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

- *All County Government Departments, with particular thanks to County Administration, Capital Construction, 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, 2008. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

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



LOUDOUN COUNTY MISSION

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

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



Fiscal Year 2010





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 285,000 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

COUNTY PROFILE

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County's population nearly doubled in the 1990s; since 2000, Loudoun County has been the fifth fastest growing county in the United States. The County's economy continues to grow, and is responsible for a considerable share of northern Virginia's job growth during the past few years. Several major companies in the telecommunications, information and airline industries are located in the County. Known for its outstanding public school system, the County provides a mix of suburban and rural living to its residents.

County Population*	288,556	Land Area (square miles)	520
Adjusted Gross Income****	\$116,861	Unemployment Rate***	2.8%
Median Household Income**	\$107,207	Total Employment*	158,819
Public School Enrollment*	59,490	New Commercial Permits***	5,177,989 sf.
Cost Per Pupil*	\$12,565	New Residential Permits***	2,391 units
County & School Employees*	12,413	Office/Industrial Vacancy Rate***	15.7%

* Forecast FY 10

**Calendar Year 2007

***Calendar Year 2008

****Calendar Year 2006

TOP 10 REAL PROPERTY TAX PAYERS (2009 VALUE)

	% of Tax Base
America Online/Time Warner	0.61%
Verizon Business (formerly MCI WorldCom)	0.57%
Dulles Town Center Mall, LLC	0.52%
Virginia Electric & Power Company	0.43%
Toll Road Investors Partnership II, LP	0.38%
VISA USA, Inc.	0.37%
Smith, Verlin W et al. Trustees	0.28%
Verizon Virginia, Inc.	0.23%
Brambleton Group, LLC	0.22%
Chelsea GCA Realty Partnership, LP	0.22%

TOP 10 EMPLOYERS (SECOND QUARTER 2008)

	# of Employees
Loudoun County Public Schools	5,000+
America Online/Time Warner	1,000-4,999
Loudoun County	1,000-4,999
Inova Loudoun Hospital	1,000-4,999
M.C. Dean, Inc.	1,000-4,999
Orbital Sciences Corporation	1,000-4,999
United Air Lines, Inc.	1,000-4,999
US Airways Express	1,000-4,999
U.S. Postal Service	1,000-4,999
Verizon Business	1,000-4,999

PROJECTED FY 10 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
GENERAL GOVERNMENT ADMINISTRATION	
<i>County's bond ratings</i>	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Energy cost per square foot of owned space	\$ 2.85
Major computer availability	99.95%
JUDICIAL ADMINISTRATION	
Number of Deed book recording	400,000
PUBLIC SAFETY	
<i>Sheriff's Office</i>	
Average response time for emergency calls	9:00 min
Average response time for non-emergency calls	11:15 min
<i>Fire and Rescue Services</i>	
Number of emergency medical incidents responded	17,763
HEALTH AND WELFARE	
Number of senior meals provided	114,000
Number of age appropriate vaccinations provided	11,045
Number of Loudoun residents in the Medical Reserve Corps	950
PARKS, RECREATION, AND CULTURE	
Annual park visits	850,000
Number of adults participating in adult sports leagues	10,000
Number of children participating in youth sports	91,000
COMMUNITY DEVELOPMENT	
Number of plans submitted for review	9,500
Square feet of commercial and industrial permits	2,000,000
Number of subdivision applications submitted	300
EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)	
Per Pupil Expenditures	\$ 12,565



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Loudoun County Government
FY 2010 Adopted Fiscal Plan





Executive Summary

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LOUDOUN COUNTY, VIRGINIA

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Board of Supervisors

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July 1, 2009

To the Citizens of Loudoun County:

As the representative of the Loudoun County Board of Supervisors, I hereby present to you the FY 10 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 the upcoming fiscal year

The public process of developing the budget plan officially began on February 9, 2009 when the County Administrator presented the FY 10 Proposed Fiscal Plan to the Board of Supervisors. In reality, the Board began its FY 10 budget plan preparations on April 2, 2008, one day after the FY 09 budget was adopted. Anticipating an equally challenging economic environment for the FY 10 budget cycle, the Board emerged from the difficult FY 09 budget worksessions committed to providing fiscal guidance to the general government and school system early in the budget development process. The Board provided that explicit direction in October 2008 – there would be no increase in locally tax-funded expenditures from the FY 09 Operating Appropriations for either the County General Fund or School Fund in the FY 10 budget.

The Board held three public hearings in February to give members of the public the opportunity to weigh in on the general government's proposed \$17.6 million in program reductions, as well as the school system's proposed fiscal plan. Throughout the budget review process, the Board reached out to and received comments from hundreds of citizens who participated in the public hearings and other public meetings, through the County and the Schools e-mail systems, and the Citizen Comment Line. During our March budget deliberations, the Board considered and balanced constituent concerns and service responsibilities against the reality of limited resources. This budget is the result of those deliberations and difficult choices.

On April 7, 2009, the Board of Supervisors voted to approve an additional \$31 million in reductions over those originally proposed, resulting in an overall reduction in spending of \$182.8 million as compared to FY 09, with a consequent reduction in force of close to 85 full-time equivalents (FTEs) for the general government. The Board subsequently adopted a real property tax rate of \$1.245 for FY 2010. This is a reduction of 4.5 cents from the \$1.29 tax rate proposed by the County Administrator, resulting in an average drop of 7%, or \$383, in the annual property tax bills for the average homeowner in 2010.



ECONOMIC, DEMOGRAPHIC AND FISCAL ENVIRONMENT

While Loudoun's economy has weathered the downturn in the national economy better than other regions, these are still very difficult economic times. Well known, significant national (and international) trends and events in the past year have had real and immediate local impacts that directly influence the decisions of our Loudoun residents and businesses. These include rising health care costs, a system-wide credit crisis, declining property values, weakening employment levels, and volatile energy prices. In general, these trends limit the resources available to the County to finance the services that Loudoun residents have come to expect from their government. However, the same trends, and the economic uncertainty accompanying them are likely to increase demand for public safety, human services, public recreational facilities, libraries and public schools. In addition, the dramatic national rise and subsequent decline in residential property values has had a strong impact on the region and on Loudoun County in particular. The vast majority of our revenue base is dependent upon real property, with residential property the leading contributor.

The Commonwealth is also under pressure with many of the same economic issues statewide. We expect the Commonwealth to continue its struggles to provide consistent levels of funding to localities, including Loudoun. And, while there is some promise of federal intervention with various economic stimulus packages, such as the Neighborhood Stabilization funds we were recently awarded, the majority of these federal packages will take time to provide any relief at the local level.

Population growth also continues to be a dominant local trend, affecting every area of the government's operations. Even with the recent slowdown in residential construction, the County's population is forecast to continue growing by about 5,000 to 8,000 persons for the next several years. The combination of increasing population and an overall stagnant tax base made the task of developing a FY 10 fiscal plan that balanced residents' service requirements and tax burdens a singular challenge for the Board of Supervisors.

BUDGET OVERVIEW

The FY 10 fiscal plan includes \$1.1 billion for operating costs, including \$762 million for the school system, \$360 million for the general government and \$10.6 million for the Comprehensive Services Act for At-Risk Youth (CSA). In addition, the adopted fiscal plan includes \$149.9 million for annual debt service, including \$111.5 million for the school system and \$38.4 million for general government projects. The fiscal plan includes \$58 million in FY 10 capital expenditures, \$5.9 million of which will be funded by local tax revenue.

About 70.2% of the \$875.5 million in revenues from local taxes will be used for school operating expenses, capital projects and debt service, while 28.6% will fund general county operating expenses, capital projects and debt service. The remaining 1.2% provides funding for the CSA.



The personal property tax rate remains unchanged at \$4.20 per \$100. However, due to reduced assessments, the average reduction in personal property tax is \$52 per vehicle. On the recommendation of the Route 28 Tax District Commission, the Board adopted a \$0.18 per \$100 tax rate for the Route 28 Tax District, a reduction of 2¢. The Board also increased the personal property tax rate on special fuels vehicles from 1¢ to \$1.00, and implemented a separate personal property tax rate on low-speed, all-electric vehicles, down from \$4.20 to \$1.00 per \$100 in assessed value.

COUNTY GOVERNMENT

The County Government system adopted budget for FY 2010 is \$359.5 million, an overall reduction from FY 10 appropriations of -3.1%, with a consequent reduction in force of close to 85 FTEs. Some of the reductions in the general county government will be achieved through reorganization of the workforce for greater efficiency and elimination of positions that have seen declining workloads, primarily because of the economic slowdown. Reductions to the county budget also include:

- Reductions in force in the land use departments, reflecting the decrease in workload for building inspections and land use support;
- Closing the Animal Shelter to the public on Fridays;
- Reducing supplementary funding for volunteer fire-rescue facilities;
- Delaying the opening of the Brambleton fire-rescue station until FY 11;
- Eliminating front counter customer service positions across the county organization;
- Eliminating internal operations positions in areas such as training, information technology, budget management, procurement and capital project management support;
- Reducing funding for maintenance and repair of county facilities and information technology and telecommunications systems;
- Reducing the county motor pool fleet by 30%;
- Increasing employee health care co-pays and deductibles, and freezing staff compensation;
- Reducing funding for regional organizations; and
- Reducing funding for Library Services.

As part of its appropriation action, the Board did approve a very limited number of enhancements that are generally linked to fee increases and new facilities. The Board established maintenance and youth sports user fees, and increased several other Parks and Recreation fees for services such as facility rentals and the Youth After School program. Transient Occupancy Tax (TOT) revenues were appropriated to support the Franklin Park Performing and Visual Arts Center and the Heritage Farm Museum of Loudoun County. The Board also maintained funding for the Carver Adult Day Care Center program, which was under consideration for closure.



SCHOOL SYSTEM

Following the publication of the County Administrator's FY 10 Proposed Fiscal Plan, the School Board approved an additional \$10.5 million in reductions to the zero-based budget the School Superintendent had presented for FY 10. This allowed the County Administrator to reduce the originally proposed tax rate of \$1.30 to \$1.29 prior to the Board beginning its budget discussions. During its deliberations, the Board met in joint session with the Loudoun County Public Schools (LCPS) Board to discuss the school systems' proposed operating and capital budgets. The Board subsequently approved an additional \$15 million in budget cuts for the Schools, and replaced \$11.8 million of the local tax transfer by an amount equal to supplantable Federal Stabilization funds, ultimately reducing the local tax burden by \$34.2 million.

The School system adopted budget for the 2009-2010 school year is \$762 million, which represents a 6.5% reduction from the FY 09 local tax transfer and an overall reduction from FY 09 appropriations of -1.9%. As part of its budget reconciliation actions and per its reassurances to the Board of Supervisors during their joint sessions, the School Board made certain that no LCPS employee would be subject to a reduction in force, furlough, or salary reduction in FY 10.

The School system FY 10 reductions and new or increased fees include:

- A reduction in school buses/field trips;
- A delay in the purchase of band uniforms for Park View and Stone Bridge high schools;
- Elimination of a fuel contingency;
- An increase in employee health care co-pays and deductibles;
- A reduction in Instruction Department materials;
- The elimination of Iowa testing in third and eighth grades;
- A reduction in professional services for construction and land acquisition;
- The reduction of part-time salaries and materials in the Department of Pupil Services:
- A reduction in the amount of money allocated for substitutes;
- The reduction of staff development funding system-wide;
- A system-wide reduction in part-time and overtime pay, as well a compensation freeze;
- A reduction in the acquisition of textbooks;
- The imposition of fees for participation on athletic teams; and
- An increase in student parking fees.

DEBT SERVICE

While the County's debt service has been increasing at a faster rate than overall population growth, that increase is due primarily to the County's financing of public school building construction. However, FY 10 debt service expenditures are reduced by



an estimated 6.9% from the adopted FY 09 debt service expenditures. Much of that reduction may be attributed to (1) planned delays in bond issuances, (2) the favorable rates the County realized for FY 09 issuances because of its AAA status and (3) exceptional returns achieved through FY 09 refunding. Estimated FY 11 debt service will climb approximately 17% from FY 10, and debt service will continue to rise an average of 8.4% from FY 12 through FY 14, as debt to fund school construction and the County's contributions to the Dulles Metrorail capital project is issued. And, while overall population growth is slowing, over 30% of Loudoun County residents are under 20 years old and the school population is forecast to add an additional 12,250 students by FY 2014, a growth rate of over 20%. The Schools' current construction program proposes another 17 schools to be built by 2017 to address this growth. Financing the Schools' construction program as presently structured, and the consequent operating and maintenance costs of supporting these additional schools and students, will continue to put pressure on the County's tax rate and debt ratios.

CAPITAL IMPROVEMENT PROGRAM

The adopted, amended FY 09-14 Capital Improvement Program (CIP) for the General County Government and School System totals \$1.4 billion. Schools construction and renovation remains a significant spending category at \$664.7 million. The six-year plan also includes \$69.3 million in planned school site acquisitions. School expenditures total \$734 million or 52.4% of the planned capital expenditures over the six-year planning period. The county government portion of the CIP, including land purchases for county projects and transportation initiatives, totals \$701 million. This includes \$260 million in transportation projects, which consists principally of Loudoun's \$240 million contribution toward the Dulles Metrorail project. Additional projects include:

- Fire and Rescue stations in Aldie, Kirkpatrick Farm, Leesburg and western Loudoun, and funding for renovations to fire and rescue stations and additional apparatus;
- Expansion of the county courts complex and the Juvenile Detention Center, as well as a western Loudoun Sheriff's substation;
- Transitional and emergency homeless shelters;
- Townhouses, group homes and supported living residences for mental health and mental retardation clients;

While Year 1 of the Adopted CIP (FY 09) was funded at \$239.7 million, Year 2 of the Adopted CIP (FY10) is to be funded at \$57.9 million, which represents a 75% reduction in capital fund expenditures from the previous FY 10 planning budget in the Adopted CIP (FY 09). The adjustments to the capital plan reflect the changing financial conditions the County is encountering in its general fund revenue forecasts. The Loudoun County School Board did not recommend any school capital projects be funded in FY 10 due to the potential impacts to the operating budget in the FY 10 – FY 11 planning years. The



General Government Projects proposed for FY 10 have minimal or no operating budget impacts and are mostly investment in the County's infrastructure.

The Capital Asset Preservation Program funding for FY 10 has been held to the FY 09 level. Major computer systems work scheduled for FY 10 consists of \$25 million for the replacement of the core County Financial Systems. These systems were acquired over twenty years ago and are based on functional requirements and a technical architecture that satisfied the County's business needs and financial requirements at the time of acquisition.

CONCLUSION

In developing the FY 10 Fiscal Plan, the Board focused on the long view, preserving and protecting core public safety services, health and welfare programs and a solid operating infrastructure, while remaining well-positioned for future recovery and growth. The Board also reaffirmed its commitment to the sound fiscal principles that allowed the County to achieve and retain its AAA status with the three major bond rating agencies. The FY 10 Fiscal Plan addresses the need for the County to maintain essential program services and infrastructure, and meet the critical demands of its community, while being financially prudent and recognizing the challenging economic circumstances of many Loudoun residents.

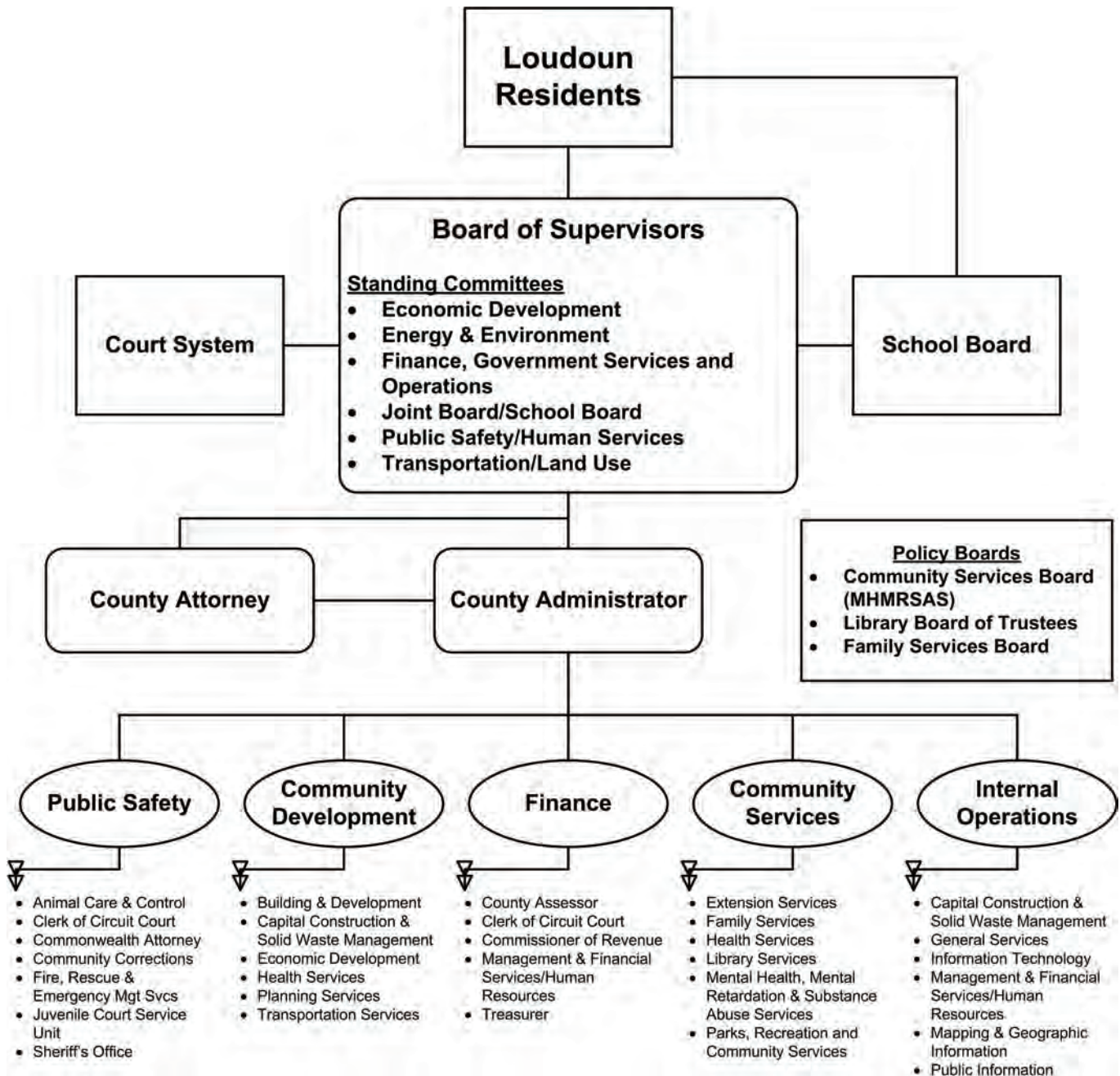
While we are living in challenging times, Loudoun County continues to experience positive trends that are counter to the national situation. Our unemployment rate is substantially lower than most localities and there is still job growth in the region and in Loudoun. We have a highly diverse local economy that allows us to better withstand economic stress better than other regions. Even in this time of recession, Loudoun continues to be an attractive market in which to locate commercial businesses. There has been and will continue to be considerable business interest in a Loudoun location. Our well-designed neighborhoods, high-quality school system and dedication to services 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 ORGANIZATIONAL CHART





USER'S GUIDE

The *FY 2010 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 09: 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 2010 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.



FISCAL YEAR 2010 BUDGET PROCESS

Loudoun County's Fiscal Year 2010 begins on July 1, 2009, and ends on June 30, 2010. The County initiated its budget process in April 2008 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. During this time departments were also preparing Tiered lists of possible reductions, which were then reviewed by County Administration and functional group committees. These items were combined by the County Administrator in the development of the *FY 2010 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 9, 2009. The Board of Supervisors adopted the County *FY 2010 Adopted Fiscal Plan* on April 7, 2009, following the completion of its review process.

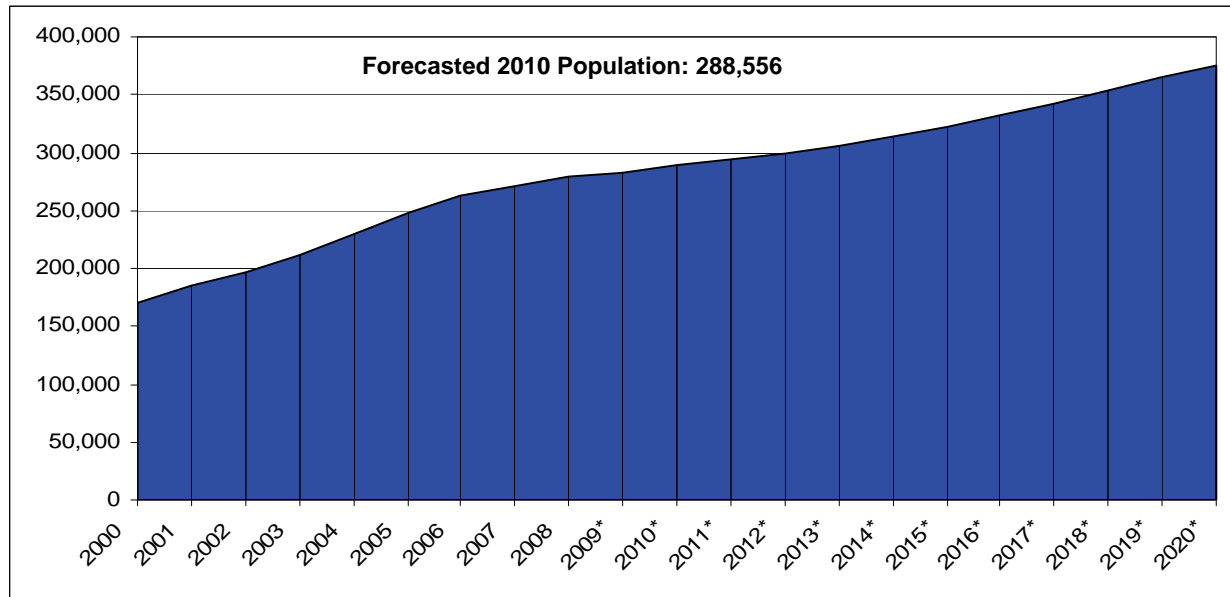
DATE	ACTION	DESCRIPTION
April 2, 2008	Board of Supervisors provides direction on FY 2010 budget development	The Board of Supervisors directed staff to look at revenue alternatives and to present monthly revenue, expenditure and housing/foreclosure data.
July 1 & 23, 2008	Board of Supervisors Strategic Planning Sessions on the Budget	The Board of Supervisors identified Fiscal Health/Budget issues as a top priority for its term.
May 21, 2008 – January 31, 2009	Revenue Options Review	Finance & Government Services Committee began its review of potential revenue options and presented options to the Board of Supervisors.
September 9, 2008	FY 10 Budget Process Kickoff	The County Administrator provided instructions for the upcoming budget process. Departments were asked to submit their base budget projections and their tiered reduction lists. Departments submitted narratives and performance measures.
October 21, 2008	Board provides FY 10 Budget Direction	The Board of Supervisors directs the County Administrator to develop a draft FY 10 operating budget requiring local tax funding reductions from the FY 09 Operating Appropriations for the County General Fund and School Fund at the 0%, 5%, 10% and 15% level.
September 9, 2008- January 14, 2009	Proposed Fiscal Plan Development	The County Administrator met with senior staff, financial management and department functional groups to review tiered reductions and develop the proposed budget. The Budget Office incorporated proposed reductions into the projected fiscal data to develop the County Administrator's <i>FY 10 Proposed Fiscal Plan</i> .
January 2009	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 10 Proposed Fiscal Plan</i> to present to the Board of Supervisors. The School Board adopted their proposed budget.
February 9, 2009	<i>FY 2010 Proposed Fiscal Plan</i> presented to the Board of Supervisors	The County Administrator officially presented the <i>FY 10 Proposed Fiscal Plan</i> to the Board of Supervisors.
February 10 – March 31, 2009	Board of Supervisors Budget Worksessions	The Board held budget worksessions to review the <i>FY 10 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
February 25, 26 & 28, 2009	Public Hearings	The Board of Supervisors held hearings to gather public input on the <i>FY 10 Proposed Fiscal Plan</i> .
April 7, 2009 - June 2009	Board of Supervisors adopts tax rates and the FY 2010 Appropriations Resolution on April 7, 2009	The Board set tax rates for Tax Year 2009 and adopted the FY 10 Appropriations Resolution, creating the <i>FY 10 Adopted Fiscal Plan</i> . Staff completes final edits and sends the budget document to the printer.
July 1, 2009	Beginning of FY 2010	<i>FY 10 Adopted Fiscal Plan</i> implementation.



