
FTE Summary²:	12.27	11.27	11.27	11.27	12.27

¹ In FY 2012, \$880,000 in excess Commuter Bus depreciation funding will be transferred from the Commuter Bus Central Services Depreciation account to the Transit Bus Maintenance and Storage facility Capital Improvement Plan project account. In the FY 2011 – 2016 CIP, \$880,000 of this excess depreciation was budgeted for the Transit Bus Maintenance and Storage facility to fully fund the project without having to issue any debt.

² The FY 2013 Adopted Fiscal Plan for the Central Services Fund includes an enhancement of \$102,359 and 1.00 FTE for the Laserfiche Imaging system. The position will be funded out of the Central Services Fund, not the General Fund. Additional information on this enhancement is provided on the Department of Information Technology page.



Comprehensive Services for At-Risk Youth and Families

The Comprehensive Services Act for At-Risk Youth and Families (CSA) program utilizes a state-local match formula to purchase mandated services for the highest risk populations of youth with emotional, mental health and behavior problems such as self-harm, severe depression and significant acting out. The CSA provides services and placements for these youth including private educational placements, foster care services for court involved youth, services to prevent foster care placements and services to maintain students in the least restrictive educational placement. The administrative office of the CSA program is housed within the Loudoun County Department of Family Services. CSA is governed by a mandated local interagency body called the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of youth and their families, and to maximize the use of State and community resources. The CPMT is composed of the directors of the Departments of Family Services, Mental Health/Substance Abuse/Developmental Disabilities, the Juvenile Court Services Unit, Health Department, County Administration, Loudoun County Public Schools, and parent and private provider representatives. The CPMT develops inter-agency policies and procedures to govern the provision of services, develops fiscal policies governing access to State pool funds, establishes quality assurance and accountability procedures and coordinates long-range community planning for services. Loudoun County's CPMT oversees a Multi-Disciplinary Team (MDT) process which reviews all requests for CSA funded services as required to access State pool funds under the Comprehensive Services Act. The purpose of a case-specific MDT meeting is to assess the strengths and needs of a troubled youth and his/her family and to identify supports and services required to meet those needs. MDT referrals can be initiated by any of the agencies represented on the CPMT.

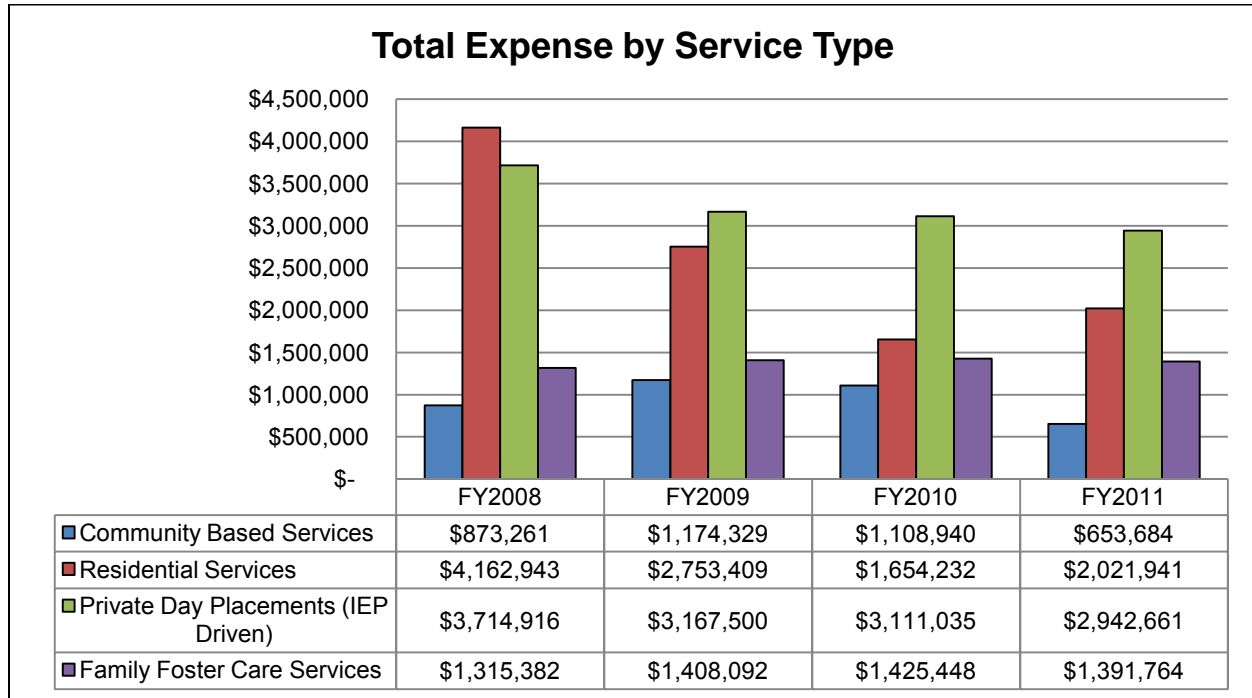
The CSA program is funded through a State pool of monies allocated to each locality, which is subject to a local match. Prior to FY 2009, Loudoun County's match rate was 47%; however, the General Assembly passed new match rates during FY 2008. The new match rates vary by type of service provided. Local match rates are as low as 23.82% for community based services and as high as 59.54% for residential treatment services.

Actual revenue from the State for CSA has been declining over the last several years, but has not been reflected in the CSA budget. For FY 2013 the budgeted state revenue is reduced and budgeted local tax funding is also reduced according to Loudoun's percentage match rate to better reflect actual estimated revenue.

Total CSA Funding	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted	FY 2013 Adopted
Expenditures					
Expenditures	\$ 8,554,402	\$ 7,349,129	\$ 7,015,123	\$ 10,122,699	\$ 9,210,949
Transfer to General Fund	183,000	183,000	183,000	183,000	183,000
Total Expenditures	\$ 8,737,402	\$ 7,532,129	\$ 7,237,491	\$ 10,305,699	\$ 9,393,949
Revenues					
State Revenue	\$ 4,346,512	\$ 3,759,921	\$ 3,458,497	\$ 4,394,157	\$ 3,882,407
Other Revenue	732,866	582,915	604,899	1,140,000	1,140,000
Total Revenues	\$ 5,079,378	\$ 4,342,836	\$ 4,063,396	\$ 5,534,157	\$ 5,022,407
Local Tax Funding	\$ 4,771,542	\$ 4,771,542	\$ 4,771,542	\$ 4,771,542	\$ 4,371,542



Comprehensive Services for At-Risk Youth and Families



Program Performance Measures	FY 2010 <u>Actual</u>	FY 2011 <u>Actual</u>	FY 2012 <u>Estimated</u>	FY 2013 <u>Projected</u>
• Children receiving community based services ¹	179	122	134	161
• Average cost for community based services	\$6,195	\$5,358	\$5,894	\$7,073
• Children receiving residential services	50	55	60	72
• Average cost for residential services	\$18,710	\$23,083	\$25,391	\$30,469
• Children receiving private day placements	84	78	86	103
• Average cost for private day placements	\$37,036	\$37,726	\$41,500	\$49,800
• Children receiving treatment foster care services	34	35	40	45
• Average cost for treatment foster care services	\$23,439	\$27,431	\$30,174	\$33,191

¹ Children served through CSA may receive multiple services.



Computer System Replacement Fund

The Computer System Replacement Fund, a component part of the Capital Asset Preservation Program (CAPP) and a sub-fund within the Capital Projects Fund, was established during the FY 2003 budget process to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology (DIT) annually reviews current hardware and software systems, and inventories systems that have future replacement costs associated with their life cycle usefulness. This fund was established to address the replacement costs of the County's computer systems.

Starting with the FY 2006 budget, the Department of Information Technology has annually developed a series of replacement schedules for Minor Computer Systems (up to \$500,000) and Major Computer Systems (over \$500,000). Major Computer Systems were designated as a component of the Capital Improvement Program in FY 2011, and are no longer a part of this Fund.

Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund proposes to provide funding for system replacements that cost up to \$500,000. Table 1 provides a categorical list of the proposed annual replacement costs for FY 2014 through FY 2018. Due to the unencumbered balance remaining in this fund, no additional appropriations are necessary for FY 2013. It will be necessary to resume committing appropriations to this fund in FY 2014, as provided in the table below.

Table 1. FY 2014 – FY 2018 Computer Replacement Fund Contribution Requirements for Minor System Replacements	
System Replacement Category	Estimated Replacement Costs
Network Equipment	\$ 480,000
Windows & Enterprise Servers	500,000
Enterprise Printers	60,000
Enterprise Storage	320,000
Application Software	25,000
Video Conferencing	125,000
Network Security	260,000
<i>FY 2014 – FY 2018 Required Annual Contribution</i>	<i>\$ 1,770,000</i>
<i>FY 2014 – FY 2018 Proposed Annual Contribution</i>	<i>\$ 1,770,000</i>

Table 2. Minor Computer System Replacement Fund

Minor Computer System Replacement	Fund	Prior FY	FY13	FY14	FY15	FY16	FY17	FY18	CIP Total	FFY	Proj. Total
Minor Computer System Replacement	\$, FB	\$ 1,770	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850	\$ -	\$ 10,620
<i>Minor System Replacement Total</i>		<i>\$ 1,770</i>	<i>\$ -</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 1,770</i>	<i>\$ 8,850</i>	<i>\$ -</i>	<i>\$ 10,620</i>

Revenue Source	Fund	Prior FY	FY13	FY14	FY15	FY16	FY17	FY18	CIP Total	FFY	Rev Total
Local Tax Funding	\$	\$ 1,000	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850	\$ -	\$ 9,850
Fund Balance	FB	770	-	-	-	-	-	-	\$ -	-	\$ 770
Fund Balance from CAPP fund	CAPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals		\$ 1,770	\$ -	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 1,770	\$ 8,850	\$ -	\$ 10,620



Dulles Industrial Park Water & Sewer District

The Board of Supervisors established the Dulles Industrial Park Water & Sewer District in 2006 as a service district pursuant to the Code of Virginia, Section 15.2, Chapter 24, in response to a landowner petition for the construction of water and sewer lines. The district consists of 24 properties located north of U.S. Route 50, near the Loudoun County-Fairfax County boundary. Utility improvements were constructed and operated by Loudoun Water.

The special assessment was negotiated on a per property basis, and was estimated to generate \$1,650,000 in revenue over 10 years. On September 7, 2011, the Board of Supervisors adopted the "Ordinance Amending the Special Assessment to Fund Water and Sewer Improvements at Dulles Industrial Park Based on Final Project Costs" which lowered the assessment to \$1,372,557.67. Payments in FY 2013 are anticipated to total \$143,752.

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT PROJECTED BUDGET SCHEDULE

	FY 2013
	<u>Adopted</u>
Revenue	\$143,752
Expenditures	\$143,752
Surplus (+)/Deficit (-)	<u>\$0</u>



Greenlea Tax District

Background: In its 2008 Special Session, the Virginia General Assembly passed legislation amending §15.2-2404 of the Virginia State Code authorizing the creation of a special district and an assessment to fund the improvement of a damaged bridge on Crooked Bridge Road in the Blue Ridge District. The enacted legislation required a petition to create the district of not less than 50% of the property owners of Greenlea abutting Crooked Bridge Lane, who also own not less than 50% of the property within the subdivision. The Greenlea subdivision residents easily met this standard with a signed petition to the County requesting that the Board of Supervisors authorize and direct the establishment of an assessment under Title 15.2, Chapter 24, Article 2 of the Code of Virginia. The assessment is levied against the properties in the Greenlea subdivision to pay for the construction of the new bridge.

On June 16, 2009, the Board of Supervisors adopted an ordinance imposing the special assessment for local improvements to fund the replacement of the damaged bridge. The bridge was completed by a construction company selected by the property owners through their homeowners association, the Greenlea Homeowners Association II in November 2009. The cost for the bridge replacement required no local tax funds. The bridge was completely financed by the Greenlea Homeowners Association II in conjunction with a private lender. The County pays the proceeds for the special assessment directly to the lender(s) as directed by the Greenlea Homeowners Association II and payments are to be made solely from the collection of the special assessment imposed. The Board of Supervisors and the County are only responsible for imposing the special assessment, collecting the semi-annual installments, and forwarding collected monies to the lender(s) solely from the special assessment revenues. The total amount of the assessments on the properties identified by the ordinance may not exceed \$660,575.18, which is the estimated project cost financed over 15 years at six percent (6%) interest per year. The 19 properties in the community will be taxed equally and will pay the assessment in semi-annual payments.

There is no local tax funding in this district/fund.

GREENLEA TAX DISTRICT PROPOSED BUDGET SCHEDULE

	<u>FY 2013 Adopted</u>
Revenue	\$44,038
Expenditures	<u>\$44,038</u>
Surplus (+)/Deficit (-)	\$0

Note: The first collection for this tax district occurred in December 2009.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment protect the health and safety of residents and conserve property values within the district. The district as established includes properties located within the Hamilton Joint Land Management Area.

All taxes levied and collected are pledged to repay a \$2.8 million loan from the Virginia Department of Environmental Quality. This loan is financed by a combination of special tax assessments on the residents of the sewer district and an annual contribution of \$88,000 from the County General Fund. On July 15, 1998, the Board of Supervisors also approved a \$218,000 grant to finance possible easement condemnation costs, availability fee loan programs, easement research and recordation costs, as well as reimbursements to the Loudoun County Sanitation Authority for engineering and other services. The Board of Supervisors approved the Hamilton Area Sewer Project service agreement on December 16, 1998.

Property owners pay an additional \$0.30 per \$100 of assessed valuation, to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 2013, the Hamilton Area Sewer Service District is projected to generate \$118,000 in revenue from its taxable base and receive an annual County General Fund contribution of \$88,000, for a total of \$206,000. Projected expenditures also total \$206,000.

HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 2013 Adopted</u>
Revenue:	
Taxable base	\$118,000
County Contribution	<u>88,000</u>
Total Revenue	\$206,000
 Total Expenditures	 <u>\$206,000</u>
Surplus/Deficit	\$0

HAMILTON SEWER SERVICE DISTRICT FY 2013 Forecasted Real Property Taxable Base

2012 Estimated fair market value of real taxable property	\$37,727,000
PLUS: Reassessment due to equalization	1,377,000
PLUS: Actual full value of new construction	<u>0</u>
2013 Forecasted fair market value of real taxable property	\$39,105,000
 FY 2013 Real property tax base subtotal	 \$38,416,000
LESS: Potential administrative and/or Board of Equalization adjustments ^{1, 2}	(115,000)
LESS: Land use deferrals	<u>(447,000)</u>
FY 2013 Forecasted real property tax base total	\$37,854,000

HAMILTON SEWER SERVICE DISTRICT FY 2013 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue per Penny³</u>	<u>Revenue (\$0.30/\$100 Tax Base)^{4, 5}</u>
Real Property	\$37,854,000	\$3,730	\$118,000

Notes:

1. Resulting from hearings and appeals.
2. Estimated at 0.3% of fair market value.
3. Excludes estimate of 0.05% uncollectible revenue and 1.22% deferred revenue and 0.30% for refunds projected to be unavailable for funding expenditures in FY 2013.
4. Includes \$6,000 in delinquent tax revenue.
5. Revenue total is rounded to nearest \$1,000 for FY 2013 forecast.

Source: Office of the County Assessor and Department of Management and Financial Services



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Housing Choice Voucher Fund

The former Section 8 Housing Choice Voucher Program is now recognized in this document using its official U.S Department of Housing and Urban Development (HUD) name, Housing Choice Voucher Program.

In 1977, Loudoun County Housing Services, now a part of the Department of Family Services, executed its first agreement with the Virginia Housing and Development Authority (VHDA) to serve as the local administering agency to administer the Housing Choice (Section 8) Voucher Rental Assistance Program. This Federal Rental Assistance Program is funded by HUD and prior to FY 2002 funding was passed through VHDA to Loudoun. Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Housing Choice Voucher Program from passing through VHDA to direct County administration with HUD, effective July 1, 2001 (FY 2002). The program's purpose is to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides Housing Choice Voucher subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are eligible (i.e., single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

The Program Description and Program Financial Summary for the Housing Choice Voucher Program are included in the Department of Family Services section of the FY 2013 Adopted Fiscal Plan.

<u>Departmental Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures	\$8,592,324	\$8,643,469	\$9,206,965	\$9,187,000	\$9,128,724
Departmental Revenue	\$8,575,475	\$8,631,995	\$9,206,965	\$9,108,094	\$9,209,130
Local Tax Funding: ¹	\$16,849	\$11,474	\$0	\$80,406	\$80,406
FTE Summary:	10.25	10.25	11.25	11.25	11.25

¹ In FY 2011, a local transfer to the Housing Choice Voucher Fund was not needed due to a position vacancy in the HCV Program.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Legal Resource Center (Law Library)

The mission of the Law Library is to provide resources and reference services that promote access to justice by addressing the legal information needs of Loudoun County government, court personnel, attorneys, the local prison population and the general public. The Law Library provides a collection of legal materials that is needed, much used and not generally available elsewhere in Loudoun County. The full-time law librarian selects, purchases, shelves and updates materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

The library is open 8:30 AM to 4:30 PM, Monday through Friday. During these hours, the librarian is available to provide reference service, bibliographic instruction, copier service and online access. Attorneys and court personnel can also access the collection at other times during the workweek. The librarian responds to patrons' requests received in person, by phone or e-mail, and prisoner requests submitted by the Office of the Sheriff.

<u>Departmental Financial Summary</u>	<u>FY 2009 Actual</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Actual</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Expenditures	\$89,000	\$85,316	\$85,836	\$80,389	\$83,498
Departmental Revenue	\$89,000	\$85,316	\$85,836	\$80,389	\$83,498
Local Tax Funding:	\$0	\$0	\$0	\$0	\$0
 FTE Summary:	 1.00	 1.00	 1.00	 1.00	 1.00



Local Gasoline Tax Fund

Loudoun County began the collection of a two percent local gasoline tax in January 1989. Initially, gasoline tax funds were administered through the Loudoun County Transportation District Commission (LCTDC). In January 1990, the Loudoun County Board of Supervisors (the Board) dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a special Loudoun account at NVTC and transferred to the County as revenue.

In 1989, the Board adopted an initial policy governing the distribution of Gasoline Tax revenue. This policy included the requirement that \$500,000 be set aside annually to provide local matching funds required for participation in the State's Revenue Sharing transportation program. This appropriation was subsequently enhanced to \$1,000,000 in FY 2007. The Board also subsequently increased the matching contribution by \$100,000 to allow for participation in the State's Supplemental Revenue Sharing program.

In 1993, the Board modified the original policy by establishing a funding formula for the Local Gasoline Tax Fund's annual budget. This policy recommends that Fund revenue be allocated according to the following formula: 80% for capital projects, 15% for transportation-related projects, and 5% for administration of the County's transportation system. As part of this funding formula, the Board designates a percentage of the County's gasoline tax revenues to both the Towns of Leesburg and Purcellville, as they are proportional to the Towns' shares of the County's population. The Board agreed to provide these two towns with a proportional share of local gasoline tax funds because these towns have responsibility for maintenance of their streets. (The other five incorporated towns have not met the State Code population threshold to maintain their streets.) The Board also implemented an application process for community organizations requesting use of County Gasoline Tax revenue.

The Board's consideration of the Local Gasoline Tax Fund budget typically occurs in two phases. Prior to the development of the County Administrator's Adopted Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation/Land Use Committee (TLUC), along with updated revenue estimates for the current and upcoming year. Following its review, the Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors for funding. Such direction occurred on November 16, 2011. Consideration and adoption by the Board occurs in concert with the development of the adopted budget in the Spring. Recognition of future gasoline tax revenues being utilized for the Dulles Rail Project will be an important factor in future budget deliberations.

Table 1: FY 2013 Adopted Budget

Revenues	Adopted Budget
Gas Tax Revenues	\$10,336,256
Interest	<u>15,000</u>
Total, Revenue	10,351,256
Expenditures	
Transfers to General Fund	3,727,539
Payments to Community Organizations	3,443,570
Payments for Operating & Maintenance Expenses	<u>3,000,000</u>
Total, Expenditures	10,171,109
Estimated Excess Revenue over Expenditures	180,147
Estimated Beginning Fund Balance, FY 2013	<u>19,611,446</u>
Estimated Ending Fund Balance, FY 2013	19,791,593
Transfer to Capital Projects Fund	500,000
Projected FY 2013 Fund Balance	<u>\$19,291,593</u>



Local Gasoline Tax Fund

Table 2: Adopted Appropriations

<u>Applicant/Sponsoring Organization</u>	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>	<u>FY 2014 Provisional</u>
CAPITAL PROJECTS (BOS Policy 80%):			
Town of Leesburg	\$ 1,169,209	\$ 1,343,713	\$ 1,343,713
Lovettsville Park Transportation Improvements	214,789	0	0
Town of Purcellville	0	237,739	237,739
OTS - Revenue Sharing	1,000,000	2,100,000	2,100,000
OTS - Revenue Sharing Supplement	100,000	0	0
OTS - Bikeway & Pedestrian Facilities Contingency	168,153	0	0
OTS - Bus Maintenance Facility	1,000,000	0	0
OTS - Spot Road Improvement Projects	0	0	0
OTS - Traffic Signal Contingency	0	0	0
OTS - Traffic Studies	0	0	0
Park & Ride Lot Land Acquisition	0	750,000	750,000
SUBTOTAL, CAPITAL PROJECTS:	\$ 3,652,151	\$ 4,431,452	\$ 4,431,452
Percent of Total Expenditures	41.3%	43.6%	43.3%
TRANSPORTATION/TRANSIT (15%)			
DGS - Park and Ride Lot Maintenance	\$ 260,525	\$ 149,725	\$ 161,725
OTS - Commuter Bus	2,798,279	3,108,522	3,199,772
OTS - Rideshare Grant Match	68,658	81,250	81,008
PRCS - Adaptive Recreation Transportation	140,000	140,000	140,000
American Red Cross (LCARC)	38,916	38,916	38,916
Every Citizen Has an Opportunity (ECHO)	31,700	32,500	33,300
Leesburg Safety Shuttle (Safe-T-Ride)	20,000	20,000	20,000
Loudoun Volunteer Caregivers	155,208	155,208	155,208
Virginia Regional Transit (VRT)	1,261,982	1,555,056	1,555,056
Virginia Regional Transit (VRT) - Udvary Hazy Service Route	25,575	34,445	0
SUBTOTAL, TRANSPORTATION:	\$ 4,800,843	\$ 5,316,528	\$ 5,384,985
Percent of Total Expenditures	54.2%	52.3%	52.6%
ADMINISTRATIVE (5%)			
OTS - Commuter Bus Promotion & Advertising	\$ 10,000	\$ 10,000	\$ 10,000
OTS - Administrative Services	364,249	387,136	387,136
Dulles Area Transportation Association (DATA)	6,000	6,000	6,000
Northern Virginia Transportation Commission (NVTC)	13,257	19,993	19,993
SUBTOTAL, ADMINISTRATIVE:	\$ 393,506	\$ 423,129	\$ 423,129
Percent of Total Expenditures	4.5%	4.2%	4.1%
TOTAL EXPENDITURES	\$ 8,846,500	\$ 10,171,109	\$ 10,239,566
USE OF FUND BALANCE			
OTS - Bus Maintenance Facility	\$ 0	\$ 500,000	\$ 0
SUBTOTAL, USE OF FUND BALANCE	\$ 0	\$ 500,000	\$ 0



Local Gasoline Tax Fund Capital Projects

Project/Program Name: Town of Leesburg
FY 2012 Adopted: \$1,169,209
FY 2013 Adopted: \$1,343,713

Project Description: As part of the funding formula adopted in 1993, the Board designates a percentage of the County's gasoline tax revenues to the Town of Leesburg, as it is proportional to the Town's shares of the County's population. The Board agreed to provide the Town with a proportional share of local gasoline tax funds as the Town has responsibility for maintenance of its streets. (The other five incorporated towns have not met the State Code population threshold to maintain their streets. The County's total projected population in FY 2013 is 336,001. Leesburg's forecasted population rate is 43,394. As a result, the County would assumingly allocate 13% of projected gasoline tax revenues to the Town to use for transportation projects at its discretion. The Town, who requested \$1,500,000, has indicated that it intends to use the FY 2013 funding for Phase IV of Sycolin Road capital improvements project.

Project/Program Name: Lovettsville Park Transportation Improvements
FY 2012 Adopted: \$214,789
FY 2013 Adopted: \$0

Project Description: The Lovettsville District Park capital improvement project would develop a 91-acre tract of land abutting the Town of Lovettsville in the Northwest Subarea Planning District for a district Park. The local gasoline tax revenue subsidy would provide for construction of various transportation aspects of the Park, such as two entrances, internal roads and trail that connects Lovettsville Elementary School to Lovettsville Community Center.

For FY 2011 and FY 2012, the Board of Supervisors re-directed funding from the Town of Purcellville to the County's Lovettsville District Park capital improvement project. For FY 2013, the Transportation-Land Use Committee recommends the Board revert to its funding policy and direct funding to the Town of Purcellville, which is based on the Town's population in proportion to the County's.

Project/Program Name: Town of Purcellville
FY 2012 Adopted: \$0
FY 2013 Adopted: \$237,739

Project Description: The Town of Purcellville submitted three (3) requests totaling \$300,000 for the FY 2013/2014 biennium. The three requests were for road improvement projects at Hurst Rd, 21st Street and 33rd Street. As part of the funding formula adopted in 1993, the Board designates a percentage of the County's gasoline tax revenues to the Town of Purcellville, as it is proportional to the Town's share of the County's population. For FY 13, the projected population proportional to the County for the Town of Purcellville was 2% (or 7,879 residents).). Based on forecasted revenues, the formulaic amount appropriated to the Town of Purcellville would assumingly be \$237,739.



Local Gasoline Tax Fund Capital Projects – Continued

Project/Program Name: OTS/Commonwealth - Revenue Sharing

FY 2012 Adopted: \$1,000,000

FY 2013 Adopted: \$2,100,000

Project Description: The Office of Transportation Services (OTS) has requested funding for the local match of the County's participation in the State's revenue sharing program. Each year, the County has the opportunity to match up to \$1,000,000 of State funds on a 50/50 basis for transportation improvement projects. Virginia Department of Transportation has recently changed that amount to \$10,000,000. The revenue sharing program continues to remain an important funding source for the construction of surface transportation projects in the County.

Project/Program Name: OTS - Revenue Sharing Supplement

FY 2012 Adopted: \$100,000

FY 2013 Adopted: \$0

Project Description: At the end of each fiscal year, the State has historically provided an additional round to apply for revenue sharing funds that were not claimed in the first round. These funds are available at the same 50/50 match as the regular Revenue Sharing Program up to a maximum of \$100,000. The County has successfully used these funds over the past several years to assist in construction projects such as the Route 28 PPTA project, and more recently Pacific Blvd. and Route 643 (Sycolin Road) projects. Because the Commonwealth has not offered additional rounds of revenue sharing funds recently, staff recommends that the Board not appropriate funding to this program.

Project/Program Name: OTS - Bikeway and Pedestrian Facilities Contingency

FY 2012 Adopted: \$168,153

FY 2013 Adopted: \$0

Project Description: OTS has historically requested funding for design and construction of bikeway and pedestrian facilities. Sometimes, the funds are combined with available proffer funds to fully fund a project. Over the course of the past few months, with Board approval, staff has utilized funds available in this contingency for capital improvement projects. Yet, due to conservative revenue projections and the availability of remaining funds from prior year appropriations, staff recommends that the Board temporarily suspend this appropriation.

Project/Program Name: OTS - Transit Maintenance and Operations Facility

FY 2012 Adopted: \$1,000,000

FY 2013 Adopted: \$500,000

Project Description: OTS has requested the use of fund balance (previously appropriated, unused, commuter bus funding) to serve as local match to a State capital grant to acquire a bus wash and water reclamation system, maintenance equipment, security equipment and furniture and fixtures for the Transit Maintenance and Operations Facility project. This project is included in the CIP.



Local Gasoline Tax Fund Capital Projects– Continued

Project/Program Name: OTS - Spot Road Improvement Projects
FY 2012 Adopted: \$0
FY 2013 Adopted: \$0

Project Description: The Board established this account in the FY 2007/2008 Gasoline Tax Fund budget to fund minor capital projects that arise during the course of the year. Examples include traffic calming projects, safety improvements, and right-of-way acquisition. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board has temporarily suspended this appropriation.

Project/Program Name: OTS - Traffic Signal Contingency
FY 2012 Adopted: \$0
FY 2013 Adopted: \$0

Project Description: This account was established to fund traffic signals, signage, and safety studies that arise during the course of the year. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board has temporarily suspended this appropriation.

Project/Program Name: OTS - Traffic Studies
FY 2012 Adopted: \$0
FY 2013 Adopted: \$0

Project Description: This account was created to fund traffic study requests that identify road safety issues and solutions to those issues. Due to conservative revenue projections and the availability of remaining funds from prior year appropriations, the Board has temporarily suspended this appropriation.

Project/Program Name: OTS - Park & Ride Lot Land Acquisition/Development
FY 2012 Adopted: \$0
FY 2013 Adopted: \$750,000

Project Description: OTS has requested funding for acquisition of land for the construction and development of future park and ride lots offered as part of the Department's Transit and Commuter Services program. This is a new request for OTS.



Local Gasoline Tax Fund Transportation/Transit Projects

Project/Program Name: DGS - Park and Ride Lot Maintenance
FY 2012 Adopted: \$260,525
FY 2013 Adopted: \$149,725

Project Description: The Department of General Services (DGS) has requested funding for maintenance of county-owned park and ride lots. Maintenance responsibilities include minor repairs, snow removal and lighting.

Project/Program Name: OTS - Loudoun County Commuter Bus Operations
FY 2012 Adopted: \$2,798,279
FY 2013 Adopted: \$3,108,522

Project Description: OTS has requested funding for Loudoun County Commuter Bus operations. This service provides daily transportation for commuters to and from Arlington County and Washington, D.C. The FY 2005 budget represented the first budget under which the commuter bus program operated according to its new business model, where a County-owned fleet is operated and maintained by a private contractor. The commuter bus program is funded by a combination of fare box revenue, annual appropriations from the Gasoline Tax Fund and State Operating Aid.

OTS intends to increase public transportation opportunities for citizens of Loudoun and neighboring jurisdictions by adding two buses that have been purchased into service by April 2013. This continued growth and expansion is to meet the demand for increased capacity and service. The requested increase in appropriation covers the cost of fuel and other maintenance expenses.

The Board of Supervisors also allocated an additional \$250,000 to lease and operate two additional commuter buses.

Project/Program Name: OTS - Rideshare Program Match
FY 2012 Adopted: \$68,658
FY 2013 Adopted: \$82,156

Project Description: OTS has requested funding for the Rideshare Program, which has been an element of the budget since FY 1990. This matching program leverages State funds at an 80/20 ratio, with the State providing 80% of the program costs. The Rideshare program provides personal assistance to commuters interested in car/van pooling and commuter transit services, and advocates the benefits of ridesharing services through advertisements and promotional events. In addition, this funding provides the 20% match to support a full time employer outreach position.