DEMOGRAPHIC ENVIRONMENT

Loudoun County is one of the fastest growing counties in the United States. Between 1990 and 2000 the County nearly doubled its population with a 97% growth rate. Loudoun's population increased by about 64% between 2000 and 2008, making it the fifth fastest growing county in the nation and number three among counties with populations over 100,000. The County's forecasted 2010 population is 288,556; a population increase of 70% since 2000. In 2020, the County's population is forecasted to be 375,615, which is an increase of 30% from 2010.

Population in Loudoun County



*Forecast

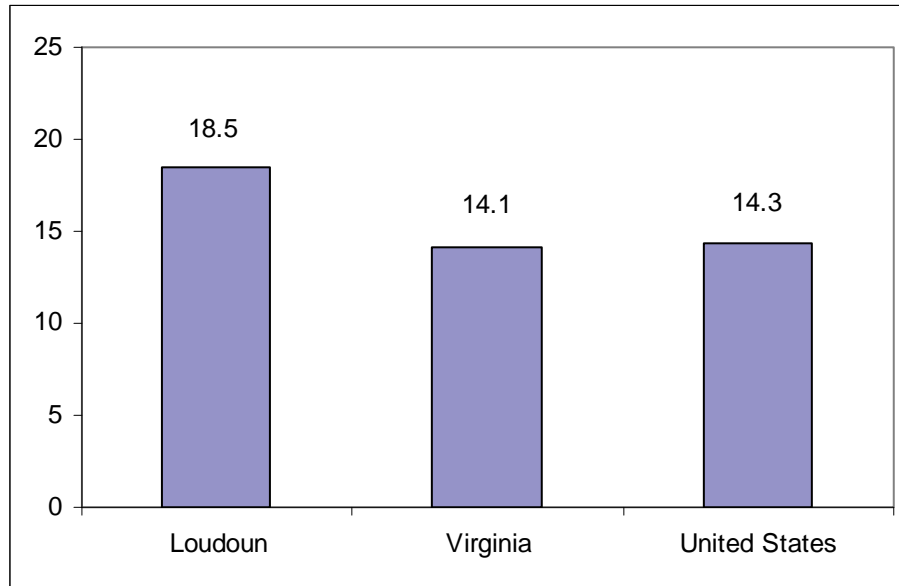
The majority of the County's population growth results from residents moving into the County. The U.S. Census Bureau estimates that about 75% of Loudoun's population growth since 1990 resulted from migration. Internal Revenue Service (IRS) data shows that the total number of people moving to Loudoun has slowed since 2005. Annually between 2002 and 2006, 42% to 45% of those migrating into the County moved here from Fairfax County. That percentage dropped to 37% in 2007. Fifty-six percent of Loudoun's residents have lived in the County for less than ten years. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, proximity to jobs and amenities, housing affordability and availability, and public school system. The slowing growth in population since the mid-2000s reflects the end of the housing boom and the current recession.

Population growth can also be attributed to the County's high birthrate, which is roughly 31% higher than the Commonwealth of Virginia's and 29% higher than the national rate. This is due to the fact that young families dominate the County's population. In 2007, 35% of the County's residents were between the ages of 25 and 44.



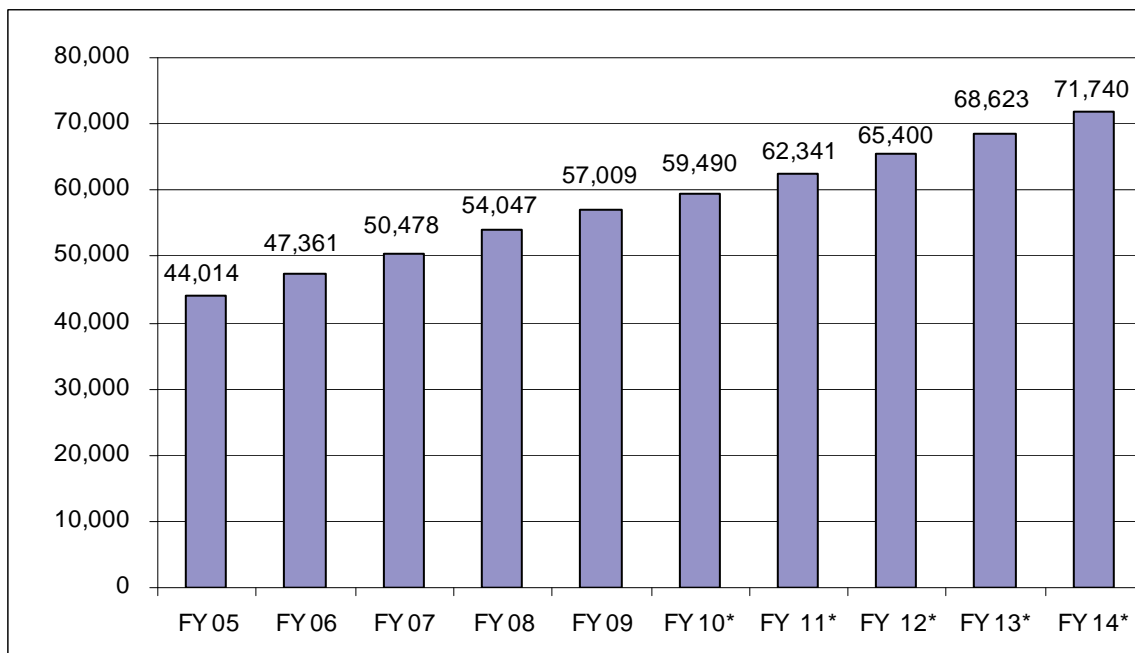
DEMOGRAPHIC ENVIRONMENT

Birthrate Per 1,000 – 2007



The high percentage of young families is responsible for the County's large population of school children. Twenty-two percent of the total population is between 5-19 years old; another 9.5% of the population is under five years old. Loudoun's public school enrollment grew 117% during the 1990's, and has increased about by another 79% since then. Public school enrollment in FY 10 is forecasted to total 59,490.

Public School Enrollment



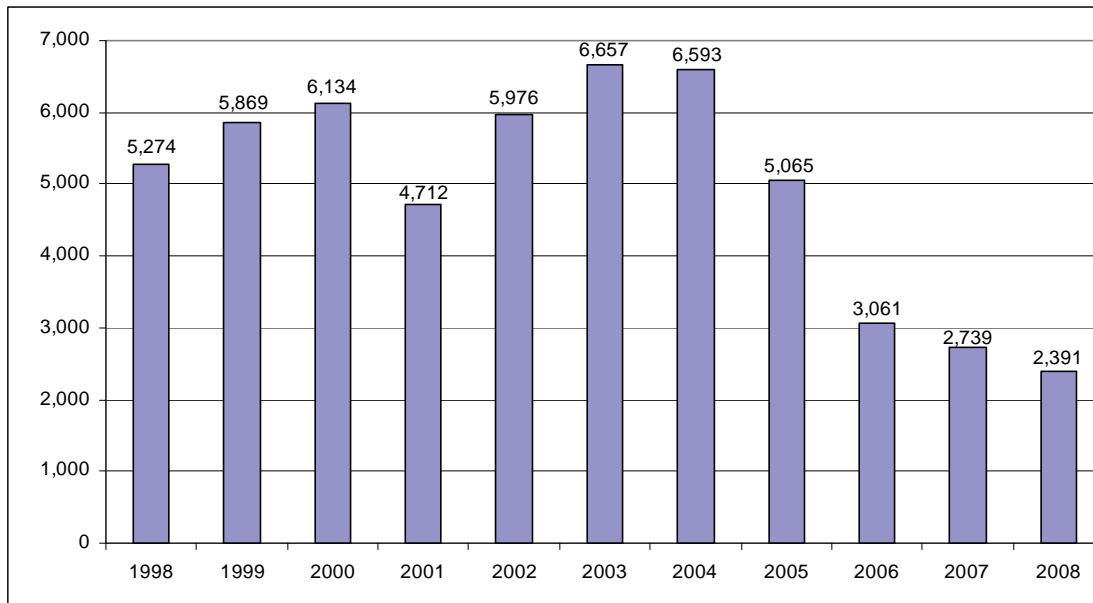
* projections



DEMOGRAPHIC ENVIRONMENT

Residential construction was at a high level from 1998 through 2005. In 2008, 2,391 building permits for new residential units were issued, continuing a decline that started in 2005. The Washington, D.C. region, and the nation as a whole, also experienced declines in building permits in 2008. In 2008, 37% of Loudoun's permits were for multi-family units, followed by 34% were for single-family detached units, and 30% for single-family attached. This is the first time since 1990 that the amount of multi-family permitting has surpassed single-family detached and single-family attached amounts. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Residential Building Permits Issued for New Construction





ECONOMIC ENVIRONMENT

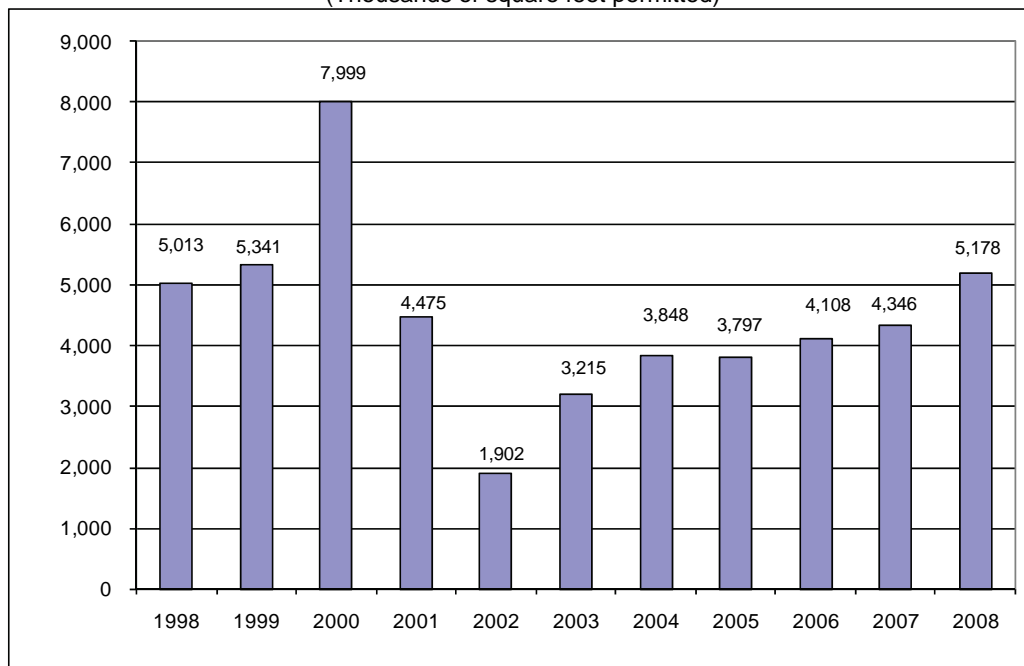
The Washington region continues to outperform most other parts of the United States; however, the current cycle of rapid growth has slowed as a result of the global credit crisis with its effect on residential and commercial construction, and the national recession. Between 2000 and 2008, employment increased by 46,364 new jobs in the County; employment continued to grow by 2.8% between 2007 and 2008. While short term growth will be affected by the current recession, the County's total employment is forecast to increase 43% between 2010 and 2020. In 2008, the County's unemployment rate of 2.8% remained one of the lowest in Virginia.

Loudoun's economy weathers general downturns in the national economy better than other regions in part because of a dynamic mix among key industries. Employment in service industries, accounting for 38% of Loudoun's employment, has steadily grown with only a brief interruption for the national recession in 2002. Government, at 15% of total employment, continued to grow through 2008, but retail employment, at 12%, was nearly stable from 2007 to 2008. Construction, at 12%, grew rapidly until 2007, when it began to contract due to the effects of the residential housing downturn. The transportation and information industries are two other key industry groups which have experienced uneven employment growth in recent years.

Loudoun's economic environment contributes to its status as having the nation's highest median household income in 2007, at \$107,207. Another comprehensive measure of Loudoun's economic position is the adjusted gross income of married income tax filers. By this measure, Loudoun's median adjusted gross income has grown from \$100,449 in 2004 to \$116,861 in 2006, the most recent period available. Loudoun ranked third among all Virginia jurisdictions in 2006, trailing only the City of Falls Church and Arlington County.

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, even in the face of the national recession which began in late 2007. This construction has recently supported the rapid growth in the service, government, and retail industries.

New Non-Residential Construction
(Thousands of square feet permitted)





ECONOMIC ENVIRONMENT

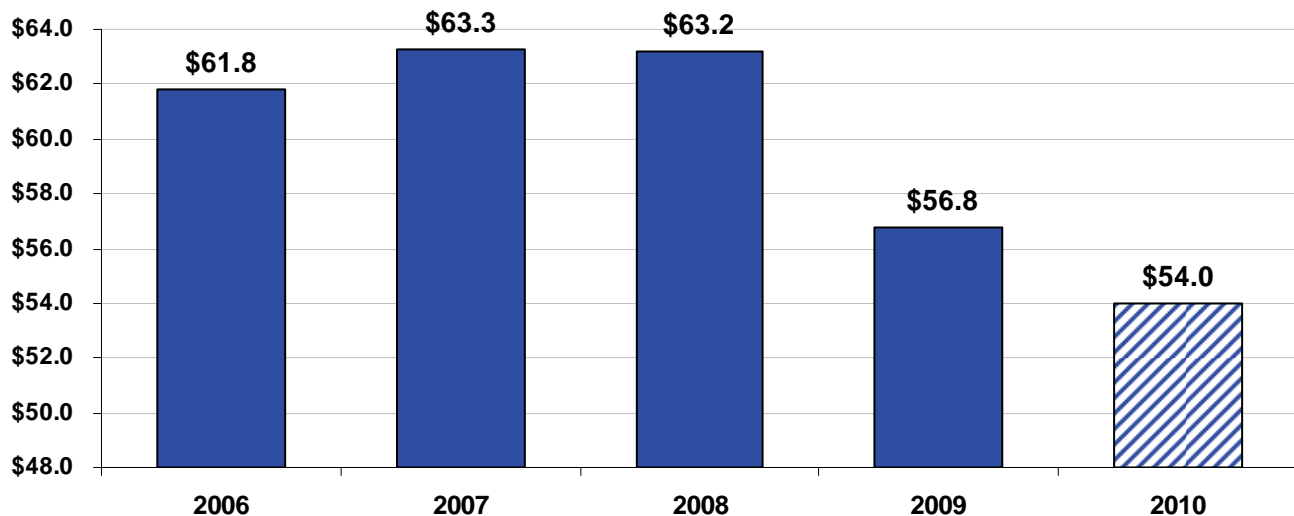
In 2004, the Board of Supervisors unanimously adopted a community economic development strategy. This strategy offers a vision of Loudoun with a globally competitive economy, favorable business environment, exceptional quality of place, and a strong sense of community. Loudoun continues to make progress toward being one of the most desirable places to live and work in the United States.

The County's availability of a highly-educated workforce, proximity to Washington, D.C. and connectivity (Washington Dulles International Airport and broadband access) will continue to make Loudoun a desirable business location. The recent announcement by Raytheon, to consolidate a significant portion of their Northern Virginia operations into the Pacific Corporate Park (formerly known as the AOL campus), signals the viability of Loudoun as a premier DC area location for other major government contractors to consider. Additionally, current expansion projects include Washington-Dulles International Airport, Orbital Sciences Corporation and Equinix, along with other highly secured data center facilities. The presence of the Howard Hughes Medical Institute Janelia Farm Research Campus has spurred international interest from the life science community. The County's list of major employers includes America Online/Time Warner, 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 declined sharply from \$63.2 billion on January 1, 2008 to \$56.8 billion on January 1, 2009. It is expected to decline further to \$54.0 billion as of January 1, 2010. These are decreases of -10.1% during calendar year 2008 and -4.9% during calendar year 2009. The reduction in the County's real property tax base represents the combined effects of the housing/credit crises and subsequent worldwide recession and it also reflects continued weakness in the local real estate market.

**Estimated Total Fair Market Value of Real Property
(In billions)**



Residential property values for single-family and condo properties declined by \$6.1 billion from January 1, 2008 to January 1, 2009. The decline in assessments on existing properties was partially offset by about \$0.6 billion in new construction and growth. The decline is projected to continue in 2009, with the residential tax base declining by an additional \$3.8 billion, to \$34.4 billion, by January 1, 2010. The average assessed value of a home in

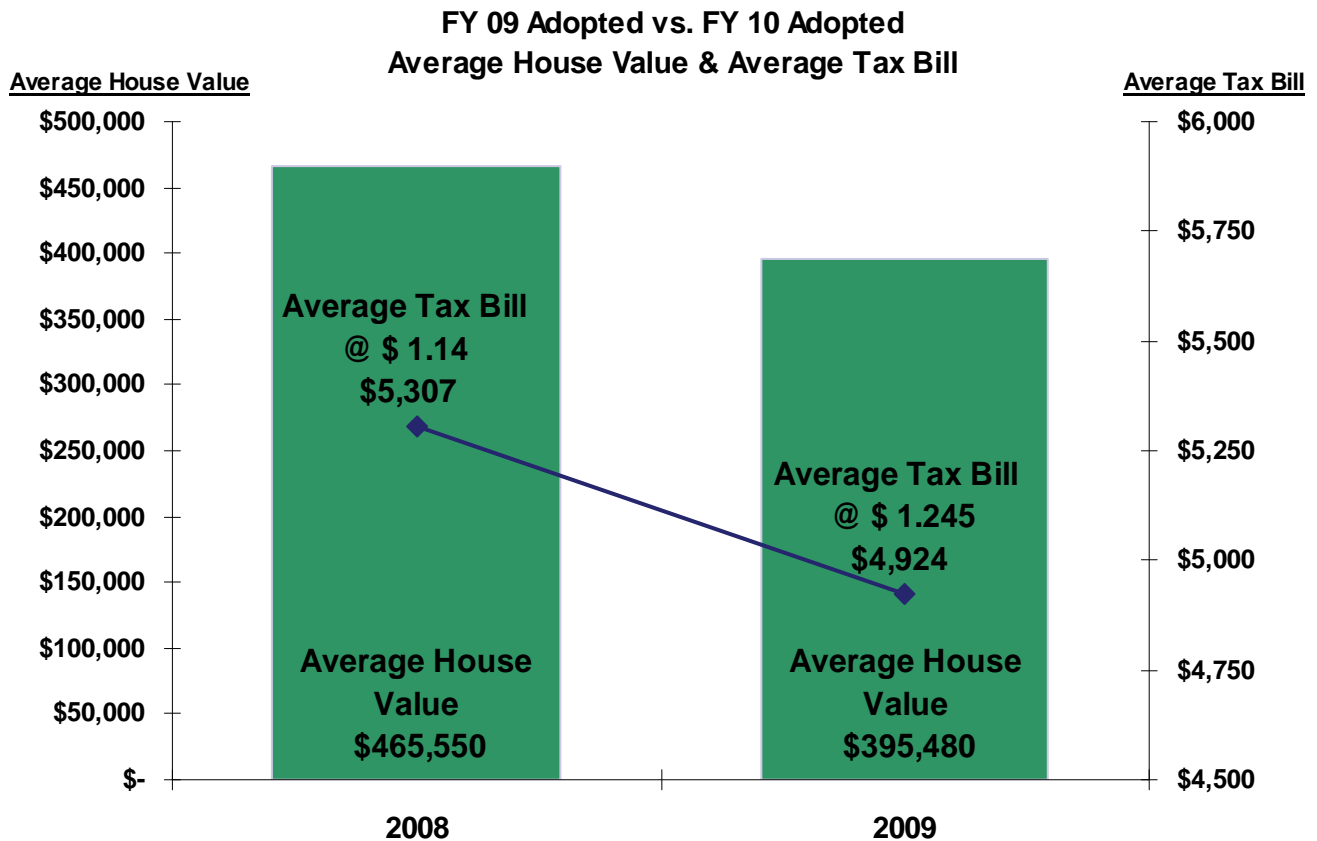


REAL PROPERTY ASSESSMENTS

Loudoun decreased for the second consecutive year, from \$465,550 in 2008 to \$395,480 in 2009, and is anticipated to decline further to \$351,424 by 2010, a 25% decrease over that period. In contrast to these trends, the assessed values for rental multi-family units increased by 8% to \$1.6 billion from 2008 to 2009.

Commercial and industrial values increased by \$477 million between January 1, 2008 and January 1, 2009. This represents a 4% increase to \$11.8 billion on January 1, 2009. Agricultural property values fell by about \$786 million, or 16%, from 2008 to 2009.

The FY 10 Adopted Fiscal Plan reflects a real property tax rate of \$1.245 per \$100 of assessed value. This tax rate is in effect for tax year 2009 (January 1 – December 31, 2009). While this adopted tax rate is up 10.5¢ from FY 09, a 9% increase in the absolute rate, the decline in assessed values results in a decrease in the average tax bill of \$383, or 7%.