Project/Program Name: PRCS - Adaptive Recreation Transportation
FY 2012 Adopted: \$140,000
FY 2013 Adopted: \$140,000

Project Description: The Department of Parks, Recreation and Community Services (PRCS) has requested funding for the Adaptive Recreation Section which operates a summer camp program for individuals who qualify for special education ages 2-22, for an eight week period annually. The purpose of the program is to give families of participants some respite over the summer and to give the camper a true summer camp experience full of opportunities for socialization and adventure. School bus transportation is provided for an estimated 125 campers from their home or summer school to the camp location and back home again. The Adaptive Recreation Section follows the mission of PRCS to promote healthy lifestyles for all Loudoun citizens.



Local Gasoline Tax Fund Transportation/Transit Projects – Continued

Project/Program Name: American Red Cross, Loudoun County Chapter
FY 2012 Adopted: \$38,916
FY 2013 Adopted: \$38,916

Project Description: The Loudoun County Chapter (LCARC) has requested funding for the maintenance of disaster vehicle fleet, which is used to carry out its stated mission of providing relief to victims of disasters 24 hours a day, 7 days a week. Currently, the Chapter maintains three separate vehicles that are dedicated to disaster response: Emergency Response Vehicle, Shelter Response Truck, and a Mobile Communications and Service Delivery Unit.

Project/Program Name: Every Citizen Has an Opportunity (ECHO)
FY 2012 Adopted: \$31,700
FY 2013 Adopted: \$32,500

Project Description: ECHO has requested funding to support part of the organization's transportation operational costs for transporting clients to their workplaces. ECHO assists disabled persons with securing and maintaining integrated community-based employment. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. ECHO estimates that it will provide daily transportation to work sites for more than 100 County residents with various levels of disability.

Project/Program Name: Leesburg Safety Shuttle
FY 2012 Adopted: \$20,000
FY 2013 Adopted: \$20,000

Project Description: The Town of Leesburg has requested funding to support the operations of Safe-T-Ride. Since FY 2001, the Town has contracted with the Virginia Regional Transit (VRT) for the operation of a shuttle service on the Route 15 Bypass. The County agreed to participate in the service on a 50/50 cost-sharing basis, equivalent to \$20,000 in FY 2009 and in FY 2010. Initially, the service was provided on weekdays only. In past years, the Town has expanded the service to seven days a week and improved headways during holiday shopping seasons.

Project/Program Name: Loudoun Volunteer Caregivers
FY 2012 Adopted: \$155,208
FY 2013 Adopted: \$155,208

Project Description: Loudoun Volunteer Caregivers has requested funding to provide annual transportation services to its clients. Loudoun Volunteer Caregivers is a volunteer organization that provides elderly residents and people with disabilities within Loudoun County with assisted transportation. Services include transportation to non-emergency medical appointments, prescription pick-ups, physical therapy, and cancer or dialysis treatments. In FY 2009, Loudoun Volunteer Caregivers estimated that it would provide over 6,816 trips for 203 County seniors and residents with disabilities. Early in FY 2009, Loudoun Volunteer Caregivers agreed to expand its services in order to accommodate clients previously served by the Loudoun Red Cross.



Local Gasoline Tax Fund Transportation/Transit Projects – Continued

Project/Program Name: Virginia Regional Transit (VRT)
FY 2012 Adopted: \$1,261,982
FY 2013 Adopted: \$1,555,056

Project Description: Virginia Regional Transit (VRT) requested funding to provide public transportation services to Loudoun County residents as planned and coordinated in collaboration with the Office of Transportation Services. VRT's operations in Loudoun County include daily transportation services in Leesburg, Ashburn, Sterling/Countryside, the "7 to 7 on 7" Service, as well as "On Demand" services throughout the County. VRT introduced its first fixed route bus service in Leesburg in January 2001, and began service along Route 7 in 2002.

Project/Program Name: Virginia Regional Transportation (VRT) - Udvar Hazy Service Route
FY 2012 Adopted: \$25,575
FY 2013 Adopted: \$34,445

Project Description: Virginia Regional Transit (VRT) requested funding to provide public transportation services to riders from the Dulles Town Center to the Udvar Hazy Smithsonian Air & Space Museum in Fairfax County. The local gasoline tax revenue appropriation would fund the local match for federal and state funds and provide transit service 6 days a week/30 hours per week from Dulles Town Center and Dulles Airport to the Udvar Hazy Museum. The Board includes this appropriation for this service route, with the caveat that VRT will continue to provide statistical information regarding ridership throughout the fiscal year.



Local Gasoline Tax Fund Administrative Projects

Project/Program Name: **OTS - Commuter Bus Promotion and Advertising**
FY 2012 Adopted: \$10,000
FY 2013 Adopted: \$10,000

Project Description: OTS requested funding for the promotion and advertisement of commuter bus services to the public. The policy guidelines for the distribution of these funds are established by the Loudoun Commuter Bus Advisory Board (CBAB). The County has made use of this allocation in recent years to leverage Federal grant funding promoting public awareness of transit alternatives.

Project/Program Name: **OTS – Administrative Services**
FY 2012 Adopted: \$364,249
FY 2013 Adopted: \$387,136

Project Description: OTS has requested funding to offset staffing and operating costs within the Department's Administration Division as well as the Division of Transit and Commuter Services.

Project/Program Name: **Dulles Area Transportation Association (DATA)**
FY 2012 Adopted: \$6,000
FY 2013 Adopted: \$6,000

Project Description: Loudoun County is a member of the Dulles Area Transportation Association, which is a transportation management association operating in the Dulles Airport/Route 28 employment center. DATA assesses transportation needs and issues, formulates strategies to meet those needs, and provides a forum within which all members can work cooperatively to formulate policies, plans, and programs for the effective administration of transportation operations within the area. Membership consists of government and business organizations. Annual dues have been funded from the Local Gasoline Tax Fund since FY 1992.

Project/Program Name: **Northern Virginia Transportation Commission (NVTC) Administrative Costs**
FY 2012 Adopted: \$13,257
FY 2013 Adopted: \$19,993

Project Description: The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. Funding is associated with the administrative cost of this service.



Post-Retirement Employee Benefits Fund

The Governmental Accounting Standards Board issued Statement #45, *Accounting and Financial Reporting by Employers for Post-employment Benefits Other Than Pensions*, to address how governmental entities should account for and report their costs and obligations related to “other post-employment benefits” or “OPEB.” OPEB refers to fringe benefits provided to retired and former employees other than pension benefits. In past accounting standards, entities recognize the cost of these benefits as they are paid. The new standard requires recognition of the cost of the benefits over the service period of the employee. This concept is similar to accounting requirements for pension obligations under existing standards.

Currently Loudoun County and Loudoun County Public Schools (LCPS) offer post-retirement health plan benefits which include a Medicare Advantage Plan with prescription drugs, dental and vision coverage. The bond rating agencies have stated that they have begun to consider OPEB funding status in their evaluations of government financial condition. It is possible that bond ratings may suffer for those governments with large and/or mounting liabilities that do not have a mechanism in place to manage these obligations. Following these new guidelines, the County’s actuarial firm has been conducting biannual analyses in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund was created in FY 2009 with a budget of \$10,000,000; \$7,000,000 for the LCPS and \$3,000,000 for Loudoun County. This fiduciary fund allows the County to budget for the annual cost of public employee non-pension benefits related to OPEB in the same manner as reporting financial information for pensions. In FY 2010 an annual contribution of \$15,000,000; \$10,500,000 for the LCPS and \$4,500,000 for Loudoun County was made. In FY 2011 an annual contribution of \$20,000,000; \$14,000,000 for the LCPS and \$6,000,000 for Loudoun County was made. The FY 2012 budget included a \$20,000,000 contribution to the OPEB Trust, \$14,000,000 for LCPS and \$6,000,000 for Loudoun County. LCPS and Loudoun County joined the VML/VACo Pooled OPEB Trust for the investment of County assets related to OPEB. This transfer occurred on September 8, 2009, with the County OPEB Committee continuing its role of monitoring the performance of the VML/VACo Pooled OPEB Trust. In order to continue the County’s commitment to this important program, the FY 2013 plan budgets an annual contribution of \$21,500,000 contribution to the OPEB Trust; \$14,000,000 for the LCPS and \$7,500,000 for Loudoun County. In order to further mitigate future liabilities, the LCPS and Loudoun County have implemented several cost savings measures which include the transition of the County’s Retiree Health Plan to a fully insured Medicare Advantage Plan resulting in a projected savings of \$2,000,000 to the annual required contribution. This change occurred in September 2009. The County will continue to explore innovative solutions that will assist in future program cost management.

Post-Retirement Employee Benefits

OPEB Contributions		FY 2013 Adopted
County		\$ 7,500,000
School		14,000,000
Total OPEB Contributions:		\$ 21,500,000



Proffer Fund

Developer contributions, known as proffers, provide one source of funding for capital facilities. Proffers are typically cash amounts, dedicated land, and/or in-kind services that are voluntarily granted to the County to partially offset future capital facility costs associated with specific land developments. Proffer contributions are typically obtained through rezonings (changes in the planned use of land) which result in land use patterns that may generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. Those housing units would generate a need for County services and capital facilities such as schools, parks, libraries and other facilities. Therefore, the development community offers contributions to help offset these future capital costs. The County maintains an inventory of all types of proffers, which include cash, land and in-kind proffers. Cash proffers accrue to the Public Facilities Trust Fund. As allowed in §15.2-2299 of the *Code of Virginia*, the Loudoun County Zoning Administrator is vested with all necessary authority to administer and enforce proffers and, per statute, holds the final authority to adjudicate eligibility for public facility uses.

In 2001, the General Accounting Standards Board (GASB) issued GASB 34, the account reporting standard for local governments. Prior to GASB 34, proffers had been reported as transfers from the Public Facilities Trust Fund to a particular capital project. Since FY 2002, the County has been required to budget proffer funds and report them in its annual financial report. The County began budgeting appropriated proffers in the Proffer Fund in FY 2003.

Until recently, land proffers were budgeted at a pre-zoned assessed value with the final value of the land proffer established at the time of conveyance. At its January, 2005 business meeting, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a revision to proffered land policy. CPAM 2006-0001, "Proffered Land Sites Credit Methodology," was approved by the Board of Supervisors on June 14, 2006. Per this policy, land proffers are valued at the planned land use market rate for proffered Capital Facilities contributions. In-kind proffers are budgeted at an estimated value based on current construction market trends. The value of the in-kind asset is verified at the time the work is completed. The cash proffers are budgeted in the Proffer Fund and shown as transfers into the Capital Projects, General or Debt Service funds as applicable.

FY 2013 – FY 2018 Proffer Fund

The Adopted FY 2013 – FY 2018 Proffer Fund utilizes \$45,905,000 in cash proffers, and \$3,015,000 in in-kind proffer contributions to fund capital improvement projects in the County's capital fund. The expenditures focus on capital investments in County-owned facilities with the goal to develop County-owned land assets or expand the use of existing facilities for public use.

FY 2013 Adopted Expenditures

In FY 2013, cash proffers of \$6.95 million are utilized to fund the design of the Ashburn Sheriff Station and the Route 7/Route 659 Interchange, construction of Riverside Parkway, and the construction of the East Gate Park and Ride Lot.

The Adopted FY 2013 – FY 2018 Proffer Expenditures are:

Table 1. Adopted FY 2013- FY 2018 Proffer Fund							
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total
Revenues							
<i>Proffer Trust Fund</i>							
Cash Proffers	\$6,950,000	\$15,975,000	\$12,465,000	\$10,515,000	\$ 0	\$ 0	\$ 45,905,000
In-Kind Proffers	<u>2,100,000</u>	<u>0</u>	<u>0</u>	<u>915,000</u>	<u>0</u>	<u>0</u>	<u>3,015,000</u>
Total Expenditures	\$9,050,000	\$15,975,000	\$ 12,465,000	\$ 11,430,000	\$ 0	\$ 0	\$ 48,920,000

The FY 2013 expenditures received determinations from the Loudoun County Zoning Administrator verifying that the uses are appropriate to the planned use and intent of the original proffer statements provided by the proffer contributors. Actual transfer amounts will include Proffer Trust Fund principal and interest balances available at the time of appropriation.



FY 2013 Proffer Fund

FY 2013 Cash Proffers

Ashburn Sheriff Station	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1999-0023	Hunt at Belmont	99064224	911065	\$1,330,000
					\$1,330,000

East Gate Park-and- Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2003-0018	Pulte Homes at Croson	99066027	911336	\$105,397
	ZMAP 2002-0012	Corro Property	99064926	911226	\$820,326
	ZMAP 2002-0022	Towns at East Gate	99066557	911493	\$1,574,277
					\$2,500,000

Riverside Parkway	ZMAP	Development	PIN	INDEX	AMOUNT
	ZMAP 2001-0002	Cooke's Crossing	99065495	911417	\$36,000
	ZMAP 1992-0001	Harper Park	95060066	910443	\$339,000
					\$375,000

Rt. 7/ Rt. 659 Interchange	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1999-0005	Cedar Ridge	99063636	910913	\$246,772
	ZMAP 1986-0047	Belmont Forest	95070008	910306	\$1,362,387
	ZMAP 1986-0047	Belmont Forest	96110444	910371	\$432,986
	ZMAP 1994-0005	Broadlands South	96062851	910456	\$501,347
	ZMAP 2003-0006	Lansdowne Village Greens	99066403	911282	\$201,508
					\$2,745,000



FY 2013 Proffer Fund Continued

FY 2013 In-Kind Proffers

Dulles Town Center Park & Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2007-0001	Dulles Town Center	TBA	TBA	\$2,100,000
					\$2,100,000

Subtotal Cash Proffers \$6,950,000

Subtotal In-Kind Proffers \$2,100,000

Total FY 2013 Proffer Fund \$9,050,000



FY 2014 Proffer Fund

FY 2014 Cash Proffers

Ashburn Sheriff Station	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1986-0032	Ashleigh	96031115	910025	\$151,831
	ZMAP 1986-0047	Belmont Forest	96111451	910438	\$2,265
	ZMAP 1990-0008	Toll Road Plaza	95120227	910715	\$1,988
	ZMAP 1990-0015	Loudoun Park Center	97040470	910704	\$6,456
	ZCPA 1991-0007	Belmont Farms	96014720	910066	\$497
	ZCPA 1992-0001	Primrose Village	97020051	910345	\$59
	ZCPA 1993-0003	Belmont Ridge	96012737	910022	\$5,373
	ZCPA 1993-0006	Belmont Forest	95070019	910307	\$6,272
	ZMAP 1994-0012	Ashbrook	97020070	910927	\$44,414
	ZMAP 1994-0013	Ashburn Run	99062711	910789	\$1,467
	ZMAP 1994-0016	Ryans Ridge	96061154	910332	\$111,879
	ZMAP 1995-0002	Sun Valley Mews	96061817	910968	\$46,328
	ZMAP 1999-0005	Cedar Ridge	99063646	910916	\$231,618
	ZMAP 1999-0015	Ashburn Square	99062887	910995	\$818
	ZMAP 1999-0024	Trask	99063237	910992	\$11,815
	ZMAP 2000-0003	Potter Property	99063216	911136	\$373,925
	ZMAP 2004-0013	Alexanders Chase	99066799	911531	\$117,739
	ZMAP 2002-0004	Reserve at Belle Terra	99064798	911212	\$746,988
	ZMAP 2002-0019	Amberleigh	99065148	911232	\$1,321,935
	ZMAP 2005-0026	Erickson Ret. Communities	99067825	911343	\$2,780,307
	ZMAP 2003-0009	Goose Creek Village South	99066235	911353	\$376,657
	ZMAP 1999-0023	Hunt at Belmont	99064224	911065	\$550,087
	ZMAP 1999-0021	Fairfield Res. At Silo Creek	99063314	910868	\$370,723
	ZMAP 2005-0041	Dulles Parkway Center II	99071346	911539	\$578,559
					\$7,840,000



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

FY 2014 Proffer Fund Continued

Potomac Green Community Park	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1989-0039	Courts of Ashburn	96023105	910067	\$65,838
	ZMAP 1993-0002	Ridges at Ashburn	95060028	910015	\$78,720
	ZMAP 2004-0017	Station View	99066953	911563	\$355,442
					\$500,000

Tall Cedars Parkway	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2000-0012	Blue Springs View	99063666	911078	\$375,358
	ZMAP 2002-0020	Braddock Corner	99065511	911242	\$1,197,051
	ZMAP 2004-0008	Frontier Spring	99066647	911330	\$314,493
	SPEX 2006-0018	Pinebrook Office West Pharmacy	99068548	911359	\$140,940
	SBRD 2002-0110	Providence Ridge	99064681	911050	\$81,803
	ZMAP 2001-0010	South Riding Station	99066364	911201	\$1,341,603
	ZMAP 2004-0019	Treburg	99067640	911433	\$449,370
	ZMAP 2000-0008	Dean Property	99065413	911194	\$118,036
	ZMAP 1994-0017	Stone Ridge	96075230	911102	\$156,082
	ZMAP 2003-0002	Greenfield Crossing	99066268	911507	\$389,871
	ZMAP 2003-0002	Greenfield Crossing	99066269	911508	\$64,978
	SBRD 2001-0054	Westview Estates	99064441	910959	\$174,948
	ZMAP 2005-0001	Seven Hills	99066997	911574	\$2,018,196
	ZCPA 2008-0010	East Gate One	TBD	TBD	\$406,135
	ZCPA 2008-0011	East Gate Three	TBD	TBD	\$406,135
					\$7,635,000

Total FY 2014 Proffer Fund

\$15,975,000



FY 2015 Proffer Fund

FY 2015 Cash Proffers

Dulles South Multi- Purpose Center	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2002-0020	Braddock Corner	99065503	911269	\$83,990
	ZMAP 2001-0004	Pinebrook Village	99064554	911188	\$860,473
	ZMAP 2003-0014	Belmont Trace	99066151	911488	\$1,877,269
	ZMAP 2004-0004	Estates at Elk Run	99067198	911446	\$2,434,784
	ZMAP 2003-0002	Greenfield Crossing	99066271	911571	\$45,168
	ZMAP 2003-0004	Masira	99066116	911364	\$1,291,472
	ZMAP 2002-0023	Providence Glen	99066058	911552	\$239,395
	ZMAP 2001-0010	South Riding Station	99066349	911199	\$4,964,912
	ZMAP 2004-0019	Treburg	99067641	911434	\$667,537
					\$12,465,000

Total FY 2015 Proffer Fund

\$12,465,000



FY 2016 Proffer Fund

FY 2016 Cash Proffers

Moorefield Station Community Park	ZMAP	Development	SEQ#	INDEX	AMOUNT
	RZPA 1999-0001	Belmont Glen	99064090	910908	\$1,435
	ZMAP 2001-0003	Moorefield Station	99064951	911377	\$58,892
	ZMAP 1996-0001	Belmont Bluff	99041858	910691	\$42,461
	ZMAP 2004-0013	Alexanders Chase	99066799	911531	\$871,775
	ZMAP 2005-0041	Dulles Parkway Center II	99071346	911539	\$33,584
	ZMAP 2002-0002	Evergreen Rural Village	99066330	911239	\$1,709,815
	ZMAP 2003-0008	Goose Creek Village North	99067537	911465	\$3,565,049
	ZMAP 2003-0006	Lansdowne Village Greens	99066408	911307	\$1,745,847
	ZMAP 2001-0003	Moorefield Station	99064955	911437	\$34,434
	ZMAP 2006-0003	Morley Corner	99069003	911575	\$229,693
	ZMAP 2002-0016	One Loudoun Center	99065895	911185	\$209,256
	ZMAP 2004-0017	Station View	99066953	911563	\$102,986
	ZMAP 2003-0018	Pulte Homes at Croson	99066029	911335	\$1,384,773
					\$9,900,000

Stone Ridge Park-and-Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 1994-0017	Stone Ridge	96073609	910920	\$611,093
	ZMAP 1994-0017	Stone Ridge	96073301	911429	\$3,907
					\$615,000



FY 2016 Proffer Fund Continued

FY 2016 In-Kind Proffers

Stone Ridge Park-and- Ride Lot	ZMAP	Development	SEQ#	INDEX	AMOUNT
	ZMAP 2006-0011	Stone Ridge	TBD	TBD	\$915,000
					\$915,000

Subtotal Cash Proffers \$10,515,000

Subtotal In-Kind Proffers \$915,000

Total FY 2016 Proffer Fund \$11,430,000



Restricted Use Transient Occupancy Tax Fund

Loudoun County levies a Transient Occupancy Tax (TOT) on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. The customers of these establishments, such as traveling business persons and vacationers pay this tax, which is 5% of the lodging bill. The funds are collected by these establishments as customers pay their lodging bills and are remitted to the County on a quarterly basis. Of the revenue generated by the tax rate, 2% is unrestricted and is part of the General Fund, while 3% is restricted to be used only for promoting tourism, travel, or business that generates tourism or travel in the County.

The Board of Supervisors adopted a new TOT Funding Policy in July 2005, which was revised in January 2011. The Funding Policy guides the Board of Supervisors in its efforts to strategically and proactively impact tourism in Loudoun County. Funding priorities for TOT revenues will be for: 1) Core Tourism Services to sustain Loudoun's tourism base; and 2) Strategic Tourism Growth Initiatives to expand Loudoun's tourism base by implementing projects to sustain Loudoun County's Tourism Destination Strategy. Core Tourism Services, based upon standards recommended by Destination Marketing Association International, will be provided by Visit Loudoun (formerly LCVA) which functions as the primary programmatic element of the County's travel and tourism promotion program. Visit Loudoun will be allocated 75% of the forecasted Restricted TOT revenues to implement these core services.

The Loudoun County Tourism Destination Strategy guides the marketing, promotion and product development of Loudoun's tourism sector. The strategy is reviewed annually by the Board of Supervisors in conjunction with the Economic Development Commission, Visit Loudoun and industry partners. The remaining 25% of the forecasted Restricted TOT revenues will be available to fund those uses as determined by the Board of Supervisors to best meet the goals of the Tourism Destination Strategy.

Projections for FY 2013 Restricted TOT revenue anticipate an increase of 1.52% over FY 2012 budgeted revenues. At this time, the Restricted TOT fiscal reserve has been funded at an amount of \$313,000 which is approximately 10% of estimated FY 2013 Restricted TOT revenues.



Restricted Use Transient Occupancy Tax Fund

Description

FY 2012 Restricted TOT Revenue Collections (3%):

Projected Beginning Fund Balance	\$660,082
Estimated Restricted Transient Occupancy Tax Revenue	<u>\$3,083,000</u>
Total Projected Restricted TOT Resources	\$3,743,082

FY 2012 Uses of Restricted TOT Revenue

Visit Loudoun (formerly LCVA)	\$2,127,000
BOS Approved Expenditures:	
Economic Development	\$534,268
Fire & Rescue	68,354
Parks & Recreation	100,250
Sports Tournament Grants	50,000
Washington Airports Task Force	<u>50,000</u>
Total Projected Restricted TOT Uses	\$2,929,872
Less Reserve for Restricted TOT	(\$302,676)
FY 2012 Projected End Year Restricted TOT Balance	\$510,534

FY 2013 Restricted TOT Revenue Collections (3%):

Estimated Restricted Transient Occupancy Tax Revenue	<u>\$3,130,000</u>
Total Projected Restricted TOT Resources	\$3,640,534

FY 2013 Uses of Restricted TOT Revenue

Visit Loudoun	\$2,255,500 ¹
Proposed Expenditures:	
Economic Development (Int'l cluster/gen operating)	537,997
Fire & Rescue (Special Events Coordinator)	76,060
Parks & Recreation (Athletic field maintenance and prep)	124,232
Sports Tournament Grants (managed by Visit Loudoun)	50,000
Washington Airports Task Force	<u>50,000</u>
Total Projected Restricted TOT Uses	\$3,093,789
Adjustment to raise TOT Fiscal Reserve Balance	(\$10,324)
Unallocated Restricted TOT Revenue	\$36,202
FY 2013 Projected End Year Restricted TOT Balance	\$536,421
FY 2013 Projected End Year TOT Fiscal Reserve Balance	\$313,000²

¹ This figure represents Visit Loudoun's 75% of Restricted TOT revenues (\$2,348,000) less \$92,500 according to the Memorandum of Understanding dated January 19, 2011. This amount is reprogrammed and reflected in the amount for Economic Development.

² Board policy set the Fund Reserve at 10% of actual Restricted TOT revenues. For each year the reserve is adjusted to match 10% of the projected revenue in order to maintain adequate reserve amounts. In FY 2013, the actual Fund Reserve balance of \$302,676 is increased to \$313,000 to equal 10% of estimated TOT Revenue for FY 2013.



Restricted Use Transient Occupancy Tax Fund

Restricted Transient Occupancy Tax (TOT) Funding Policy Adopted by the Loudoun County Board of Supervisors July 19, 2005 Revised Through January 19, 2011

I. Purpose:

- a. To provide the Loudoun County Board of Supervisors with the opportunity to strategically and proactively impact tourism in Loudoun County through the sustained investment in the provision of core tourism services.
- b. To enable targeted investment in high priority tourism projects that advance Loudoun's strategic tourism objectives.
- c. To maximize tax relief to the general fund by increasing Restricted Transient Occupancy Tax revenues.

II. Funding Guidelines:

- a. Use of funds must meet the purposes set out for the Restricted Transient Occupancy Tax as stated in Section 58.1-3819 of the Code of Virginia (1950), as amended, which is:

"(Any) excess over two percent shall be designated and spent solely for tourism and travel, marketing of tourism or initiatives that, as determined after consultation with the local tourism industry organizations, including representatives of lodging properties located in the county, attract travelers to the locality, increase occupancy at lodging properties, and generate tourism revenues in the locality." While it is recognized that this is a broad criteria, it will be incumbent on the entity requesting the funds to show how they meet this requirement.

III. Tourism Priorities:

- a. Priorities of funding for the revenues generated by the Restricted Transient Occupancy Tax will be as follows:
 1. **Core Tourism Services** to sustain Loudoun's tourism base and competitively position Loudoun County to attract visitors; and
 2. **Strategic Tourism Growth Initiatives** to expand Loudoun's tourism base by implementing high priority projects that are compatible with the programmatic elements of the Loudoun County Tourism Destination Strategy.

IV. Development of the Loudoun Tourism Destination Strategy:

- a. Loudoun County will develop and adopt a 5-year Tourism Destination Strategy that will guide the marketing, promotion and product development of Loudoun's tourism sector.
- b. The Loudoun Convention and Visitors Association, Inc. (d/b/a "Visit Loudoun"), as the primary programmatic element of Loudoun County's travel and tourism promotion, will coordinate the Tourism Destination Strategy development process.
- c. The development of the Tourism Destination Strategy will include broad participation from tourism industry sectors, citizens, advisory boards (Economic Development Commission, Rural Economic Development Council, Parks and Recreation Advisory Board, Loudoun PLACES), elected officials, and others.
- d. The Tourism Destination Strategy will be reviewed annually by the Board of Supervisors, with the Economic Development Commission, Visit Loudoun, and industry partners. This annual review will identify and prioritize Strategic Tourism Growth Initiatives. It will also determine how to assign and manage the allocation of funds for Strategic Tourism Growth Initiatives.



Restricted Use Transient Occupancy Tax Fund

V. Funding Policy for Core Tourism Services:

- a. Core Tourism Services will be defined and measured based upon standards recommended by the International Association of Convention and Visitors Bureaus.
- b. Loudoun County will develop a 5-Year Memorandum of Understanding (MOU) with Visit Loudoun to provide those defined Core Tourism Services.
- c. Seventy-five (75) percent of the projected Restricted Transient Occupancy Tax funds will be allocated annually to Visit Loudoun to perform Core Tourism Services.
- d. Visit Loudoun will report semi-annually to the Board of Supervisors, or one of its Committees, regarding its performance in the delivery of Core Tourism Services.
- e. The funding process for Core Tourism Services shall be as follows:
 1. Each year, by November 1, the Budget Office will provide Visit Loudoun with a preliminary projection of Restricted TOT revenues for the upcoming fiscal year.
 2. Each year by December 1, Visit Loudoun will provide to the Budget Office, a complete description of the Core Tourism Services that will be performed in the upcoming fiscal year by Visit Loudoun based on the receipt of 75 percent of the forecasted Restricted TOT revenues, and based on any excess revenues from the prior fiscal year.
 3. Each year, along with the year-end fund balance report, the Board of Supervisors will consider the draft budget for Visit Loudoun for the upcoming fiscal year, to include any necessary increase or decrease based on the prior fiscal year's actual revenues.
 4. The Budget Office will incorporate the draft budget for Visit Loudoun, with any changes recommended by the Board of Supervisors, into the County Administrator's proposed budget document for the upcoming year.

VI. Funding Policy for Strategic Tourism Growth Initiatives:

- a. Projects to be funded as Strategic Tourism Growth Initiatives will be identified and prioritized by the annual review of the Tourism Destination Strategy.
- b. Specified projects may be funded by competitive procurement, grants to non-profit entities, or transfers to County agencies or Visit Loudoun.
- c. Unallocated funds may be carried over to the following year to use as a reserve or for multi-year projects.
- d. The Board will maintain a reserve of 10% of actual Restricted TOT Revenues, to be adjusted at the end of each fiscal year, for years in which revenues received are less than projected.
- e. It is the Board's policy that non-profit entities receiving public funds for a certain project through other means (such as through Visit Loudoun, CDBG, Regional Organizations, or other such programs), will not be eligible for Restricted TOT grants.



Restricted Use Transient Occupancy Tax Fund

f. The funding process for Strategic Tourism Growth initiatives shall be as follows:

1. Funding for Strategic Tourism Growth initiatives will be considered as part of the Countywide budget review.
2. Upon closing of the financial books for the previous fiscal year, staff will bring a year-end report of the Restricted TOT Fund to the Board of Supervisors, or one of its Committees, for review. Staff will also update the Board on the status of the Restricted TOT Reserve Fund and projected revenues for the upcoming fiscal year. The County Administrator (or designee) will recommend potential uses of the Restricted TOT Fund for the upcoming fiscal year. (November/December)
3. The annual review of the Tourism Destination Strategy will identify and prioritize the Strategic Tourism Growth Initiatives. The Board will make a recommendation for use of the Restricted TOT Fund for consideration in the upcoming budget process. (December/January)
4. Should the Board recommend funding Strategic Tourism Growth Initiatives outside of County programs, applications will be due to Visit Loudoun by April 1. Applicants will be expected to complete the TOT Funding Application provided by the County and any additional materials requested by Visit Loudoun.
5. Proposals and applications will be reviewed by Visit Loudoun and recommendations provided to a Committee of the Board at a May meeting.
6. TOT funds for strategic tourism growth projects will be allocated by the Board of Supervisors prior to July 1st of such year. Any entity receiving funding through Strategic Tourism Growth Initiative funds will be required to enter into an MOU with the County guiding the use of those funds.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Revolving Loan Fund

The Board of Supervisors created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of General Government, the Schools, and Volunteer Fire/Rescue Companies. During the CIP deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects 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. The FY 2012 estimated year-end balance for the Revolving Loan Fund is \$3,395,329.