SERVICE DELIVERY ENVIRONMENT

Population growth continues to be a dominant local trend, affecting every area of the government's operations. Loudoun grew by 11,000 to 18,000 persons per year between 2000 and 2006, and has slowed to about 5,000 in 2009. Even with the recent slowdown in residential construction, the County's population is forecast to continue growing by about 5,000 to 8,000 persons for the next several years. The combination of increasing population and an overall stagnant tax base made the task of developing a FY 10 fiscal plan that balanced residents' service requirements and tax burdens a singular challenge for the Board of Supervisors.

Recent data show that over 42% of those migrating into the County from 2002 through 2007 moved here from Fairfax County. The expectations of these residents are shaped by their previous experiences. As a result, the County is challenged to meet the public's increasingly high demand for, and changing expectations of, public services. The Board of Supervisors continues to seek appropriate funding for high priority initiatives, which include education, public safety, transportation, and parks programs.

SERVICE OVERVIEW. The FY 10 Proposed Fiscal Plan was developed under extremely difficult economic conditions. The Board of Supervisors initiated its FY 10 budget preparations at its Finance, Government Services and Operations Committee (FGSO) on April 2, 2009, one day after the FY 09 budget was adopted. At that meeting, the FGSO directed staff to develop an inventory of potential revenue options for subsequent Board consideration, and to begin presenting monthly status reports on revenues, expenditures and critical economic indicators. In response to the revenue declines brought about by the housing crisis, coupled with revenue reductions because of the impact of the general recession on consumer spending and business activity, the Board provided clear direction in October 2008. There would be no increase in locally tax-funded expenditures from the FY 09 Operating Appropriations for either the County General Fund or School Fund in the FY 10 budget. The Board further directed the County Administrator to develop a draft FY 10 operating budget demonstrating tiers of reductions at four different levels — 0%, 5%, 10% and 15% — of decreases in locally tax-funded expenditures from the FY 09 Operating Appropriations for both the County General Fund and School Fund.

The County Administrator, while protecting core public safety services, health and welfare programs and a stable operating infrastructure, presented the Board with a draft fiscal plan incorporating \$17.6 million in reduced programmatic funding, with a consequent reduction in force of 114.23 FTEs and a very limited number of enhancements generally linked to fee increases. The \$17.6 million represented a five percent reduction to the FY 09 \$360 million budget for the General Government. The FY 10 Proposed Fiscal Plan reorganized and/or combined departments, implemented operating efficiencies, increased or implemented user fees, reduced program services, and eliminated the majority of vacant and temporary positions.

During the budget worksessions, the Board accepted the majority of the County Administrator's proposed programmatic and staffing reductions. The Board directed the County Administrator to further reduce additional administrative and programmatic positions in several departments, preserve an adaptive recreational program and senior center, and restore State Compensation Board funding to constitutional agencies. A listing of the FY 10 Adopted Reductions follows.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

SERVICE DELIVERY ENVIRONMENT

Dept	Description	Expenditures	Revenues	Funding	FTE
Animal Care and Control					
	Cut Animal Shelter Adoption Hours to 5 Days per Week	(110,000)	0	(110,000)	(2.14)
Animal Care and Control Total		(110,000)	0	(110,000)	(2.14)
Boards, Commissions & Committees					
	Reduce Board of Supervisors District Budgets by 5%	(44,000)	0	(44,000)	0.00
	Reduce Chairman's District Budget by 5%	(6,000)	0	(6,000)	0.00
	Reduce Operating Budget by 5% for all but BOS, Electoral Board and Soil and Water Conservation District	(4,250)	0	(4,250)	0.00
Boards, Commissions & Committees Total		(54,250)	0	(54,250)	0.00
Building & Development					
	Eliminate Vacant Positions	(335,000)	0	(335,000)	(5.00)
	Reduce Building Inspection Support	(1,151,000)	0	(1,151,000)	(15.00)
	Reduce Land Development Hotline and Counter Support	(93,000)	0	(93,000)	(2.00)
	Reduce Operating & Maintenance Expenditures	(815,000)	0	(815,000)	0.00
	Reduce Permits, Counter & Information Services Support	(283,000)	0	(283,000)	(5.00)
Building & Development Total		(2,677,000)	0	(2,677,000)	(27.00)
Capital Construction & Solid Waste Management					
	Eliminate Solid Waste Management Director Position	(177,000)	0	(177,000)	(1.00)
	Reduce Operations and Maintenance	(75,000)	0	(75,000)	0.00
	Reduce Professional Services Contracts	(293,000)	0	(293,000)	0.00
	Reorganize Project Management & Administrative Services	(494,000)	0	(494,000)	(5.00)
Capital Construction & Solid Waste Management Total		(1,039,000)	0	(1,039,000)	(6.00)
Clerk of the Circuit Court					
	Eliminate Courthouse Space Improvements	(64,000)	0	(64,000)	0.00
	Reduce Operating Funds	(109,000)	0	(109,000)	0.00
Clerk of the Circuit Court Total		(173,000)	0	(173,000)	0.00
Commonwealth's Attorney					
	Eliminate Crime Victim-Witness Program Support	(57,000)	0	(57,000)	(1.00)
Commonwealth's Attorney Total		(57,000)	0	(57,000)	(1.00)
County Administrator					
	Eliminate Centralized ADA & HIPAA Compliance Officer	(33,000)	0	(33,000)	(0.53)
	Redeploy Staff to Streamline Operations	(224,000)	0	(224,000)	(2.00)
County Administrator Total		(257,000)	0	(257,000)	(2.53)
Courts					
	Eliminate Attorney Position in Circuit Court	(74,000)	0	(74,000)	(1.00)
Courts Total		(74,000)	0	(74,000)	(1.00)



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

SERVICE DELIVERY ENVIRONMENT

Dept	Description	Expenditures	Revenues	Funding	FTE
Family Services					
	Eliminate Funding for the Cold Weather Shelter	(50,000)	0	(50,000)	0.00
	Eliminate IDA Support Staff	(87,000)	(43,000)	(44,000)	(1.00)
	Reduce Community Support Position Hours	(40,000)	0	(40,000)	(0.47)
	Reduce Hospitalization Assistance	(36,000)	0	(36,000)	0.00
	Reduce Housing Inspection Program	(56,000)	0	(56,000)	(1.00)
	Reduce Licensure Assistance Program	(15,000)	0	(15,000)	0.00
	Reduce Local General Relief	(20,000)	0	(20,000)	0.00
	Reduce Systems Support Staff	(84,000)	0	(84,000)	(1.00)
	Reduce Transportation Assistance	(69,000)	0	(69,000)	0.00
Family Services Total		(457,000)	(43,000)	(414,000)	(3.47)
Fire and Rescue Services					
	Delay Completion and Staffing of the Brambleton F&R Station	(847,000)	0	(847,000)	(11.20)
	Discontinue Outsourced Promotional Process Consulting	(79,000)	0	(79,000)	0.00
	Eliminate Deputy Chief of Fire & Rescue Position	(133,000)	0	(133,000)	(1.07)
	Eliminate Four Firefighter Positions for Arcola Company 9	(268,000)	0	(268,000)	(4.48)
	Eliminate Lieutenant Positions for Arcola Company 9	(171,000)	0	(171,000)	(2.24)
	Eliminate Supplementary FF&E for Moorefield Station	(44,000)	0	(44,000)	0.00
	Eliminate Supplementary FF&E for South Riding Station	(51,000)	0	(51,000)	0.00
	Eliminate Supplementary FF&E for Volunteer Facilities	(70,000)	0	(70,000)	0.00
	Reduce Administrative Staff	(5,250)	0	(5,250)	(0.08)
Fire and Rescue Services Total		(1,668,250)	0	(1,668,250)	(19.07)
General Services					
	Eliminate Facilities Maintenance Position	(80,000)	0	(80,000)	(1.00)
	Eliminate Public Works Operations Position	(115,000)	0	(115,000)	(1.00)
	Further Reduce Workspace Build-out & Reconfiguration	(100,000)	0	(100,000)	0.00
	Move Loudoun County Public Schools Surplus to Owned Space	(35,000)	0	(35,000)	0.00
	Reduce Annual Escalation for Certain County Leases	(72,000)	0	(72,000)	0.00
	Reduce County-wide Utilities Funding	(288,000)	0	(288,000)	0.00
	Reduce Facilities Repair	(245,000)	0	(245,000)	0.00
	Reduce General Office Cleaning to Two Days per Week	(185,000)	0	(185,000)	0.00
	Reduce Vehicle Fleet Mgt & Decommission 10 Vehicles	(78,000)	0	(78,000)	0.00
	Reduce Workspace Build-out & Reconfiguration	(100,000)	0	(100,000)	0.00
General Services Total		(1,298,000)	0	(1,298,000)	(2.00)
Health Services					
	Eliminate Larviciding Services for Disease Prevention	(151,000)	0	(151,000)	0.00
	Eliminate Soil Scientist Contract	(99,000)	0	(99,000)	0.00
	Reduce Environmental Health Services	(80,000)	0	(80,000)	(1.00)
	Reduce Operating & Maintenance Expenditures	(49,000)	0	(49,000)	0.00
Health Services Total		(379,000)	0	(379,000)	(1.00)



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

SERVICE DELIVERY ENVIRONMENT

Dept	Description	Expenditures	Revenues	Funding	FTE
Information Technology					
	Eliminate Backup Data Network Communications Link	(57,000)	0	(57,000)	0.00
	Eliminate Outsourced Systems Development & Support Services	(100,000)	0	(100,000)	0.00
	Reduce Contracted Network Support Services and Maintenance	(165,000)	0	(165,000)	0.00
	Reduce County-Wide Personal Computer Support Levels	(25,000)	0	(25,000)	0.00
	Reduce Mainframe Comp Operating System Maint Personnel	(122,000)	0	(122,000)	(1.00)
	Reduce Technical Support for Tax Administration Offices	(100,000)	0	(100,000)	(1.00)
	Reduce Technical Training for Network Engineers	(10,000)	0	(10,000)	0.00
	Reduction of Maintenance Agreements Funding	(240,000)	0	(240,000)	0.00
Information Technology Total		(819,000)	0	(819,000)	(2.00)
Library Services					
	Reduce Library Funding	(434,000)	0	(434,000)	(4.42)
Library Services Total		(434,000)	0	(434,000)	(4.42)
Management and Financial Services					
	Downsize Management Intern Program	(113,000)	0	(113,000)	0.00
	Eliminate Administrative Support to the Director	(80,000)	0	(80,000)	(1.00)
	Eliminate Capital Budget Manager Position	(110,000)	0	(110,000)	(1.00)
	Eliminate Senior Operating Budget Analyst Position	(108,000)	0	(108,000)	(1.00)
	Eliminate the Procurement Contract Manager Position	(105,000)	0	(105,000)	(1.00)
	Reduce eCivis Grants Management Software Contract	(50,000)	0	(50,000)	0.00
	Reduce Employee Service Awards Program	(75,000)	0	(75,000)	0.00
	Reduce Human Resource Training Coordinator	(110,000)	0	(110,000)	(1.00)
Management and Financial Services Total		(751,000)	0	(751,000)	(5.00)
Mapping & Geographic Information					
	Reduce Base Map Spatial Data Maintenance	(67,000)	0	(67,000)	0.00
	Reduce Front Counter Support	(61,000)	0	(61,000)	(1.00)
Mapping & Geographic Information Total		(128,000)	0	(128,000)	(1.00)
Mental Health, Mental Retardation & Substance Abuse Services					
	Eliminate Emergency Services Staffing Pool	(21,000)	0	(21,000)	(0.47)
	Eliminate Position in Prevention Services	(65,000)	0	(65,000)	(1.00)
	Reduce MR Day Support Contract	(275,000)	0	(275,000)	0.00
	Reduce MR Group Homes Treatment Funds	(75,000)	0	(75,000)	0.00
	Reduce MR In-Home Support Staff	(74,000)	0	(74,000)	(1.00)
	Reduce Purchase of MR Service from Vendors	(125,000)	0	(125,000)	0.00
Mental Health, Mental Retardation & Substance Abuse Services Total		(635,000)	0	(635,000)	(2.47)
Non-Departmental					
	Eliminate Deferred Compensation Match	(1,500,000)	0	(1,500,000)	0.00
	Eliminate FY 10 Pay for Performance Increase	(5,000,000)	0	(5,000,000)	0.00
	Reduce Contribution to Computer System Replacement Fund	(500,000)	0	(500,000)	0.00
	Reduce Funding for Hardware and Software Replacement	(612,000)	0	(612,000)	0.00
Non-Departmental Total		(7,612,000)	0	(7,612,000)	0.00



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

SERVICE DELIVERY ENVIRONMENT

Dept	Description	Expenditures	Revenues	Funding	FTE
Parks, Recreation & Community Services					
	Reduce Loudoun Youth Initiative Program	(125,000)	0	(125,000)	(1.00)
	Close Claude Moore Saturday Night High School Program	(16,000)	0	(16,000)	(0.41)
	Cut Staff Support for VDOT, CAPP & Community Projects	(90,000)	0	(90,000)	(1.00)
	Reduce Customer Service Staff in Administrative Offices	(44,000)	0	(44,000)	(1.00)
	Reduce Customer Service Support in Aging Services	(48,000)	0	(48,000)	(1.00)
	Reduce Seasonal Program Guide Mailings	(100,000)	0	(100,000)	0.00
	Reduce Youth Outreach Staff Support	(60,000)	0	(60,000)	(1.00)
	Restructure Carver Adult Day Care Facility	(147,982)	0	(147,982)	(2.67)
Parks, Recreation & Community Services Total		(630,982)	0	(630,982)	(8.08)
Planning Services					
	Eliminate Dedicated Community Planning Support	(78,000)	0	(78,000)	(1.00)
Planning Services Total		(78,000)	0	(78,000)	(1.00)
Public Information					
	Defer Survey of County Residents	(20,000)	0	(20,000)	0.00
	Stop Publication of County Annual Report	(23,000)	0	(23,000)	0.00
Public Information Total		(43,000)	0	(43,000)	0.00
Regional Organizations & Contributions					
	Eliminate Capital Contribution for NVRPA	(717,000)	0	(717,000)	0.00
	Reduce Funding for Regional Organizations	(263,000)	0	(263,000)	0.00
	Fund Metropolitan Washington Ear Inc.	882	0	882	0.00
	Fund Capital Hospice	10,000	0	10,000	0.00
Regional Organizations & Contributions Total		(969,118)	0	(969,118)	0.00
Transportation Services					
	Eliminate Front Counter Customer Service	(67,000)	0	(67,000)	(1.00)
	Eliminate Highway and Transportation Plan Reviews	(90,000)	0	(90,000)	(1.00)
Transportation Services Total		(157,000)	0	(157,000)	(2.00)
Grand Total		(20,500,600)	(43,000)	(20,457,600)	(91.18)

LOUDOUN COUNTY PUBLIC SCHOOLS. The Board of Supervisors provided fiscal guidance to the Schools that paralleled the direction given to the general County – to prepare a budget with four options, reflecting 0%, 5% 10% and 15% reductions from the FY 09 transfer from the General Fund. The School Board directed the Superintendent to prepare the four options as requested, along with a needs-based budget for FY 10. Subsequent to publication of the County's fiscal plan, the School Board adopted its proposed FY 2010 budget, reducing the local tax transfer from the FY 09 appropriation by \$11.9 million dollars, with an elimination of 23 positions through attrition. During the FY 10 budget worksessions, The Board subsequently approved an additional \$15 million in budget cuts for the Schools, and replaced \$11.8 million of the local tax transfer by an amount equal to supplantable Federal Stabilization funds, ultimately reducing the local tax burden by \$34.2 million from the FY 09 transfer from the General Fund. However, even with this significant reduction, 70.1% of local tax funds collected in FY 10 will go to the Schools, which is 68% of the Schools' overall revenues. And, while overall population is slowing, over 30% of Loudoun County residents are under 20 years old and the school population is forecast to add an additional 12,250 students by FY 2014, a growth rate of over 20%. The Schools' current construction program proposes another 17 schools to be built by 2017 to address this growth. Financing the Schools' construction program as presently



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

SERVICE DELIVERY ENVIRONMENT

structured, and the consequent operating and maintenance costs of supporting these additional schools and students, will continue to put pressure on the County's tax rate and debt ratios.

ENHANCEMENTS. Enhancements are defined as increases in authorized personnel, FTEs (full-time equivalents), programmatic expansions, or replacement of expiring grant funding with local tax funds. The County Administrator directed departments to identify and submit for consideration only those enhancements necessary to open new facilities or that are revenue-neutral. Departments were also asked to submit revenue enhancements, including increased user fees, to offset budget deficits in certain programs. The following table summarizes the Board-approved enhancements in the FY 10 Adopted Fiscal Plan.

FY 10 Adopted Enhancements					
Dept	Description	Expenditures	Revenues	Local Tax Funding	FTE
General Services					
	Increased Maintenance Costs for 233K sq ft of New Facilities	865,000	0	865,000	0.00
General Services Total		865,000	0	865,000	0.00
Information Technology					
	Connect New Facilities to County Data Network	43,000	0	43,000	0.00
Information Technology Total		43,000	0	43,000	0.00
Management and Financial Services					
	Assign Bond Proceeds to Financial Advisors and Bond Counsel	0	90,000	0	0.00
Management and Financial Services Total		0	90,000	0	0.00
Non-Departmental					
	Increase Contribution to OPEB Trust Fund	5,000,000	0	5,000,000	0.00
Non-Departmental Total		5,000,000	0	5,000,000	0.00
Parks, Recreation & Community Services					
	Establish Maintenance and Youth Sports User Fee	0	612,000	0	0.00
	Franklin Park Arts Ctr & Farm Museum TOT Funding	0	517,000	0	0.00
	Increase Facility Rental Fees	0	164,000	0	0.00
	Increase Tournament and Non-Residential Fees	0	25,000	0	0.00
	Increase Transportation Fee for Trips	0	5,000	0	0.00
	Increase Youth After School Fee	0	79,000	0	0.00
	Open CASA Program @ Kenneth Culbert Elementary School	24,000	105,000	0	0.00
Parks, Recreation & Community Services Total		24,000	1,507,000	0	0.00
Grand Total		5,932,000	1,597,000	5,908,000	0.00



SERVICE DELIVERY ENVIRONMENT

NEW FACILITIES. The Board's actions during the FY 10 budget worksession requires the County address new facility staffing requirements through current resources. New facilities that are scheduled to become operational during FY 10 include the Lansdowne Public Safety Center, the Eastern Loudoun Respite Center, the Eastern Loudoun Sheriff's Substation and the Adult Detention Center. Expansion of current facilities that will open in FY 10 include Rust Library, the Emergency Homeless Shelter and the Church Street parking lot. The adopted fiscal plan includes \$180,000 in funding for utilities and maintenance costs to maintain new owned facilities added after the FY 09 budget was adopted.

CAPITAL IMPROVEMENT PROGRAM. The Adopted, Amended FY 09-14 Capital Improvement Program (CIP) for the General County Government and School System totals \$1.4 billion. Schools construction and renovation remains a significant spending category at \$664.7 million. The six-year plan also includes \$69.3 million in planned school site acquisitions. School expenditures total \$734 million or 52.4% of the planned capital expenditures over the six-year planning period.

While Year 1 of the Adopted CIP (FY 09) was funded at \$239.7 million, Year 2 of the Adopted CIP (FY10) is to be funded at \$57.9 million, which represents a 75% reduction in capital fund expenditures from the previous FY 10 planning budget in the Adopted CIP (FY 09). The adjustments to the capital plan reflect the changing financial conditions the County is encountering in its general fund revenue forecasts. The Loudoun County School Board did not recommend any school capital projects be funded in FY 10 due to the potential impacts to the operating budget in the FY 10 – FY 11 planning years. The General Government Projects proposed have minimal or no operating budget impacts and are mostly investment in the County's infrastructure.

The Capital Asset Preservation Program (CAPP) funding for FY 10 has been held to the FY 09 level. Major Computer Systems work scheduled for FY 10 consists of the replacement of the core County Financial Systems. These systems were acquired over twenty years ago and are based on functional requirements and a technical architecture that satisfied the County's business needs and financial requirements at the time of acquisition.

DEBT SERVICE. While the County's debt service has been increasing at a faster rate than overall population growth, that increase is due primarily to the County's financing of public school building construction. However, FY 10 debt service expenditures are reduced by an estimated 6.9% from the adopted FY 09 debt service expenditures. Much of that reduction may be attributed to (1) planned delays in bond issuances, (2) the favorable rates the County realized for FY 09 issuances because of its AAA status and (3) exceptional returns achieved through FY 09 refunding. Estimated FY 11 debt service will climb approximately 17% from FY 10, and debt service will continue to rise an average of 8.4% from FY 12 through FY 14, as debt to fund school construction and the County's contributions to the Dulles Metrorail capital project is issued.



NOTES



Loudoun County Government
FY 2010 Adopted Fiscal Plan





Loudoun County Government
FY 2010 Adopted Fiscal Plan

FY 2010 Appropriations Schedule

Appropriations Category	Expenditures	Revenue/ Carryover	Local Tax Funding	% of Total LTF
Operating Appropriations				
County General Fund	\$ 347,469,536	\$ 138,929,868	\$ 208,539,668	24.0%
School Fund	738,998,960	236,397,843	502,601,117	57.8%
School Cafeteria Fund	23,021,430	22,881,430	140,000	0.0%
Comprehensive Services Act Fund	10,592,338	5,820,796	4,771,542	0.5%
Legal Resource Center (Law Library)	85,836	85,836	0	0.0%
Restricted Use Transient Occupancy Tax	3,526,000	3,526,000	0	0.0%
Rental Assistance Fund	8,447,596	8,447,596	0	0.0%
Post-Retirement Benefits (County)	4,500,000	0	4,500,000	0.5%
Post-Retirement Benefits (Schools)	10,500,000	0	10,500,000	1.2%
Operating Appropriations Subtotal	\$ 1,147,141,696	\$ 416,089,369	\$ 731,052,327	84.0%
Debt Service Appropriations				
County Government/Transportation	\$ 38,418,509	\$ 15,069,130	\$ 23,349,379	2.7%
School System	111,485,143	5,500,000	105,985,143	12.2%
Route 28 Special Tax District	9,847,000	9,847,000	0	0.0%
Aldie Sewer Service District	27,000	27,000	0	0.0%
Hamilton Sewer Service District	207,000	119,000	88,000	0.0%
Dulles Industrial Park Tax District	217,000	217,000	0	0.0%
Debt Service Appropriations	\$ 160,201,652	\$ 30,779,130	\$ 129,422,522	14.9%
Operating & Debt Service Appropriations	\$ 1,307,343,348	\$ 446,868,499	\$ 860,474,849	98.9%
Capital Appropriations				
County/Transportation Capital Projects	\$ 57,988,165	\$ 52,075,000	\$ 5,913,165	0.7%
County Asset Preservation Program	1,080,000	80,000	1,000,000	0.1%
School System Capital Projects	0	0	0	0.0%
School System Asset Preservation	1,400,000	0	1,400,000	0.2%
Computer System Replacement Fund	26,700,000	25,700,000	1,000,000	0.1%
Local Gas Tax Fund	13,507,064	13,507,064	0	0.0%
Capital Appropriations Subtotal	\$ 100,675,229	\$ 91,362,064	\$ 9,313,165	1.1%
Total Appropriations	\$ 1,408,018,577	\$ 538,230,563	\$ 869,788,014	100.0%



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**FY 2009 vs. FY 2010
Adopted Appropriations Schedule**

Appropriations Category	FY 2009 Adopted	FY 2010 Adopted	Variance
<i>Operating Appropriations</i>			
County General Fund	\$ 359,693,211	\$ 347,469,536	\$ (12,223,675)
School Fund	755,600,922	738,998,960	(16,601,962)
School Cafeteria Fund	21,363,191	23,021,430	1,658,239
Comprehensive Services Act Fund	10,804,932	10,592,338	(212,594)
Legal Resource Center (Law Library)	85,702	85,836	134
Restricted Use Transient Occupancy Tax	3,531,000	3,526,000	(5,000)
Rental Assistance Fund	7,668,299	8,447,596	779,297
Post-Retirement Benefits (County)	3,000,000	4,500,000	1,500,000
Post-Retirement Benefits (Schools)	7,000,000	10,500,000	3,500,000
<i>Operating Appropriations Subtotal</i>	<i>\$ 1,168,747,257</i>	<i>\$ 1,147,141,696</i>	<i>\$ (21,605,561)</i>
<i>Debt Service Appropriations</i>			
County Government/Transportation	\$ 38,637,132	\$ 38,418,509	\$ (218,623)
School System	122,366,336	111,485,143	(10,881,193)
Route 28 Special Tax District	10,505,000	9,847,000	(658,000)
Aldie Sewer Service District	31,000	27,000	(4,000)
Hamilton Sewer Service District	231,000	207,000	(24,000)
Dulles Industrial Park Tax District	217,000	217,000	0
<i>Debt Service Appropriations</i>	<i>\$ 171,987,468</i>	<i>\$ 160,201,652</i>	<i>\$ (11,785,816)</i>
<i>Operating & Debt Service Appropriations</i>	<i>\$ 1,340,734,725</i>	<i>\$ 1,307,343,348</i>	<i>\$ (33,391,377)</i>
<i>Capital Appropriations</i>			
County/Transportation Capital Projects	\$ 119,490,000	\$ 57,988,165	\$ (61,501,835)
County Asset Preservation Program	1,080,000	1,080,000	0
School System Capital Projects	112,734,000	0	(112,734,000)
School System Asset Preservation	1,404,000	1,400,000	(4,000)
Computer System Replacement Fund	6,554,000	26,700,000	20,146,000
Local Gas Tax Fund	8,814,813	13,507,064	4,692,251
<i>Capital Appropriations Subtotal</i>	<i>\$ 250,076,813</i>	<i>\$ 100,675,229</i>	<i>\$ (149,401,584)</i>
<i>Total Appropriations</i>	<i>\$ 1,590,811,538</i>	<i>\$ 1,408,018,577</i>	<i>\$ (182,792,961)</i>



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**FY 2009 vs. FY 2010
Use of Local Tax Funding & General Fund Balance**

Local Tax Funding Category	FY 2009 Adopted	FY 2010 Adopted	Variance
<i>Operating Local Tax Funding</i>			
County General Fund	\$ 206,382,242	\$ 208,539,668	\$ 2,157,426
School Fund	536,847,810	502,601,117	(34,246,693)
School Cafeteria Fund	900,000	140,000	(760,000)
Comprehensive Services Act Fund	4,771,542	4,771,542	0
Legal Resource Center (Law Library)	0	0	0
Restricted Use Transient Occupancy Tax	0	0	0
Rental Assistance Fund	0	0	0
Post-Retirement Benefits (County)	3,000,000	4,500,000	1,500,000
Post-Retirement Benefits (Schools)	7,000,000	10,500,000	3,500,000
<i>Operating Local Tax Funding Subtotal</i>	\$ 758,901,594	\$ 731,052,327	\$ (27,849,267)
<i>Debt Service Local Tax Funding</i>			
County Government/Transportation	\$ 25,941,822	\$ 23,349,379	\$ (2,592,443)
School System	95,179,536	105,985,143	10,805,607
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
<i>Debt Service Local Tax Funding</i>	\$ 121,209,358	\$ 129,422,522	\$ 8,213,164
<i>Operating & Debt Service Local Tax Funding</i>	\$ 880,110,952	\$ 860,474,849	\$ (19,636,103)
<i>Capital Local Tax Funding</i>			
County/Transportation Capital Projects	\$ 13,657,000	\$ 5,913,165	\$ (7,743,835)
County Asset Preservation Program	1,000,000	1,000,000	0
School System Capital Projects	2,169,000	0	(2,169,000)
School System Asset Preservation	1,404,000	1,400,000	(4,000)
Computer System Replacement Fund	1,500,000	1,000,000	(500,000)
Local Gas Tax Fund	0	0	0
<i>Capital Local Tax Funding Subtotal</i>	\$ 19,730,000	\$ 9,313,165	\$ (10,416,835)
<i>Total Local Tax Funding</i>	\$ 899,840,952	\$ 869,788,014	\$ (30,052,938)



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**FY 2009 vs. FY 2010
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 2010 reflects revenues at the Board's adopted \$1.245 real property tax rate. Each additional cent on the real property tax rate equals about \$7.5 million in revenue and carryover.

Description	FY 2009 Adopted	FY 2010 Adopted	Variance (\$)
Revenue			
Real Property Taxes (General)	\$ 648,476,992	\$ 626,896,000	\$ (21,580,992)
Public Service Property Taxes	18,488,440	18,286,000	(202,440)
Delinquent Real Property Taxes	4,150,000	5,250,000	1,100,000
Penalties & Interest	4,388,000	4,388,000	0
Personal Property	123,293,000	122,860,000	(433,000)
Delinquent Personal Property	2,800,000	2,780,000	(20,000)
Mobile Homes	13,376	14,000	624
Aircraft	38,000	51,000	13,000
Heavy Equipment	1,800,000	1,520,000	(280,000)
Machinery & Tools	1,252,400	1,127,800	(124,600)
Sales Tax	47,400,000	45,100,000	(2,300,000)
Consumer Utility/Franchise Taxes	7,110,000	7,706,000	596,000
Short-Term Rental Tax	290,000	240,000	(50,000)
Transient Occupancy Tax	2,355,000	2,350,000	(5,000)
Revenue Subtotal	\$ 861,855,208	\$ 838,568,800	\$ (23,286,408)
Use of Fund Balance/Carryover	38,163,527	36,925,764	(1,237,763)
Total	\$ 900,018,735	\$ 875,494,564	\$ (24,524,171)



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

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

Property Tax Rates	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009
<i>Taxable Real Property</i>					
Real Property - General	1.040	0.890	0.917	1.140	1.245
Real Property - Fire & EMS ¹	-	-	0.043	-	-
Public Utility Property - General	1.040	0.890	0.917	1.140	1.245
Public Utility Property - Fire & EMS ¹	-	-	0.043	-	-
Route 28 Highway Transportation Improvement District	0.200	0.200	0.200	0.200	0.180
Aldie Sewer Service District	0.270	0.270	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	1.040	0.890	0.917	1.140	1.245
Public Utility Personal Property (Excluding Aircraft & Vehicles) - Fire & EMS ¹	-	-	0.043	-	-
Personal Property - Special Fuels Vehicles	0.010	0.010	0.010	0.010	1.000
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
Mobile Homes Used as Residences - General	1.040	0.890	0.917	1.140	1.245
Mobile Homes Used as Residences - Fire & EMS ¹	-	-	0.043	-	-
Aircraft, Flight Simulators	0.010	0.010	0.010	0.010	0.010
Personal Property Used in a Research and Development Business	2.750	2.750	2.750	2.750	2.750
Machinery and Tools (Va Code §58.1-3507)	2.750	2.750	2.750	2.750	2.750
Satellite Manufacturing Equipment	0.010	0.010	0.010	0.010	0.010
Heavy Construction Machinery	4.000	4.000	4.000	4.000	4.000

¹ The Board of Supervisors eliminated the Fire/Emergency Medical Services (EMS) Tax District effective CY 2008, and combined that special tax rate with the general tax rate.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Historical Real Property Tax Rates & Average Tax Bill by Category

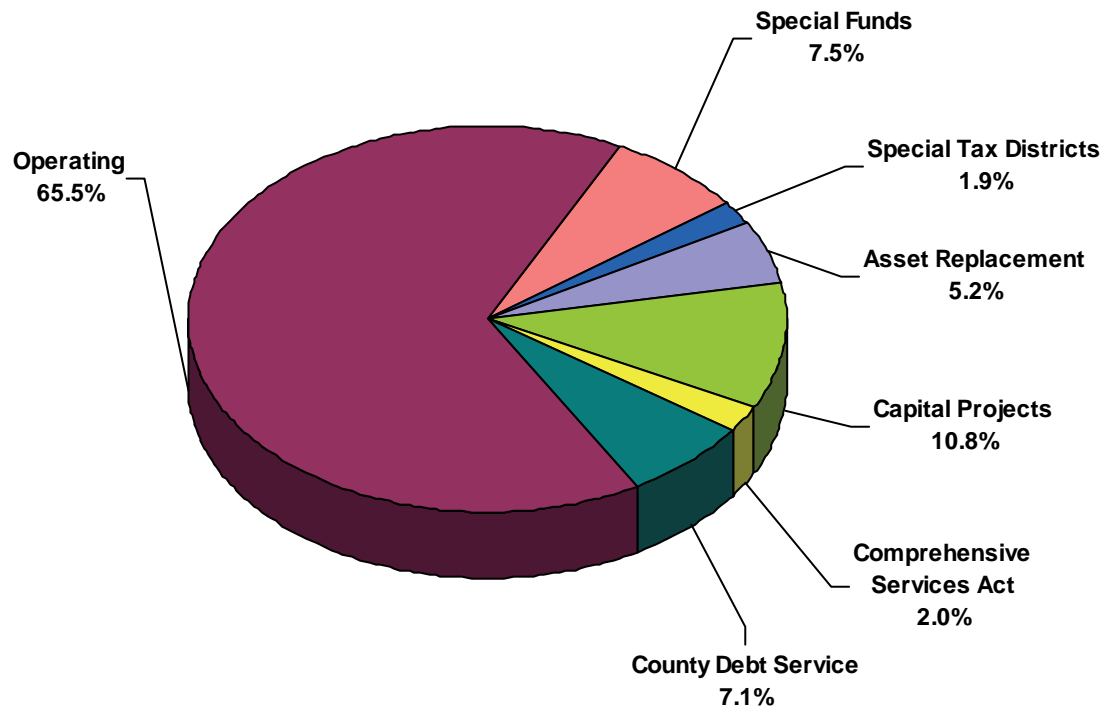
Tax Rate/Average Tax Bill Category	FY 2008 Adopted		FY 2009 Adopted		FY 2010 Adopted	
	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill	Tax Rate	Average Tax Bill
Operating Tax Rate/Average Tax Bill						
County General Fund	\$ 0.172	\$ 832	\$ 0.262	\$ 1,217	\$ 0.299	\$ 1,181
Fire/EMS Tax District ¹	0.430	\$ 245	0.000	0	0.000	0
School Fund	0.598	2,888	0.680	3,166	0.719	2,845
School Cafeteria Fund	0.001	5	0.001	5	0.000	1
Comprehensive Services Act Fund	0.005	25	0.006	28	0.007	27
Post-Retirement Benefits (County)	N/A	-	0.004	18	0.006	25
Post-Retirement Benefits (Schools)	N/A	-	0.009	41	0.015	59
Operating Tax Rate/Average Tax Bill Subtotal	\$ 1.207	\$ 3,995	\$ 0.961	\$ 4,476	\$ 1.046	\$ 4,139
Debt Service Tax Rate/Average Tax Bill						
County Government/Transportation	\$ 0.024	\$ 114	\$ 0.033	\$ 153	\$ 0.033	\$ 132
School System	0.121	586	0.121	561	0.152	600
Hamilton Sewer Service District	0.000	0	0.000	1	0.000	0
Debt Service Tax Rate/Average Tax Bill	\$ 0.145	\$ 701	\$ 0.154	\$ 715	\$ 0.185	\$ 733
Operating & Debt Service Tax Rate/Average Tax Bill	\$ 1.352	\$ 4,696	\$ 1.115	\$ 5,191	\$ 1.232	\$ 4,871
Capital Tax Rate/Average Tax Bill						
County/Transportation Capital & Asset Preservation Projects	\$ 0.024	\$ 114	\$ 0.021	\$ 95	\$ 0.011	\$ 45
School System Capital & Asset Preservation Projects	0.007	32	0.005	21	0.002	8
Capital Tax Rate/Average Tax Bill Subtotal	\$ 0.030	\$ 147	\$ 0.025	\$ 116	\$ 0.013	\$ 53
Total Tax Rate/Average Tax Bill	\$ 1.003	\$ 4,843	\$ 1.140	\$ 5,307	\$ 1.245	\$ 4,924

¹ The Board of Supervisors eliminated the Fire/Emergency Medical Services (EMS) Tax District effective CY 2008, and combined that special tax rate with the general tax rate.