FY 2013 Revolving Loan Fund Requests

There were no requests submitted for the FY 2013 budget process. An estimated \$3,553,388 will be available in FY 2013 for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund (amounts in dollars)

ESTIMATED BEGINNING BALANCE				\$3,395,329
FY 2013 REVENUE				
<u>Payments Received:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
Ashburn Volunteer Fire Company	\$31,500	\$2,363	\$33,863	
Round Hill Volunteer Fire Company	25,000	1,700	\$26,700	
Leesburg Volunteer Fire Company	<u>67,908</u>	<u>23,588</u>	<u>\$91,496</u>	
SUBTOTAL PAYMENTS RECEIVED:	\$124,408	\$27,651	\$152,059	
Interest Income			\$6,000	
TOTAL FY 2013 REVENUE:				\$158,059
FY 2013 AVAILABLE BALANCE:				\$3,553,388



Route 28 Transportation Improvement District

Background: Loudoun County, in partnership with Fairfax County, formed the Route 28 Highway Transportation Improvement District on December 21, 1987. Under Virginia law, such a district may be formed only upon the joint petition of owners of at least 51 percent of the land area in each County located within the boundaries of the district, and which has been zoned or is used for commercial or industrial purposes. The District was formed to provide improvements to State Route 28, which connects State Route 7 in eastern Loudoun County to U.S. Route 50 and Interstate Highway 66 in western Fairfax County, running approximately parallel to the County's eastern border. State Route 28 provides access to Dulles International Airport, along with the Dulles Access Road, which connects the Capital Beltway to Dulles Airport, and the Dulles Greenway, which provides highway access into central Loudoun County. This District was formed upon landowner petition to accelerate planned highway improvements which relied primarily on slower pay-as-you-go financing from the Northern Virginia region's share of the State primary road fund allocation.

The district, administered by a Commission appointed by the Boards of Supervisors of both Counties, may subject the owners of industrial and commercial property within the District to a maximum additional tax assessment of 20 cents per \$100 of assessed value. These funds, in addition to funds received through the State Primary Road Fund allocation formula, are to be used for the road improvements and debt service on bonds issued by the State. The initial debt issue for this project consisted of \$138.5 million in revenue bonds issued by the State in September 1988. In 2002, the County entered into an agreement with the State and Fairfax County to refund the existing debt and issue new bonds to construct six additional interchanges. The total cost of this additional project is estimated at \$190 million and will be completed under the auspices of the State Public Private Transportation Act.

Loudoun County and Fairfax County entered into a contract with the District on September 1, 1988, and agreed to levy additional tax assessments as requested by the district, collect the tax and pay all tax revenues to the Commonwealth Transportation Board. The contract specified that: (1) the County Administrator shall include in the budget all amounts to be paid by the County under the District Contract for the fiscal year; (2) the County shall provide by February of each year the total assessed fair market value of the district as of January 1 of that year; and (3) the district in turn shall notify the County of the required payment and request a rate sufficient to collect that amount, up to a maximum of 20 cents per \$100 of assessed value. Initially, tax collections at the maximum amount were not sufficient to pay the debt obligation in full. Consequently, the difference was made up from the Northern Virginia State Highway allocation. The interjurisdictional agreement was subsequently amended to incorporate the revised financing plan for the new work program. Under the revised agreement, Fairfax and Loudoun counties agreed to transfer funds necessary to pay debt service on the existing debt. The remaining amount will be held in a revenue stabilization fund to protect the counties against any fluctuations in revenue. Expected expenditures can be met in FY 2013 with a rate of 18 cents per \$100 of assessed value.

For FY 2013, the Route 28 Transportation Improvement District is projected to generate \$9,289,000 in current and delinquent tax revenue to offset its estimated \$9,289,000 in expenditures. There is no local tax funding in this district/fund.



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 2013 Adopted</u>
Revenue	\$9,289,000
Expenditures	<u>\$9,289,000</u>
Surplus (+)/Deficit (-)	\$0

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 2013 Forecasted Real Property Taxable Base

2012 Estimated fair market value of real taxable property ¹	\$4,955,631,000
PLUS: Reassessment due to equalization	153,260,000
PLUS: Actual full value of new construction	<u>79,351,000</u>
2013 Forecasted fair market value of real taxable property	\$5,188,242,000
 FY 2013 Real property tax base subtotal	 \$5,071,937,000
LESS: Potential administrative and/or Board of Equalization adjustments ^{2,3}	(50,719,000)
LESS: Land use deferrals	<u>0</u>
FY 2013 Forecasted real property taxable base total	\$5,021,218,000

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 2013 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue Per Penny⁴</u>	<u>Revenue (\$0.18/\$100 Tax Base)</u>
Real property	\$5,021,218,000	\$494,240	\$8,896,000
Public Service Corp. & delinquent, and penalty revenue			<u>\$393,000</u>
Total Revenue			\$9,289,000

Notes:

1. Excludes residential properties.
2. Resulting from hearings and appeals.
3. Estimated at 1% of fair market value.
4. Excludes estimate of 0.05% of uncollectible revenue and 1.22% of deferred revenue and 0.30% for refunds projected to be unavailable for funding expenditures in FY 2013.

Source: Office of the County Assessor and Department of Management and Financial Services



Special Revenue Fund

The Special Revenue Fund was established during FY 2011 to record State, Federal or other revenues that restrict expenditures for specified purposes. These funds had previously been recorded in the departmental revenues and expenditures and the FY 2012 Adopted Fiscal Plan included the funds received by Fire, Rescue & Emergency Management and the Department of Mental Health, Substance Abuse and Developmental Services in those departments. Due to the establishment of this fund, those amounts are now included in the Special Revenue Fund and not in their respective departments.

The FY 2013 Adopted Fiscal Plan includes State revenues which are provided to the Clerk of the Circuit Court from the Clerk's Technology Fund for the imaging of land records; Fire, Rescue & Emergency Management receives Four for Life funds dedicated to enhance the provision of emergency medical services to Loudoun County. These funds are provided annually to the Loudoun County EMS Advisory Council, Incorporated, for use by the emergency medical services providers in the County. Mental Health, Substance Abuse and Development Services receives State funding for the Wounded Warrior and the Early Intervention Programs. The Wounded Warrior Program provides outreach case management and treatment to veterans, Guardsmen, Reservists and their families; and the Early Intervention Program is mandated to provide early intervention services to disabled infants and toddlers and their families.

<u>Departmental Financial Summary</u>¹	<u>FY 2012 Adopted</u>	<u>FY 2013 Adopted</u>
Departmental Expenditures:		
Clerk of Circuit Court	\$ 0	\$ 33,819
Fire, Rescue & Emergency Management	180,000	240,000
MHSADS	812,788	862,171
Total Expenditures	\$ 992,788	\$ 1,135,990
Departmental Revenue:		
Clerk of Circuit Court	\$ 0	\$ 33,819
Fire, Rescue & Emergency Management	180,000	240,000
MHSADS	812,788	862,171
Total Revenue	\$ 992,788	\$ 1,135,990
Local Tax Funding:	\$ 0	\$ 0
FTE	2.00	2.00

¹ FY 2012 and FY 2013 funding is reflected in the department pages of the FY 2012 and FY 2013 Adopted Fiscal Plans but is also included in the Special Revenue Fund since it is an established Fund.





Fiscal Trends

FISCAL TRENDS

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Demographic & Geographic Trends Page 14 – 3

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Assessed Value & Tax Rates..... Page 14 – 15

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Revenue & Expenditures Page 14– 23

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Debt & Debt Service Page 14 – 39

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DEMOGRAPHIC & ECONOMIC TRENDS



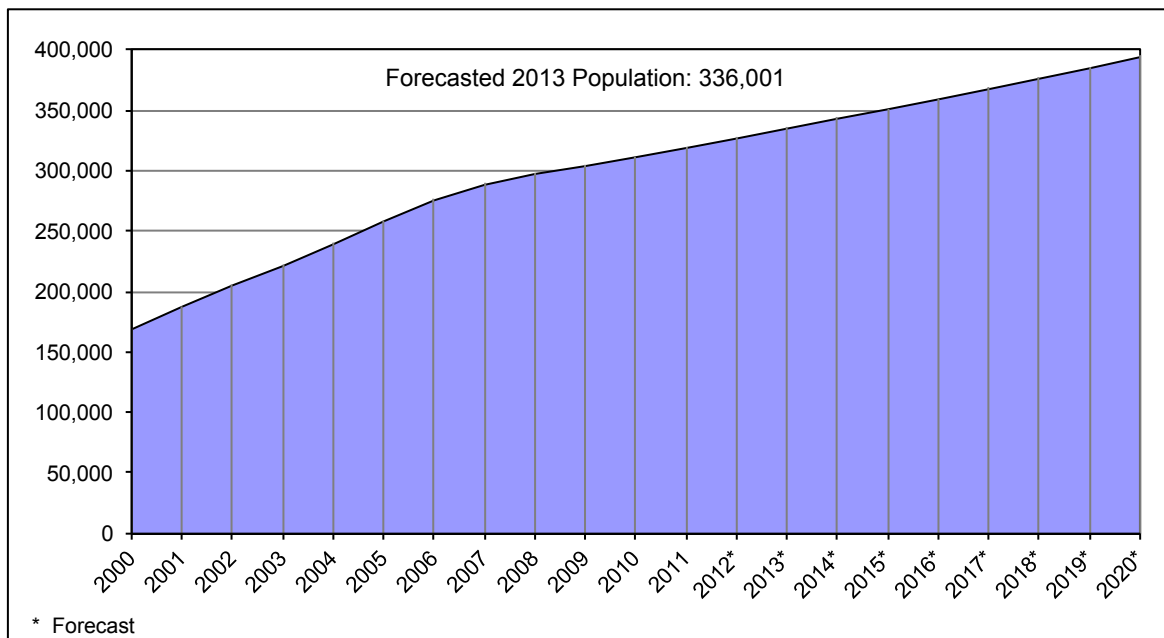
**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Population

Loudoun County has been one of the fastest growing counties in the nation since the late 1990s. Between 2010 and 2011 Loudoun was ranked the eighteenth-fastest growing county in the nation and number five for jurisdictions with populations over 100,000. The County's forecasted 2013 population is 336,001, according to Loudoun County's September 2011 forecast series. In 2020, according to Loudoun County's September 2011 forecast series, the County's population is forecasted to be 395,256, which is an increase of 27% from 2010.

Population in Loudoun County

<u>Year</u>	<u>Source</u>	<u>Population</u>	<u>Average Annual Percentage Change in Population</u>
1960	U.S. Census Bureau figure	24,549	n/a
1970	U.S. Census Bureau figure	37,150	4.2%
1980	U.S. Census Bureau figure	57,427	4.5%
1990	U.S. Census Bureau figure	86,129	4.1%
2000	U.S. Census Bureau figure	169,599	7.0%
2005	Estimate	259,146	8.8%
2006	Estimate	276,542	6.7%
2007	Estimate	289,397	4.6%
2008	Estimate	298,420	3.1%
2009	Estimate	304,964	2.2%
2010	U.S. Census Bureau figure	312,311	2.4%
2011	Estimate	319,917	2.4%
2012*	Forecast	327,782	2.5%
2013*	Forecast	336,001	2.5%
2014*	Forecast	344,220	2.4%
2015*	Forecast	352,022	2.3%
2020*	Forecast	395,256	2.3%



Sources: U.S. Census Bureau, Census 2000 and Census 2010; Loudoun County Department of Management and Financial Services, September 19, 2011 estimate/forecast series.



Income

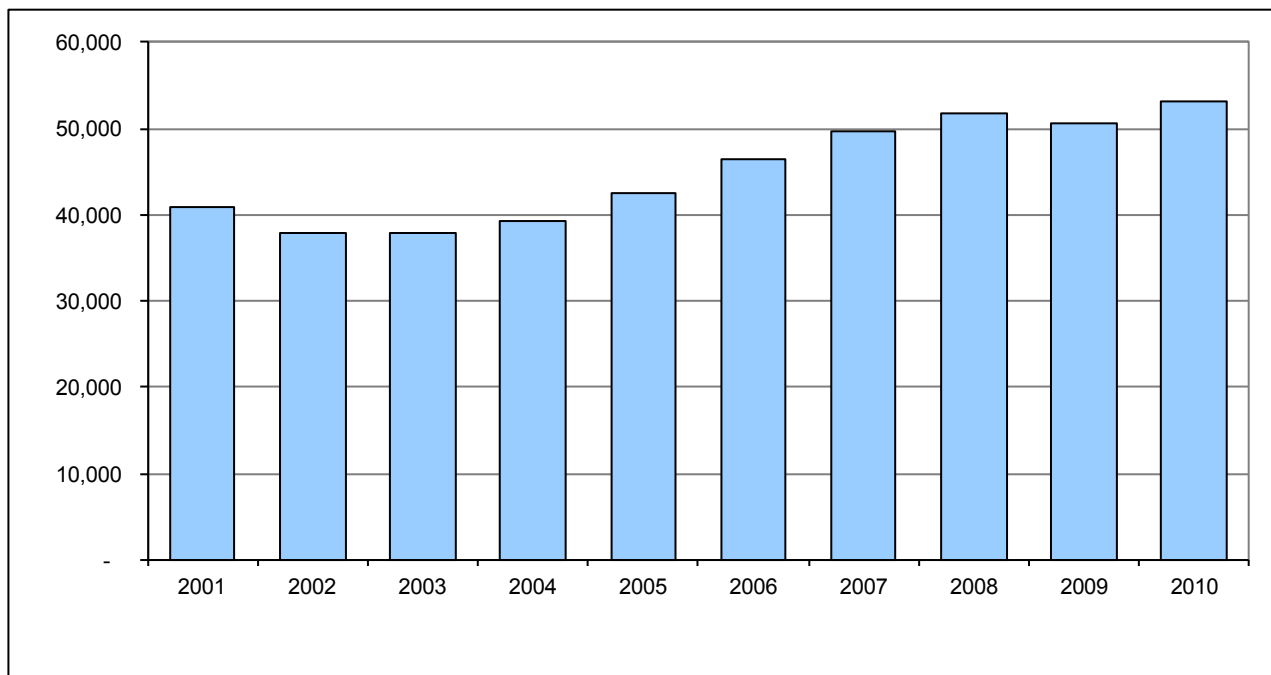
Incomes in Loudoun County are among the highest in the nation. Loudoun County's median household income was ranked second in the nation according to the U.S. Census Bureau's 2006-2010 American Community Survey five-year averages, after the City of Falls Church, Virginia. Loudoun County's median household income has ranked highest in the nation since 2007 among jurisdictions with populations above 65,000 according to the U.S. Census Bureau's American Community Survey one-year estimates. In 2010 Loudoun's median was \$119,540, more than twice the national median of \$50,046, and nearly twice Virginia's median of \$60,674. Compared to the Washington, D.C. Metropolitan Statistical Area's (MSA) median of \$84,523, Loudoun was 41% higher.

On a per capita personal income basis, Loudoun County residents have seen their incomes increase since 2003 at an average annual rate of 4.9% per year. Loudoun County's 2010 per capita income ranked in the top 3% in the United States, placing 71st out of 3,113 U.S. counties according to the U.S. Bureau of Economic Analysis.

<u>Year</u>	<u>Per Capita Income</u>
2001	40,783
2002	37,945
2003	37,943
2004	39,380
2005	42,582
2006	46,388
2007	49,607
2008	51,773
2009	50,691
2010	53,085

Per Capita Personal Income 2001 – 2010

Source: U.S. Bureau of Economic Analysis

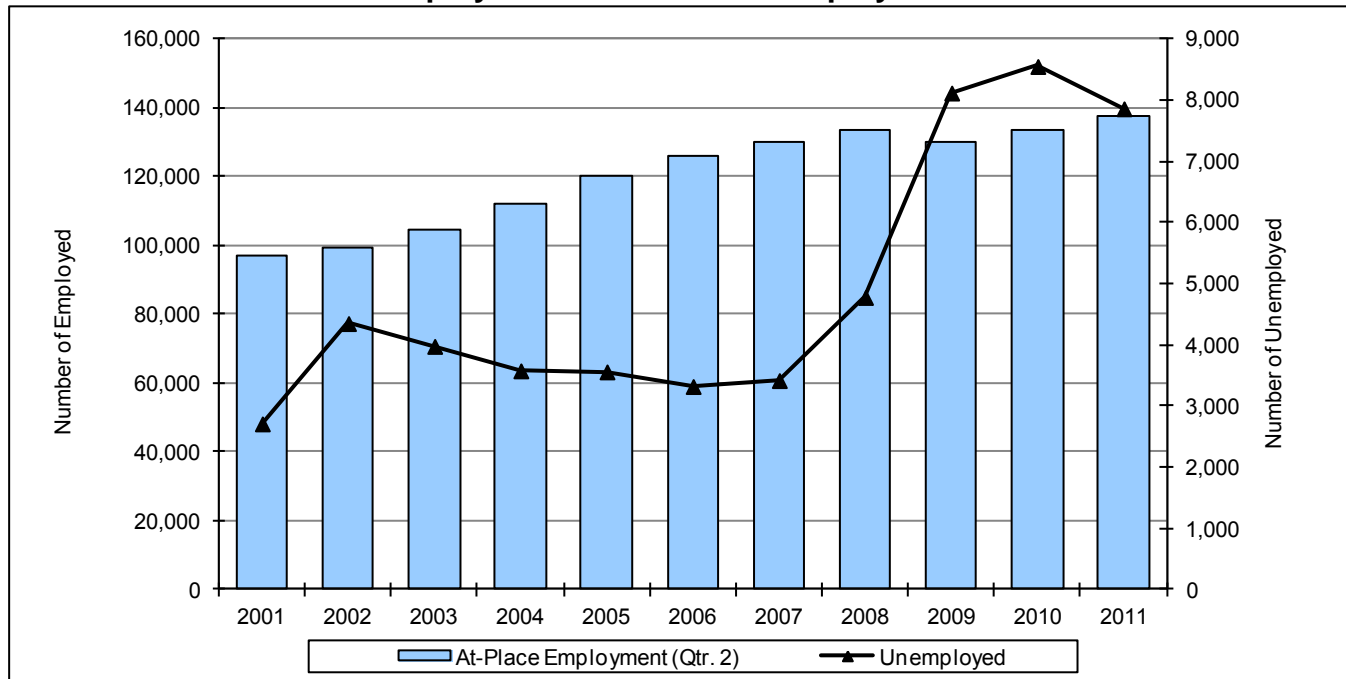




At-Place Employment & Unemployed

At-place employment is the number of persons working at businesses and other organizations within the County. Loudoun's at-place employment increased 53% between 2000 and 2010. The current recession, which began in 2007, has reversed employment growth and led to sharp increases in unemployment in 2008 and 2009. Unemployment peaked in 2010, and has been falling since. Total employment resumed its growth in 2010.

At-Place Employment & Number Unemployed 2001 – 2011



Note: The at-place employment data are for the second quarter of each calendar year. Unemployment data are annual values, based on residence in Loudoun County, not place of employment.

Source: Virginia Employment Commission

The number of employees in the County for each industry sector as of the 2nd quarter of 2011 is:

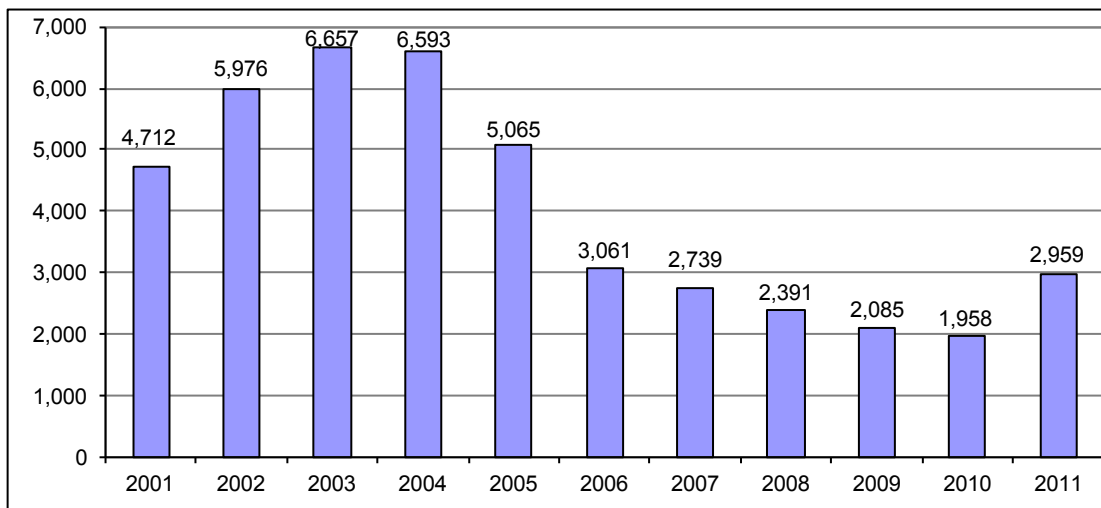
Industry Sector	Number of Employees	Percentage
Agriculture	424	0.31
Mining	163	0.12
Utilities	95	0.07
Construction	13,365	9.71
Manufacturing	4,686	3.41
Transportation	3,175	2.31
Wholesale Trade	16,654	12.10
Retail Trade	9,500	6.90
Information	7,316	5.32
Finance, Insurance and Real Estate	4,485	3.26
Services	55,870	40.60
Government	21,861	15.89
Total	137,594	100.00



Residential Building Permits Issued

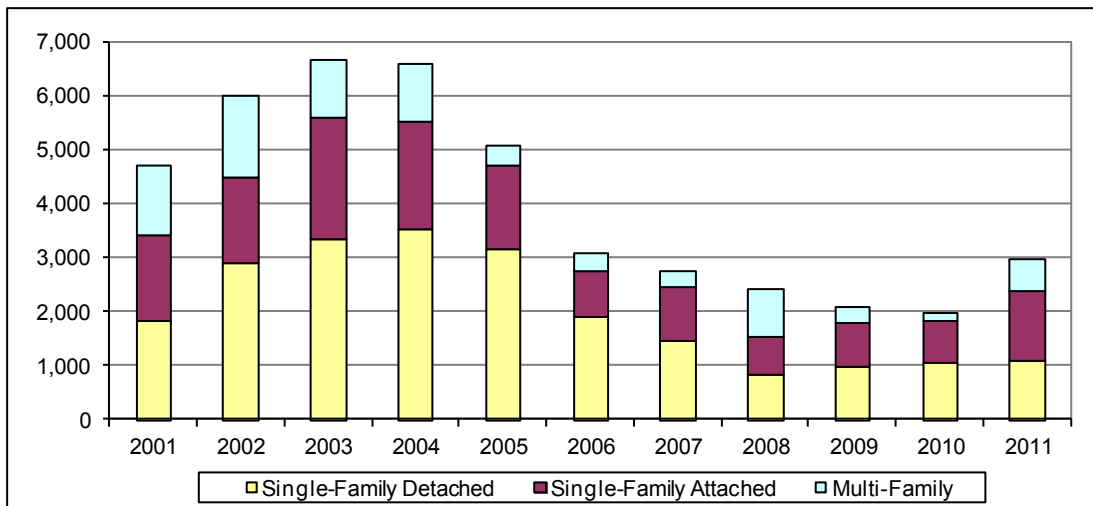
Residential construction was at a high level from 2001 through 2005. From 2005 to 2010 residential construction declined in Loudoun County, the Washington D.C. Metropolitan Area, and the nation due to the effects of the nation-wide housing crisis and recession. In fact, in 2009 and 2010, the number of new housing units permitted for single-family detached enjoyed healthy increases and single-family attached stabilized – with the total number for all permit types brought down by a lower level of permits issued for multi-family construction. In 2011, residential construction increased substantially, to a level not seen since 2006. The County issued 2,959 building permits in 2011 for new housing units. Of those, 36% were for single-family detached units, 44% were for single-family attached units, and 20% were for multi-family units. The County's relatively large amount of residential construction, bringing with it more residents, has created increased service demands.

Residential Building Permits Issued for New Construction



Source: Loudoun County Department of Building & Development.
Compiled by: Loudoun County Department of Management and Financial Services.

Residential Building Permits Issued for New Construction by Type



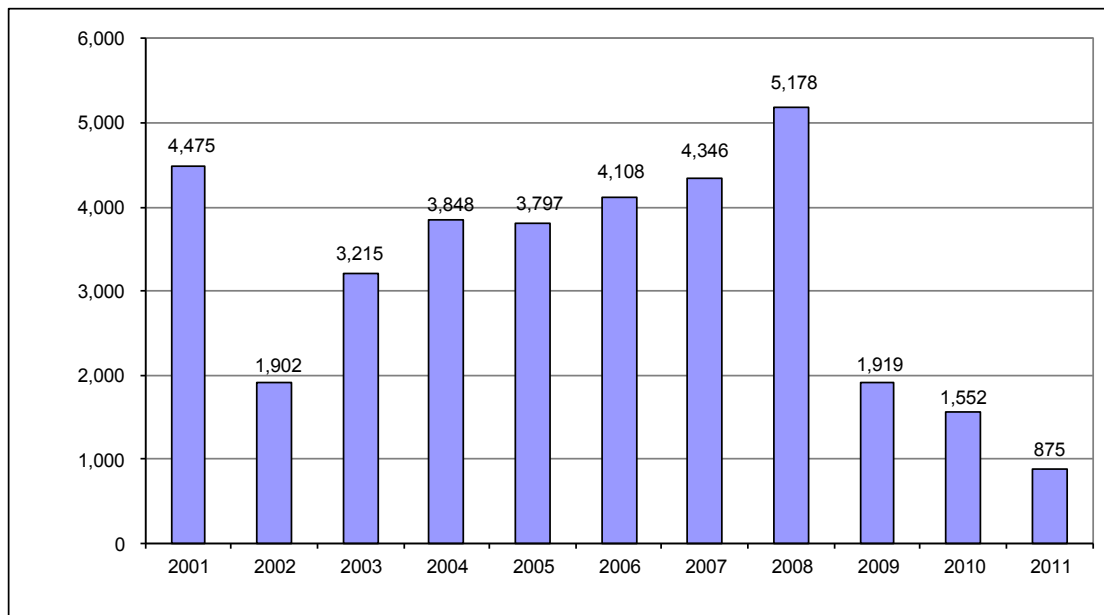
Source: Loudoun County Department of Building & Development.
Compiled by: Loudoun County Department of Management and Financial Services.



Non-Residential Construction and Vacancy Rate

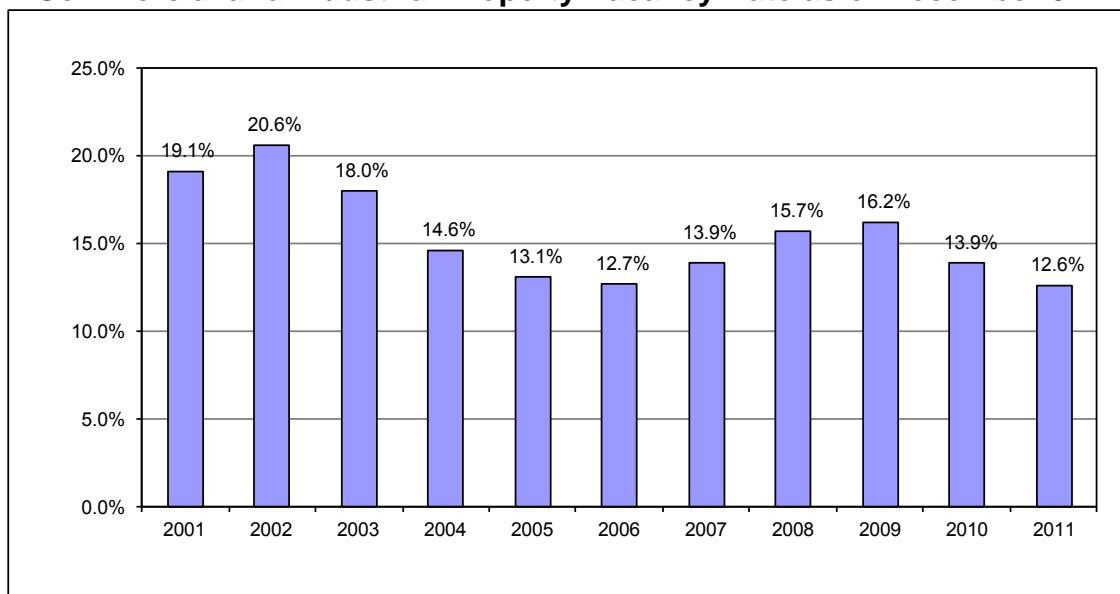
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, America Online, the MCI office buildings complex (now Verizon Business), and other office projects by existing businesses. After a sharp downturn in 2002 due to the economic recession, the market has rebounded locally. The substantial increase in 2008 was largely due to the parking facilities associated with the Villages at Leesburg mixed commercial-residential development. The reduced levels in 2009, 2010, and 2011 are due to the recent recession.

Non-Residential Square Footage Permitted for New Construction Calendar Years 2000 - 2010 (in thousands)



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

Commercial and Industrial Property Vacancy Rate as of December 31st



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



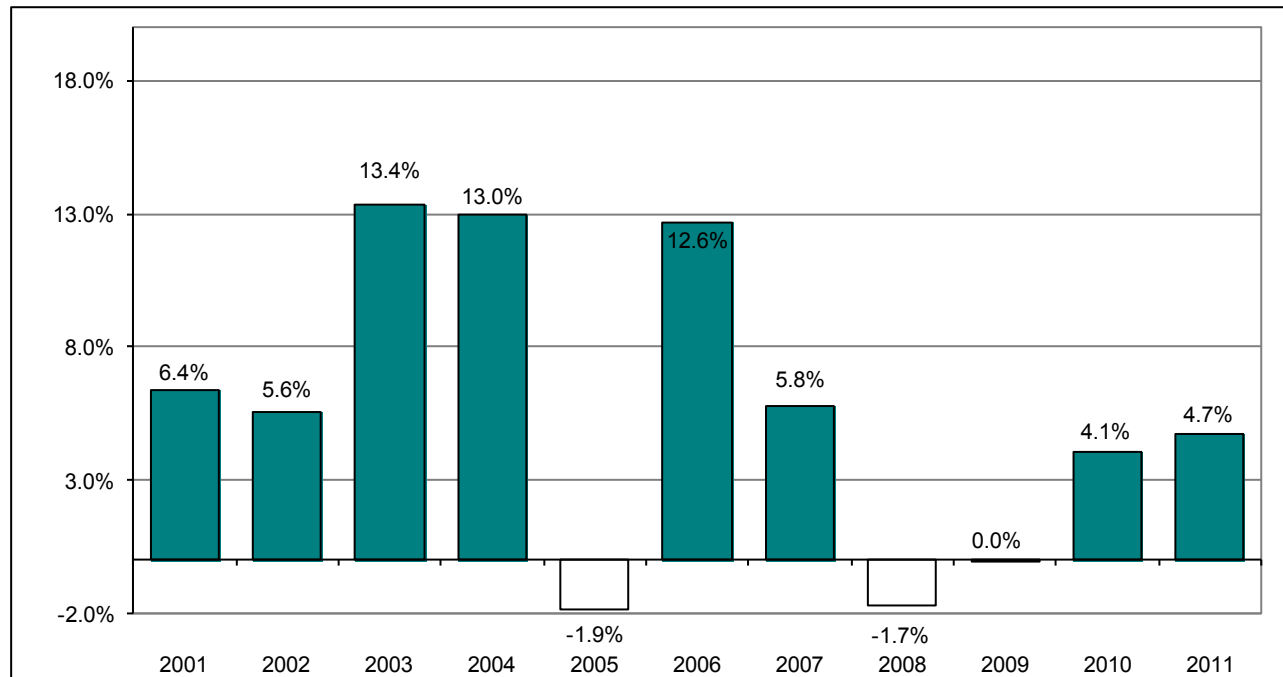
Retail Sales

Loudoun County's retail sales have grown annually most years due to population growth and new retail development. The apparent decline in 2005 was the result of the Virginia Department of Taxation implementing a new accounting system which in turn caused substantial under reporting of taxable sales for the year. The decline in 2008 and 2009 was due to the recent recession. Retail sales growth resumed in 2010.