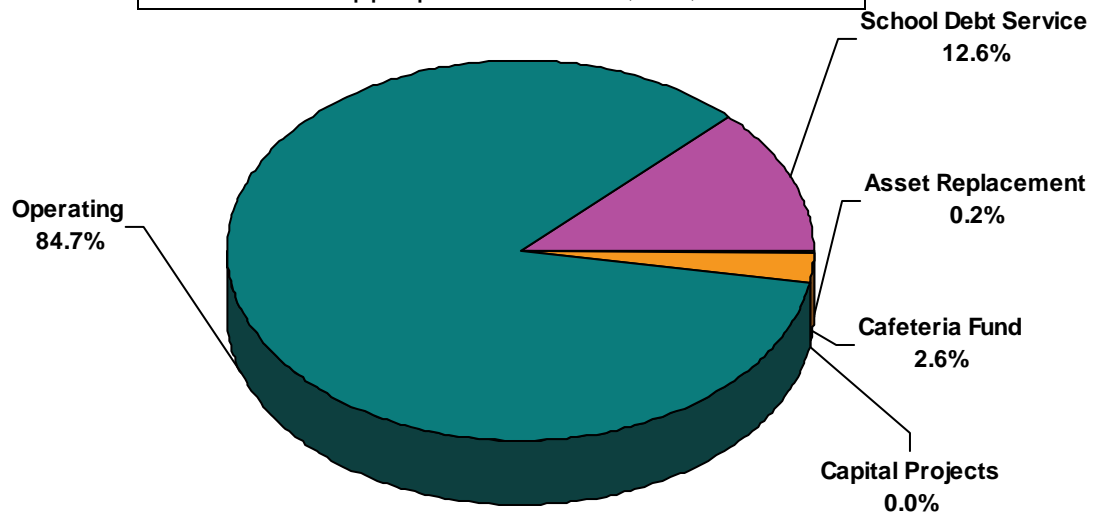
General Government Appropriations

Total Appropriations: \$522,613,044



Loudoun County School Appropriations

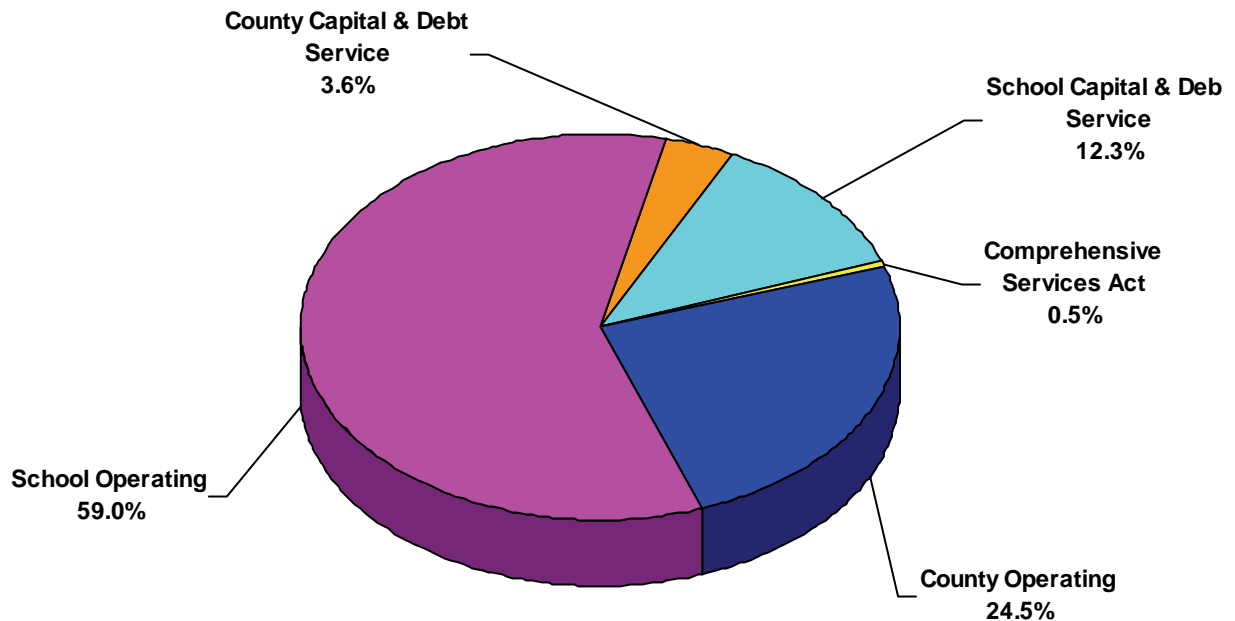
Total Appropriations: \$874,905,533





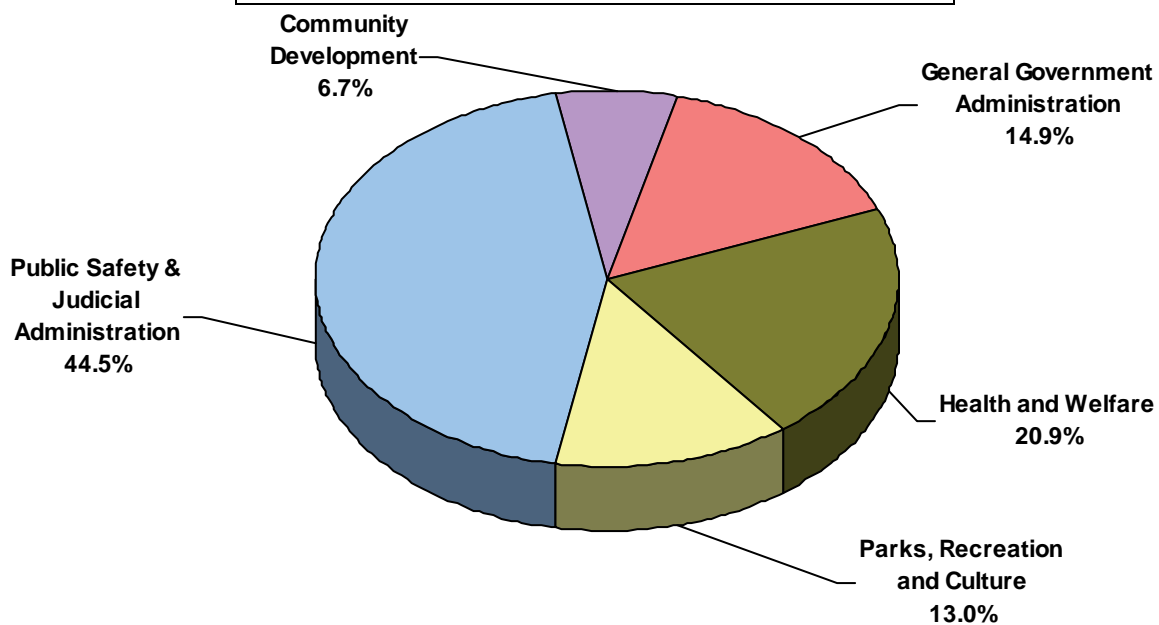
Allocation of Local Tax Funding

Total Local Tax Funding: \$869,788,014



County Operating Local Tax Funding

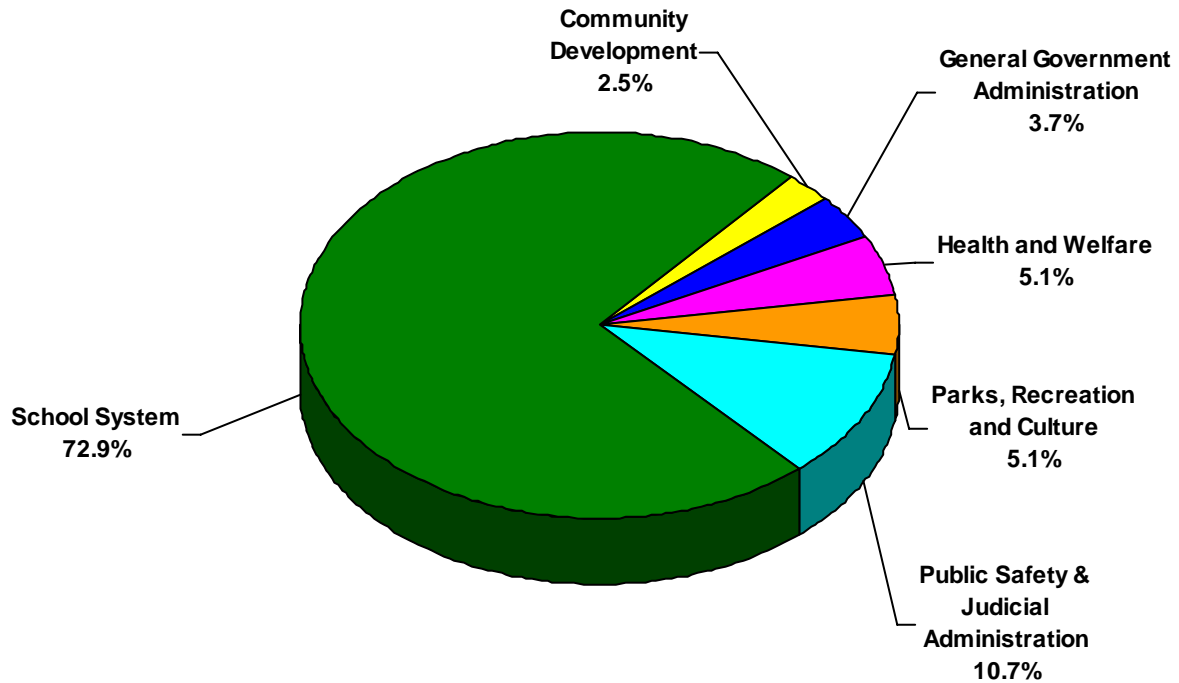
Total Local Tax Funding: \$208,539,668





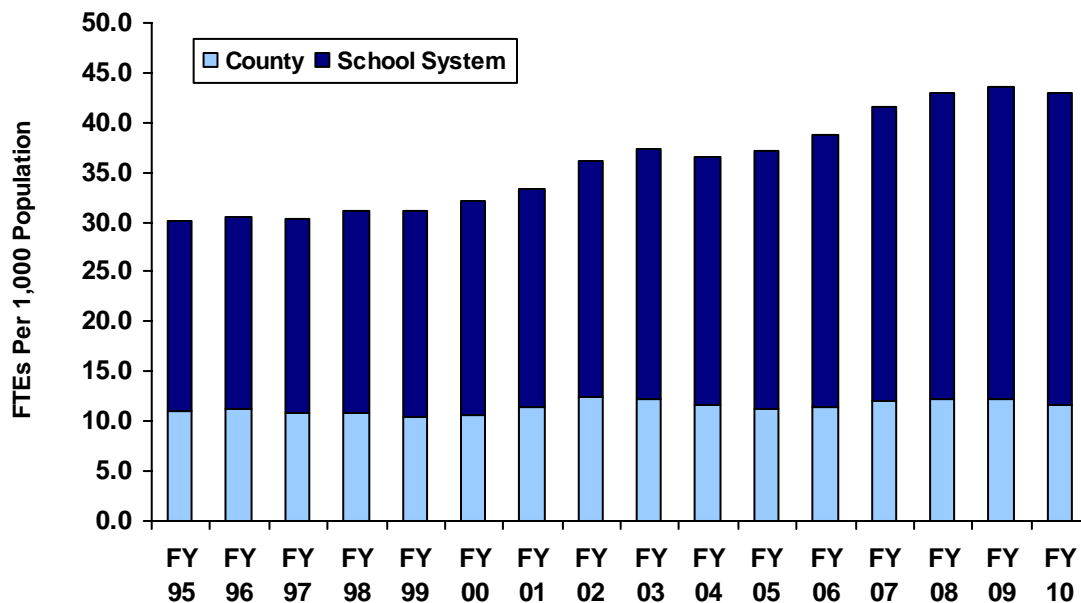
Allocation of Full-Time Equivalents

Total Full-Time Equivalents: 12,413.26



Full-Time Equivalents Per 1,000 Population

FY 1995 – FY 2010



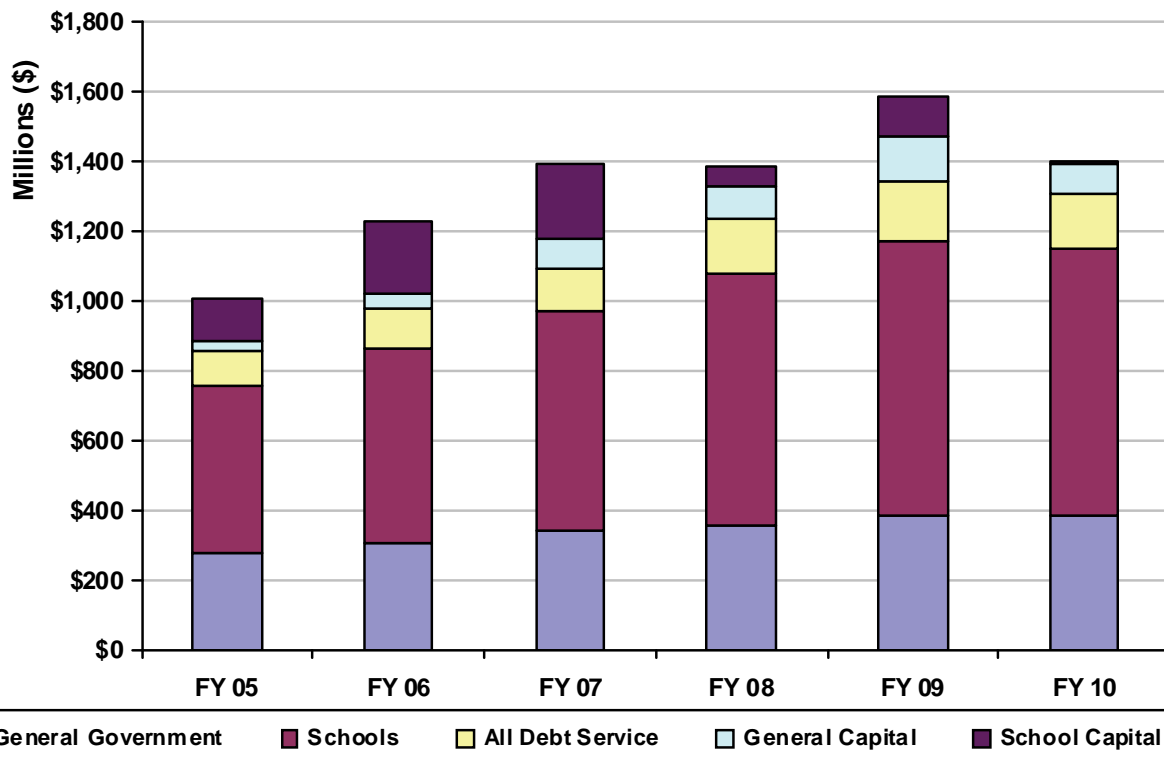


Loudoun County Government
FY 2010 Adopted Fiscal Plan

History of Adopted Budgets by Fund

Adopted Budget Distribution (\$)

<u>FY</u>	<u>General Government</u>	<u>Schools</u>	<u>All Debt Service</u>	<u>General Capital</u>	<u>School Capital</u>	<u>Total</u>
2005	\$ 275,763,752	\$483,924,656	\$ 96,306,538	\$ 28,257,000	\$ 119,448,000	\$1,003,699,946
2006	\$ 307,419,009	\$554,032,809	\$ 112,697,190	\$ 47,263,571	\$ 207,800,000	\$1,229,212,579
2007	\$ 339,698,045	\$632,385,248	\$ 121,940,440	\$ 79,716,243	\$ 218,411,000	\$1,392,150,976
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



Adopted Budget Distribution (%)

<u>FY</u>	<u>General Government</u>	<u>Schools</u>	<u>All Debt Service</u>	<u>General Capital</u>	<u>School Capital</u>
2005	27.5%	48.2%	9.6%	2.8%	11.9%
2006	25.0%	45.1%	9.2%	3.8%	16.9%
2007	24.4%	45.4%	8.8%	5.7%	15.7%
2008	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%

**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

FY 2008-2010 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2008 Actual	2009 Estimate*	2010 Budget	2008 Actual	2009 Estimate	2010 Budget
Revenue						
General Property Taxes	\$714,567,137	\$758,667,800	\$735,101,800	\$0	\$0	\$0
Other Local Taxes	106,836,557	111,154,700	103,482,500	0	0	0
Licenses and Permits	14,926,418	19,177,986	15,596,101	0	0	0
Fines and Forfeits	2,063,103	1,888,750	2,006,380	0	0	0
Use of money	13,777,991	7,994,272	4,110,024	\$1,374,130	0	0
Charges for Services	21,611,451	23,168,859	22,743,925	15,382,952	20,781,324	30,056,430
Miscellaneous Revenues	615,867	330,871	356,371	1,618,728	0	0
Recovered Costs	8,980,892	6,537,298	7,922,318	1,176,560	0	0
Intergovernmental Revenues	94,548,056	89,634,625	86,809,286	175,947,857	199,434,979	202,822,843
Other Financing Sources	2,191,479	4,145,851	4,597,364	524,225,293	547,747,810	509,141,117
Total Revenues:	\$980,118,951	\$1,022,701,012	\$982,726,069	\$719,725,520	\$767,964,113	\$742,020,390
Expenditures						
Personnel	\$201,935,078	\$243,397,807	\$240,163,822	\$601,997,711	\$665,377,062	\$670,784,509
Operating	90,433,846	109,559,628	105,432,952	106,246,797	101,309,331	91,110,881
Capital	5,097,009	2,935,776	264,337	2,000,940	10,277,720	125,000
Other	0	0	0	0	0	0
Education	531,071,416	537,747,810	502,601,117	0	0	0
Transfers Out	158,126,168	165,007,442	163,618,739	1,102,000	0	0
Debt Service	0	0	0	0	0	0
Total Expenditures:	\$986,663,517	\$1,058,648,463	\$1,012,080,967	\$711,347,448	\$776,964,113	\$762,020,390
Net Increase (Decrease) in Fund Balance:						
	(\$6,544,566)	(\$35,947,451)	(\$29,354,898)	\$8,378,072	(\$9,000,000)	(\$20,000,000)
Fund Balance, July 1:	\$163,614,153	\$157,069,587	\$121,122,136	\$36,499,380	\$44,877,452	\$35,877,452
Fund Balance, June 30:	\$157,069,587	\$121,122,136	\$91,767,238	\$44,877,452	\$35,877,452	\$15,887,452

*The FY 09 General Fund budget includes revenues and expenditures that were previously associated with the Fire/Emergency Medical Services Tax District, which was eliminated by the Board of Supervisors for FY 09.

Loudoun County Government
FY 2010 Adopted Fiscal Plan

FY 2008-2010 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2008 Actual	2009 Estimate	2010 Budget	2008 Actual	2009 Estimate	2010 Budget
Revenue						
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	93,649	80,000	75,000	0	0	0
Licenses and Permits	0	0	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money		0	0	11,264,434	6,000,000	3,000,000
Charges for Services	3,230,390	2,725,000	225,000	0	0	0
Miscellaneous Revenues	394,834	0	0	0	0	0
Recovered Costs	135,364	0	0	0	0	0
Intergovernmental Revenues	3,016,296	4,894,000	3,120,000	0	0	0
Other Financing Sources	<u>52,656,095</u>	<u>231,255,000</u>	<u>54,368,165</u>	<u>114,306,414</u>	<u>130,019,968</u>	<u>130,197,607</u>
Total Revenues:	\$59,526,628	\$238,954,000	\$57,788,165	\$125,570,848	\$136,019,968	\$133,197,607
Expenditures						
Personnel	\$3,241,485	\$3,163,989	\$3,084,576	\$0	\$0	\$0
Operating	24,289,982	45,809,173	518,975	0	0	0
Capital	123,610,286	189,574,750	54,003,438	0	0	0
Other	0	0	0	0	0	0
Education	0	0	0	0	0	0
Transfers Out	4,056,305	406,088	381,176	2,690,000	0	90,000
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>126,877,083</u>	<u>141,453,481</u>	<u>149,813,652</u>
Total Expenditures:	\$155,198,058	\$238,954,000	\$57,988,165	\$129,567,083	\$141,453,481	\$149,903,652
Net Increase (Decrease) in Fund Balance:	(\$95,671,430)	\$0	(\$200,000)	(\$3,996,235)	(\$5,433,513)	(\$16,706,045)
Fund Balance, July 1:	\$395,858,494	\$300,187,064	\$300,187,064	\$27,321,218	\$23,324,983	\$17,891,470
Fund Balance, June 30:	\$300,187,064	\$300,187,064	\$299,987,064	\$23,324,983	\$17,891,470	\$1,185,425

Loudoun County Government
FY 2010 Adopted Fiscal Plan

FY 2008-2010 Summary of Financial Sources and Uses of Fund Balance

Category	Fire/Emergency Medical Services Tax District*			Capital Projects Financing Fund*		
	2008 Actual	2009 Estimate*	2010 Budget	2008 Actual	2009 Estimate	2010 Budget
Revenue						
General Property Taxes	\$13,541,831	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	4,480,905	0	0	0	0	0
Licenses and Permits	97,298	0	0	0	0	0
Fines and Forfeits	6,541	0	0	0	0	0
Use of money	0	0	0	0	0	0
Charges for Services	0	0	0	0	0	0
Miscellaneous Revenues	6,957	0	0	0	0	0
Recovered Costs	1,167	0	0	0	0	0
Intergovernmental Revenues	635,848	0	0	0	0	0
Other Financing Sources	<u>13,655,470</u>	<u>0</u>	<u>0</u>	<u>12,290,000</u>	<u>187,762,000</u>	<u>73,655,000</u>
Total Revenues:	\$32,426,017	\$0	\$0	\$12,290,000	\$187,762,000	\$73,655,000
Expenditures						
Personnel	\$32,846,437	\$0	\$0	\$0	\$0	\$0
Operating	10,241,744	0	0	0	0	0
Capital	764,225	0	0	0	0	0
Other	0	0	0	0	0	0
Education	0	0	0	0	0	0
Transfers Out	1,016,287	0	0	12,290,000	187,762,000	73,655,000
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$44,868,693	\$0	\$0	\$12,290,000	\$187,762,000	\$73,655,000
Net Increase (Decrease) in Fund Balance:						
	(\$12,442,676)	\$0	\$0	\$0	\$0	\$0
Fund Balance, July 1:	\$12,442,676	\$0	\$0	\$0	\$0	\$0
Fund Balance, June 30:	\$0	\$0	\$0	\$0	\$0	\$0

* The Fire/Emergency Medical Tax District Fund and the Capital Project Financing Funds were established by the Board of Supervisors effective FY 08. The Board subsequently closed the Fire/Emergency Medical Services Tax District for FY 09.

Loudoun County Government
FY 2010 Adopted Fiscal Plan

FY 2008-2010 Summary of Financial Sources and Uses of Fund Balance

Category	Nonmajor Governmental Funds			Total Funds		
	2008 Actual	2009 Estimate	2010 Budget	2008 Actual	2009 Estimate	2010 Budget
Revenue:						
General Property Taxes	\$13,981,002	\$10,896,000	\$10,210,000	\$742,089,970	\$769,563,800	\$745,311,800
Other Local Taxes	10,534,819	13,263,570	17,033,064	\$121,945,930	124,498,270	120,590,564
Licenses and Permits	0	0	0	15,023,716	19,177,986	15,596,101
Fines and Forfeits	0	0	0	2,069,644	1,888,750	2,006,380
Use of money	0	0	0	26,416,555	13,994,272	7,110,024
Charges for Services	59,608	85,702	85,836	40,284,401	46,760,885	53,111,191
Miscellaneous Revenues	19,903,078	8,779,246	500,000	22,539,464	9,110,117	856,371
Recovered Costs	1,576,476	1,742,760	1,578,500	11,870,459	8,280,058	9,500,818
Intergovernmental Revenues	12,603,230	11,958,929	12,689,892	286,751,287	305,922,533	305,442,021
Other Financing Sources	<u>5,144,751</u>	<u>14,859,542</u>	<u>19,859,542</u>	<u>724,469,502</u>	<u>1,115,790,171</u>	<u>791,818,795</u>
Total Revenues:	\$63,802,964	\$61,585,749	\$61,956,834	\$1,993,460,928	\$2,414,986,842	\$2,051,344,065
Expenditures:						
Personnel	\$697,116	\$848,367	\$848,826	\$840,717,827	\$912,787,225	\$914,881,733
Operating	33,851,976	37,138,782	36,877,040	265,064,345	293,816,914	233,939,848
Capital	537,208	260,080	3,750,000	132,009,668	203,048,326	58,142,775
Other	0	0	0	0	0	0
Education	0	0	0	531,071,416	537,747,810	502,601,117
Transfers Out	11,623,230	12,152,763	4,597,763	190,903,990	365,328,293	242,342,678
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>126,877,083</u>	<u>141,453,481</u>	<u>149,813,652</u>
Total Expenditures:	\$46,709,530	\$50,399,992	\$46,073,629	\$2,086,644,329	\$2,454,182,049	\$2,101,721,803
Net Increase (Decrease) in Fund Balance:						
	\$17,093,434	\$11,185,757	\$15,883,205	(\$93,183,401)	(\$39,195,207)	(\$50,377,738)
Fund Balance, July 1:	\$90,911,486	\$108,004,920	\$119,190,677	\$726,647,407	\$633,464,006	\$594,268,799
Fund Balance, June 30:	\$108,004,920	\$119,190,677	\$135,073,882	\$633,464,006	\$594,268,799	\$543,891,061



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

History of Expenditures by Department

Department	FY 06 Adopted	FY 06 Actual	FY 07 Adopted	FY 07 Actual
Boards, Commissions and Committees	\$2,272,000	\$2,620,902	\$2,619,000	\$2,777,863
County Administrator	2,599,000	2,673,942	3,105,000	3,389,934
Public Information	644,000	801,911	606,000	757,408
General Registrar	459,000	333,186	546,000	499,113
Regional Organizations & Contributions	4,308,000	4,294,678	4,446,000	4,446,381
County Attorney	1,906,000	2,264,125	2,214,000	2,760,052
Office of the County Assessor ¹	2,285,000	2,045,254	2,526,000	2,532,338
Treasurer	3,235,000	3,120,106	3,608,000	3,391,021
Commissioner of the Revenue	2,296,000	1,794,308	2,368,000	2,397,198
Clerk of the Circuit Court	2,739,000	2,851,725	3,038,000	3,093,013
Commonwealth's Attorney	2,601,000	2,536,930	2,790,000	2,848,805
Sheriff	50,383,000	49,066,927	58,501,000	57,744,306
Management & Financial Services	9,855,000	9,902,285	10,439,000	10,923,750
Information Technology	14,822,000	16,563,122	16,539,000	20,883,127
General Services	20,199,000	21,890,386	22,807,000	26,106,163
Capital Construction & Solid Waste Mgmt ²	3,694,000	4,513,681	7,431,000	7,354,165
Courts	900,000	828,630	955,000	940,916
Building and Development	19,027,000	18,281,995	21,309,000	20,488,119
Fire and Rescue Services	34,414,000	38,454,743	40,256,000	42,514,705
Planning Services	2,487,000	2,460,399	2,965,000	2,809,374
Economic Development	1,840,000	2,001,283	1,893,000	1,895,782
Solid Waste Management ²	0	0	0	0
Mapping & Geographic Information	1,802,000	1,776,390	1,997,000	2,069,769
Animal Care and Control	2,000,000	2,063,288	2,174,000	2,305,734
Health Services	3,855,000	3,886,190	3,837,000	4,013,121
Transportation Services	5,379,000	5,823,475	7,797,000	7,510,080
Library Services	10,360,000	10,200,285	10,981,000	10,903,123
Community Corrections	1,229,000	1,129,282	1,404,000	1,225,545
Mental Health & Mental Retardation	26,769,000	24,705,253	28,384,000	27,571,867
Parks, Recreation & Community Services	25,268,000	24,962,105	28,945,000	27,603,459
Juvenile Court Services Unit	1,602,000	1,648,636	1,900,000	1,839,982
Family Services	28,539,000	29,124,409	30,637,000	30,770,934
Extension Services	503,000	471,898	542,000	516,962
Miscellaneous	1,236,000	5,389,267	(5,950,000)	1,609,665
General Government Subtotal	\$291,507,000	\$300,480,996	\$323,609,000	\$338,493,774
Schools³	\$554,032,809	\$558,332,732	\$632,385,248	\$625,893,778
Total	\$845,539,809	\$858,813,728	\$955,994,248	\$964,387,552

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

¹ The Assessor's Office was established effective FY 07. Prior to FY 07, this office was part of Management and Financial Services. Prior year history is shown for comparative purposes.

² The Office of Capital Construction was established effective FY 07 with a combination of new resources and existing staff from the Departments of General Services and Parks, Recreation and Community Services. For FY 10, Capital Construction & Solid Waste Management are consolidated into one department. History has also been combined.

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



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

History of Expenditures by Department

Department	FY 08 Adopted	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Boards, Commissions and Committees	\$3,199,000	\$3,128,350	\$3,408,000	\$3,271,187
County Administrator	3,274,000	3,283,527	3,154,000	2,552,000
Public Information	644,000	777,754	785,000	764,000
General Registrar	647,000	666,813	669,000	668,000
Regional Organizations & Contributions	4,569,000	4,613,815	4,480,000	3,602,921
County Attorney	2,251,000	3,515,746	2,382,000	2,421,000
Office of County Assessor ¹	2,950,000	3,121,904	3,404,000	3,459,000
Treasurer	3,814,000	3,477,681	3,909,000	3,860,000
Commissioner of the Revenue	2,695,000	2,684,692	2,801,000	2,841,000
Clerk of the Circuit Court	3,391,000	3,384,260	3,562,000	3,582,000
Commonwealth's Attorney	3,074,000	2,983,842	3,135,000	3,206,000
Sheriff	65,153,000	64,874,333	68,204,000	68,580,000
Management & Financial Services	10,977,000	10,506,588	11,696,000	10,674,000
Information Technology	16,679,000	20,818,444	16,881,000	16,122,000
General Services	23,849,000	27,460,611	26,043,000	25,558,000
Capital Construction & Solid Waste Mgmt ²	9,270,000	8,330,528	9,485,000	9,141,000
Courts	1,091,000	937,981	1,152,000	1,077,000
Building and Development	23,000,000	22,173,105	23,440,000	20,703,000
Fire and Rescue Services	47,899,000	45,724,358	49,322,000	48,699,000
Planning Services	3,138,000	3,194,371	3,274,000	3,143,000
Economic Development	1,894,000	1,941,897	2,234,000	2,206,000
Solid Waste Management ²	0	0	0	0
Mapping & Geographic Information	2,247,000	2,188,036	2,250,000	2,120,000
Animal Care and Control	2,419,000	2,580,331	2,863,000	2,537,000
Health Services	4,219,000	4,003,463	4,697,000	4,335,000
Transportation Services	8,313,000	8,851,480	9,266,000	9,587,000
Library Services	11,641,000	11,261,749	11,953,000	11,426,000
Community Corrections	1,523,000	1,464,813	1,697,000	1,777,000
Mental Health & Mental Retardation	30,091,000	29,575,599	31,359,000	31,318,000
Parks, Recreation & Community Services	32,792,000	31,697,812	33,291,000	33,162,000
Juvenile Court Services Unit	2,019,000	1,801,440	2,047,000	1,999,000
Family Services	31,798,000	32,935,477	32,639,000	33,055,000
Extension Services	584,000	537,602	586,000	584,000
Miscellaneous	(7,506,000)	2,368,025	(3,303,000)	(4,513,000)
General Government Subtotal	\$353,598,000	\$366,866,452	\$372,765,000	\$363,517,108
Schools³	\$700,102,863	\$710,885,980	\$776,964,113	\$762,020,390
Total	\$1,053,700,863	\$1,080,120,432	\$1,149,729,113	\$1,125,537,498

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



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

History of Full-Time Equivalents (FTEs) by Department

Department	FY 06	FY 07	FY 08	FY 09	FY 10
Boards, Commissions and Committees	0.75	0.75	1.75	0.75	0.75
County Administrator	21.53	24.53	24.80	24.53	20.00
Public Information	4.80	4.80	4.80	6.80	6.80
General Registrar	7.77	7.77	8.77	8.77	8.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	19.00	20.00	20.00	20.00	20.00
Office of the County Assessor ¹	29.00	29.00	30.00	34.00	34.00
Treasurer	39.34	40.34	40.34	42.00	42.00
Commissioner of the Revenue	32.55	32.55	34.55	34.55	34.55
Clerk of the Circuit Court	40.00	41.00	43.53	43.53	43.53
Commonwealth's Attorney	32.00	33.00	34.00	34.00	34.00
Sheriff	588.72	624.18	663.63	663.63	663.39
Management & Financial Services	72.64	73.64	75.64	76.84	77.84
Information Technology	78.39	81.39	84.39	86.39	84.39
General Services	94.00	80.00	81.48	80.00	78.00
Capital Construction & Solid Waste Mgmt ²	25.10	53.10	59.10	60.10	57.10
Courts	6.00	6.00	7.00	7.00	6.00
Building and Development	255.40	256.90	258.80	254.80	225.80
Fire and Rescue Services	378.08	445.16	492.81	504.01	485.52
Planning Services	28.00	31.00	31.00	31.00	30.00
Economic Development	16.77	16.77	15.77	16.77	17.77
Solid Waste Management ²	0.00	0.00	0.00	0.00	0.00
Mapping & Geographic Information	23.80	23.80	23.80	23.80	22.80
Animal Care and Control	32.89	32.89	32.89	34.49	32.35
Health Services	80.00	82.00	84.00	82.00	80.00
Transportation Services	15.00	18.00	18.77	18.77	16.77
Library Services	144.63	145.16	145.71	145.71	145.71
Community Corrections	16.33	17.33	18.86	19.86	20.86
MH, MR, & Substance Abuse Services	341.30	344.64	343.44	344.10	345.16
Parks, Recreation & Community Services	428.65	476.65	494.86	496.52	489.44
Juvenile Court Service Unit	34.77	35.84	35.84	35.84	35.84
Family Services	185.45	189.05	193.25	194.80	193.33
Extension Services	11.37	11.37	11.37	11.72	11.72
Miscellaneous	0.00	0.00	0.00	0.00	0.00
General Fund Subtotal	3,084.03	3,278.61	3,414.95	3,437.08	3,364.19
School Fund ³	7,143.50	7,998.90	8,563.80	8,901.30	9,036.80
Central Services Fund	13.27	13.27	11.27	11.27	11.27
Law Library Fund	0.53	0.53	1.00	1.00	1.00
Total All Funds	10,241.33	11,291.31	11,991.02	12,350.65	12,413.26

¹ The Assessor's Office was established effective FY 07. Prior to FY 07, this office was part of Management and Financial Services. Prior year history is shown for comparative purposes

² The Office of Capital Construction was established effective FY 07 with a combination of new resources and existing staff from the Departments of General Services and Parks, Recreation and Community Services. For FY 10, Capital Construction & Solid Waste Management are consolidated into one department. History has also been combined.

³ School number has been restated to include School Operating and Food Services FTEs



NOTES



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 FUND (CSA)

The CSA is a joint effort between the County's Government, Schools and Courts, as well as private sector providers of "At-Risk" youth services. Funding for the CSA program is derived from a transfer from the General Fund (45%) and Aid from the Commonwealth (55%).

HOUSING CHOICE VOUCHER FUND

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



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.

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



County Funds, Fund Structure and Basis of Budgeting

DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT FUND

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

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 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



County Funds, Fund Structure and Basis of Budgeting

this fund include transfers of local tax funding from the General Fund, and a small amount of service fee revenue collected for the renovation and repair of court facilities. In FY 01, the County adopted a standard of annually funding projects totaling between 1 and 2 percent of the value of fixed assets.

SCHOOL CAPITAL ASSET PRESERVATION FUND (CAPP)

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

PUBLIC TRANSPORTATION FUND

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

PROPRIETARY FUND TYPES

INTERNAL SERVICE FUNDS

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

FIDUCIARY FUND TYPES

TRUST AND AGENCY FUNDS

Trust and Agency Funds are used to account for the assets received and disbursed by the County Government acting in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. These funds include the following: Nonexpendable Trust Funds, Expendable Trust Funds, Pension Trust Funds, 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 09, 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.



Loudoun County Government
FY 2010 Adopted Fiscal Plan





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

Originally adopted December 17, 1984.
Revised through May 6, 2008

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,
- Maintain 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 County, to maximize planning efforts, intends to prepare the operating budget biennially, when practical.

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.



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

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

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

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

The budget must be structured so that the Board and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives. The 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.

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



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of long term fiscal impacts. Emphasis will be placed upon areas identified as high priorities by the Board.

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., personal 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.
- 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



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adjusted for inflation, liquidity, operating deficits, etc.). Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.

- The County will regularly update a series of financial and planning tools to evaluate long term land use, fiscal and demographic issues. Those tools include: the County's Fiscal Impact Model (FIM), 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	Every four years (Fourth Adoption 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.



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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 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:



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<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 ¹	Lease-Purchase Financing	Lease-Purchase Financing
\$500,000 up to the cost of a new elementary school for constructing and equipping additions or renovations to existing facilities or acquiring, constructing, and equipping new facilities ^{1, 2}	Alternative Financing Mechanisms	Alternative Financing Mechanisms
Over the cost of a new elementary school for additions, renovations, etc. or new facilities. 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

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.

¹ The cost of a new elementary school is estimated in each year of the adopted Capital Improvements Program.

² In some instances, a referendum for general obligation bond financing may be the only alternative at these levels.



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

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

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

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

3. Revenue Policies

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

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

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

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

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

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



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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 April 2005 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.

6. Accounting, Auditing, and Financial Reporting Policies



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

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

The County's 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.



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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 all 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. Reserve Policies

The County will maintain a fund balance Fiscal Reserve at the close of each fiscal year that should be equal to no less than 10% of net operating revenues of the general and school funds.

The Fiscal Reserve provides a source of funding for the County during major economic, natural, or national emergencies. It is not maintained as a source for funding recurring expenditures during the normal business cycle.



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A withdrawal of the Fiscal Reserve 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%. A withdrawal of the Fiscal Reserve may be considered in the event of a major natural or national disaster.

If circumstances require use of the Fiscal Reserve, the County will develop a detailed plan to replenish the Fiscal Reserve to the 10% minimum over a period of not more than three (3) years. Such plan shall be approved by the Board and communicated to the rating agencies. The provisions of this section also apply in the event current financial resources are insufficient to make the annual deposit required to maintain the Fiscal Reserve at 10%.

The County will maintain sufficient self-insurance reserves as established by professional judgment based on the funding techniques utilized, loss records and required retentions.

11. Criteria for Establishment of Special Assessment Districts

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

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.

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.



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

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

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

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

The petition must address:

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



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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



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insurance, etc.) or demonstrate some other form of financial safeguard to the bond purchasers. Or

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

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

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

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

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



General Fund Revenue

GENERAL FUND REVENUE SUMMARY
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General Fund Revenue Page R – 1
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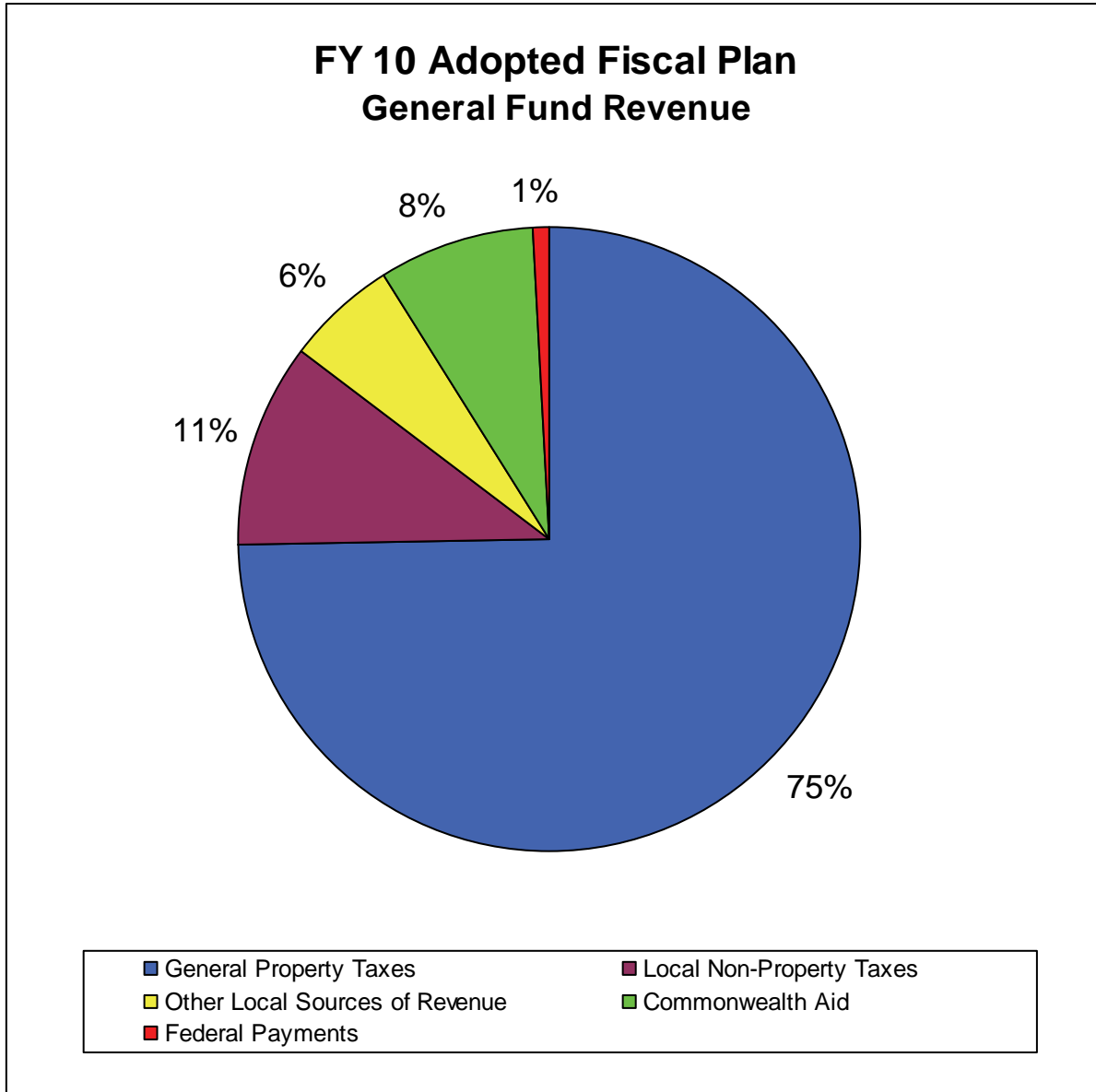




General Fund Revenue

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.





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General Fund Revenue Profile

Local Revenue¹	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Local Tax Revenue					
General Property Taxes ²	\$576,468,150	\$629,815,838	\$714,567,136	\$756,629,000	\$735,102,000
Local Non-Property Taxes	<u>107,090,484</u>	<u>108,870,542</u>	<u>106,836,556</u>	<u>111,155,000</u>	<u>103,483,000</u>
Total Local Tax Revenue	\$683,558,634	\$738,686,380	\$821,403,692	\$867,784,000	\$838,584,000
Other Local Sources of Revenue					
Permits & Privilege Fees	\$20,885,155	\$15,301,258	\$14,926,414	\$19,178,000	\$15,596,000
Fines & Forfeitures	2,056,027	1,938,316	2,063,103	1,889,000	2,006,000
Use of Money & Property	11,333,324	16,462,050	13,777,991	7,994,000	4,110,000
Charges for Services	19,272,752	19,420,084	21,611,451	23,169,000	22,744,000
Miscellaneous Revenue	748,204	1,025,115	615,868	331,000	356,000
Recovered Costs	5,538,330	5,650,722	8,980,892	6,537,000	7,922,000
Other Financing Sources	<u>1,731,720</u>	<u>3,848,622</u>	<u>2,191,479</u>	<u>4,146,000</u>	<u>4,597,000</u>
Total Other Local Sources of Revenue	\$61,565,512	\$63,646,166	\$ 64,167,198	\$63,244,000	\$57,332,000
Total Local Revenue	\$745,124,146	\$802,332,546	\$885,570,890	\$931,028,000	\$895,917,000
Commonwealth Aid:					
State Non-Categorical Aid	\$59,418,512	\$56,805,237	\$56,978,876	\$55,647,000	\$55,437,000
State Shared Expenses	9,794,162	11,332,277	13,492,577	11,882,000	13,541,000
State Categorical Aid	<u>11,283,628</u>	<u>12,064,463</u>	<u>12,563,146</u>	<u>12,825,000</u>	<u>9,787,000</u>
Total Commonwealth Aid	\$80,496,301	\$80,201,976	\$83,034,599	\$80,354,000	\$78,765,000
Federal Payments:					
Payments in Lieu of Taxes	\$1,769	\$1,798	\$1,769	\$2,000	\$2,000
Federal Categorical Aid	<u>15,683,817</u>	<u>12,938,468</u>	<u>11,511,681</u>	<u>9,279,000</u>	<u>8,042,000</u>
Total Federal Payments	\$15,685,586	\$12,940,266	\$11,513,450	\$9,280,000	\$8,044,000
Total General Fund Revenue	\$841,306,033	\$895,474,788	\$980,118,939	\$1,020,662,000	\$982,726,000

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.

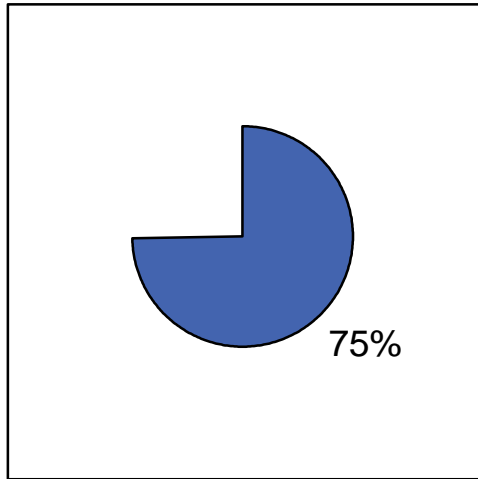
Current tax rates for General Fund revenues are included in the discussion on the following pages. For the recent history of property tax rates for both the General Fund and other funds, see the Executive Summary section of this document.

¹ Components may not equal sums because of rounding error.

² In FY 08, current real property taxes, PSC personal property taxes, and mobile home taxes did not include revenue generated by the \$0.043 Fire and Rescue district rate. The FY 08 revenue shown above resulted from the General Fund real property tax rate of \$0.917. With the elimination of this district in FY 09, these revenues are all included in the General Fund.



GENERAL PROPERTY TAXES



This category refers to real and personal property taxes, and is expected to constitute about 75% of all General Fund revenue in FY 10. Real property taxes are levied on the assessed value of real estate owned by businesses, individuals and public service corporations (PSC). Personal property taxes are levied on the assessed value of tangible property such as vehicles, mobile homes, heavy equipment, machinery and tools. Real property tax assessments are conducted by the County Assessor, while personal property assessments are conducted by the Commissioner of the Revenue. Both real and personal property taxes are levied on 100% of assessed market value. Rates are established per \$100 of assessed value.

Both real and personal property taxes are collected semiannually, with real property taxes due on December 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 Taxes¹	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Current real property taxes	\$483,274,456	\$526,905,764	\$599,352,574	\$648,477,000	\$626,896,000
Current real property taxes-rollback	20,104	(20,281)	(12,268)	0	0
Delinquent real property taxes	3,031,823	3,961,044	5,837,729	4,150,000	5,250,000
Payments in lieu of taxes	161,200	166,300	173,900	0	0
PSC real property taxes	10,768,169	10,530,428	12,946,006	14,730,000	13,834,000
PSC personal property - vehicles	25,401	47,357	123,605	82,000	87,000
PSC personal property taxes	2,054,457	2,714,561	3,317,007	3,677,000	4,365,000
Current personal property taxes	54,662,086	59,478,996	61,759,440	55,972,000	51,689,000
Delinquent personal property taxes	2,379,197	2,778,015	2,777,590	2,800,000	2,780,000
Mobile home taxes	12,809	11,034	11,558	13,000	14,000
Aircraft taxes	53,093	48,770	38,567	38,000	51,000
Heavy equipment taxes	1,848,929	1,922,181	1,904,284	1,800,000	1,520,000
Satellite manufacturing equipment	937	2,136	2,619	2,000	3,000
Computer equipment	13,097,185	16,059,261	20,998,298	19,250,000	23,100,000
Current machinery & tools taxes	1,149,826	1,217,756	1,272,000	1,250,000	1,125,000
Penalties (all property taxes)	2,541,618	2,717,346	2,686,375	2,992,000	2,992,000
Interest (all property taxes)	1,386,858	1,275,171	1,377,852	1,396,000	1,396,000
Total - General Property Taxes	\$576,468,150	\$629,815,838	\$714,567,136	\$756,629,000	\$735,102,000

¹ In FY 08, current real property taxes, PSC personal property taxes, and mobile home taxes did not include revenue generated by the \$0.043 Fire and Rescue district rate. The FY 08 revenue shown above resulted from the General Fund real property tax rate of \$0.917. With the elimination of this district in FY 09, these revenues are all included in the General Fund.



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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. For FY 10, the Adopted Fiscal Plan includes a countywide real property tax rate of \$1.245.

The Board of Supervisors established a new Fire/Emergency Medical Services district in January 2007, which was effective with the FY 08 budget. The district's revenue was assigned to a special revenue fund and was generated by a \$0.043 real property tax rate. The Board of Supervisors eliminated the Fire/Emergency Medical Services district and its separate tax rate for FY 09.

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.

<u>Real Property Tax Relief for the Elderly and Disabled</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Estimate</u>	<u>FY 10 Forecast</u>
Foregone Revenue, Elderly & Disabled	\$4,822,176	\$4,874,934	\$6,071,909	\$6,800,000	\$7,700,000

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 is expected to decline in FY 10, given the current disruption in the automobile market and broader economy. Unlike the other personal property revenue lines, the tax rate for mobile homes is the same as the real property tax rate. A summary of several current personal property tax rates is provided below.

<u>Personal Property Taxes</u>	<u>Tax (Calendar) Year 2009 Rate</u>
Personal Property (general)	\$ 4.200
Mobile Homes	\$ 1.245
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 99, 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 2009, the percentage is 66%. Further information may be found in the State Non-Categorical Aid section on page R-18.

There are four reduced personal property tax rates for vehicles: volunteer fire & rescue, elderly & disabled, clean special fuels, and four wheeled electrically-powered low speed vehicles. 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"



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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 tax year 2009, this rate has been set at \$1.00 per \$100 assessed value. The category four-wheeled, electrically-powered low speed vehicles was established for tax year 2009, with a rate set at \$1.00 per \$100 assessed value, as enabled by the 2008 General Assembly.

Reduced Vehicle Taxes	Tax (Calendar) Year 2009 Rate
Volunteer Fire & Rescue	\$ 0.010
Elderly & Disabled	\$ 2.100
Clean Special Fuels	\$ 1.000
Four wheeled Electrically-Powered Low Speed Vehicles	\$ 1.000

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 property tax rates of \$4.20 (automobiles and trucks) and \$0.01 (aircraft) per \$100 in assessed value.

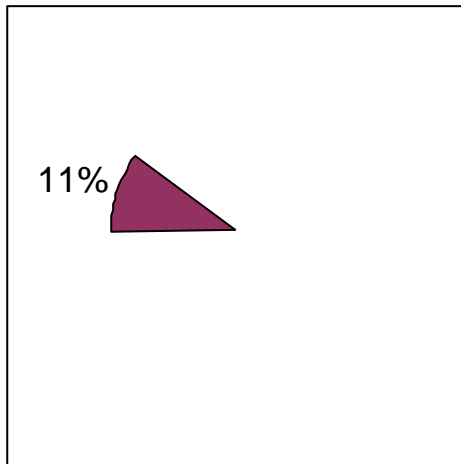
Public Service Corporation Taxes	Tax (Calendar) Year 2009 Rate
Real Property	\$ 1.245
Personal Property – non-vehicle	\$ 1.245
Vehicles	\$ 4.200
Aircraft	\$ 0.010

General Property Taxes – Methodology

Forecasts for both real and personal property tax revenues are developed in consultation with the County Assessor and the Commissioner of the Revenue. 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. For vehicles, valuation data from the National Automobile Dealers' Association is obtained in October to provide a basis for the forecast, prior to assessments completed early the next year.



LOCAL NON-PROPERTY TAXES



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

Sales and Utilities Taxes

The largest single type of local non-property tax is the local sales and use tax, which is derived from one-fifth of the 5% State sales tax on retail sales in the County. Local sales tax revenue is budgeted at \$45.1 million in FY 10. Sales tax revenue is expected to decline due to the combined effects of reduced residential property values, reduced credit availability, and the general economic recession. These factors have reduced consumer spending potential, especially for discretionary purchases.

For utilities taxes, recent changes in the Commonwealth's communications tax structure have an impact on the FY 10 budget. Effective January 1, 2007, a set of new 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. The new taxes include a communications sales and use tax (5% of sales), an E-911 tax on landline telephone services (\$0.75 per access line), and a public rights-of-way use fee for cable television providers (\$0.75 per access line). These taxes are administered by the State, which returns revenues to localities. The local taxes and fees that were repealed include the local consumers utility tax on landline and wireless telephone services, the local E-911 tax on local telephone services, and cable franchise fees. State administrative fees have increased in FY 09 and these changes are carried over into FY 10.

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:

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

In addition to consumer utility taxes, there are also consumption taxes on natural gas and electricity. These taxes, which replaced an earlier tax, were instituted in response to utility industry deregulation.



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Local Non-Property Taxes - Sales & Utilities	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Local sales & use taxes	\$44,591,077	\$46,045,954	\$47,886,216	\$47,400,000	\$45,100,000
Electric utility consumption tax	674,517	863,367	898,319	715,000	898,000
Natural gas utility consumption tax	137,534	157,562	177,372	140,000	177,000
Consumers utility tax-electric	3,964,214	4,183,682	4,777,443	4,434,000	4,849,000
Consumers utility tax-natural gas	1,327,300	1,717,838	1,755,917	1,821,000	1,782,000
Consumers utility tax-tele-landline	3,273,955	1,942,164	0	0	0
Communications tax	0	5,723,222	8,850,370	13,833,000	13,833,000
Subtotal - Sales & Utilities	\$ 53,968,596	\$60,633,788	\$64,345,637	\$68,343,000	\$66,639,000

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 \$22.7 million in FY 10. 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 08, application fees were distributed to each BPOL business category rather than shown as a separate budget line.