Actual Retail Sales (in millions of dollars)

<u>Year</u>	<u>Sales</u>
2001	2,648
2002	2,795
2003	3,169
2004	3,580
2005	3,513
2006	3,957
2007	4,185
2008	4,115
2009	4,113
2010	4,281
2011	4,483

Annual Percentage Change in Actual Retail Sales Calendar Years 2001 – 2011



Source: Virginia Department of Taxation

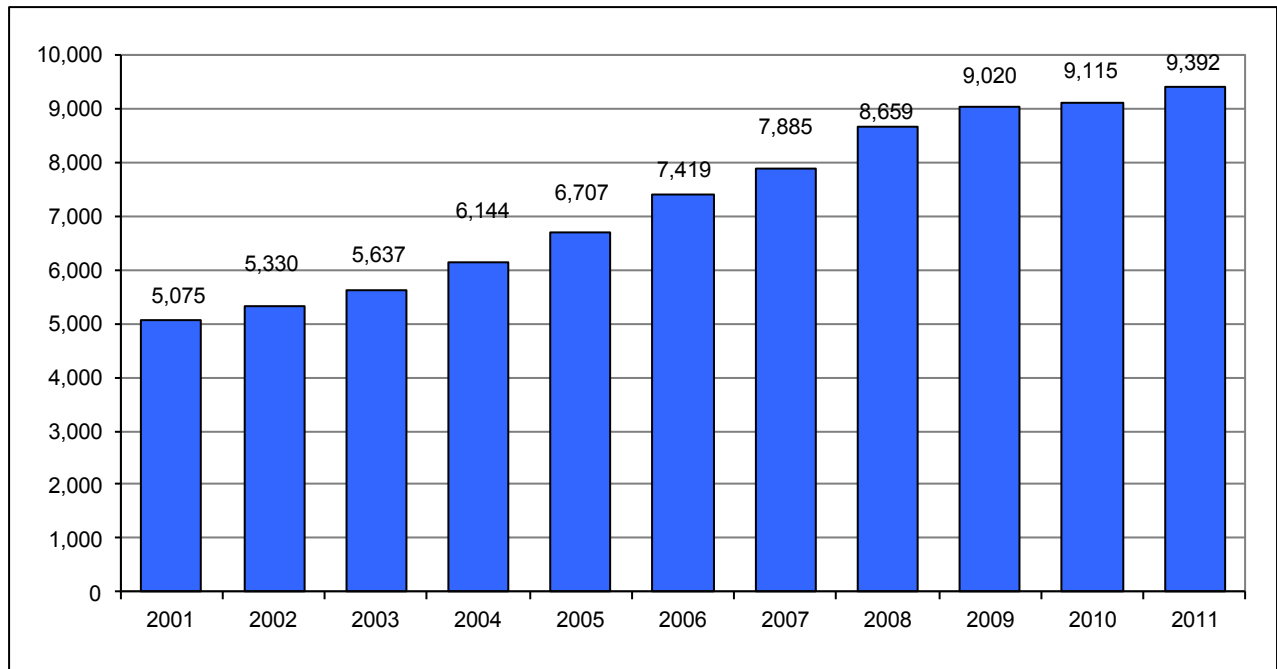
Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported.



Business Establishments

Since 2001, the number of business establishments has typically grown, reflecting a growing population and economy. The number of establishments can be used as a proxy for the number of businesses. An establishment is usually at a single location and engaged in one predominant activity. However, a company may be comprised of more than one establishment if they are in more than one location, or are engaged in multiple services or products that fall under different classifications. Annual growth in business establishments averaged 6.6% per year in the period since 2003.

Number of Business Establishments Calendar Years 2001 – 2011



Source: Virginia Employment Commission, 2nd Quarter Data



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

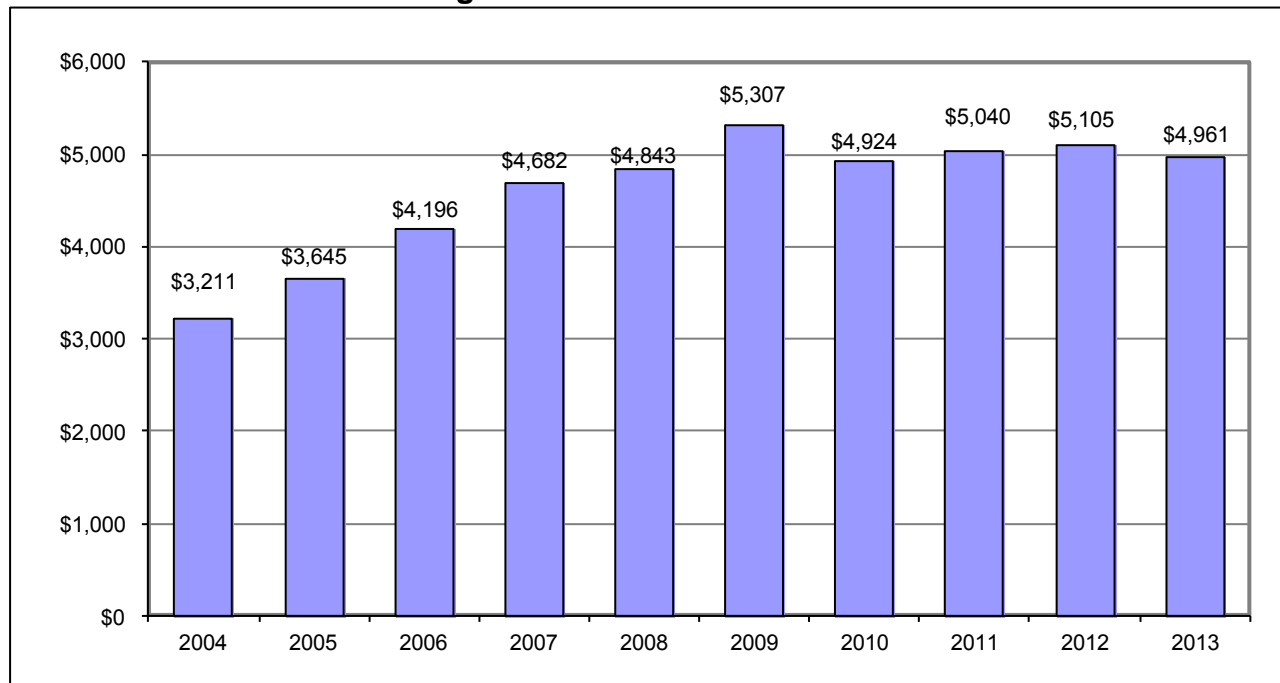
Average Homeowner Tax Bill

The average homeowner tax bill is computed by applying the County's real estate tax rate to the average assessed value of a Loudoun home. The following is a summary of the average assessed value of a home in Loudoun:

<u>Calendar Year</u>	<u>Fiscal Year</u>	<u>Tax Rate</u>	<u>Average Assessed Value of Home</u>	<u>Average Tax Bill</u>
2004	2005	1.1075	329,120	3,645
2005	2006	1.04	403,430	4,196
2006	2007	0.89	526,111	4,682
2007	2008	0.96*	504,490	4,843
2008	2009	1.14	464,940	5,307
2009	2010	1.245	395,480	4,924
2010	2011	1.30	387,720	5,040
2011	2012	1.285	397,300	5,105
2012	2013	1.235	401,710	4,961

* Combined rate for General Fund and Fire & EMS Fund

Average Annual Homeowner Tax Bill



Source: Loudoun County Office of the County Assessor

Note: The purpose of this table is to provide consistent data, reflecting the average assessed value calculated at the time of each budget process. For example, the 2008 figure reflects the average value calculated for the FY 09 budget process. While this data series gives some indication of the change in house values over time, because the number of housing units changes each year as new units are completed, some of the change in value results from the overall change in Loudoun's housing stock. For this reason, the average change in price over time for existing units will be different from what is shown by this series.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

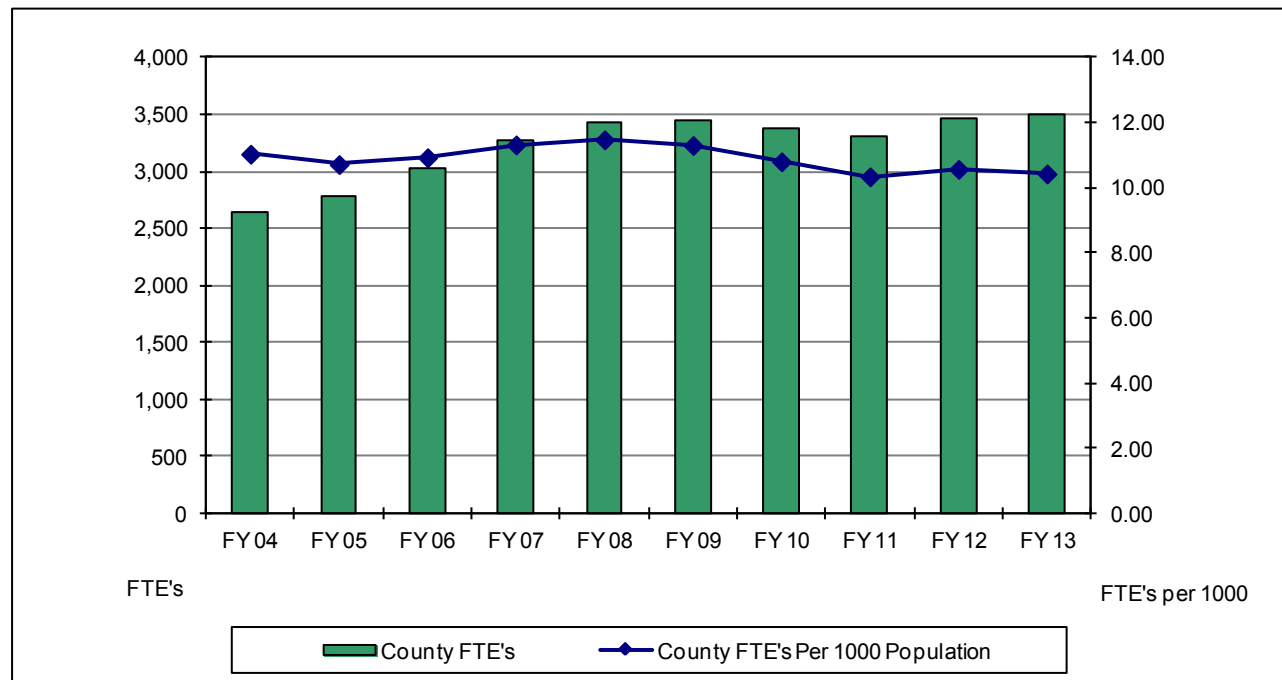
County Government FTE's Per 1,000 Population

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. The number of FTE's per 1,000 residents had been increasing to meet increased service demands in FY 2006 through FY 2008. The impact of the recession reversed this trend in FY 2009 and the reduction continued through the FY 2011 budget cycle. For FY 2012, FTE's per 1,000 population increased slightly before resuming the decline in FY 2013.

County Government FTE's Per 1,000 Population

Fiscal Year	FTE's Per 1,000 Population
2004	11.04
2005	10.73
2006	10.94
2007	11.33
2008	11.48
2009	11.31
2010	10.81
2011	10.35
2012	10.58
2013	10.44

FTE's per Capita (per 1,000 Population) FY 04 - FY 13



Source: Loudoun County Department of Management and Financial Services

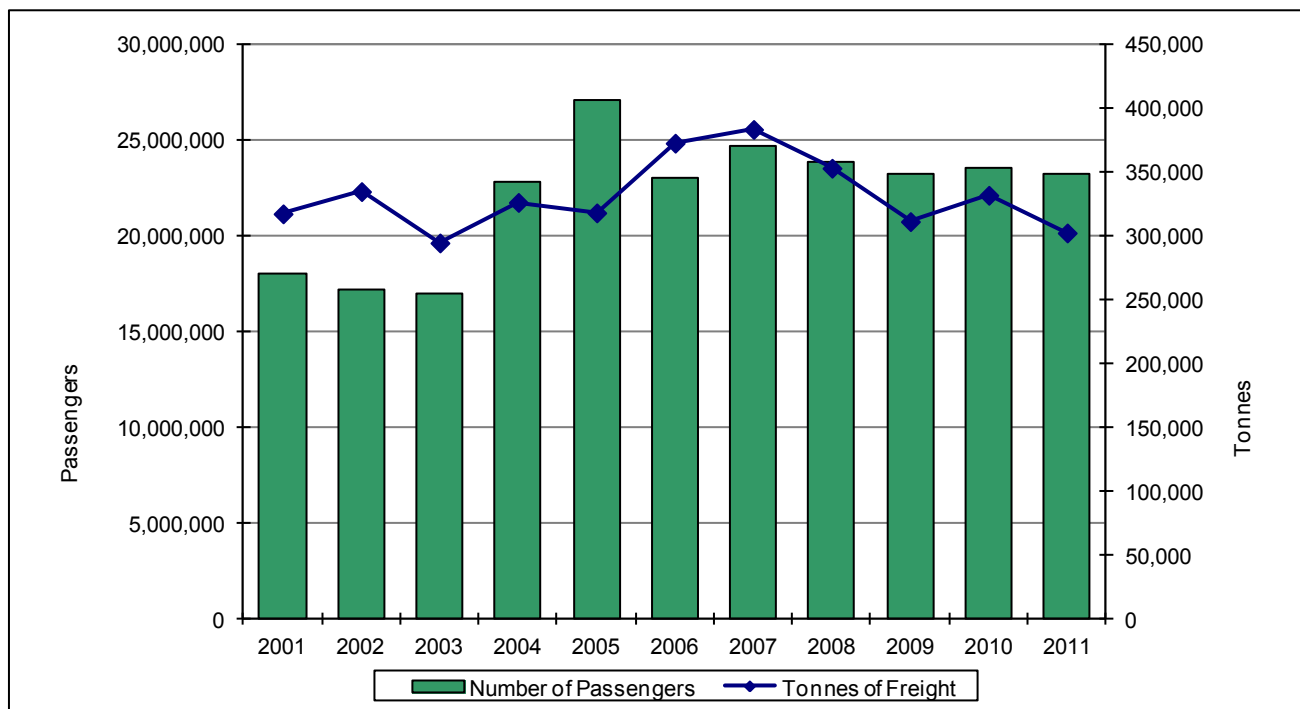


Passengers at Washington Dulles Airport

The number of passengers at Washington Dulles International Airport, which is a critically important part of the County's economy, decreased in the early 2000s due to the terrorist attacks of September 11, 2001 and economic recession. Both passenger and freight traffic rebounded in 2004 and freight traffic continued to increase through 2007. The rise and fall of Independence Air in 2005-2006 led to a drop in passenger traffic in 2006. The advent of the current recession in late 2007 depressed both passenger and freight traffic in 2008 and 2009. While passenger activity has stabilized since 2010, freight has continued to decline.

A major airport construction project was completed in 2010. This will continue to help Dulles airport to attract businesses to the County and to have a positive impact on the County's future economic growth.

Actual Number of Passengers and Tonnes of Freight at Washington Dulles International Airport CY 2001 - CY 2011



Source: Metropolitan Washington Airports Authority



Major Employers in Loudoun County

Employers in Loudoun County with 500 or more employees:

Aol. Inc.
Inova Loudoun Hospital
M.C. Dean Inc.
Orbital Sciences Corporation
U.S. Postal Service
United Airlines Inc.
Verizon Business
Wal Mart Associates Inc.
Air Serv Corporation
Costco Wholesale
Federal Aviation Administration
Gate Gourmet
Giant Food Store
The Home Depot
Homeland Security
Lansdowne Resort
Loudoun Medical Group
McDonald's Restaurant of Virginia
Metropolitan Washington Airports Authority
NEW Customer Service Companies, Inc.
Neustar, Inc.
Northern Virginia Community College
Southland Industries
Swissport USA Inc.
Target
U.S. Airways Express
Harris Teeter Inc.
Toll Brothers
Verisign Inc.
Wegman's Food Markets



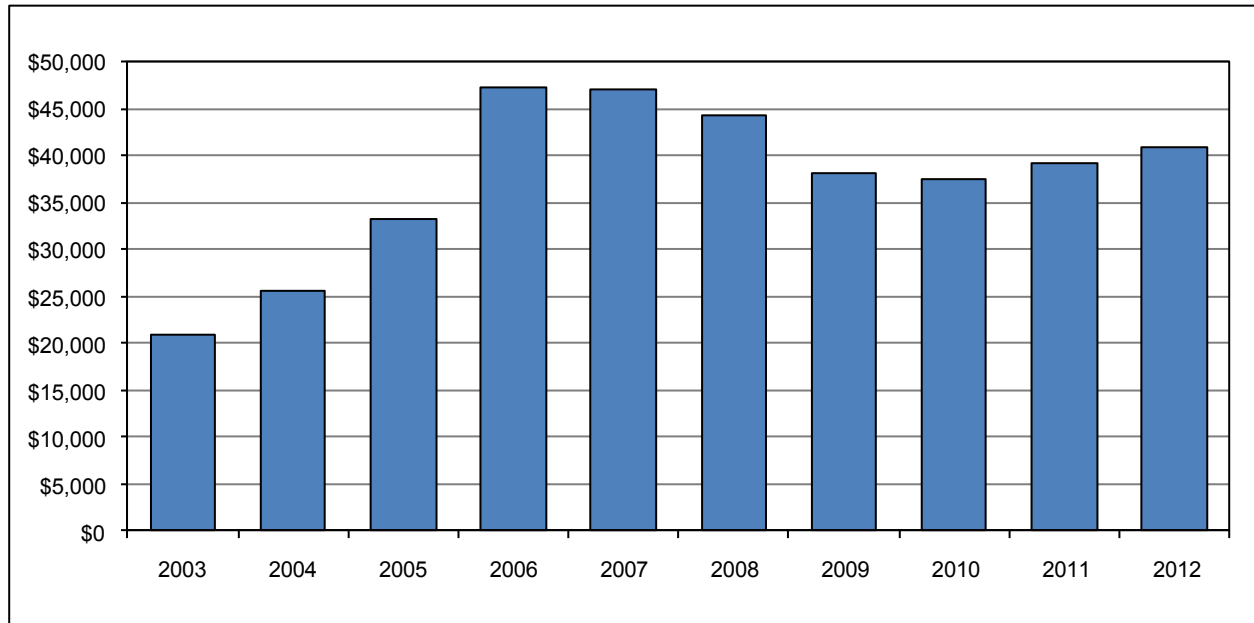
ASSESSED VALUE & TAX RATES



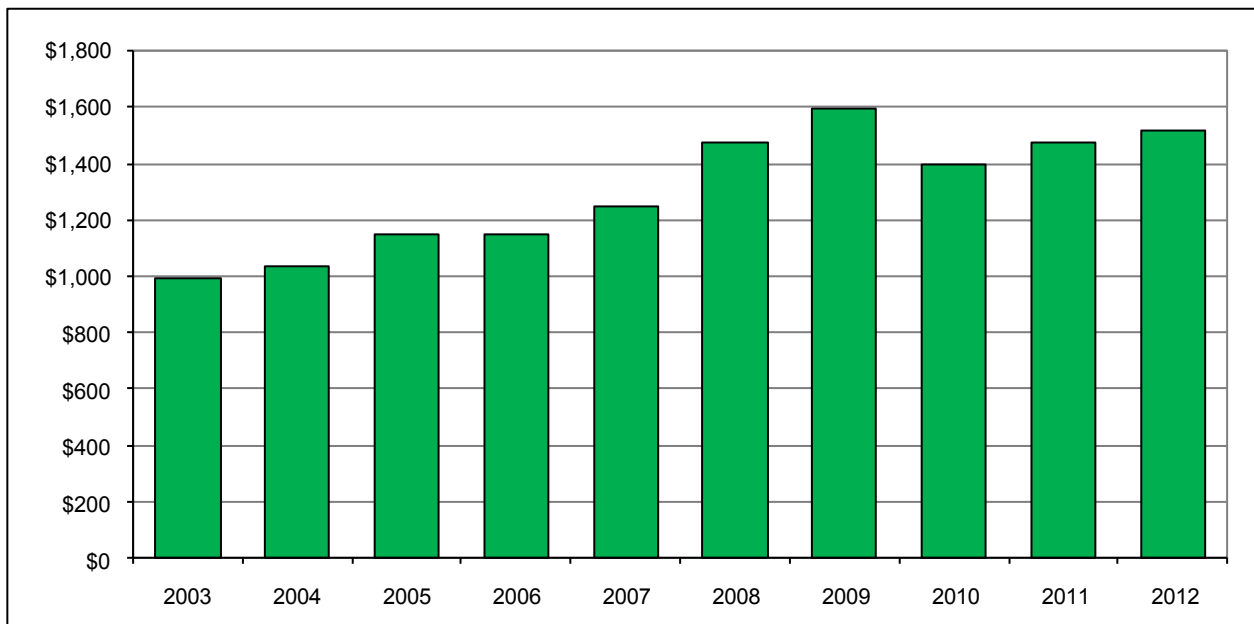
Assessed Valuation of Residential Real Property

Growth in residential property assessed values ended in 2006 after sustained increases since 1994. Existing values for single-family and condo properties declined from 2006 to 2010 before beginning to increase in 2011. Continued growth is forecast for 2012. The rate of new construction also fell substantially. Values for multi-family rental property grew strongly in the early part of this decade but also were reduced in 2010, before resuming growth by 2011.

Assessed Valuation of Residential Property
(in millions of dollars)



Assessed Valuation of Multi-Family Residential Property
(in millions of dollars)



*Forecast

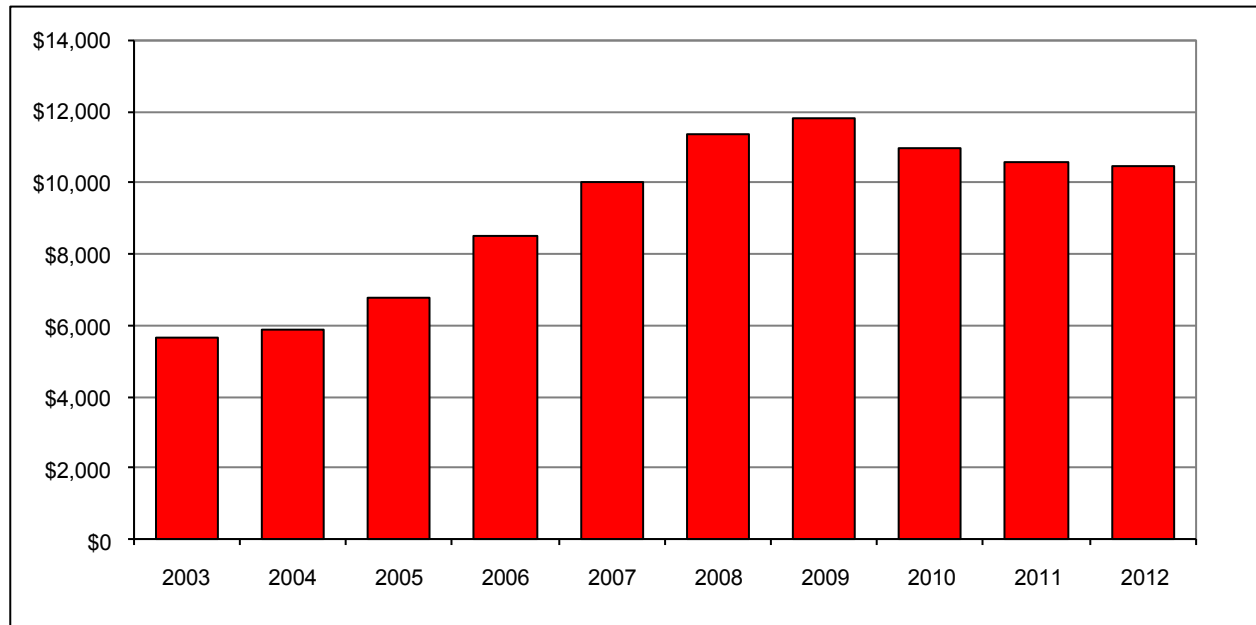
Source: Loudoun County Office of the County Assessor



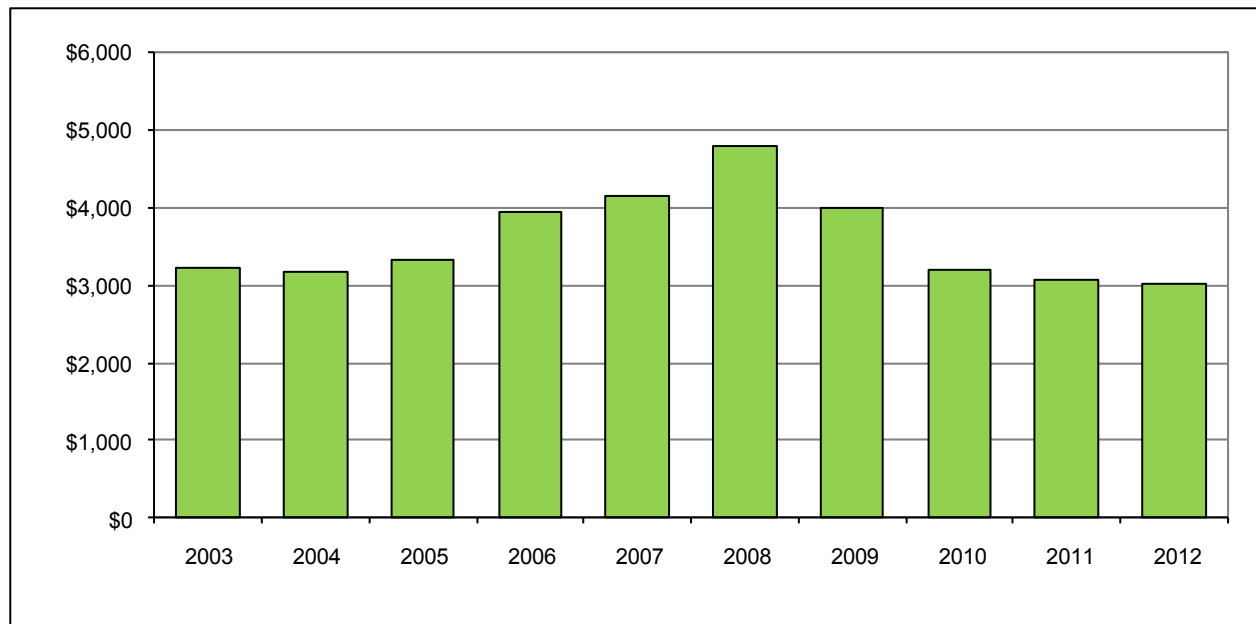
Assessed Valuation of Other Real Property

Commercial and industrial property began to decline in 2010 and this decline is forecast to continue through 2012. Agricultural property values experienced a sharp decline in 2009 and again in 2010, but the rate of decline began to moderate in 2011.

Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



Assessed Valuation of Agricultural Property (in millions of dollars)



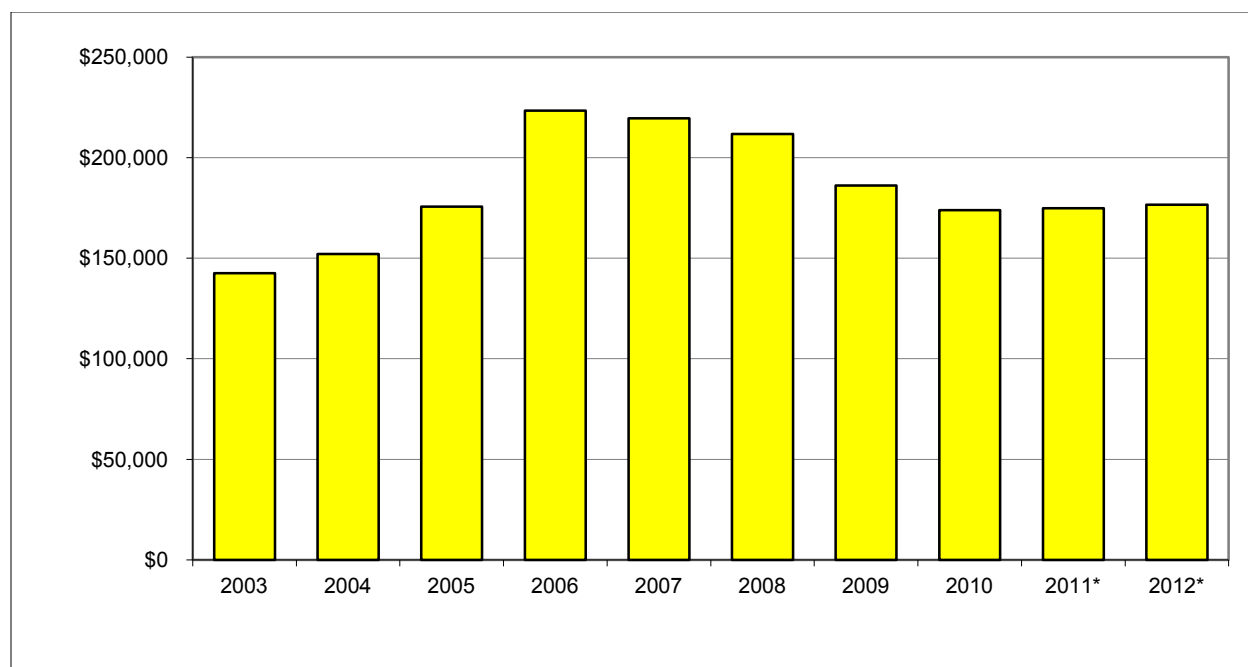
*Forecast
Source: Loudoun County Office of the County Assessor



Assessed Value Per Capita

Per capita real property assessed values increased sharply from 2003 through 2006, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. This trend changed in 2008, and saw a sharp drop in 2009, but is now forecast to level off by 2011.

**Assessed Value per Capita
2003 – 2012***



*Forecast

Source: U.S. Census Bureau (2000), Loudoun County Department of Management and Financial Services, and Loudoun County Office of the County Assessor

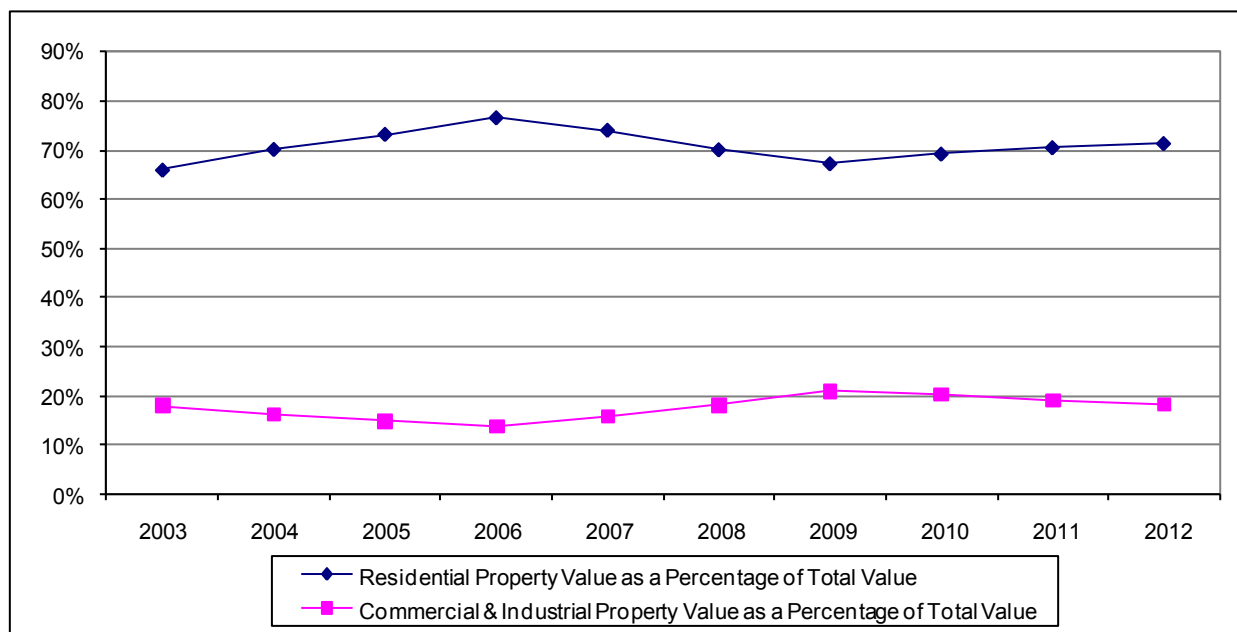


Residential & Business Property - Share of Real Property Valuation

From 2003 through 2006 residential property accounted for an increasing share of property valuation while commercial and industrial shares declined. This trend reversed in 2007, reflecting declines in residential valuation and construction while commercial and industrial development continued until 2009. The commercial and industrial share resumed its decline in 2011.

<u>Residential Property</u> <u>Valuation as a</u> <u>Percentage of Total</u>		<u>Commercial & Industrial</u> <u>Property Valuation as a</u> <u>Percentage of Total</u>	
Year		Year	
2003	66%	2003	18%
2004	70%	2004	16%
2005	73%	2005	15%
2006	77%	2006	14%
2007	74%	2007	16%
2008	70%	2008	18%
2009	67%	2009	21%
2010	69%	2010	20%
2011	71%	2011	19%
2012*	71%	2012*	18%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 2003 – 2012*



*Forecast

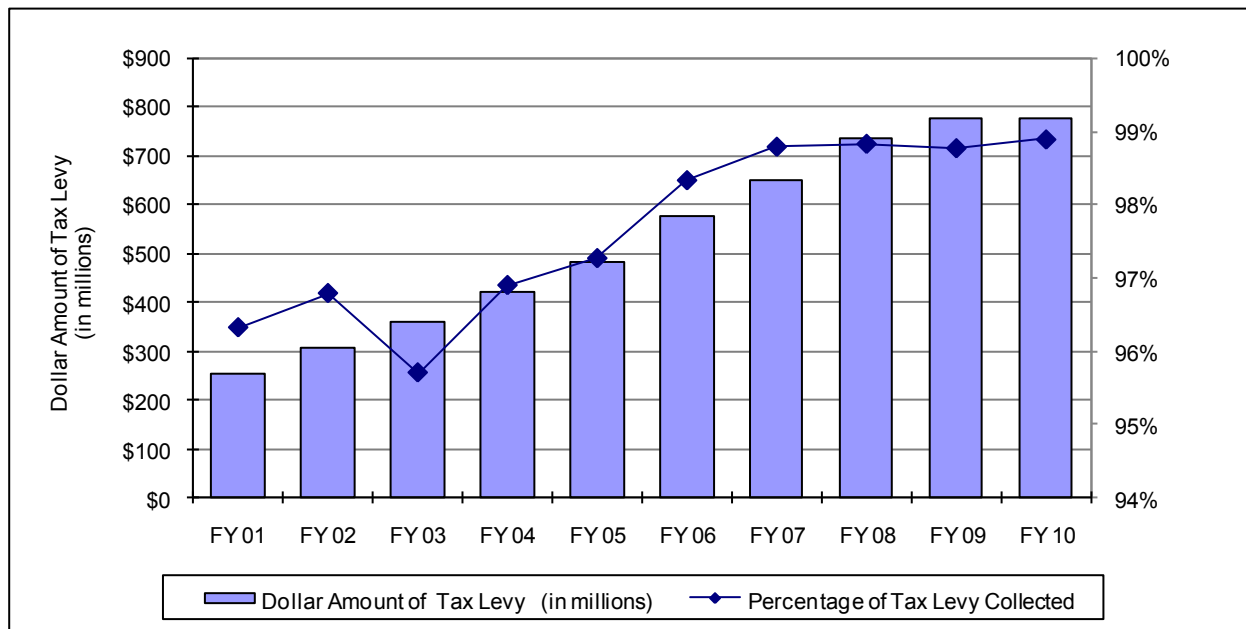
Source: Loudoun County Office of the County Assessor



Property Tax Levy and Percentage of Tax Levy Collected

The general property tax levy, which includes real and personal property, has increased as the County has grown. In FY 2009, the percentage of the tax levy actually collected reached 99%, where it remained for FY 2010.

**Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 2001 – 2010**



Source: Comprehensive Annual Financial Report

Note: Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and then May 5th (for residents) or June 5th (for businesses). The Collection Department of the Treasurer's Office does not pursue actions on delinquencies until 60 days after the due date.



Loudoun County Real Property Assessed Values

There were large increases in valuation from 2002 through 2006, reaching a peak growth of 36% from January 1, 2005 to January 1, 2006. This increase was primarily the result of increased residential and commercial/industrial valuation. Residential valuation decreased from 2007 through 2010, but began to increase 2011. The decline in commercial/industrial property valuation began in 2010 and is expected to continue through 2012.

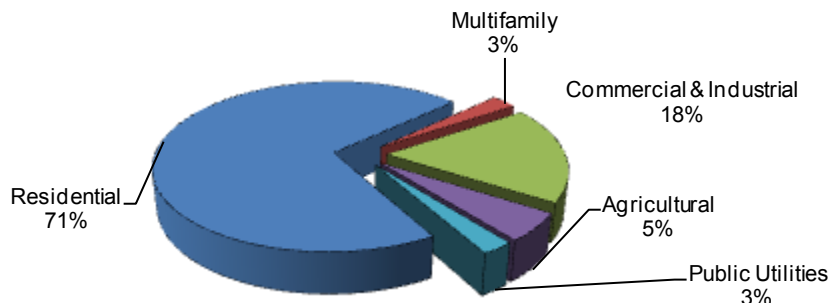
Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 2003 - 2012

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial & Industrial</u>	<u>Agricultural</u>	<u>Public Utilities</u>	<u>Total</u>
2003	20,920,271,380	993,684,700	5,686,348,200	3,228,696,400	842,988,200	31,671,988,880
2004	25,653,513,650	1,032,548,200	5,901,616,500	3,179,350,500	766,808,100	36,533,836,950
2005	33,335,779,590	1,150,523,500	6,750,873,200	3,335,204,000	936,335,300	45,508,715,590
2006	47,318,885,230	1,151,456,200	8,487,078,200	3,937,053,100	890,762,900	61,785,235,630
2007	47,075,197,202	1,247,033,880	10,009,819,600	4,143,962,100	1,074,847,800	63,551,012,782
2008	44,319,772,669	1,472,169,580	11,362,447,600	4,794,833,700	1,230,597,200	63,179,820,749
2009	38,238,407,900	1,592,117,080	11,839,195,900	4,009,280,100	1,114,070,600	56,793,071,580
2010	37,617,284,300	1,400,033,500	10,945,844,400	3,195,328,500	1,139,802,800	54,298,293,500
2011	39,331,621,700	1,472,357,800	10,577,036,300	3,075,042,800	1,282,383,327	55,738,441,927
2012*	40,965,219,992	1,516,528,534	10,459,725,211	3,027,541,944	1,410,621,660	57,379,637,341

*Forecast

Source: Loudoun County Office of the County Assessor

Loudoun County Real Property Assessed Values for Calendar Year 2012*





Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

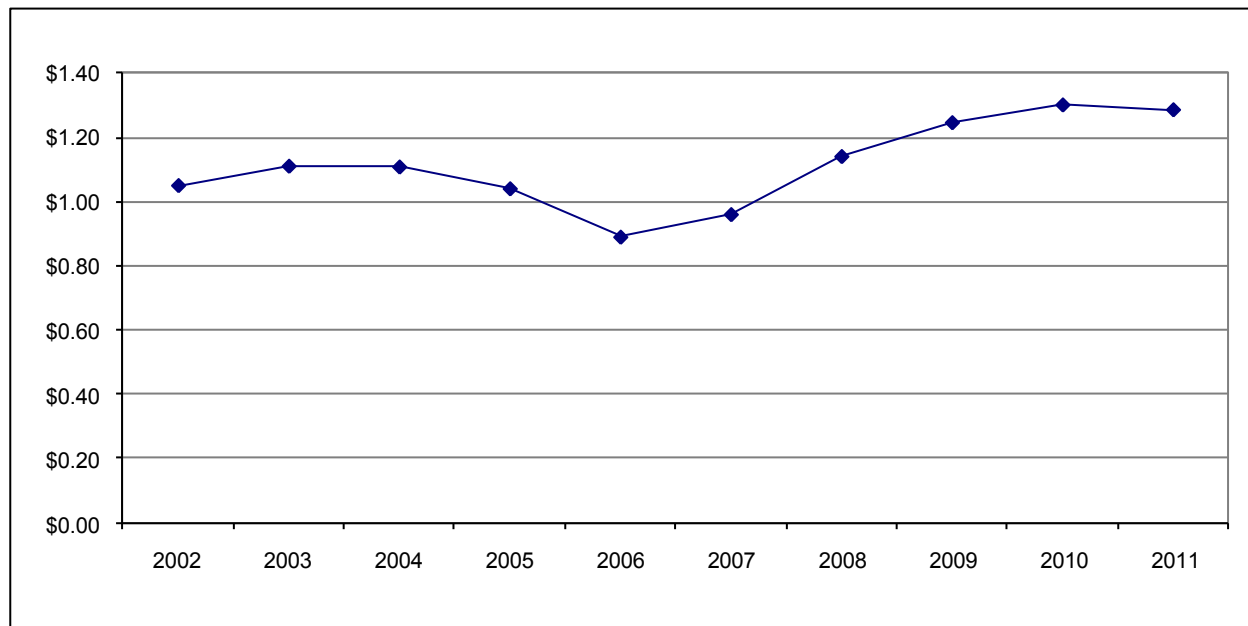
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

<u>Calendar</u>	<u>Real Estate Tax</u>	<u>Personal Property</u>	<u>Machinery & Tools</u>	<u>Heavy Equipment</u>
<u>Year</u>	<u>Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>	<u>Tax Rate</u>
2002	\$1.05	\$4.20	\$2.75	\$4.00
2003	1.11	4.20	2.75	4.00
2004	1.1075	4.20	2.75	4.00
2005	1.04	4.20	2.75	4.00
2006	0.89	4.20	2.75	4.00
2007	0.96*	4.20	2.75	4.00
2008	1.14	4.20	2.75	4.00
2009	1.245	4.20	2.75	4.00
2010	1.30	4.20	2.75	4.00
2011	1.285	4.20	2.75	4.00

* Combined rate for General Fund and Fire & EMS Fund

Note: The tax rate on the real estate and on most personal property of public utilities is the same as the real estate tax rate. Public utility vehicles are taxed at the personal property tax rate.

Adopted Real Estate Tax Rate (per \$100 of value) Calendar Years 2002 – 2011





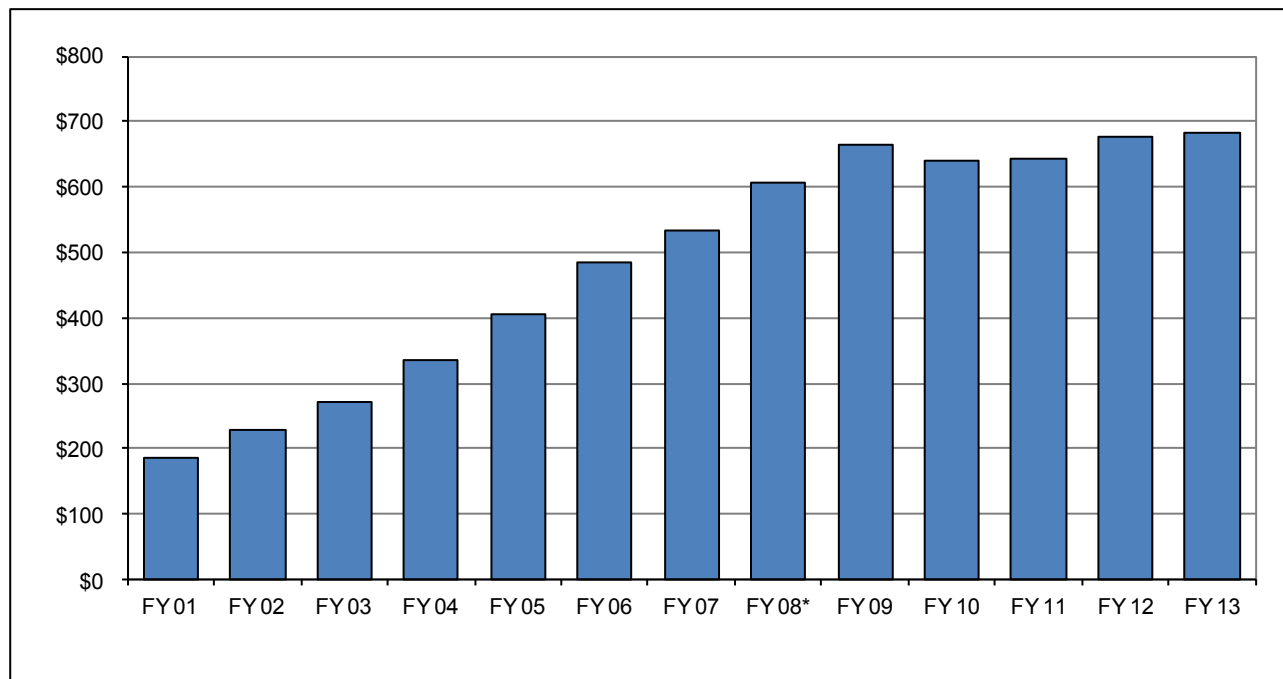
REVENUE & EXPENDITURES



Real Property Taxes

The FY 2013 budgeted real property tax revenue is 1.0% higher than FY 2012. The real property tax is the County's largest revenue source. For FY 2013, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 62.55%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 56.48%.

Real Property Taxes¹
FY 2001 – FY 2013
(in millions of dollars)



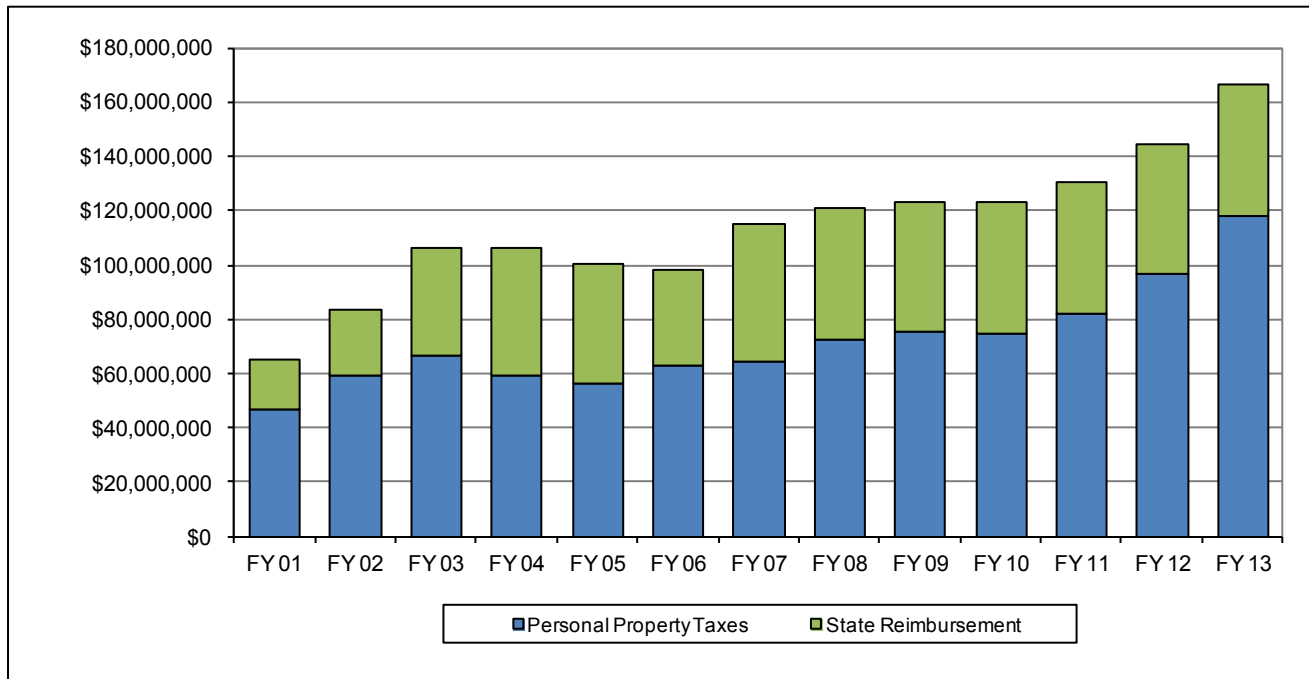
¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



Personal Property Taxes

The budgeted personal property tax revenue for FY 2013 is 15% higher than budgeted amount for FY 2012. The major contributors to the revenue increase include data center development and higher vehicle values. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

Personal Property Taxes¹
FY 2001 – FY 2013



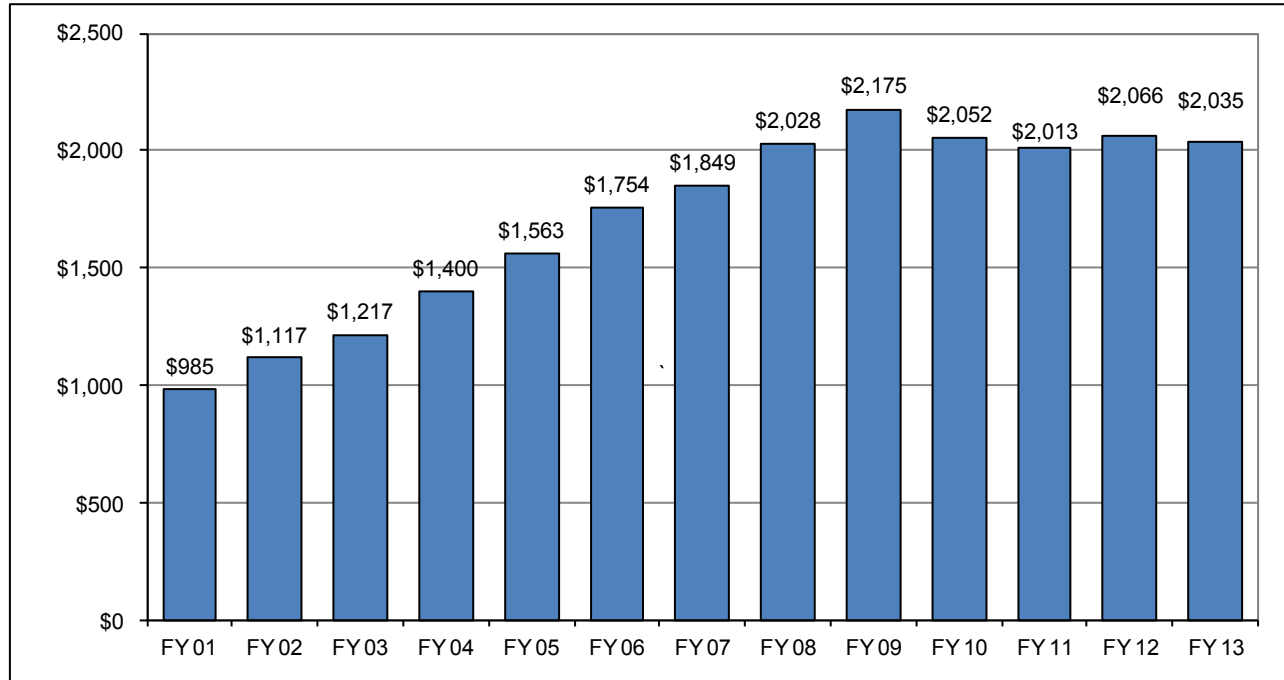
¹ The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first \$20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was capped at 70%. The County continues to collect 100% of the personal property tax on the assessed value of a vehicle that is above \$20,000. Through calendar year 2005, the State reimbursed the County for the revenue lost by the personal property tax reduction. The 2004 State General Assembly set a firm monetary limit on the total reimbursement provided to localities beginning in 2006.



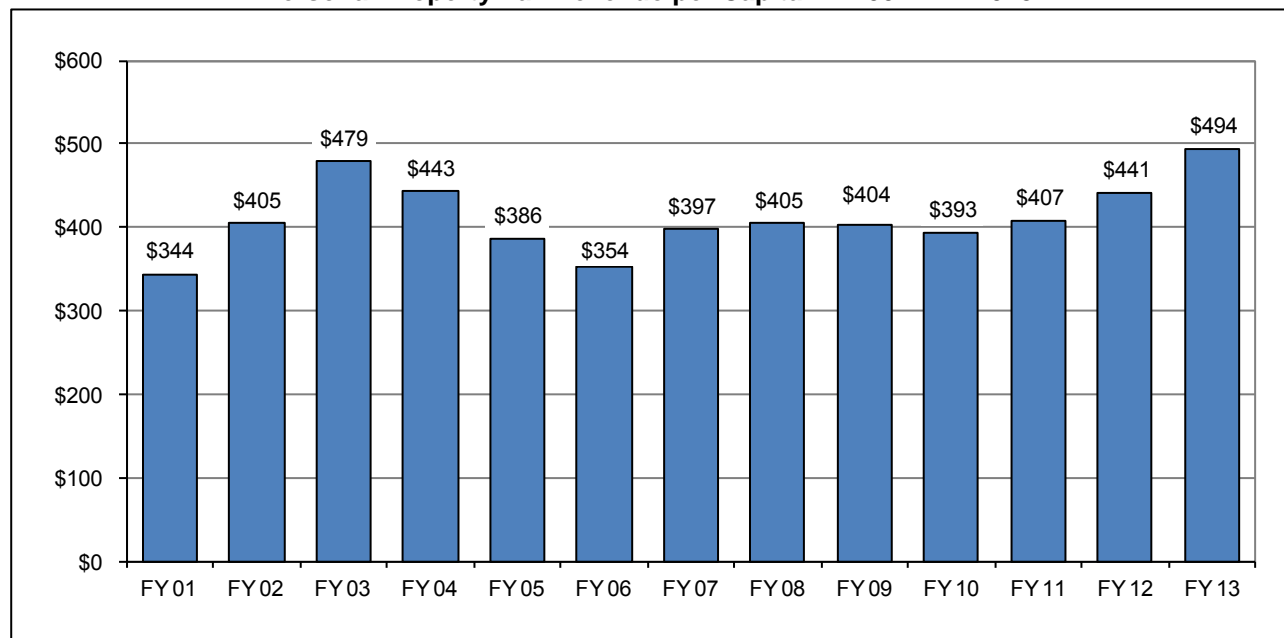
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita decreased 1% in FY 2013. Personal property tax revenue per capita increased by \$53.00 from FY 2012. The personal property tax revenue per capita amount includes the reimbursement of funds from the Commonwealth of Virginia to Loudoun County to replace revenue lost due to the State's reduction in personal property tax for the first \$20,000 of assessed value of a vehicle. The County's budgeted State reimbursement figure for FY 2013 is \$48,071,000.

**Real Property Tax Revenue per Capita
FY 2001 – FY 2013**



Personal Property Tax Revenue per Capita FY 2001 – FY 2013

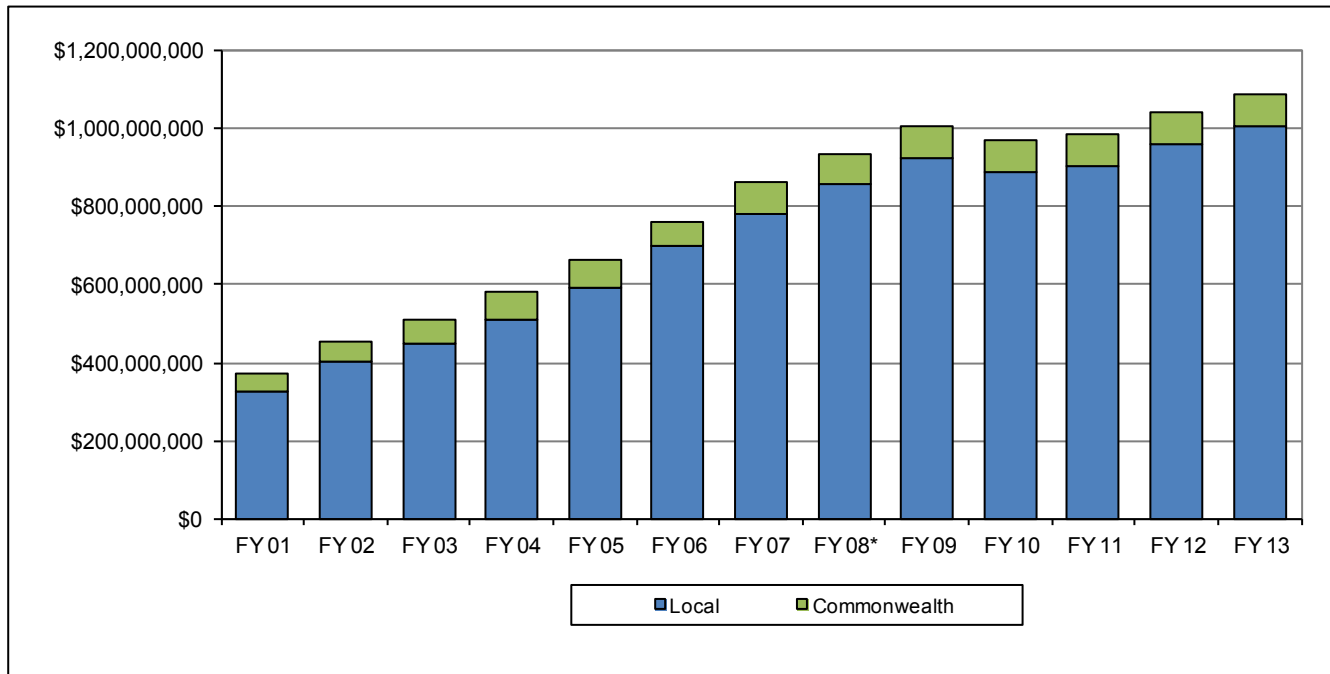




Local and Commonwealth Revenues

Budgeted local revenue is projected to increase by 4.3% in FY 2013. Revenue from the Commonwealth increases 0.4% in FY 2013, from \$81,725,969 to \$82,064,459. For the FY 2001 – FY 2013 budgets, Commonwealth revenue includes the State's property tax reimbursement to Loudoun County for tax revenue lost due to the State's reduction in personal property tax for the first \$20,000 of assessed value of a vehicle. This represents the conversion of a local revenue source to a Commonwealth revenue source. The budgeted Commonwealth revenue for FY 2013, exclusive of the State's personal property tax reimbursement, increased 1.0% compared with FY 2012.

Revenue from Local Sources and the Commonwealth¹
FY 2001 – FY 2013



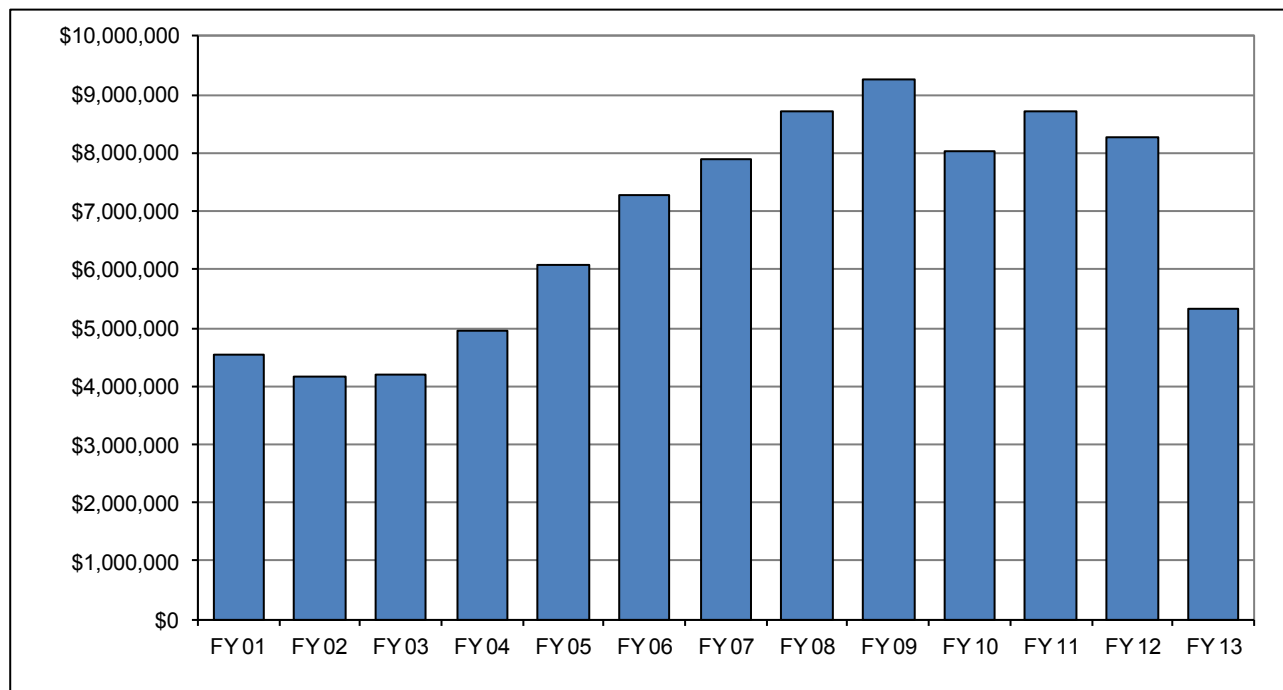
¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



Federal Revenue

Federal revenue, mostly in the form of program specific grants in a variety of different categories, increased significantly from FY 2003 through FY 2009, more than doubling from FY 2003 through FY 2009, but decreased by 13% in FY 2010 and reduced mainly the Human Services departments. There is a decrease of 37% per capita for FY 2013. Previously per capita federal revenue had increased the six year period of FY 2003-FY 2009, which corresponded with an increase in overall federal aid to the County, increasing 14% in FY 2005, 12% in FY 2006, 4% in FY 2007, 7% in FY 2008 and 4% in FY 2009; then it decreased to \$26 per capita in FY 2010 and increased slightly to \$27 in FY 2011. The per capita federal revenue for FY 2013 is \$16, a decrease of 37% from FY 2012.