Local Non-Property Taxes - BPOL	BPOL Tax Rate	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Amusements	\$0.21/\$100	\$49,882	\$36,727	\$78,346	\$35,000	\$53,000
Business service occupations	0.17/100	4,454,773	5,608,012	5,518,850	6,499,000	5,200,000
Personal service occupations	0.23/100	707,973	837,470	825,680	800,000	800,000
Contractors & contracting	0.13/100	9,089,451	8,279,194	6,707,911	7,000,000	5,500,000
Hotels & motels	0.23/100	277,075	331,117	340,036	300,000	300,000
Professional & specialized	0.33/100	1,276,368	1,493,291	1,794,315	1,500,000	1,750,000
Renting by owner	0.16/100	613,889	747,684	818,972	922,000	700,000
Repair service occupations	0.16/100	285,996	289,627	299,850	378,000	290,000
Retail merchants	0.17/100	5,116,950	5,817,719	5,797,833	6,222,000	5,736,000
Wholesale merchants	0.05/100	872,745	778,757	750,597	750,000	700,000
Money lenders	0.16/100	46,545	37,259	25,868	50,000	25,000
Coin operated machines ¹	150	500	350	500	350	500
Fortune tellers and related	500/year	0	0	500	0	500
Itinerant merchants	500/year	22,245	16,416	16,050	25,000	15,000
Professional bondsmen	50/year	50	50	0	50	0
Short-term rentals	0.20/100	281,253	267,128	234,522	290,000	240,000
Retail merchants/cert str	0.20/100	99,154	88,392	79,858	90,000	70,000
Business svcs./aircraft leases	0.05/100	46,093	37,959	53,288	75,000	40,000
Precious metals dealers	0.17/100	400	0	0	0	0
Consumer utility licenses	0.50/100	684,067	798,849	956,411	750,000	850,000
Computer services	0.15/100	1,309,046	1,008,744	922,476	250,000	250,000
Research & development	0.03/100	5,328	6,035	13,135	7,000	10,000
Satellite imaging services	0.15/100	110,093	100,384	91,314	100,000	80,000
Application fees	30	259,980	5,820	0	0	0
Penalties, interest & cost	---	432,429	137,400	138,209	150,000	130,000
Subtotal - BPOL		\$26,042,285	\$26,724,382	\$25,464,521	\$26,193,000	\$22,740,000

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



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Franchise Fees & Miscellaneous Taxes

As the franchiser for the County's cable television systems, the County collected cable franchise license fees through December 2006. The County also collected a franchise fee for open video systems, and a program access tax (in lieu of a franchise fee) through December 2006. These fees were replaced by the state communications tax during FY 07.

The County receives motor vehicle license taxes for the issuance of decals by the Office of the Treasurer, in connection with enforcement of the County's personal property tax program. As part of the FY 04 budget process, the Board of Supervisors increased the fees for automobiles and motorcycles from \$24 to \$25 and \$15 to \$16, respectively.

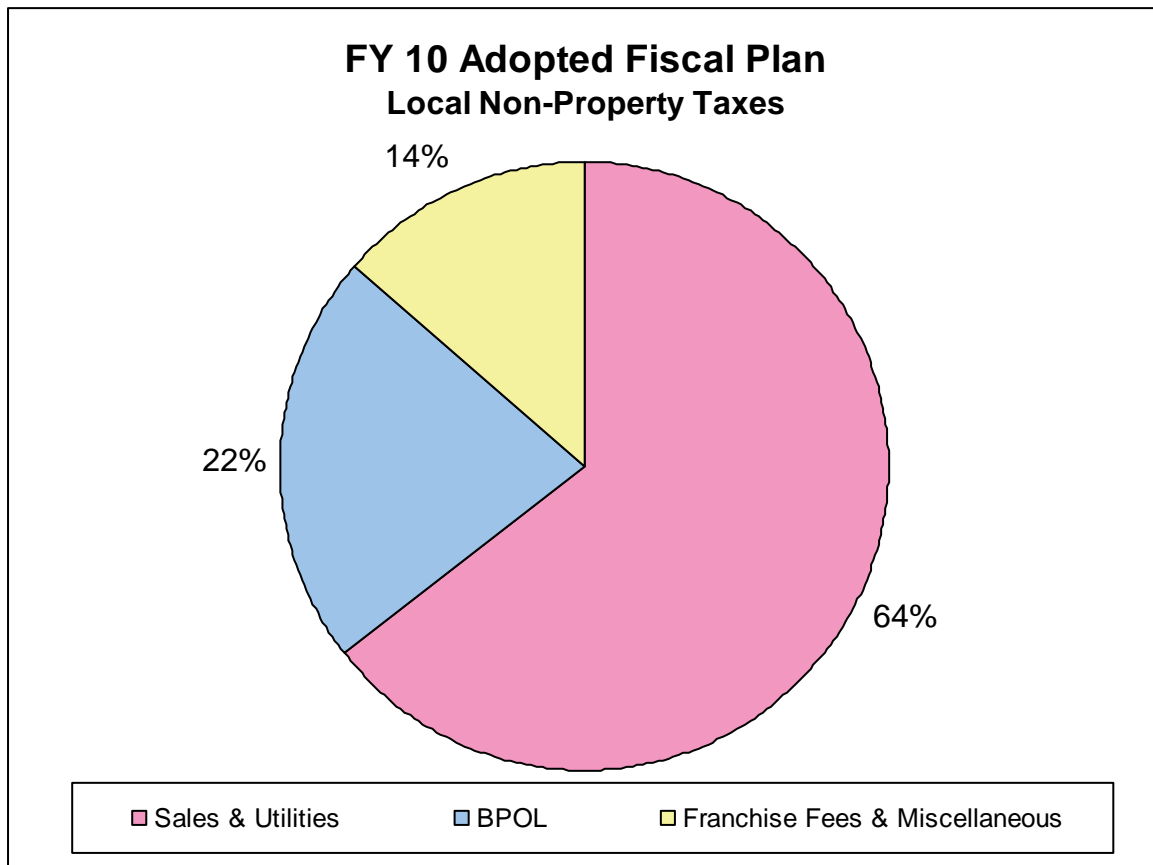
Bank franchise taxes are collected for the issuance of franchise licenses to banks that desire to operate branch offices in the County (outside of towns). Recordation taxes are levied on transactions involving the recording of estates, deeds of trusts, mortgages, leases, contracts and agreements that 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 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Cable TV license tax	\$1,539,971	\$784,066	\$0	\$0	\$0
Open video systems	0	76,690	0	0	0
Program access taxes	5,874	(2,937)	0	0	0
Motor vehicle licenses	4,895,525	5,062,819	5,189,262	5,000,000	5,000,000
Temporary motor vehicle licenses	1,534	1,404	338	1,000	0
Bank franchise taxes	530,806	465,944	365,769	450,000	350,000
Recordation taxes	17,952,438	12,816,186	9,020,829	8,768,000	6,360,000
Taxes on wills	27,972	42,308	51,869	44,000	44,000
Hotel & motel room taxes (2%)	<u>2,125,483</u>	<u>2,265,890</u>	<u>2,398,331</u>	<u>2,355,000</u>	<u>2,350,000</u>
Subtotal - Franchise Fees & Misc.	\$27,079,604	\$21,512,371	\$17,026,398	\$16,618,000	\$14,104,000



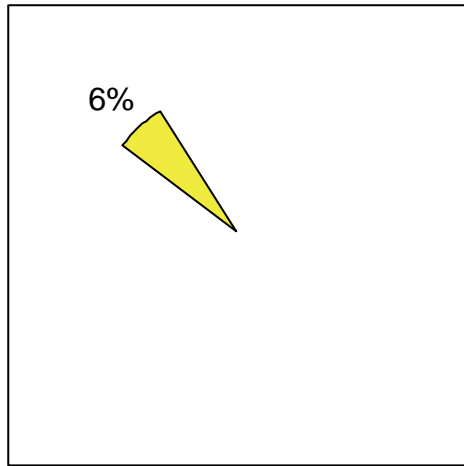
Loudoun County Government
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	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Local Non-Property Taxes - Total					
Sales & Utilities	\$53,968,596	\$60,633,788	\$64,345,637	\$68,343,000	\$66,639,000
BPOL	26,042,285	26,724,382	25,464,521	26,193,000	22,740,000
Franchise Fees & Miscellaneous	27,079,604	21,512,371	17,026,398	16,618,000	14,104,000
Total – Local Non-Prop. Taxes	\$107,090,484	\$108,870,542	\$106,836,556	\$111,155,000	\$103,483,000



OTHER LOCAL SOURCES OF REVENUE



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

Permits and Privilege Fees

Permit and privilege fees include a variety of revenues associated with the collection of fees, permits and licenses. Land development fees constitute the preponderance of revenue allocated to this group. Revenues associated with the licensing of various facilities and domestic animals also are posted to this category. Overall revenues continue to be lower than the mid-decade years due to the reduced level of land development activity.

<u>Permits & Privilege Fees</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Dog licenses	\$81,318	\$90,204	\$106,150	\$149,000	\$149,000
Kennel application fees	200	250	200	300	300
Vicious and dangerous dog licenses	2,470	2,750	1,100	2,000	2,000
Site plan revision fees	84,800	61,800	69,800	66,000	78,000
Rural site plan fees	9,200	4,600	0	8,000	6,000
As-built submission fees	49,800	68,120	64,800	57,000	77,000
Soils map reviews/mapping fees	169,583	92,871	50,946	60,000	13,000
LDA-base density division	0	0	5,953	0	8,000
Remote access fees	0	0	0	200,000	200,000
Pawn broker license fees	0	0	200	200	200
Final development plan fees	37,661	9,239	10,665	13,000	72,000
Weekender jail fees	89	30	0	100	100
Land use tax application fees	54,855	55,684	39,243	40,000	40,000
Transfer fees	15,467	11,800	10,960	11,000	12,000
Zoning permits	538,975	421,215	364,725	402,000	280,000
Commission permits	3,080	3,388	5,391	11,000	56,000
Building permits	11,653,138	8,188,354	8,138,187	12,168,000	8,451,000
Electrical permits	606,991	584,050	532,525	568,000	490,000
Plumbing permits	521,915	466,735	419,700	441,000	344,000
Mechanical fees	280,185	254,350	236,175	241,000	220,000
Septic tank permits	98,868	67,994	74,692	65,000	52,000
Occupancy permits	133,350	96,860	87,205	96,000	65,000
Erosion & sediment control permits	673,446	456,495	675,822	564,000	655,000
Solicitor permits	1,590	1,590	4,285	2,000	4,000
Weapons permits	12,142	17,776	26,268	18,000	25,000



Loudoun County Government
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**Permits & Privilege Fees,
Continued...**

	FY 06	FY 07	FY 08	FY 09	FY 10
	Actual	Actual	Actual	Adopted	Adopted
Fire permits	\$298,679	\$366,376	\$272,603	\$361,000	\$395,000
Refuse vehicle hauling licenses	13,900	13,620	14,620	12,000	12,000
Sanitation & water permits & fees	291,162	77,490	53,226	74,000	59,000
Swimming pool permits	41,420	43,530	45,400	45,000	45,000
Mixed beverage licenses	36,660	61,892	31,840	38,000	30,000
Sanitation licenses	15,762	17,040	15,904	17,000	17,000
Water supply licenses	4,498	4,562	4,384	5,000	5,000
Going out of business sale permits	130	0	195	100	100
Bond reduction processing fees	115,020	129,980	83,775	97,000	65,000
Construction plan review fees	618,149	668,765	554,186	616,000	361,000
Healthland sites evaluation	130,074	20,719	17,221	5,000	5,000
Road dedication plats	14,992	46,190	80,253	115,000	49,000
Solid waste facility permits	19,000	15,115	24,132	19,000	19,000
Massage parlor fees	4,800	7,100	5,950	8,000	8,000
Rezoning	862,982	(79,543)	106,532	230,000	369,000
Rezoning modifications	110,615	82,190	77,651	90,000	166,000
Zoning concept plan amendments	105,008	47,190	38,934	92,000	88,000
Special exceptions	117,530	146,204	127,521	110,000	298,000
Floodplain alterations	37,078	74,965	63,165	43,000	30,000
Variances	1,050	(1,750)	450	1,000	1,000
Appeals	4,640	9,800	6,500	9,000	3,000
Preliminary subdivisions	527,969	295,830	156,356	73,000	127,000
Preliminary record subdivisions	65,388	79,708	58,202	70,000	36,000
Record subdivisions	312,631	290,794	285,828	202,000	198,000
Family subdivisions	204,818	36,240	9,470	10,000	4,000
Subdivision waivers	140,828	62,348	27,469	19,000	13,000
Subdivision exceptions	(1,800)	0	1,800	3,000	3,000
Boundary line adjustments	58,290	36,975	45,240	34,000	35,000
Final site plans	447,274	467,306	444,184	451,000	272,000
Site plan amendments	134,400	157,800	92,500	82,000	130,000
Certificates of appropriateness	1,800	1,260	1,080	2,000	2,000
False alarm fee	0	191,900	404,440	200,000	350,000
Floodplain study fees	63,300	54,300	34,500	81,000	27,000
Replacement well fees	700	800	1,600	1,000	1,000
Well & septic reinspection fees	3,375	2,850	1,375	3,000	3,000
Boca clearance fees	20,775	15,900	14,350	15,000	15,000
Technical sewage plan review fees	600	23,400	11,550	22,000	18,000
Percolation test monitoring fees	7,650	1,500	2,850	2,000	2,000
Bond final release fees	209,585	233,959	270,966	227,000	260,000
Bond final release reinspection fees	0	2,100	200	1,000	1,000
Bond extension fees	307,650	284,800	242,285	202,000	516,000
FSM waiver fees	43,750	41,750	34,785	42,000	36,000
Overlot grading fees	463,900	312,150	235,950	273,000	225,000
Total - Permits & Privilege Fees	\$20,885,155	\$15,301,258	\$14,926,414	\$19,178,000	\$15,596,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fines and Forfeitures

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

<u>Fines & Forfeitures</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Court fines & forfeitures	\$1,475,575	\$1,553,897	\$1,692,514	\$1,560,000	\$1,695,000
Fire lane violation fines	165,583	105,273	91,699	112,000	102,000
Fire fines	1,250	0	0	0	0
Dulles airport pkg. & traffic fines	139,860	137,034	144,807	140,000	140,000
Parking fines	183,131	80,662	100,298	45,000	45,000
Animal law violation fines	883	3,810	3,174	3,000	3,000
Zoning violations	19,707	35,369	20,198	20,000	11,000
DUI incidents	66,539	12,918	0	0	0
Interest (late payments on tickets)	3,499	9,354	10,413	9,000	11,000
Total - Fines & Forfeitures	\$2,056,027	\$1,938,316	\$2,063,103	\$1,889,000	\$2,006,000

Use of Money and Property

This category includes revenue received from the investment of General Fund balances. In addition, revenue is received from the rental of County facilities for public use and from the sale of concessions at various events. Interest income in FY 10 is expected to be less than in FY 08 given expected interest rate trends.

<u>Use of Money & Property</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Interest on investments	\$10,832,098	\$15,784,481	\$12,689,187	\$7,000,000	\$3,000,000
Interest on loans	4,737	2,927	3,121	9,000	9,000
Rental of general & school prop.	60,131	61,530	85,518	69,000	79,000
Rental of recreational property	388,473	577,687	944,211	805,000	925,000
Concession rentals/commissions	11,827	9,578	13,873	18,000	14,000
Sale of materials and supplies	35,441	25,582	41,727	93,000	83,000
Sales of meals to non-prisoners	617	266	354	300	300
Total - Use of Money & Property	\$11,333,324	\$16,462,050	\$13,777,991	\$7,994,000	\$4,110,000

Charges for Services

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

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

Fee revenue associated with the disposal of solid waste at the County landfill has been posted to two funds since FY 06. 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 have been reduced for FY 10 due to a distribution formula change implemented by the Commonwealth.



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

Charges for Services	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Photographic fees	\$5	\$0	\$0	\$100	\$100
Freedom of information fees	528	834	2,928	100	100
Loss of summons copy	10	10	48	100	100
ATF form	800	1,760	2,225	2,000	2,000
Good conduct letter	400	270	400	400	400
Incident reports	2,274	2,868	3,198	3,000	3,000
Excess of court officers	3,661,033	2,419,155	1,774,400	1,656,000	625,000
Sheriff's fees	15	14,685	7,907	16,000	8,000
Costs collected in court cases	219,488	122,291	117,875	120,000	115,000
Commonwealth's attorney fees	3,864	3,792	3,983	0	0
Drug testing charges	0	50	0	0	0
Street light charges	2,435	0	0	3,000	3,000
Waste & refuse/collection & discharge	0	0	829	0	0
Courthouse security fees	203,679	233,142	253,722	235,000	260,000
DMV license agent commissions	0	11,868	39,321	0	40,000
Well & septic evaluation charges	24,750	9,350	7,480	9,000	7,000
Residential service fees	273,835	296,999	296,992	229,000	256,000
Outpatient clinic fees	162,194	151,379	169,443	180,000	166,000
Day treatment clinic fees	7,587	9,999	8,553	7,000	9,000
Parent-infant development fees	55,655	43,468	35,069	55,000	40,000
Sale of medication, drugs, etc.	19,455	13,760	13,482	14,000	14,000
Aftercare service fees	5,190	3,803	4,454	7,000	4,000
Court evaluation charges	49,486	67,389	69,484	50,000	67,000
Substance abuse counselor fees	116,857	112,821	111,312	90,000	110,000
Emergency service fees	13,474	9,495	10,472	15,000	10,000
Sale of meals	0	50	26	0	0
Cafeteria sales	59,584	15,416	17,031	23,000	23,000
Recreation fees	719,189	833,196	731,907	467,000	482,000
Community center fees	625,169	802,479	1,265,075	929,000	1,380,000
Swimming pool fees	287,682	307,070	286,261	339,000	339,000
League sports fees	233,150	240,048	254,276	320,000	320,000
Group events fees	444,769	449,567	520,823	293,000	298,000
Transportation fees for group events	47,751	37,343	40,351	46,000	45,000
After school activity fees	3,472,112	3,297,827	3,864,336	4,509,000	4,693,000
Summer camp fees	1,429,027	1,256,312	1,637,573	1,985,000	1,985,000
Admission charges	79,425	483,782	954,321	1,363,000	1,206,000
Library fees & fines	11,586	7,668	4,719	9,000	9,000
Sales of maps, surveys, plats, etc.	2,949	5,999	2,500	2,000	2,000
Sales of publications	130,932	120,000	102,390	115,000	95,000
Sales of cartographic maps	6,093	6,957	3,735	5,000	5,000
Sales of digital data	26,536	12,180	7,668	30,000	30,000
Sales of special cartographic maps	4,035	4,230	2,813	2,000	2,000
Animal protection charges	12,055	11,215	12,178	15,000	15,000
Board of animals	11,044	10,977	13,261	11,000	11,000
Animal adoption fees	14,935	14,775	17,052	49,000	49,000
Animal neuter & spaying fees	19,996	25,523	22,476	25,000	25,000
Tournament fees	17,401	22,475	10,500	55,000	55,000
Record check charges	6,733	8,148	7,104	9,000	7,000
Accident report charges	28,014	28,261	23,758	30,000	25,000
Fingerprinting charges	3,012	2,867	3,481	4,000	4,000
Clerk of court copy fees	37,455	29,131	40,320	45,000	45,000
Sheriff processing fees	34,245	39,777	45,259	40,000	45,000
DNA sample of felons fees	1,015	1,372	1,433	1,000	2,000
Respite care fees	96,780	100,953	124,857	146,000	154,000
Hydrogeologic fees	27,872	5,226	5,226	5,000	4,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

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

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
House arrest fees	\$6,030	\$0	\$1,155	\$1,000	\$1,000
Daycare fees	951,778	941,483	930,136	1,232,000	1,230,000
Information services fees	210	(217)	655	0	0
Pb FI & N water samples	50	75	200	0	0
Preschool fees	1,529,037	1,556,446	1,507,525	1,853,000	1,936,000
Commuter bus	2,273,040	2,971,296	3,732,616	3,801,000	3,801,000
Sale-recyclable/scrap metal	33,294	44,939	113,835	33,000	33,000
Landfill fees - construction waste	0	375,769	0	0	0
Landfill fees - municipal waste	33	0	(148,171)	0	80,000
Landfill fees - mixed waste	306	0	0	0	0
Landfill fees -tires	5	0	0	0	0
Rebate - recycled paper	17,742	17,048	46,568	18,000	18,000
Discharge assistance program (DAD)	56,844	68,000	0	116,000	79,000
Joblink fees	760	146	0	1,000	1,000
Case management fees	23,529	25,718	18,782	54,000	54,000
Landfill - pit retrieval fees	2,525	1,975	0	0	0
Landfill - contracted municipal solid waste	<u>1,664,016</u>	<u>1,707,394</u>	<u>2,451,863</u>	<u>2,500,000</u>	<u>2,420,000</u>
Total - Charges for Services	\$19,272,752	\$19,420,084	\$21,611,451	\$23,169,000	\$22,744,000

Miscellaneous Revenue

Revenues are allocated to this category that 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.

Miscellaneous Revenue

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Miscellaneous revenues	\$165,991	\$681,830	\$195,236	\$189,000	\$187,000
Primary fees	0	2,163	0	0	0
Gifts & donations from private sources	519,568	236,516	281,591	64,000	64,000
Sale of property & non fixed assets	5,300	45,653	77,835	44,000	70,000
Returned check fees	15,381	14,514	17,672	12,000	14,000
Payments for damage to books	38,450	44,084	43,534	21,000	21,000
Court collection	0	35	0	0	0
DMV collection fees	455	320	0	1,000	1,000
Contributions - governmental entity	<u>3,060</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total - Miscellaneous Revenue	\$748,204	\$1,025,115	\$615,868	\$331,000	\$356,000



**Loudoun County Government
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Recovered Costs

The County receives reimbursements from other entities for services performed on their behalf. For example, fees are collected from the State for housing prisoners convicted under State law in the County's detention facilities. In addition, incorporated municipalities within the County provide reimbursements for services provided in support of municipal elections, criminal prosecutions, extraditions and other matters. The County 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.