**Federal Revenue
FY 2001 - FY 2013**





General Fund Revenue Sources

Since FY 1997, local revenue has accounted for 86%-92% of the County's total General Fund revenue. Commonwealth revenue has increased significantly since the FY 2001 budget due to the inclusion of the state's personal property tax reimbursement. Excluding the personal property tax reimbursement, Commonwealth revenue from FY 2003 to FY 2009 had increased by an average of 3.6% but as a portion of the General Fund Revenues had declined from 5% to 3% during the same time period. The state's personal property tax reimbursement was capped in 2006 and since 2009 the County has been receiving the maximum reimbursement, causing a decline in Commonwealth revenue as a percent of General Fund revenues. As the County's budget grows and Commonwealth revenues remain basically static, the reimbursement amount will not fill the gap in the County's revenue, which must be filled with local revenues. The State is failing to adequately fund the County's operations from year to year. Commonwealth revenue, excluding the reimbursement, is 3.11% of the General Fund Revenues in FY 2013. After six years of increases in Federal revenue, FY 2010 decreased by 13%, FY 2011 saw a moderate increase, FY 2012 declined by 5% and this revenue source is projected to decrease dramatically by 36% in FY 2013.

Revenue Sources¹

<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue²</u>	<u>Federal Revenue</u>
1997	190,622,785	12,559,414	5,077,355
1998	232,232,861	15,126,238	5,469,084
1999	241,832,327	15,911,107	4,013,599
2000	278,810,282	21,081,305	4,279,557
2001	328,631,345	43,840,358	4,543,149
2002	404,868,902	52,813,724	4,173,591
2003	448,585,015	65,992,809	4,187,092
2004	510,126,309	71,728,899	4,964,401
2005	593,511,360	69,870,335	6,091,469
2006	702,137,875	62,465,079	7,262,132
2007	781,949,137	82,299,765	7,891,511
2008	858,286,689	78,313,164	8,717,268
2009	926,876,444	80,374,319	9,265,806
2010	891,319,419	78,765,084	8,044,202
2011	905,929,802	80,709,202	8,713,442
2012	964,225,764	81,725,969	8,278,765
2013	1,005,883,021	82,064,459	5,330,088

¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

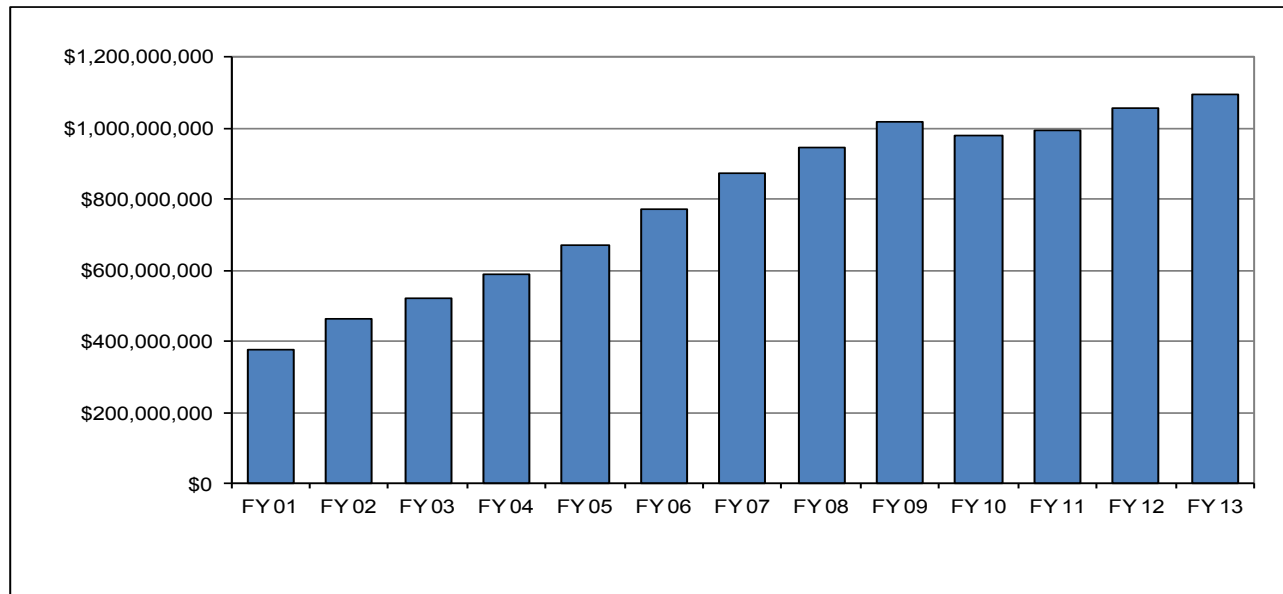
² Beginning in FY 2001, Commonwealth Revenue includes the reimbursement of funds from the Commonwealth of Virginia to replace revenue lost due to the State's reduction in personal property tax for the first \$20,000 of assessed value on vehicles.



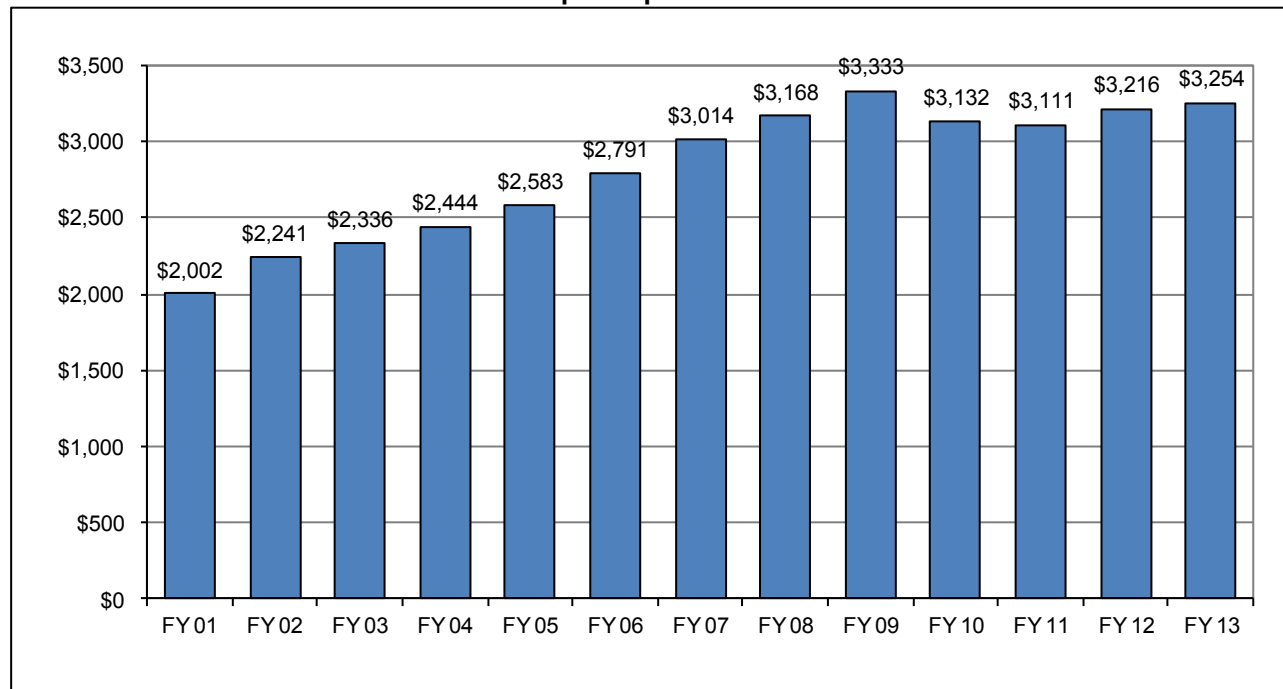
Total General Fund Revenue

FY 2013 general fund revenue is projected to increase 3.7% over the FY 2012 budget. The budgeted General Fund revenue and revenue per capita had been on an escalating trend since the early 1990s with the peak occurring in FY 2009 at \$3,333.

Total Revenue¹ FY 2001 - FY 2013



Total Revenue per Capita FY 2001 - FY 2013



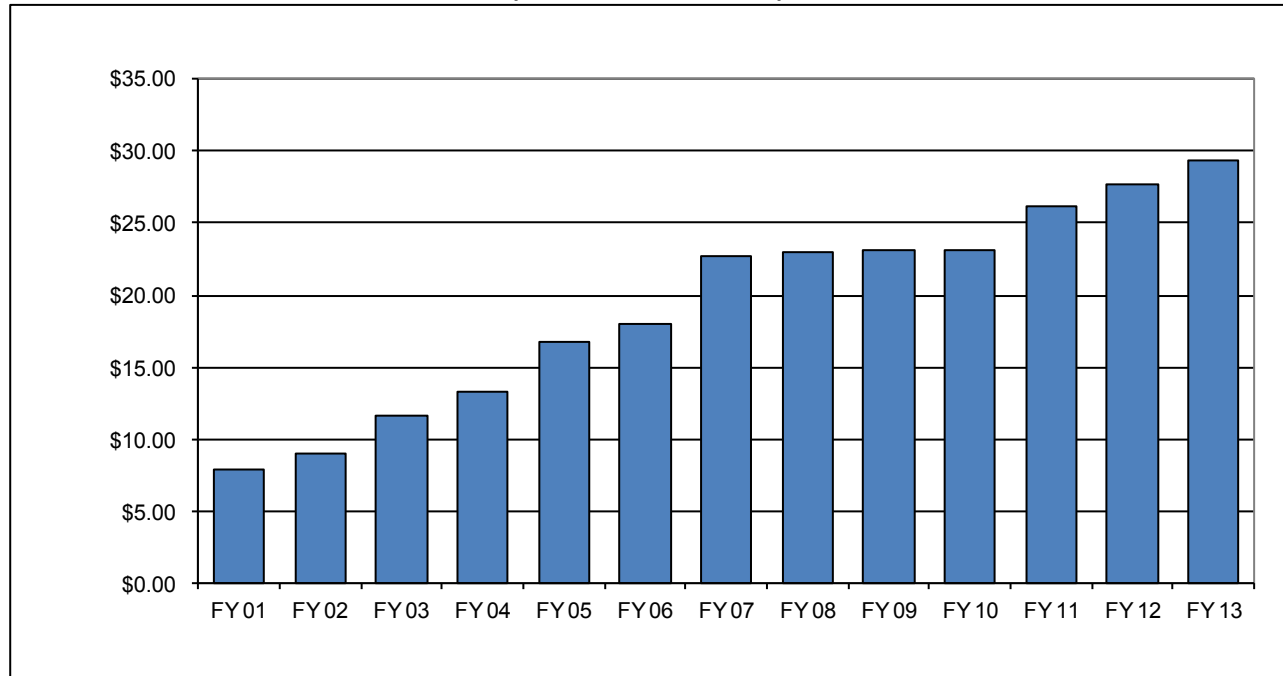
¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.



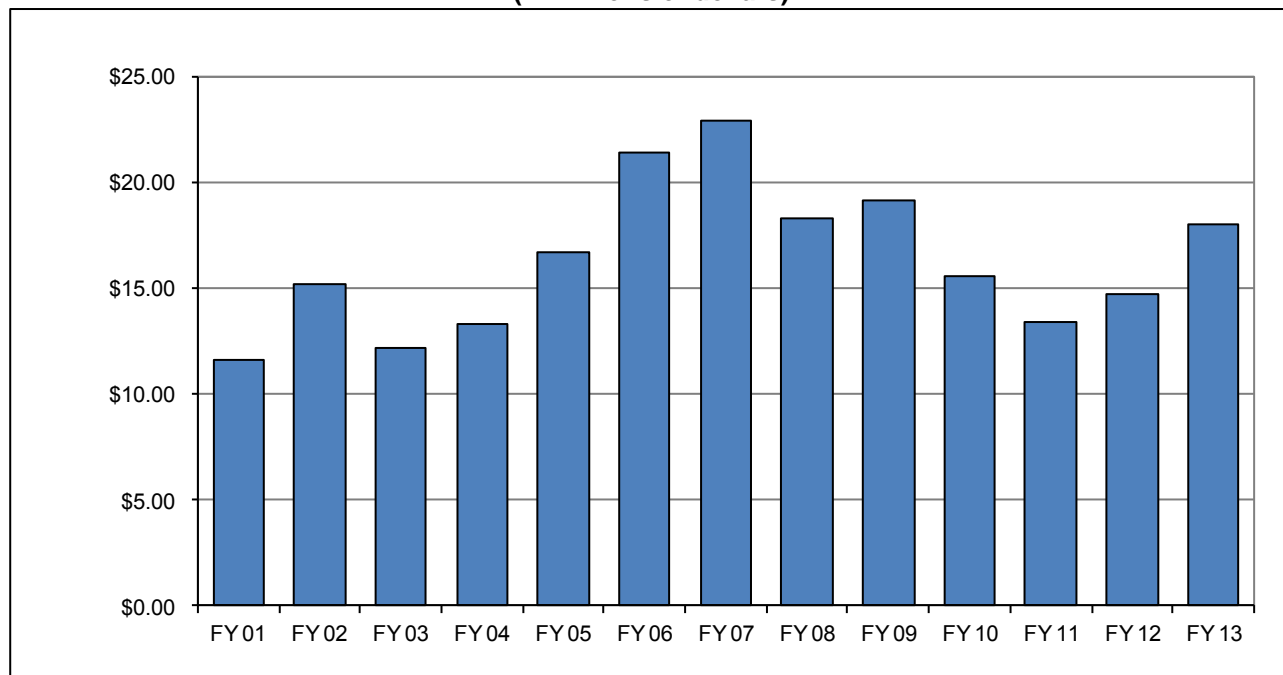
Charges for Services and Permits & Privilege Fees (Revenue)

Budgeted revenues from charges for services and for permits and privilege fees increased an average of 23% in FY 2013. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses is projected to continue the FY 2011 and FY 2012 upward trend as recovery from the national slowdown in the housing and regional development occurs. Revenue from charges for services increased by 6.4% over FY 2012.

**Charges for Services
FY 2001 – FY 2013
(in millions of dollars)**



**Permits and Privilege Fees
FY 2001 – FY 2013
(in millions of dollars)**





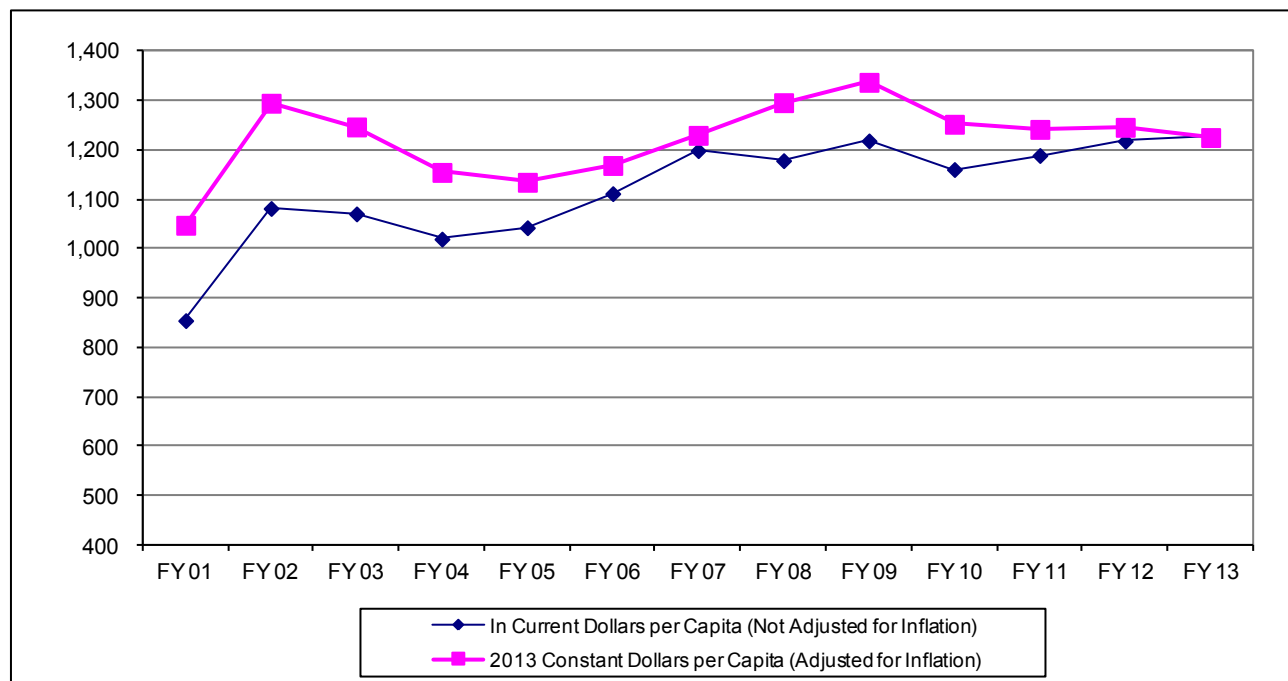
General Government Expenditures Per Capita

Per capita spending in constant dollars decreased from \$1,246 in FY 2012 to \$1,226 in FY 2013, which represents a 1.72% decrease. Spending between FY 2000 and FY 2002 increased an average of 12.7% per year reflecting the increased need for public services and facilities due to the tremendous population increases of the late 1990's and early 2000's.

General Government Expenditures per Capita

<u>Fiscal Year</u>	<u>Current \$'s</u>	<u>2013 Constant \$'s</u>	<u>Percentage Change in 2013 Constant \$'s</u>
2001	855	1,048	13.30
2002	1,082	1,295	23.57
2003	1,071	1,247	-3.71
2004	1,020	1,155	-7.38
2005	1,043	1,135	-1.73
2006	1,112	1,169	3.00
2007	1,199	1,230	5.22
2008	1,179	1,296	5.38
2009	1,219	1,337	3.18
2010	1,161	1,252	-6.35
2011	1,189	1,242	-0.08
2012	1,218	1,246	0.33
2013	1,226	1,226	-1.70

Expenditures Per Capita in Current Dollars and in 2013 Dollars: FY 2001 - FY 2013

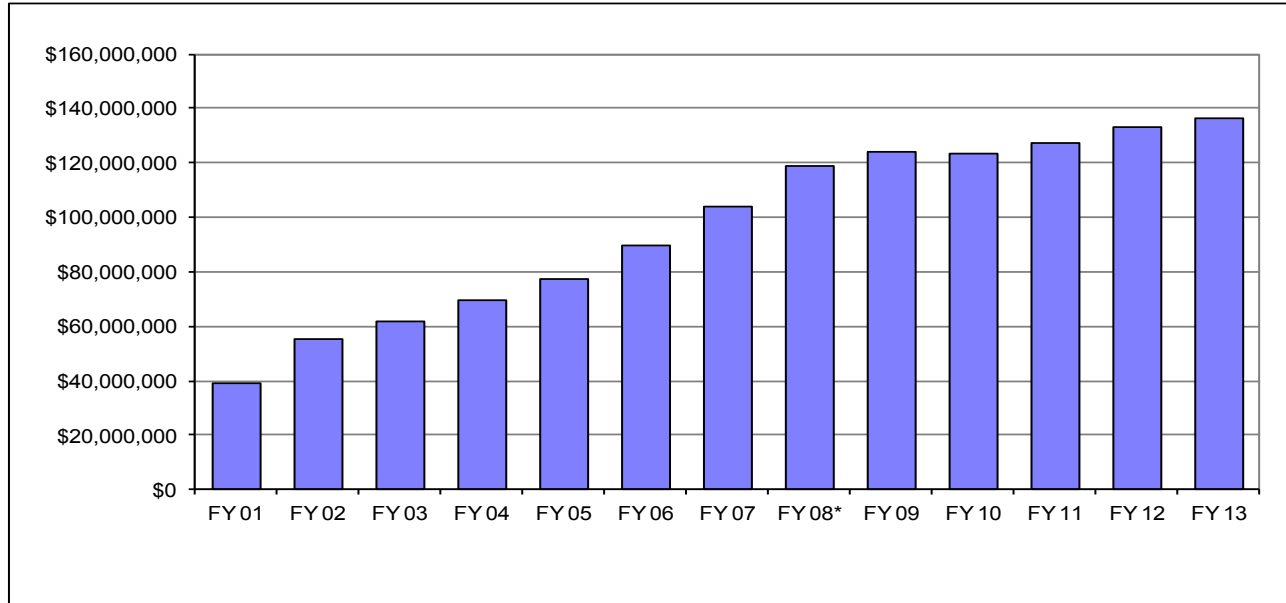




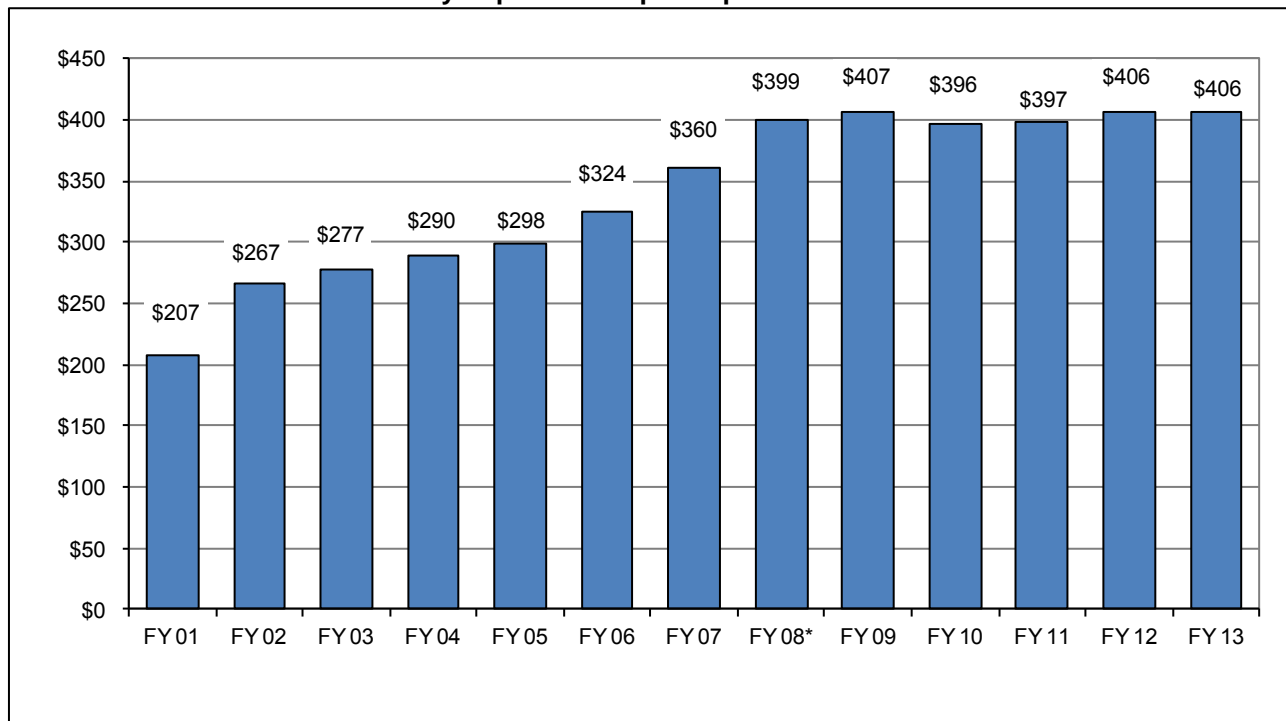
Public Safety Expenditures

Expenditures increased in FY 2013 by 2.5% after having increased by 4.6% in FY 2012. Per capita public safety expenditures remained at the FY 2012 level in FY 2013 after having increased by 0.4% in FY 2011. The departmental expenditures for public safety reflect the following changes in FY 2013: Sheriff's Office decreased by 1.0%, Juvenile Court Services Unit increased by 0.9%, Community Corrections by 0.2%, Animal Services by 4.4% and Fire, Rescue and Emergency Management by 7.5%.

Public Safety Expenditures¹ FY 2001 - FY 2013



Public Safety Expenditures per Capita FY 2001 – FY 2013



¹ The FY 2008 budget includes the Fire and Emergency Medical Services Tax District which was supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 2009 budget process and included it in the General Fund where it had been previously.

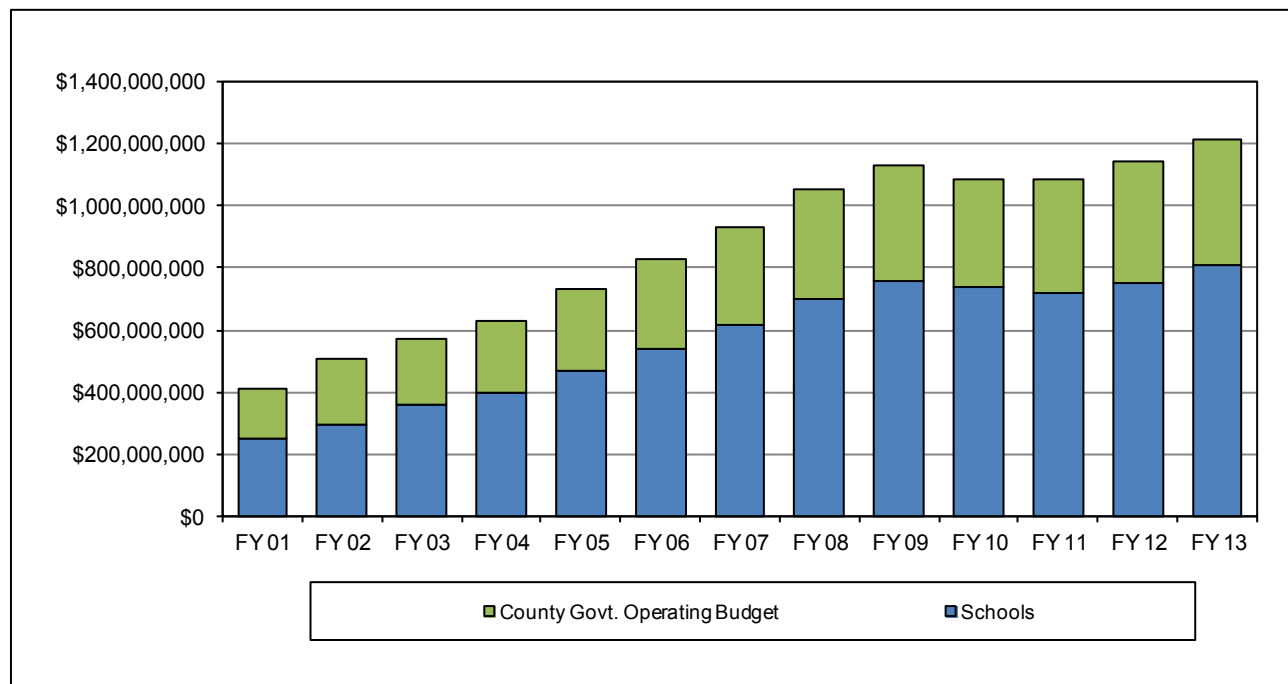


County Government and Schools Operating Budgets

The county government's operating budget for FY 2013 increased by 3.23%, while the school system's operating budget increased by 7.72%. For the period from FY 2001 through FY 2013, the county government's operating budget increased at an average annual rate of 3.53%, while the school system's operating budget increased at an average annual rate of 6.47%. The county's high growth rate in the school age population has been a factor in the school system's increased expenditures.

<u>Fiscal Year</u>	<u>County Government¹</u>	<u>School Operating Fund</u>	<u>Total</u>
2001	159,324,936	251,584,478	410,909,414
2002	207,566,825	297,093,646	499,557,277
2003	217,333,229	355,764,893	567,907,402
2004	231,440,757	395,611,766	620,321,913
2005	252,192,778	469,011,715	721,204,493
2006	281,988,480	537,542,494	819,530,974
2007	311,462,073	613,856,662	925,318,735
2008	351,761,297	700,564,208	1,052,325,505
2009	371,663,510	755,600,922	1,127,264,432
2010	347,469,536	738,998,960	1,086,468,496
2011	369,029,698	718,489,662	1,087,519,360
2012	387,299,465	752,946,877	1,140,246,342
2013	399,790,354	811,052,294	1,210,842,648

Adopted County Government and School Operating Budgets FY 2001 - FY 2013



¹ The general government budgeted expenditures for FY 2001 include a transfer to the Self Insurance Fund. For FY 2002 – FY 2008 the general government expenditures include transfers to the Self Insurance Fund, Public Safety Communications Fund, the Federal Foster Care Reimbursement Fund, the Fire/Emergency Medical Services Tax District, the Housing Choice Voucher Fund and the Office of Capital Construction.



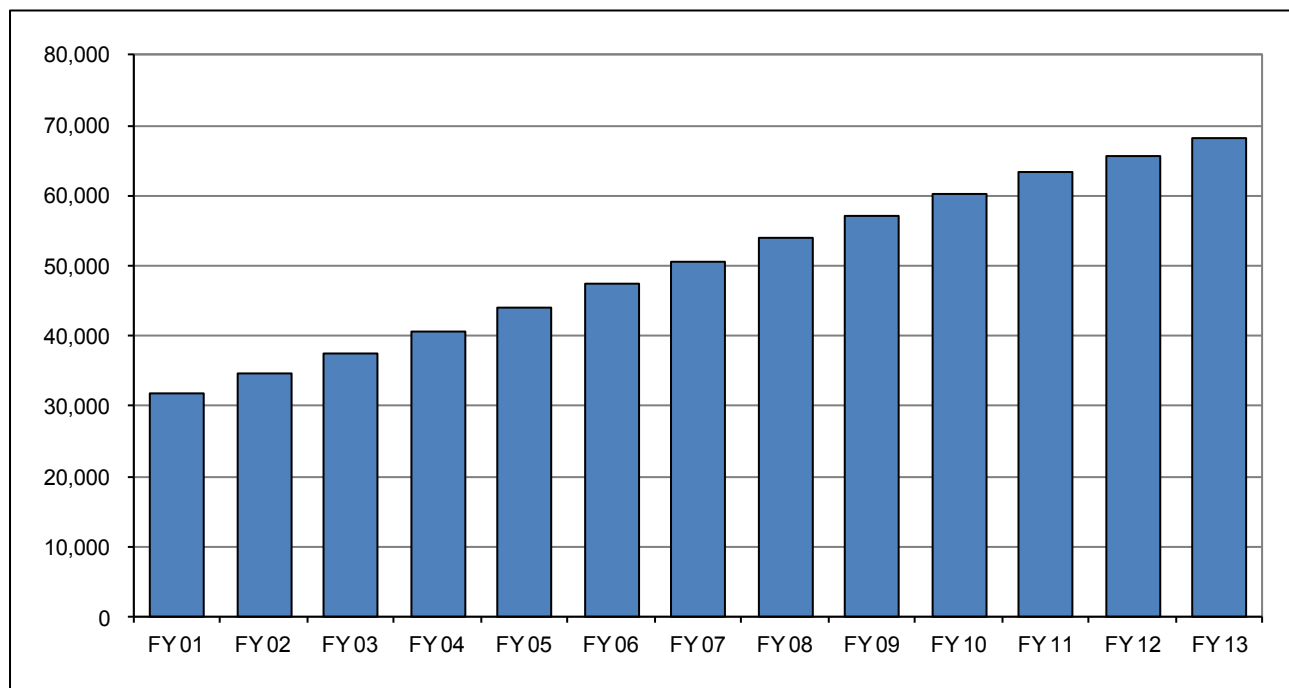
Loudoun County School System Enrollment

Public school enrollment has been increasing rapidly. School enrollment is projected to increase 3.8% in FY 2013, after having increased 3.9% in FY 2012. Projected school enrollment growth exceeds the County's 2013 projected population growth rate of 2.3%.

Public School Enrollment FY 2001 – FY 2013¹

2001	31,804
2002	34,589
2003	37,532
2004	40,751
2005	44,014
2006	47,361
2007	50,478
2008	54,047
2009	57,009
2010	60,096
2011	63,220
2012	65,668
2013	68,170

Public School Enrollment FY 2001 - FY 2013



Source: School Board FY 12 Adopted Capital Improvements Program

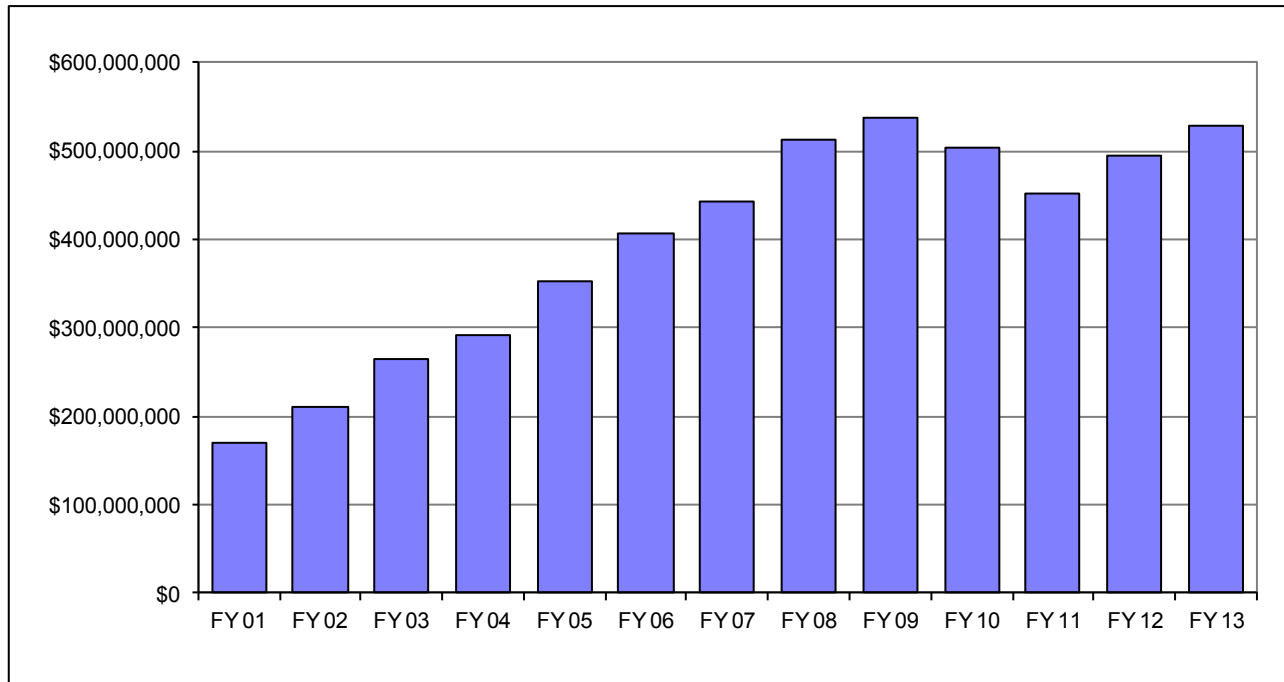
¹ FY 2013 is a projection.



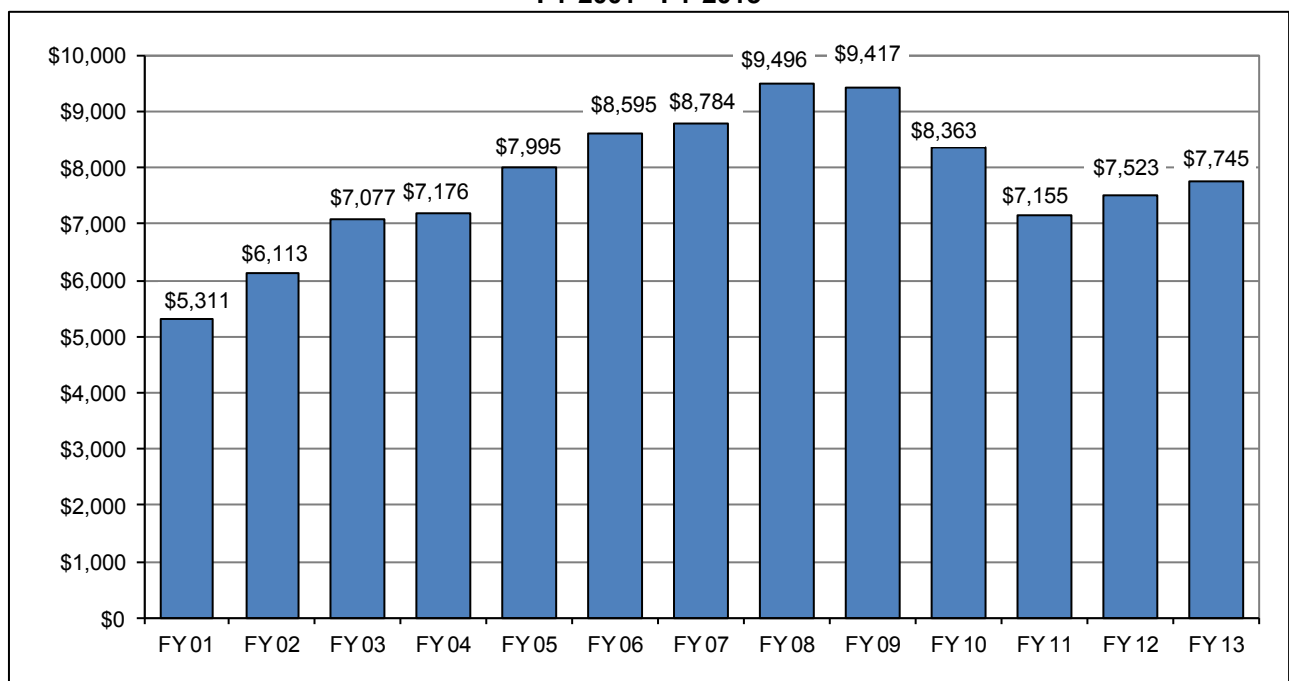
General Fund Transfer to Schools – Total & Per Pupil

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases from FY 2001 through FY 2009. The general fund transfer to the school system decreased 10% for the FY 2011 budget, the second decrease since FY 1993, increased 9.2% for FY 2012 and 6.9% for FY 2013. School age enrollment has increased 114% since FY 2001. The general fund transfer per pupil declined in FY 2011 by 14.4% to \$7,155, increased in FY 2012 by 5.1% to \$7,523, and increased in FY 2013 by 6.9% to \$7,745.

**General Fund Transfer to School System
FY 2001 – FY 2013**



**Per Pupil General Fund Transfer to School System
FY 2001 - FY 2013**

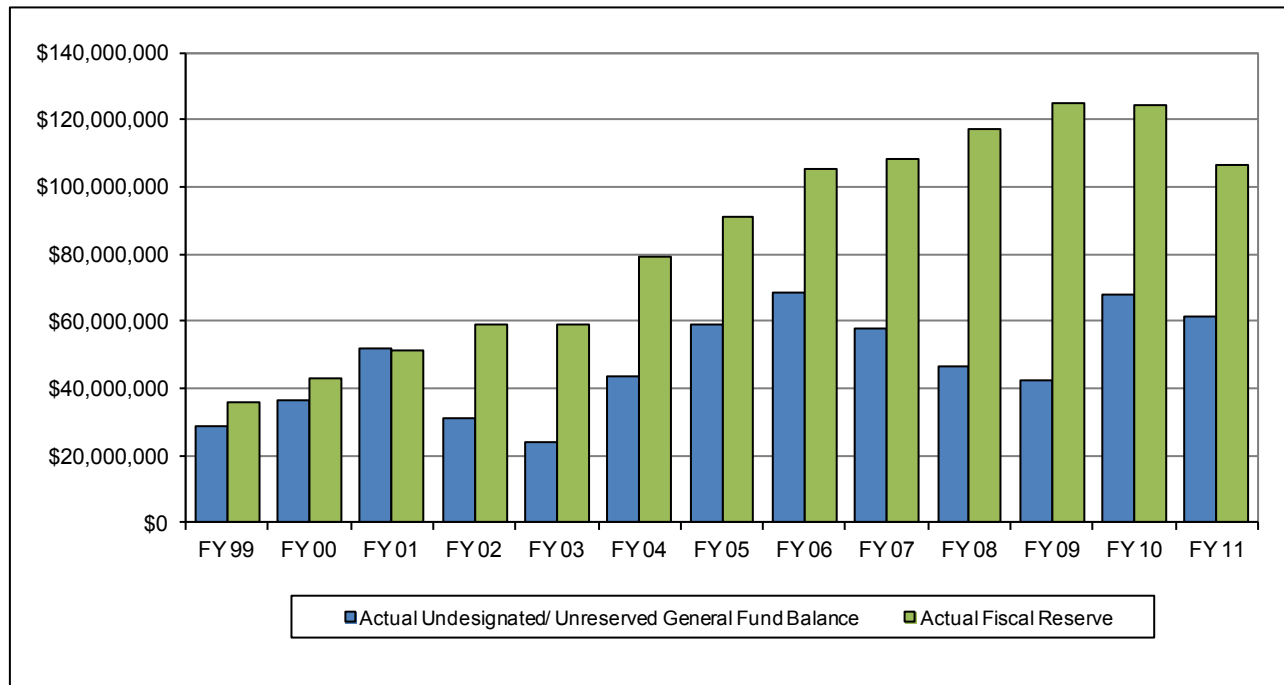




Actual Unrestricted/Undesignated General Fund Balance

Unrestricted/undesignated general fund balance is the amount in the general fund which is not reserved or designated for a specific purpose. The fiscal reserve has been on a marked increasing trend since FY 1998. In FY 1994, the Board of Supervisors established the County's fiscal reserve and adopted a policy that the reserve will always be maintained at 10% of net operating revenues of the general and school funds.

Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance¹
FY 1999 - FY 2011



Source: Comprehensive Annual Financial Reports.

¹ Fund balances are as of the end of each fiscal year.



NOTES



DEBT & DEBT SERVICE



Debt Service

Pursuant to the Constitution of the Commonwealth of Virginia and the Public Finance Act, a county in Virginia is authorized to issue general obligation bonds secured by a pledge of its full faith and credit. The governing body of the County is authorized and required to levy on all taxable property within the County such *ad valorem* taxes as may be necessary for the payment of principal and interest on such bonds. The issuance of general obligation bonds must have been approved by public referendum, unless such bonds are issued to certain State authorities. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt the County may incur; however, the County is restricted by its own guidelines to borrowing no more than 3.0% of its assessed value of taxable real and personal property (see *Fiscal Policy* section in the Executive Summary in Volume 1 of this budget document).

Debt service constitutes an expense to the County for principal and interest payments on financing mechanisms which include general obligation bonds, revenue bonds issued through the Virginia Resource Authority, lease-purchase arrangements and lease revenue bonds. Debt service expenditures result from the total debt being used by the County for both School and General Government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Replacement Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances.

The Board, through its fiscal policies and principles, establishes guidelines for a number of debt ratios in an effort to maintain fiscal restraint and control. The Board adopted its updated debt-related Fiscal Policy on June 2, 2010. As part of its review, the County refined its debt ratio guidelines, increasing the Debt per Capita Income guideline from 7.5% to 8.0% to reflect the changing economic environment. Also, following the lead of similarly highly-rated municipalities, the Board removed the \$2,500 Debt per Capita ratio from the County's watch list, as its significance is negligible. The County's recently adopted debt ratios and respective guidelines are provided below. More information regarding County debt may be found in the *Debt Service Fund* section of Volume 2 of this budget document.

Loudoun County Debt Ratio Guidelines

(Revised June 2, 2010)

- Annual debt issuance limit of \$200 million.
- Net debt as a percentage of estimated market value of taxable property should not exceed 3.0%.
- Net debt per capita as a percentage of income per capita should not exceed 8.0%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- Ten year debt payout ratio should be above 60%.
- The affordability index, consisting of the weighted average of the net debt per capita (20%), net debt as a percentage of estimated market value of taxable property (45%), and net debt per capita as a percentage of income per capita (35%) shall be updated annually.
- Total overlapping debt should not exceed 1% of the total assessed value of taxable property in the County.

The charts on the following pages provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved by the Board of Supervisors.

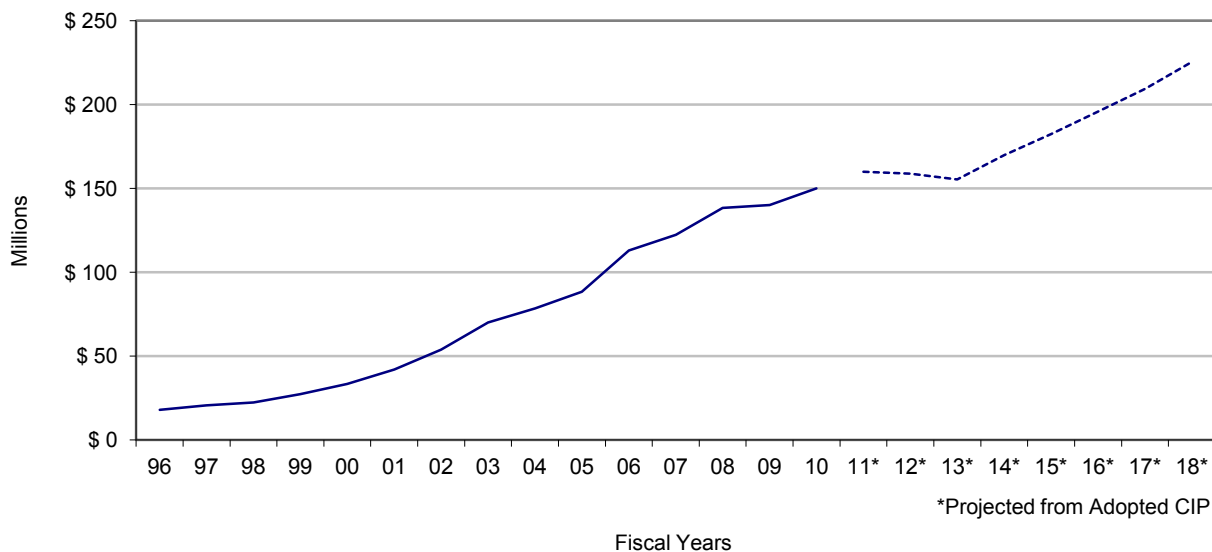


Debt Service

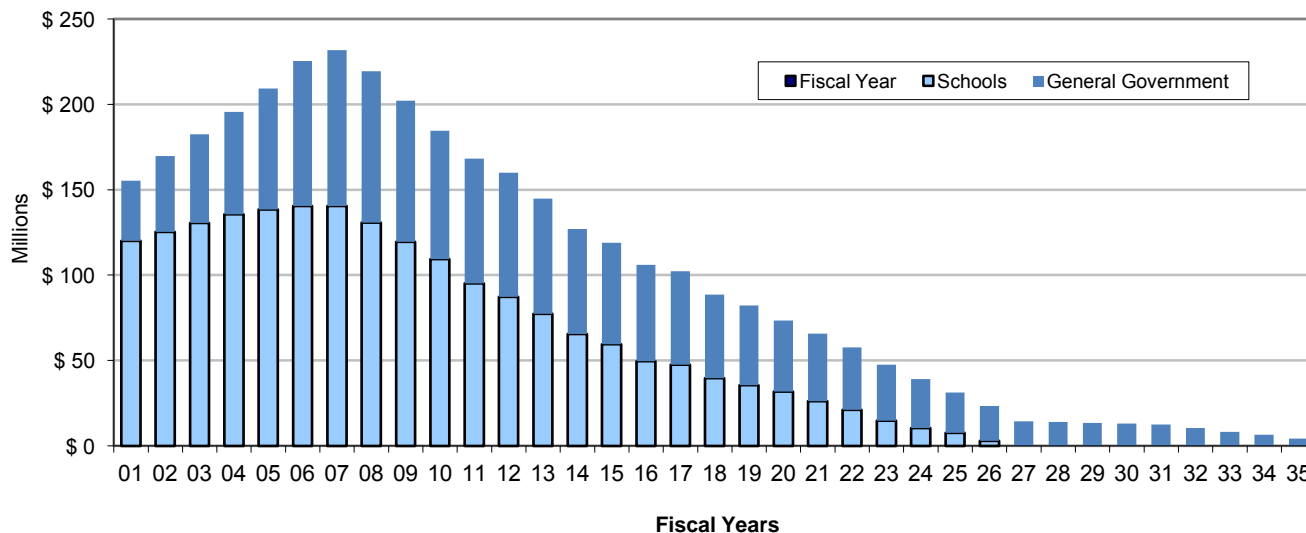
The County's debt service has been on a significant increasing trend since FY 2000, as a result of rapid growth in public school enrollment requiring an aggressive school construction program for many of the last fifteen years. Projected FY 2013 debt service in the amount of \$155,272,922 is a slight reduction over the FY 2012 amount, as shown in the graph below. The actual amount of debt service payments in both FY 2011 and FY 2012 is likely to be even less than currently projected due to (1) planned delays in bond issuances based on the funding requirements of projects, (2) favorable rates realized for issuances because of the County's AAA status and (3) returns that may be achieved through refunding.

Beginning in FY 2013, projected debt service payments begin to rise again as a result of the impact of issuing debt for Phase 2 of the Dulles Rail project.

**Annual Debt Service
FY 1996 - FY 2018**



**Projected Future Annual Debt Service
FY 2013 – FY 2048**

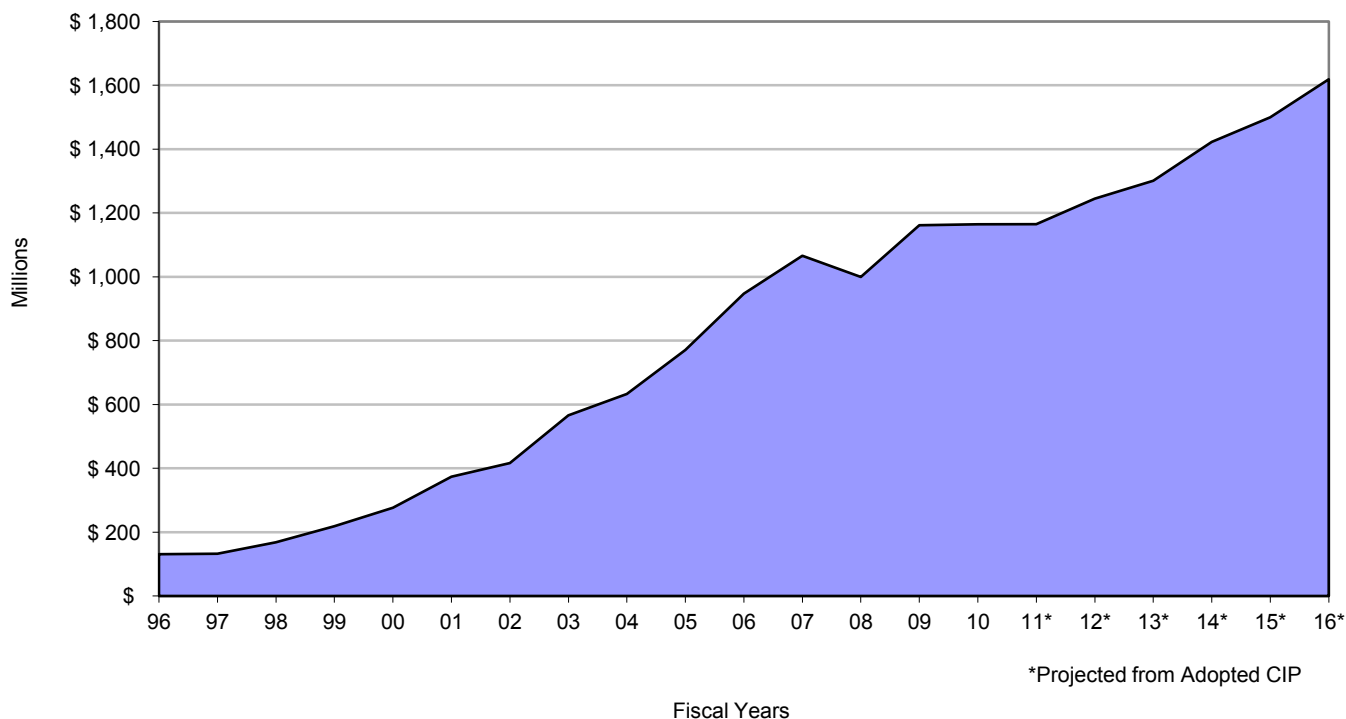




Net Debt Outstanding

The County's continuing population and student enrollment growth create demand for infrastructure improvements, new capital facilities, and new school construction. As a result, the County's total net bonded debt measured at year end has increased significantly since FY 2000 as shown in the graph below. That same graph shows a leveling off during the four year period of FY 2008 – FY 2012, reflecting the impact of the nation-wide recession. However, the County's net bonded debt is project to rise to more than \$1.6 billion in FY 2016, as the pace of school construction increases, and the County issues the final planned tranche of debt for Phase 2 of the Dulles Metro project.

Annual Year End Net Bonded Debt¹
FY 1996 - FY 2016



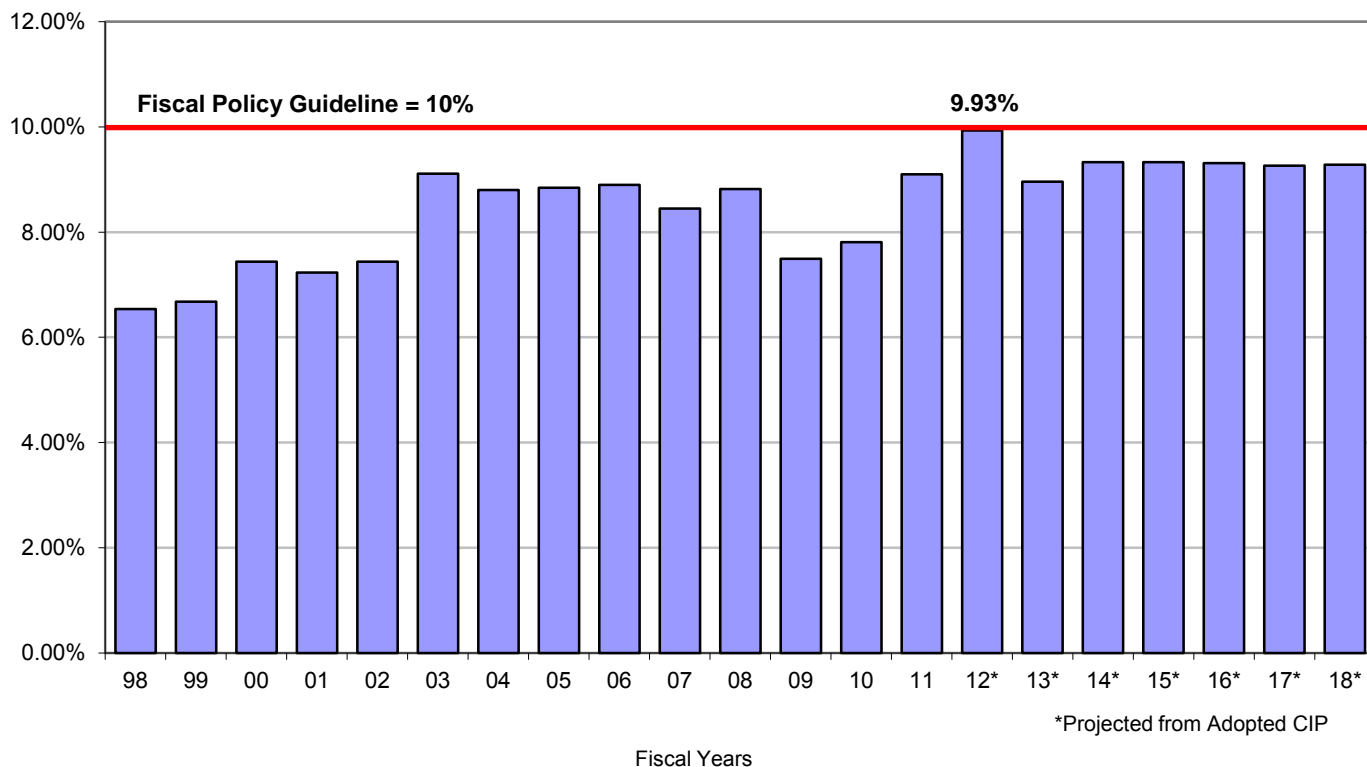
¹ Source: *Debt Financing - Impact on Future Debt Ratios* Table, County Comprehensive Annual Financial Report.



Debt Service as a Percentage of Expenditures

From FY 98 through FY 10, the ratio of debt service to total expenditures remained well under the County's 10% guideline, as total expenditures increased in concert with debt service. However, as the County continues to economize in the face of difficult economic conditions, total governmental expenditures are projected to increase at a lower rate than in prior years. As a result, fixed expenses such as debt service on previously issued bonds will increase as a percentage of those expenditures. This trend, along with the County's need to finance school construction and the County's largest single capital project - Phase 2 of the Dulles Rail project - has increased pressure on this important debt ratio. The graph below shows the current projections for this ratio for FY 2013 – FY 2018 (as well as historical data). While FY 2011 total for the debt service to expenditure ratio is 9.93%, the projections for FY 2013 – FY 2016 are below the 10% guideline. It is important to note the *actual* ratio measured at the end of the fiscal year is almost always significantly less than had been projected. This is due primarily to the favorable interest rates at which the County is able to issue debt due to its AAA rating.

Debt Service as a Percentage of Total Expenditures¹
FY 1998 - FY 2018



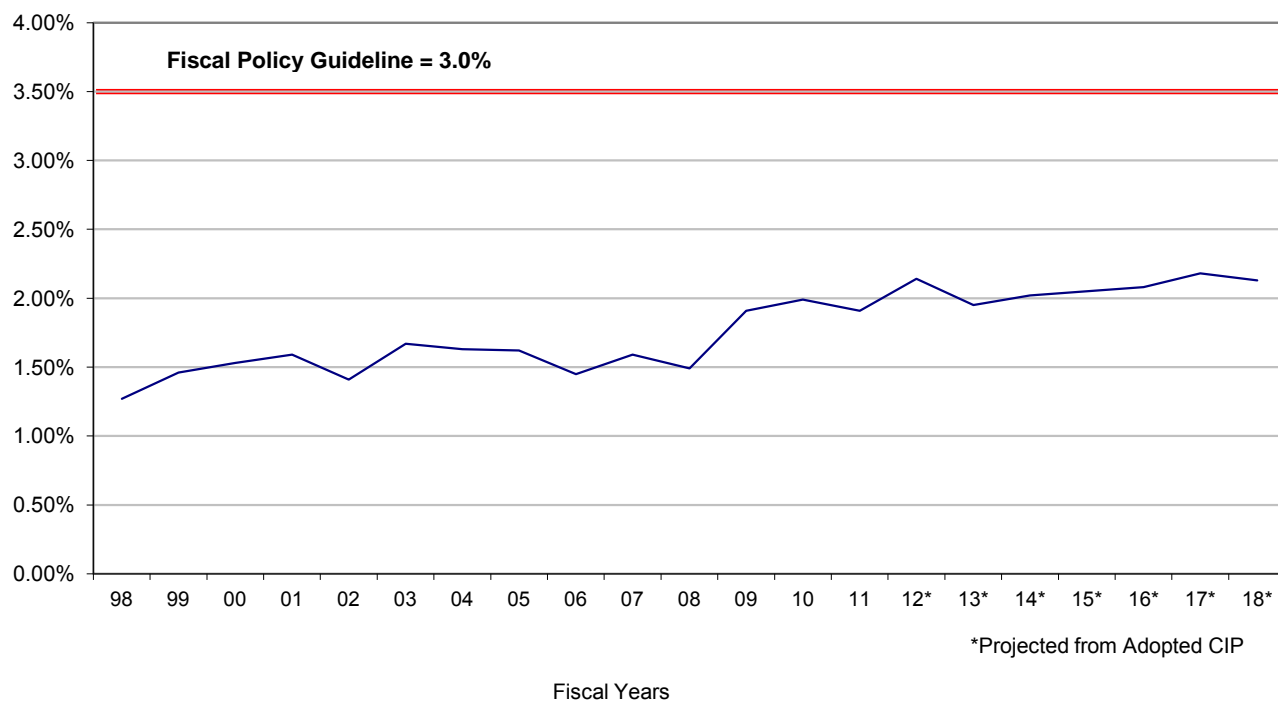
¹ Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County rose sharply in the 1990s, and did so again in FY 2009, as assessed values continue their steep decline reflecting the slump in the nation's housing market. Projections for FY 2013 – FY 2018 indicate that this ratio will increase as the housing market in the greater Washington, DC area continues to grow.

**Total Net Debt as a Percentage of Total Assessed Value
FY 1998 - FY 2018**

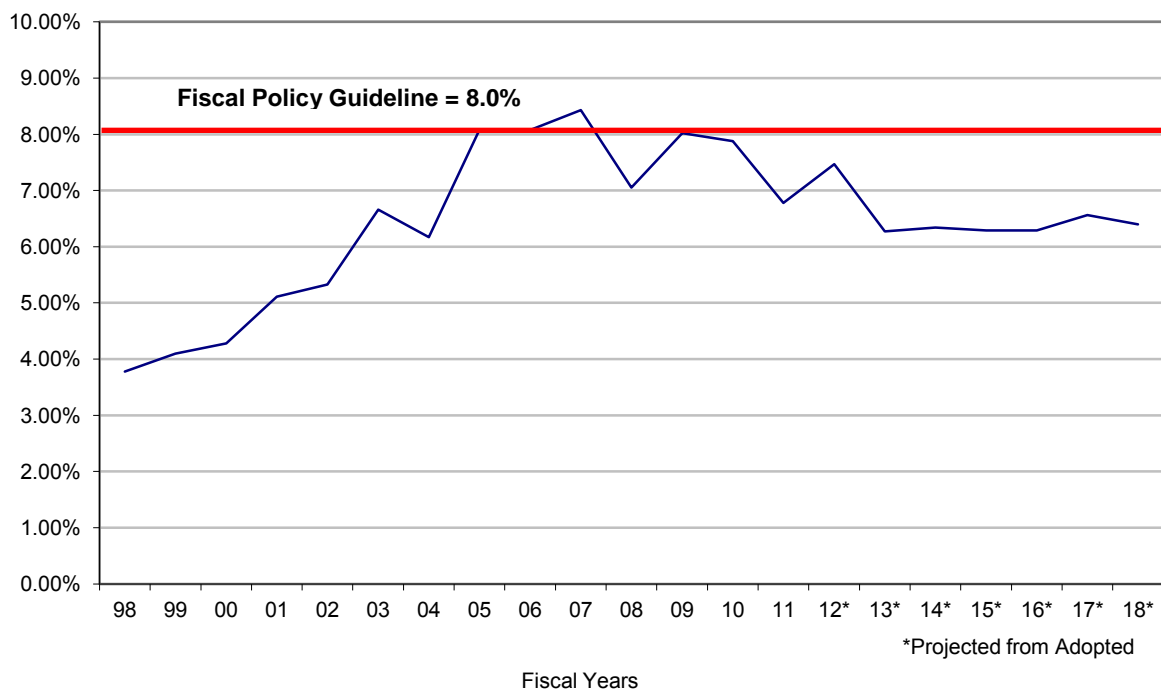




Net Debt Per Capita as a Percentage of Per Capita Income

After several years above the Fiscal Policy guideline of 8%, the net debt per capita to per capita income ratio is projected to remain well under that level for the FY 2013 – FY 2018 period, due in large part to continued growth in per capita income.

Net Debt Per Capita as a Percentage of Per Capita Income¹
FY 1998 – FY 2018



¹ Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report





Glossary & Index

Glossary Page 15-3
.....
Index Page 15-11
.....





GLOSSARY OF TERMS

501(c)3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accountability	The term used by the GASB to describe a government's duty to justify the raising and spending of public resources. The GASB has identified accountability as the "paramount objective" of financial reporting "from which all other objectives must flow."
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Activity	Specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the county government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assessed Valuation	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
Balanced Budget	A financial plan in which total expenditures equal total revenue and/or fund balance.
Base Budget	The cost of continuing existing levels of service in the upcoming budget year.
Basis of Budgeting	Method used to determine when revenues and expenditures are recognized for budgetary purposes.
Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.



GLOSSARY OF TERMS

Bond	A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.
Bond Rating	The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.
BPOL	Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.
Budget	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.
Budgetary Guidelines	Recommendations on budgeting issued by the National Advisory Council on State and Local Budgeting which place emphasis on performance measurement in the context of the budgetary process.
Budget Calendar	Schedule of key dates which a government follows in the preparation and adoption of the budget.
CAFR	The Comprehensive Annual Financial Report for the County is the financial report of the County which has been audited by an external certified accounting firm utilizing GASB requirements. A CAFR shows the total of all financial accounting and contains a section that provides a comparison of period budget and actual.
Capital Asset	Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.
Capital Asset Preservation Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
Capital Expenditures	Expenditures on all fixed assets with a value greater than \$5,000 and an expected life of 3 years or more.
Capital Facilities	Fixed assets, primarily buildings, acquired or constructed by the County.
Capital Improvement Program	The County's plan for future capital project expenditures. The six-year plan covers public facilities, resulting in the construction or acquisition of fixed assets, primarily buildings, but also including parks, land, landfills, etc.
Capital Outlay	Expenditures for items of a substantial nature that are expected to have a useful life of more than one year. Examples include personal computers, vehicles, radios and furniture.
Carryover Funds	Unexpended funds from the previous fiscal years which may be used to make payments in the current fiscal year. This is also referred to as the beginning fund balance.



GLOSSARY OF TERMS

CDBG	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.
Code of Virginia	The titles, chapters, articles and sections of this Code contain the laws of the State.
Codified Ordinance	Regulation related to a specific code, such as the Code of the Commonwealth of Virginia.
Comprehensive Services Act for At-Risk Youth (CSA)	This is a joint project of the Departments of Family Services; Mental Health, Mental Retardation and Substance Abuse Services; Management and Financial Services; Juvenile Courts; the School System and community service providers and private citizens. CSA is funded jointly by the State and the County. The project goal is to maintain, strengthen and reunify at-risk youth and their families.
Constituent	A resident in an electoral district.
Constitutional Officers	Officers or agencies directed by elected officials (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer) whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies.
County Seat	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
County Zoning Map	The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.
County Zoning Ordinance	This zoning ordinance was adopted by the County in conformance with the provisions of Title 15.1, Chapter 11, Article 8, of the Code of the Commonwealth of Virginia. Its purpose is to promote the health, safety, and general welfare of the public. The zoning ordinance is a means of controlling land use. For example, zoning ordinances can help to prevent traffic congestion, protect historic areas, and control population density.
Debt	An obligation resulting from the borrowing of money.
Debt Service Fund	Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
Department	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Division	Major organizational subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
Enhancement	"Enhancement" is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.



GLOSSARY OF TERMS

Enterprise Funds	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
Equalization	An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.
Expenditures	Decreases in net financial resources not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.
Function	Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
Fund Classifications	One of the three categories (governmental, proprietary, and fiduciary) used to classify fund types.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.



Loudoun County Government FY 2013 Adopted Fiscal Plan

GLOSSARY OF TERMS

GAAP	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
GASB	Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.
General Plan	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
Grant	A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.
Infrastructure	Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets.
Intergovernmental Revenue	Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.
Intergenerational Equity	This is one of the concepts that underlie the issuance of long-term debt for capital projects. If a facility has an expected useful life of 20-40 years, there is a rationale for linking the payment for the facility to the beneficiaries of the facility. In other words, future users of the facility will also pay their share of the construction cost of the facility through debt service payments.
Landfill Fee Waiver	The forgoing of the tipping fee charged for use of the County's landfill. Organizations which are granted fee waivers must meet the following criteria: (1) the organizations must apply for the exemption, (2) the organization must be a governmental or nonprofit entity with IRS 501 status, and (3) the organization must provide a service for the public good.
Lease Purchase	A method of financing that allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge which is typically reduced because the lessor does not have to pay income tax on the interest revenue.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without special approval from the legislative body.
Levy	The imposition of taxes for the support of government activities.
Liabilities	Obligations incurred in past or current transactions requiring present or future settlement.
Liquidity	Funds consisting, or capable, of ready conversion into cash.



GLOSSARY OF TERMS

Local Gasoline Tax	This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from general tax revenues to supplement revenues received by a program.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mission Statement	A written description stating the purpose of an organizational unit (department or agency) and its function.
Modified Accrual Basis of Accounting	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
Non-Revenue Receipt	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
Object Classification	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
Objective	A statement which describes specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Other Financing Source	Increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. The use of the <i>Other Financing Sources</i> category is limited to items so classified by GAAP.
Other Financing Use	Decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditures. The use of the <i>Other Financing Uses</i> category is limited to items so classified by GAAP.
OPEB	Other Postemployment Benefits (OPEB other than pension benefits, including postemployment healthcare benefits).
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
Overmatch	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
Own-Source Revenue	Revenues that are generated by a government itself (e.g., tax revenues, investment income) rather than provided from some outside source (e.g., intergovernmental aid).
Parcel Mapping	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.



GLOSSARY OF TERMS

Pay-As-You-Go	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
Pay-For-Performance	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Pension Benefits	Retirement income and all other benefits (e.g., disability benefits, death benefits, life insurance) except healthcare benefits, that are provided through a defined benefit pension plan to plan members and beneficiaries after termination of employment or after retirement.
Pension Cost	The accrual measure of the periodic cost of an employer's participation in a defined benefit pension plan.
Performance Measurement	A commonly used term for service efforts and accomplishments reporting.
Personal Property	A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.
Policy	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
Private Contributions/Donations	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.
Proffer	An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.
Property Tax Rate	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
Proposed Fiscal Plan	A plan of financial operations submitted by the County Administrator to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental objectives, and performance/workload indicators. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management. The document is commonly referred to as the proposed budget.
Proprietary Fund Types	Funds that account for County activities which are similar to private sector businesses. These funds measure net income, financial position and changes in financial position.
Prorate Tax System	A system in which taxes are assessed proportionally during the year.
Public Service Property	Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.



GLOSSARY OF TERMS

Real Property	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
Reappropriation	Inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent fiscal year.
Referendum	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
Regional Organization	Organizations to which the County is either a member or contributes as a funding source.
Resolution	A formal expression of opinion will, or intent voted by an official body or assembled group.
Revenue	An increase in assets or financial resources. Revenue types are from local sources, from the Commonwealth of Virginia, the Federal Government, and from Non-Revenue Receipts (other Financing Sources).
Revolving Loan Fund	A fund established by the Board of Supervisors for County Government, School, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.
Rollback Taxes	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
Short-Term Debt	Debt with a maturity of less than one year after the date of issuance.
Special Assessment	Compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties, e.g., Dulles Industrial Park.
Special Revenue Fund	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
State Compensation Board	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
Tax Base	The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

A ccounting, Auditing and Financial Reporting Policies	E-54
Actual Unrestricted/Undesignated General Fund Balance	14-37
Adolescent Independent Living Residence	10-59
Adult Detention Center (Phase III)	10-48
Adult Detention Center Phase II	8-9
Advanced Technology Academy	11-24
Affordable Dwelling Unit Advisory Board (ADUAB)	1-4
Agricultural District Advisory Committee	1-4
Alder School Road Paving	9-4
Aldie Fire and Rescue Station	9-7
Aldie Sewer Service District	13-3
American Red Cross of the National Capital Region	3-79
Arcola Center Elementary School (ES-23)	11-8
Ashburn Area Elementary School (ES-22)	9-16
Ashburn Area High School (HS-8)	11-21
Ashburn Area Middle School (MS-6)	9-15
Ashburn Park and Ride Lot	8-4
Ashburn Recreation and Teen Center	10-68
Ashburn Sheriff Station	10-49
Assessed Valuation of Other Real Property	14-17
Assessed Valuation of Residential Real Property	14-16
Assessed Value & Tax Rates	14-15
Assessed Value Per Capita	14-18
Asset Maintenance, Replacement and Enhancement Policies	E-55
At-Place Employment & Unemployed	14-6
Average Homeowner Tax Bill	14-11

B elfort Area Road Improvements	10-32
Birmingham Green	3-75
Blue Ridge Speech and Hearing Center	3-79
Bluemont Community Center Renovation	9-10
Board of Equalization	1-4
Board of Supervisors Names/District	i-1
Board of Supervisors	1-8
Board of Zoning Appeals	1-4
Boards, Commissions & Committees	1-3
Boards, Commissions & Committees, Funding History	1-11
Brain Injury Services, Inc.	3-80
Brambleton District Park	9-14
Brambleton Public Safety Center	9-5
Buffalo Trail Elementary School (ES-20)	8-12
Building & Development	5-3
Building & Development, Building Code Enforcement	5-15
Building & Development, Land Development Engineering	5-10
Building & Development, Land Development Planning	5-8
Building & Development, Permit Issuance/Department Management	5-17
Building & Development, Zoning Administration	5-12
Business Establishments	14-10

C apital Asset Preservation Program	13-4
Capital Budget Policies	E-54
Capital Caring (Formerly Capital Hospice)	3-80
Capital Improvement Program	7-1
Capital Improvement Program, Completed Capital Projects	8-1
Capital Improvement Program, County Capital Project Summary	7-7



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Capital Improvement Program, Executive Summary.....	7-3
Capital Improvement Program, Funding the CIP.....	7-15
Capital Improvement Program, Notice of Intent	7-29
Capital Improvement Program, Purpose of the Capital Improvement Program	7-3
Capital Improvement Program, Schedule of Financing and Referenda	7-23
Capital Improvement Program, Schedule of Major Financings	7-30
Capital Improvement Program, The CIP Process	7-3
Capital Improvement Program, Understanding the CIP	7-4
Capital Project Management.....	10-15
Capital Vehicle Enhancement	10-12
Central Services Fund.....	13-6
Charges for Services and Permits & Privilege Fees (Revenue).....	14-31
Claiborne Parkway	10-33
Clerk of the Circuit Court.....	2-15
Commission on Aging	1-4
Commonwealth Aid	R-16
Commonwealth's Attorney	2-21
Community Corrections.....	2-27
Community Development.....	5-1
Community Development, FY 2013 Adopted Expenditures	5-2
Community Services Board.....	1-4
Comprehensive Services for At-Risk Youth and Families	13-7
Computer System Replacement Fund	13-9
Consolidated Shops & Warehouse Facility	10-17
Construction & Waste Management.....	1-19
Construction & Waste Management, Capital Construction	1-29
Construction & Waste Management, Disposal Operations	1-27
Construction & Waste Management, Environmental Assurance & Strategic Planning.....	1-25
Construction & Waste Management, Solid Waste Diversion & Recycling.....	1-23
County Administrator.....	1-35
County Administrator, Executive Management	1-39
County Administrator, Public Affairs and Communications	1-43
County Administrator, Support to the Board.....	1-41
County Assessor	1-47
County Attorney	1-53
County Capital Projects.....	10-1
County Capital Projects, Administration	10-7
County Capital Projects, General Government	10-13
County Capital Projects, Health and Welfare	10-53
County Capital Projects, Parks, Recreation and Culture.....	10-61
County Capital Projects, Public Safety	10-39
County Capital Projects, Transportation.....	10-23
County Funds, Fund Structure and Basis of Budgeting	E-40
County Government and Schools Operating Budgets.....	14-34
County Government FTE's per 1,000 Population.....	14-12
County Profile.....	i-7
Courts Complex (Phase III).....	10-43
Courts Lobby.....	8-9
Courts	2-33
Courts, Circuit Court.....	2-37
Courts, General District Court	2-41
Courts, Juvenile & Domestic Relations Court	2-39
Courts, Magistrates	2-43
Criteria for Establishment of Special Assessment Districts	E-57
CS Monroe Conversion.....	11-25



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

D	ebt & Debt Service	14-39
	Debt Issuance Limits	12-10
	Debt Policies	E-50
	Debt Service as a Percentage of Expenditures	14-43
	Debt Service Expenditures & Funding Sources	12-3
	Debt Service Fund – Schedule of Major Financings	12-11
	Debt Service Fund	12-1
	Debt Service Trends	14-40
	Demographic & Economic Trends.....	14-3
	Demographic Environment.....	E-12
	Department of Animal Services.....	2-3
	Department of Animal Services, Animal Control	2-10
	Department of Animal Services, Animal Shelter.....	2-7
	Developmental Services Group Residences	10-56
	Disability Services Board	1-5
	Distinguished Budget Presentation Award	i-3
	Dulles Corridor Rapid Transit.....	10-28
	Dulles Industrial Park Water & Sewer District	13-10
	Dulles North Area High School (HS-11)	11-22
	Dulles North Area Middle School (MS-9)	11-14
	Dulles South Area Elementary School (ES-21).....	11-7
	Dulles South Area Elementary School (ES-28).....	11-9
	Dulles South Area Middle School (MS-7).....	11-13
	Dulles South Multipurpose Center (Phase II)	10-63
E	astern Loudoun Animal Shelter & Western Shelter Renovation.....	10-42
	Eastern Loudoun Sheriff Station	8-7
	Eastern Vehicle Support Facility	10-18
	ECC/E-911 Communications Center.....	10-41
	Economic Development Commission.....	1-5
	Economic Development	5-19
	Economic Environment	E-15
	Edgar Tillett Memorial Park.....	9-12
	Electoral Board.....	1-5
	Emergency Homeless Shelter.....	10-58
	Emergency Homeless Shelter.....	8-10
	Executive Summary	E-1
	Extension Services.....	3-3
	Extension Services, 4-H Youth Development	3-11
	Extension Services, Agriculture & Natural Resources.....	3-8
	Extension Services, Family & Consumer Sciences.....	3-13
F	amily Services Board.....	1-5
	Family Services.....	3-15
	Family Services, Adult & Family Programs	3-22
	Family Services, Child Services	3-19
	Family Services, Facilities & Internal Operations	3-30
	Family Services, Housing & Community Development	3-26
	Federal Payments	R-18
	Federal Revenue.....	14-28
	Fields Farm Park.....	10-65
	Fire and Rescue Commission	1-5
	Fire and Rescue Training Prop Lots.....	9-8
	Fire, Rescue and Emergency Management.....	2-45
	Fire, Rescue and Emergency Management, Administrative Services	2-67
	Fire, Rescue and Emergency Management, Asset Management	2-69



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management, Communications & Support Services	2-54
Fire, Rescue and Emergency Management, Emergency Medical Services	2-50
Fire, Rescue and Emergency Management, Fire Marshal's Office	2-61
Fire, Rescue and Emergency Management, Fire-Rescue Training.....	2-59
Fire, Rescue and Emergency Management, Office of Emergency Management.....	2-65
Fire, Rescue and Emergency Management, Operations	2-52
Fire, Rescue and Emergency Management, Volunteer Coordination	2-57
Fire/Rescue Capital Apparatus	10-47
Fireman's and Haske Field Improvements	10-71
Fiscal Impact Committee.....	1-5
Fiscal Policy	E-47
Fiscal Trends.....	14-1
Fiscal Trends, Assessed Value & Tax Rates	14-15
Fiscal Trends, Debt & Debt Service	14-39
Fiscal Trends, Demographic & Geographic Trends	14-3
Fiscal Trends, Revenue & Expenditures	14-23
Fiscal Year 2013 Budget Process	E-11
Franklin Park Athletic Field Lighting	10-69
Frederick Douglass Elementary School (ES-15).....	9-15
Freedom High School Addition.....	11-23
Friends of Loudoun Mental Health	3-80
Fund Balance Policy: County and Schools	E-56
FY 2011-2013 Summary of Financial Sources and Uses of Funds Balances	E-33
FY 2013 Adopted Enhancements	E-19
FY 2013 Landfill Fee Waivers	1-32
FY 2013 Program Reductions	E-21
FY 213 Budget Tables & Graphs	E-23

G eneral Fund Revenue Profile	R-3
General Fund Revenue Sources.....	14-29
General Fund Revenue.....	R-1
General Fund Transfer to Schools – Total & Per Pupil	14-36
General Government Administration – FY 2013 Adopted Expenditures	1-2
General Government Administration	1-1
General Government Expenditures Per Capita	14-32
General Property Taxes	R-4
General Registrar	1-59
General Services.....	1-65
General Services, Facilities Support	1-71
General Services, Fleet Management.....	1-73
General Services, Management Support Services.....	1-75
General Services, Public Works.....	1-69
Glossary	15-1
Good Shepherd Alliance	3-80
Greater Washington Initiative	3-78
Greenlea Tax District	13-11
Gum Spring Library	9-10

H al and Berni Hanson Regional Park	10-64
Hamilton Sewer Service District	13-12
Harmony Park and Ride Lot.....	8-6
Health & Welfare	3-1
Health & Welfare, FY 213 Adopted Expenditures	3-2
Health Services	3-33
Health Services, Community Health.....	3-37
Health Services, Environmental Health.....	3-40
Help for Others, Inc.	3-81



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

History of Expenditures by Department.....	E-37
History of FTEs by Department.....	E-39
History of Loudoun County.....	i-6
Housing Choice Voucher Fund	13-13

I mpact on Future Debt Ratios.....	12-6
Income	14-5
Information Technology.....	1-77
Information Technology, Communications Services	1-88
Information Technology, Computer Operations	1-81
Information Technology, Internet/Intranet Services.....	1-90
Information Technology, Systems Development & Support Services	1-85
Information Technology, Technology Services.....	1-83
INMED Partnerships for Children – MotherNet Loudoun	3-81
Investment Policies	E-53

J . Michael Lunsford Middle School (MS-5)	8-12
John Champe High School (HS-7)	9-14
Juvenile Court Service Unit.....	2-73
Juvenile Detention Center Phase II.....	10-52
Juvenile Detention Center.....	9-9
Juvenile Probation Residence.....	10-51

K incaid/Crosstrail Boulevards	10-30
Kincora Fire and Rescue Station.....	9-6

L and Acquisition Fund	10-9
Lansdowne Fire and Rescue Station	8-7
Leesburg Park and Ride Lot	8-4
Leesburg South (Station 27) Fire/Rescue Station	10-44
Legal Resource Center (Law Library)	13-14
Legal Services of Northern Virginia.....	3-81
Library Board of Trustees.....	1-5
Library Services	4-3
Library Services, Administration.....	4-11
Library Services, Public Services	4-9
Library Services, Support Services	4-7
Local and Commonwealth Revenues.....	14-27
Local Gasoline Tax Fund	13-15
Local Non-Property Taxes	R-8
Long-Range Planning	E-45
Loudoun Cares.....	3-82
Loudoun Citizens for Social Justice/Loudoun Abused Women's Shelter	3-82
Loudoun Community Health Center.....	3-82
Loudoun County Government Reform Commission (LCGRC).....	1-6
Loudoun County Mission.....	i-4
Loudoun County Organizational Chart.....	E-9
Loudoun County Parkway @ Redskins Park	9-3
Loudoun County Parkway Interchange	8-5
Loudoun County Real Estate, Personal Property, Machinery & Tools, etc., Tax Rates	14-22
Loudoun County Real Property Assessed Values.....	14-21
Loudoun County School System Enrollment.....	14-35
Loudoun ENDependence (ENDependence Cener of Northern Virginia).....	3-83
Loudoun Free Clinic.....	3-83



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Loudoun Heights Fire and Rescue Station #16.....	9-6
Loudoun Heritage Farm Museum.....	3-75
Loudoun Interfaith Relief.....	3-83
Loudoun Literary Council.....	3-83
Loudoun Museum.....	3-85
Loudoun Small Business Development Center.....	3-78
Loudoun Soil and Water Conservation District Board (LSWCDB).....	1-6
Loudoun Valley Estates II High School (HS-6).....	11-20
Loudoun Valley High School Renovations.....	11-19
Loudoun Volunteer Caregivers.....	3-84
Lovettsville Community Center Renovation.....	9-11
Lovettsville District Park.....	10-66
Lower Sycolin Pump Station.....	9-2
Lucketts Community Center Renovation.....	9-11
Lucketts Fire Station Replacement.....	10-46

M ajor Computer Systems.....	10-10
Major Employers in Loudoun County.....	14-14
Management & Financial Services staff.....	i-2
Management & Financial Services.....	1-93
Management & Financial Services, Accounting & Financial Analysis.....	1-102
Management & Financial Services, Budget Analysis & Research.....	1-104
Management & Financial Services, Human Resources Management.....	1-98
Management & Financial Services, Procurement.....	1-106
Map of Loudoun County.....	i-5
Mapping & Geographic Information.....	5-25
Mapping & Geographic Information, Land Records Development & Analysis.....	5-33
Mapping & Geographic Information, Land Records Maintenance.....	5-35
Mapping & Geographic Information, Public Information.....	5-29
Mapping & Geographic Information, System Development & Support.....	5-31
Mental Health Group Residence.....	10-57
Mental Health, Substance Abuse and Developmental Services.....	3-43
Mental Health, Substance Abuse and Developmental Services, Developmental Services Residential Supports.....	3-56
Mental Health, Substance Abuse and Developmental Services, Developmental Services Employment Services & Day Support.....	3-62
Mental Health, Substance Abuse and Developmental Services, Developmental Services Support Coordination.....	3-66
Mental Health, Substance Abuse and Developmental Services, Early Intervention.....	3-54
Mental Health, Substance Abuse and Developmental Services, Mental Health/Substance Abuse Emergency Services.....	3-48
Mental Health, Substance Abuse and Developmental Services, Mental Health/Substance Abuse Outpatient Services.....	3-50
Mental Health, Substance Abuse and Developmental Services, Mental Health Day Support Services.....	3-58
Mental Health, Substance Abuse and Developmental Services, Mental Health, Substance Abuse Prevention & Intervention Services.....	3-60
Mental Health, Substance Abuse and Developmental Services, Mental Health/Substance Abuse Residential Services.....	3-64
Mental Health, Substance Abuse and Developmental Services, MH, Substance Abuse & Developmental Services Adm.....	3-68
Mental Health, Substance Abuse and Developmental Services, MHSADS Administration.....	3-69
Mercer Middle School Addition.....	11-15
Metropolitan Washington Council of Governments.....	3-75
MHSADS Group Residence.....	10-55
Mirror Ridge Group Home.....	9-9
Miscellaneous Summary.....	6-1
Moorefield Elementary School (ES-16).....	9-16
Moorefield Fire and Rescue Station.....	8-8
Moorefield Station Community Park.....	10-67



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

N	et Debt as a Percentage of Assessed Value	14-44
	Net Debt Outstanding.....	14-42
	Net Debt Per Capita as a Percentage of Per Capita income.....	14-45
	Non-Departmental Expenditures	6-3
	Non-Residential Construction and Vacancy Rate	14-8
	Non-Tax Accounts Receivable Policies.....	E-53
	North Street Administration Building	8-11
	Northern Virginia Community College	3-76
	Northern Virginia Dental Clinic	3-84
	Northern Virginia Family Services.....	3-84
	Northern Virginia Regional Commission	3-76
	Northern Virginia Regional Park Authority.....	3-76
	Northern Virginia Resource Center for the Deaf and Hard of Hearing	3-84
O	ccoquan Watershed monitoring Program	3-77
	Office of the Commissioner of the Revenue.....	1-13
	Other Funds	13-1
	Other Local Sources of Revenue	R-11
P	ark Improvements – Restrooms & Lighting	9-13
	Parks, Recreation & Community Services	4-13
	Parks, Recreation & Community Services, Adaptive Recreation	4-32
	Parks, Recreation & Community Services, Administration.....	4-41
	Parks, Recreation & Community Services, Aging Services.....	4-34
	Parks, Recreation & Community Services, Children's Programs	4-20
	Parks, Recreation & Community Services, Community Centers.....	4-29
	Parks, Recreation & Community Services, Facilities Planning & Development	4-39
	Parks, Recreation & Community Services, Maintenance Services	4-22
	Parks, Recreation & Community Services, Parks	4-27
	Parks, Recreation & Community Services, Sports	4-24
	Parks, Recreation & Community Services, Youth Services	4-37
	Parks, Recreation and Culture	4-1
	Parks, Recreation and Culture, FY 2013 Adopted Expenditures	4-2
	Parks, Recreation and Open Space Advisory Board.....	1-6
	Passengers at Washington Dulles Airport.....	14-13
	Personal Property and Real Property Taxes per Capita	14-26
	Personal Property Taxes.....	14-25
	Peumansend Creek Regional Jail Authority.....	3-77
	Philip A. Bolen Memorial Park.....	8-11
	Planning Commission	1-6
	Planning Services	5-37
	Planning Services, Application Review & Management.....	5-42
	Planning Services, Community Information & Outreach	5-46
	Planning Services, Community Planning	5-44
	Policy Goals	E-47
	Population	14-4
	Post-Retirement Employee Benefits Fund	13-24
	Potomac Green Community Park.....	10-70
	Previously Authorized Capital Projects in Development.....	9-1
	Proffer Fund.....	13-25
	Projected FY 2013 Major Operating Indicators	i-8
	Property Tax Levy and Percentage of Tax Levy Collected	14-20
	Public Safety and General Government Office Center.....	10-50
	Public Safety and Judicial Administration.....	2-1



**Loudoun County Government
FY 2013 Adopted Fiscal Plan**

Public Safety and Judicial Administration, FY 2013 Adopted Expenditures	2-2
Public Safety Expenditures	14-33
Public Safety Firing Range.....	9-8
Purcellville Fire and Rescue Station.....	8-8

R Real Property Assessments.....	E-16
Real Property Taxes	14-24
Recycling Convenience Center.....	10-20
Regional Organizations and Contributions	3-71
Regional Park-and-Ride Lots	10-27
Residential & Business Property – Share of Real Property Valuation.....	14-19
Residential Building Permits Issued	14-7
Restricted Use Transient Occupancy Tax Fund.....	13-33
Retail Sales	14-9
Revenue & Expenditures	14-23
Revenue Policies	E-52
Revolving Loan Fund	13-38
Risk Management Policies	E-55
Riverside Parkway	10-34
Round Hill Fire Station Replacement	10-45
Route 28 Transportation Improvement District.....	13-39
Route 690 Interchange Engineering.....	10-37
Route 7 Traffic Flow Improvements	9-2
Route 7/287 Interchange Study	9-5
Route 7/Belmont Ridge Road Interchange.....	10-31
Rural Economic Development Council (REDC)	1-6
Russell Branch Parkway	9-4

S AFETEA-LU Projects	10-11
School Capital Projects	11-1
School Capital Projects, Elementary Schools	11-5
School Capital Projects, High Schools	11-17
School Capital Projects, Middle Schools.....	11-11
School Revenue Fund.....	R-24
Scott Jenkins Memorial Park.....	9-12
Service Environment	E-18
Sheriff's Office.....	2-81
Sheriff's Office, Administrative & Technical Services	2-102
Sheriff's Office, Corrections	2-98
Sheriff's Office, Court Services	2-100
Sheriff's Office, Criminal Investigations.....	2-86
Sheriff's Office, Emergency Communications	2-96
Sheriff's Office, Field Operations.....	2-88
Sheriff's Office, Office of the Sheriff	2-107
Sheriff's Office, Operational Support.....	2-91
Sidewalks and Signals	8-6
Special Revenue Fund	13-41
Storm Water Management	10-16
Sycolin Road Improvements	8-5

T all Cedars Parkway	10-35
Tax Exemptions by Board Action	R-23
Total General Fund Revenue	14-30
Town of Hamilton (Sewer).....	3-77
Town of Leesburg for School Resource Officers (SROs).....	3-78



Loudoun County Government
FY 2013 Adopted Fiscal Plan

Trails	9-3
Transit Bus Maintenance & Storage Facility	10-26
Transit Buses	10-25
Transmittal letter	E-3
Transportation Services	5-49
Transportation Services, Highways/Transportation Planning/Administration	5-57
Transportation Services, Transit & Commuter Services.....	5-53
Treasurer	1-109
Treasurer, Accounting of Funds	1-119
Treasurer, Collection of County Revenue	1-115
Treasurer, Investment & Safeguarding County Funds	1-117
Treasurer, Project Fairness/Cost Recovery	1-113
Tuscarora High School (HS-5)	8-13

U ser's Guide	E-10
----------------------------	------

V-W ashington Airports Task Force	3-79
Waxpool Road.....	10-36
Western Loudoun Sheriff Station	9-7
Western Vehicle Support Facility	10-19
Woodgrove High School (HS-3).....	8-13
Woods Road Landfill Cell 1A	8-3
Woods Road Landfill Leachate Transmission	8-2
Woods Road Landfill Maintenance Shop	8-2
Woods Road Landfill Mining Project	10-21
Woods Road Landfill Sequence V Closure	10-22
Woods Road Landfill Wheel Wash.....	8-3
Youth Shelter Renovation	10-60
Youth Shelter	8-10

X-Y-Z



Notes