Recovered Costs	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Housing prisoners - Federal	\$0	\$0	\$0	\$0	\$32,000
Housing prisoners - State	512,668	543,280	609,276	550,000	600,000
Housing Prisoners - other	109,825	111,492	98,607	115,000	100,000
Costs for town elections	21,838	0	19,470	13,000	13,000
Extraditions - Supreme Court	4,376	45,913	18,092	45,000	25,000
Charges by insurance	254,428	279,043	285,114	253,000	287,000
Soil Water Conservation District personnel	340,609	383,031	402,667	341,000	341,000
Juvenile detention contracts	80,000	80,000	99,462	65,000	65,000
Juvenile detention per diem payments	136,853	39,236	50,993	10,000	10,000
Central MH/MR services	19,947	21,252	24,296	25,000	23,000
Costs for protective services	314,204	256,727	318,062	243,000	313,000
Comprehensive Services Act	41,024	68,799	41,656	69,000	76,000
Medicaid cost recoveries	3,132,605	3,237,604	4,256,803	4,162,000	4,396,000
Loudoun Hospital	10,104	10,782	18,806	9,000	13,000
HIDTA substance abuse prevention	78,673	50,698	82,291	105,000	121,000
Central capital vehicle replacement	0	358	0	0	0
Fraud Section 8 recoveries	50	0	0	0	0
Miscellaneous recoveries	481,126	522,508	2,655,297	532,000	1,508,000
Total - Recovered Costs	\$5,538,330	\$5,650,722	\$8,980,892	\$6,537,000	\$7,922,000

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 10, 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, and the Local Gasoline Tax Fund. Funding for the County's capital project management activities are shown as a transfer from the Capital Projects Fund to the General Fund.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Other Financing Sources/Non-
Revenue Receipts**

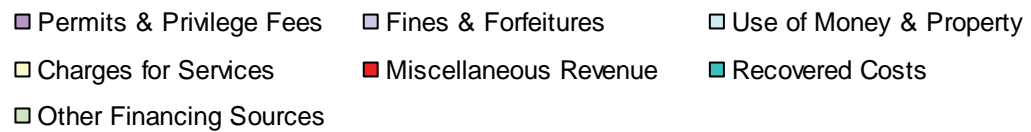
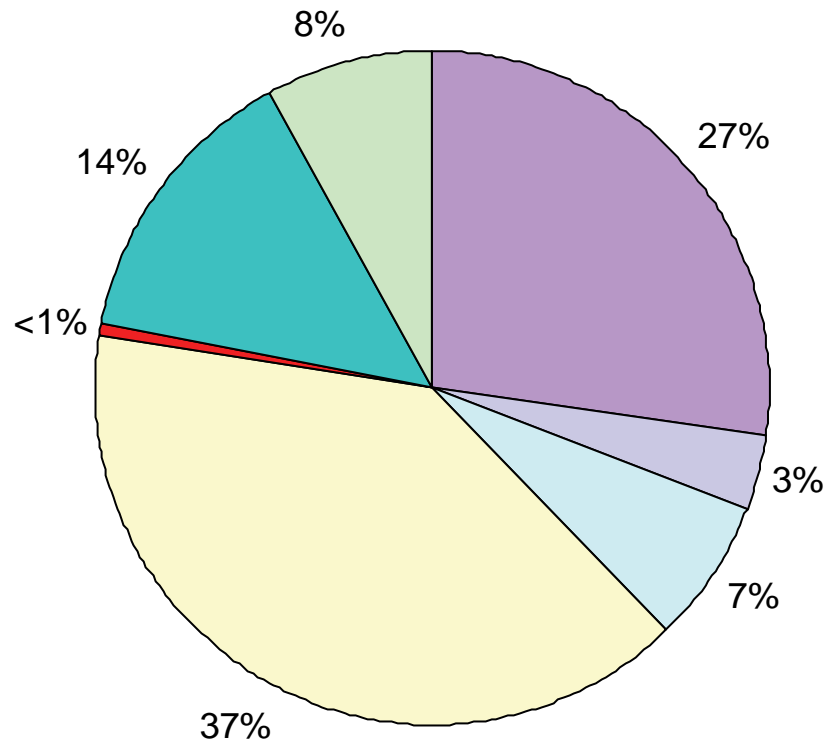
	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Sale Of Machinery & Equipment	\$19,968	\$15,029	\$110,672	\$0	\$0
Repayment Of Loans/Principal Only	0	(42)	0	0	0
Transfers from School Fund	352,455	0	0	0	0
Transfers from Broad Run Farms Fund	355,861	1,487	446	0	0
Transfers from CSA Fund	183,000	183,000	183,000	183,000	183,000
Transfers from TOT Fund	104,889	125,125	112,432	615,000	818,000
Transfers from 911 Fund	0	1,892,551	0	0	0
Transfers from Legacy Fund	0	1,396	0	0	0
Transfers from Capital Projects Fund	0	64,651	124,500	406,000	410,000
Transfers from Debt Service Fund	0	0	0	0	90,000
Transfers from Public Facilities-Cash	0	0	(10,000)	165,000	0
Transfers from Animal Trust Fund	27,047	15,040	13,800	201,000	0
Transfers from Affordable Housing Fund	0	81,000	0	0	0
Transfers from Local Gasoline Tax Fund	688,500	1,469,386	1,656,629	2,576,000	3,097,000
Total - Other Financing Sources	\$1,731,720	\$3,848,622	\$2,191,479	\$4,146,000	\$4,597,000

**Other Local Sources of Revenue –
Total**

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Permits & Privilege Fees	\$20,885,155	\$15,301,258	\$14,926,414	\$19,178,000	\$15,596,000
Fines & Forfeitures	2,056,027	1,938,316	2,063,103	1,889,000	2,006,000
Use of Money & Property	11,333,324	16,462,050	13,777,991	7,994,000	4,110,000
Charges for Services	19,272,752	19,420,084	21,611,451	23,169,000	22,744,000
Miscellaneous Revenue	748,204	1,025,115	615,868	331,000	356,000
Recovered Costs	5,538,330	5,650,722	8,980,892	6,537,000	7,922,000
Other Financing Sources	1,731,720	3,848,622	2,191,479	4,146,000	4,597,000
Total – Other Local Revenue	\$61,565,512	\$63,646,166	\$64,167,198	\$63,244,000	\$57,332,000

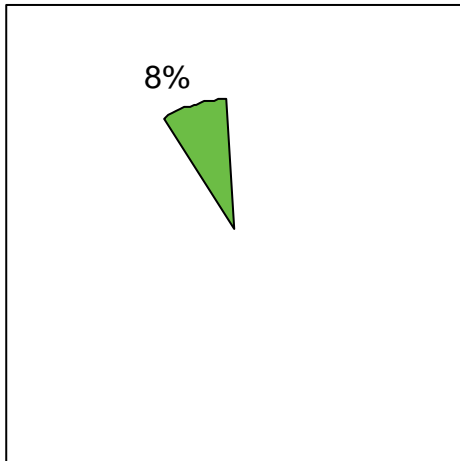


FY 10 Adopted Fiscal Plan Other Local Sources of Revenue





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 types of revenue are grouped thematically and described below.

State Non-Categorical Aid

The State provides general support to municipalities through a variety of revenue generating mechanisms. A portion of profits realized from the sale of wine and liquor at the State's Alcohol Beverage Control (ABC) Commission stores are distributed to municipalities on a quarterly basis. The County receives a 3% tax on mobile home title filing and 50% of the revenue collected by the Clerk of the Circuit Court for the filing of deeds of property. In lieu of personal property tax revenue, the County receives a 4% daily vehicle rental tax (formerly referred to as sales and use tax) on vehicles rented within the County.

This category also includes reimbursements from the State for implementation of the personal property tax reduction on private vehicles. The 2004 General Assembly changed this program, by adopting a \$950 million statewide cap on reimbursements starting in 2006. FY 07 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). A \$1.0 million state revenue reduction contingency is included to account for additional state budget reductions in FY 10.

<u>State Non-Categorical Aid</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
ABC profits	\$79,160	\$79,160	\$79,160	\$79,000	\$79,000
Wine taxes	82,975	82,975	82,975	83,000	83,000
Motor vehicle carriers taxes	3,165	4,157	4,356	4,000	4,000
Mobil home titling taxes	(306)	4,943	5,122	0	0
Taxes on deeds	4,654,843	3,020,198	2,583,351	2,793,000	2,200,000
Daily vehicle rental tax	5,275,567	5,587,602	6,153,211	6,117,000	6,000,000
State property tax reimbursement	49,323,108	48,026,202	48,070,701	48,071,000	48,071,000
State revenue reductions	0	0	0	(1,500,000)	(1,000,000)
Total - State Non-Categorical	\$59,418,512	\$56,805,237	\$56,978,876	\$55,647,000	\$55,437,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

State Shared Expenses

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

<u>State Shared Expenses</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Commonwealth's attorney	\$628,465	\$703,685	\$871,299	\$714,000	\$693,000
Sheriff	7,797,738	8,874,045	10,787,780	9,469,000	11,002,000
Commissioner of revenue	276,234	353,294	389,035	281,000	346,000
Treasurer	329,703	366,493	393,318	410,000	410,000
Medical examiner	1,410	690	0	2,000	0
Registrar	86,979	90,716	0	97,000	97,000
Electoral board	17,481	17,026	90,640	12,000	12,000
Clerk of circuit court	656,151	926,327	960,505	898,000	981,000
Total - State Shared Expenses	\$9,794,162	\$11,332,277	\$13,492,577	\$11,882,000	\$13,541,000

State Categorical Aid

The County receives a variety of grants and other revenues that have been designated for specific purposes. Annual revenue estimates are developed by the administering departments based on the latest information available. Lottery proceeds for schools, shown by the Non-Departmental revenue line, are budgeted at \$0 for FY 10 based on the Commonwealth budget.

<u>State Categorical Aid</u>	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Total - Boards, Commissions & Committees	\$4,815	\$2,822	\$19,965	\$0	\$0
Total - Regional Organizations & Contributions	\$10,000	\$5,000	\$0	\$0	\$0
Total - Clerk of the Circuit Court	\$41,122	\$37,824	\$10,000	\$35,000	\$0
Total - Commonwealth's Attorney	\$37,653	\$52,347	\$40,000	\$0	\$0
Sheriff's Office					
Criminal Investigations	13,900	15,525	15,525	0	0
Field Operations	13,900	15,525	14,836	0	0
Special Operations	0	0	0	0	0
Office of the Sheriff	60,000	0	0	0	0
Total - Sheriff's Office	\$87,800	\$31,050	\$30,361	\$0	\$0
Total - Capital Construction & Solid Waste Management	\$45,653	\$55,480	\$47,309	\$33,000	\$33,000
Total - Courts	\$0	\$4,639	(\$4,639)	\$0	\$0
Total - Building & Development	\$2,877	\$0	\$0	\$0	\$0
Fire and Rescue Services					
Emergency Medical Services	25,542	15,842	(737)	0	0
Volunteer Coordination	484,035	701,940	0	436,000	436,000
Fire-Rescue Training	9,888	0	0	0	0
Total - Fire and Rescue Services	\$519,465	\$717,782	(\$737)	\$436,000	\$436,000
Total - Health Services	\$0	\$0	\$718	\$0	\$0
Transportation Services					
Transit & Commuter Services	1,131,620	1,063,410	1,302,708	1,043,000	1,043,000
Highways & Transportation Planning	1,800	0	0	0	0
Total - Transportation Services	\$1,133,420	\$1,063,410	\$1,302,708	\$1,043,000	\$1,043,000
Total - Library Services	\$222,559	\$239,861	\$228,664	\$227,000	\$227,000
Total - Community Corrections	\$481,718	\$507,834	\$552,751	\$419,000	\$573,000

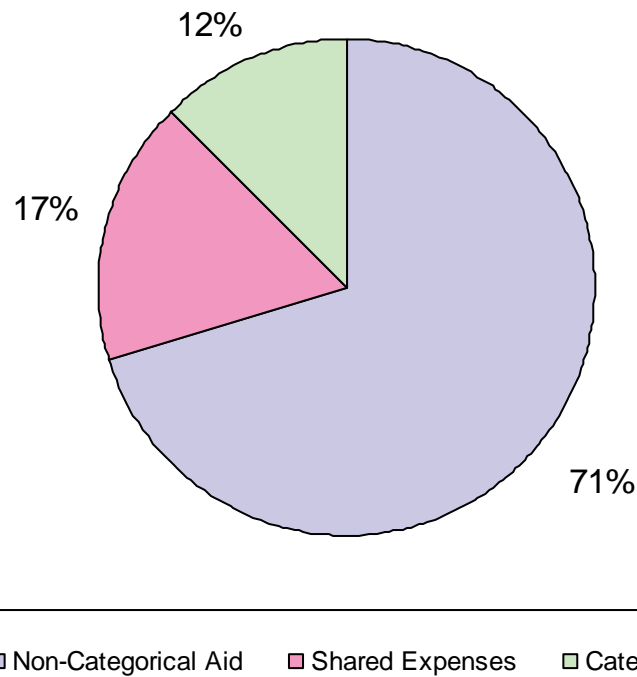


Loudoun County Government
FY 2010 Adopted Fiscal Plan

	FY 06	FY 07	FY 08	FY 09	FY 10
<u>State Categorical Aid, continued...</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
MH/SA Emergency Services	\$930,683	\$984,508	\$1,036,618	\$1,005,000	\$1,323,000
MH Outpatient Services	216,160	234,821	314,076	201,000	477,000
Parent Infant Education	163,825	205,042	205,042	205,000	205,000
MR Group Home Services	291,220	293,550	312,242	301,000	320,000
MH Day Support Services	0	0	14,813	0	0
MH/SA Prevention & Community Outreach Services	2,443	47,128	50,861	68,000	68,000
MR Employment and Day Support Services	50,191	44,295	57,802	78,000	51,000
MH Residential Services	368,539	383,691	534,521	253,000	586,000
MR Community Support Services	74,279	65,457	58,401	89,000	74,000
SA Residential Services	0	0	49,059	0	49,000
SA Outpatient Services	482,385	501,155	516,903	506,000	516,000
Total - Mental Health, Mental Retardation & Substance Abuse Services	\$2,579,724	\$2,759,647	\$3,150,338	\$2,707,000	\$3,669,000
<u>Parks, Recreation & Community Services</u>					
Aging Services	107,314	123,748	140,044	121,000	139,000
Youth Services	55,250	1,000	0	0	0
Total - Parks, Recreation & Community Services	\$162,564	\$124,748	\$140,044	\$121,000	\$139,000
<u>Family Services</u>					
Child & Adult Services	423,070	310,352	586,063	432,000	642,000
Family Programs	1,381,421	1,412,949	1,565,557	1,627,000	1,837,000
Facilities & Internal Operations	1,057,245	1,192,302	1,243,017	1,148,000	1,189,000
Total - Family Services	\$2,861,736	\$2,915,603	\$3,394,637	\$3,207,000	\$3,667,000
Total - Non-Departmental	\$3,092,522	\$3,546,417	\$3,651,027	\$ 4,598,000	\$0
Total - State Categorical Aid	\$11,283,628	\$12,064,463	\$12,563,146	\$12,825,000	\$9,787,000



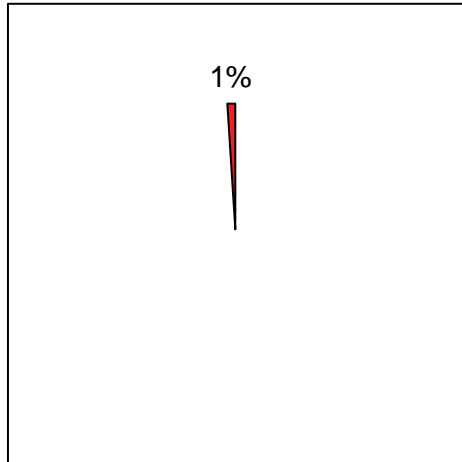
FY 10 Adopted Fiscal Plan Commonwealth Aid



	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Commonwealth Aid Total					
State Non-Categorical Aid	\$59,418,512	\$56,805,237	\$56,978,876	\$55,647,000	\$55,437,000
State Shared Expenses	9,794,162	11,332,277	13,492,577	11,882,000	13,541,000
State Categorical Aid	11,283,628	12,064,463	12,563,146	12,825,000	9,787,000
Total Commonwealth Aid	\$80,496,301	\$80,201,976	\$83,034,599	\$80,354,000	\$78,765,000



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.

Payments in Lieu of Taxes

The County receives a payment from the Federal Bureau of Land Management for a tax-exempt parcel in Leesburg housing a regional traffic center for the Federal Aviation Administration. The parcel's classification under Federal law as "entitlement" land requires a formula-based payment in lieu of taxes.

	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
<u>Payments in Lieu of Taxes</u>					
Fed owned entitlement land	<u>\$1,769</u>	<u>\$1,798</u>	<u>\$1,769</u>	<u>\$2,000</u>	<u>\$2,000</u>
Total - In Lieu of Taxes	\$1,769	\$1,798	\$1,769	\$2,000	\$2,000

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 10 include: Mental Health/Mental Retardation/Substance Abuse Services (MHMRSA); Parks, Recreation and Community Services (PRCS); and Transportation Services (Transport.).



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Federal Categorical Aid					
Total - County Administrator	\$0	\$51,465	\$48,748	\$0	\$0
Commonwealth's Attorney					
Victim Witness	0	0	0	0	23,000
Prosecutions	32,697	10,224	20,725	23,000	0
Total - Commonwealth's Attorney	\$32,697	\$10,224	\$20,725	\$23,000	\$23,000
Sheriff's Office					
Criminal Investigations	37,500	46,779	27,619	0	0
Field Operations	330,075	86,459	145,506	60,000	0
Special Operations	150,168	31,651	67,311	0	0
Corrections	6,922	8,572	43,792	0	0
Office of the Sheriff	2,094,260	1,742,414	1,976,570	0	0
Total - Sheriff's Office	\$2,618,925	\$1,915,875	\$2,260,798	\$60,000	\$0
Total - Management and Financial Services	\$18,226	\$0	\$0	\$0	\$0
Total - Courts	\$0	\$14,397	\$6,095	\$0	\$0
Total - Building & Development	\$243,063	\$113,182	\$281,531	\$0	\$0
Fire and Rescue Services					
Operations	3,206,881	524,844	0	0	0
Communications & Support Services	159,749	0	0	0	0
Fire Marshal's Office	0	137,350	0	0	0
Office of Emergency Management	425,765	505,450	0	20,000	20,000
Total - Fire and Rescue Services	\$3,792,396	\$1,167,644	\$0	\$20,000	\$20,000
Total - Planning Services	\$0	\$10,000	\$23,400	\$0	\$0
Total - Health Services	\$0	\$14,000	\$9,693	\$0	\$0
Total - Transportation Services	\$66,400	\$82,596	\$106,326	\$227,000	\$227,000
Total - Library Services	\$0	\$0	\$823	\$0	\$0
Total - Community Corrections	\$140,412	\$107,604	\$104,674	\$73,000	\$146,000
Mental Health, Mental Retardation & Substance Abuse Services					
MH/SA Emergency Services	3,667	16,607	2,826	0	0
MH Outpatient Services	52,704	78,520	120,217	20,000	65,000
Parent Infant Education	108,176	299,809	217,963	234,000	234,000
MR Group Home Services	(6,440)	0	0	0	0
MH/SA Prevention & Community Outreach Services	96,383	95,205	95,205	97,000	95,000
MH Residential Services	0	0	21,312	0	0
SA Residential Services	69,738	105,276	64,658	85,000	105,000
SA Outpatient Services	238,143	254,029	235,355	260,000	565,000
Total - Mental Health, Mental Retardation & Substance Abuse Services	\$562,371	\$849,446	\$757,536	\$696,000	\$1,063,000
Parks, Recreation & Community Services					
Aging Services	248,832	269,271	316,376	267,000	290,000
Facilities Planning & Development	535,256	350,009	37,106	0	0
Total - Parks, Recreation & Community Services	\$784,088	\$619,280	\$353,482	\$267,000	\$290,000
Total - Juvenile Court Service Unit	\$219,701	\$151,087	\$104,996	\$67,000	\$42,000
Family Services					
Child & Adult Services	1,273,860	1,284,068	1,120,634	1,276,000	982,000
Family Programs	3,488,630	3,572,275	3,566,980	3,314,000	3,000,000
Housing & Community Development	762,942	1,140,158	1,104,026	913,000	904,000
Facilities & Internal Operations	1,680,106	1,835,167	1,641,214	2,343,000	1,345,000
Total - Family Services	\$7,205,538	\$7,831,668	\$7,432,854	\$7,846,000	\$6,231,000
Total - Federal Categorical Aid	\$15,683,817	\$12,938,468	\$11,511,681	\$9,279,000	\$8,042,000
	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Federal Payments – Total					
Payments in lieu of taxes	\$1,769	\$1,798	\$1,769	\$2,000	\$2,000
Federal categorical aid	<u>15,683,817</u>	<u>12,938,468</u>	<u>11,511,681</u>	<u>9,279,000</u>	<u>8,042,000</u>
Total – Federal Payments	\$15,685,586	\$12,940,266	\$11,513,450	\$9,280,000	\$8,044,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

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

Organization	Real Property		Personal Property		Annual (CY) Revenue Exempted
	Calendar Year (CY) 09 Assessment	Revenue Exempted	Calendar Year (CY) 09 Assessment	Revenue Exempted	
Air Force Retired Officers Community	\$75,243,500	\$936,782	\$2,153,988	\$90,467	\$1,027,249
American Water Resources Association	N/A	N/A	11,750	494	494
Friends of Homeless Animals, Inc	1,262,900	15,723	5,250	221	15,944
Evelyn Alexander Home for Animals Foundation, Inc.	N/A	N/A	13,910	584	584
Howard Hughes Medical Research Institute	182,331,100	2,270,022	24,054,314	1,010,281	3,280,303
Jack Kent Cooke Foundation	10,734,700	133,647	192,562	8,088	141,735
Life Line, Inc.	796,900	9,921	12,279	516	10,437
Prison Fellowship Ministries Foundation	23,916,300	297,758	N/A	N/A	297,758
Prison Fellowship Ministries International	N/A	N/A	850,222	35,710	35,710
Virginia Regional Transportation Association	5,004,100	62,301	2,673,659	112,294	174,595
Total	\$299,289,500	\$3,726,154	\$29,967,934	\$1,258,655	\$4,984,809

¹ N/A: not applicable.

² Totals may not equal sums because of rounding error.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

SCHOOL REVENUE FUND

The first decade of the 21st Century has been a period of explosive growth in the County schools system. Since 2000, Loudoun County has opened 31 schools to accommodate 25,205 additional students. The School Board's amended, adopted FY 09-14 Capital Improvement Program recommends funding an additional 17 schools that would open between 2010 and 2016.

	FY 06	FY 07	FY 08	FY 09	FY 10
	Actual	Actual	Actual	Adopted	Adopted
Local Funding					
General Fund Transfer	\$407,081,000	\$443,391,452	\$513,204,485	\$536,847,810	\$502,601,117
Rebates & refunds	121,586	310,085	188,264	235,000	240,000
Rents	3,873	0	0	0	0
Sales of textbooks	73,151	27,195	0	30,000	30,000
SAT course fees	847	0	0	0	0
E-Rate reimbursement	467,927	569,886	746,882	500,000	500,000
Tuition	947,333	1,121,589	1,260,635	1,151,000	1,173,000
Use of buildings	986,817	1,004,770	1,237,782	1,000,000	1,100,000
Athletic, parking and AP test fees	0	0	0	0	2,175,000
Hughes Foundation	932,365	898,355	955,450	1,000,000	1,000,000
PAVAN ¹	63,968	73,092	0	123,509	101,900
Local grants and contributions	85,304	136,011	469,599	500,000	500,000
Sales of equipment & supplies	59,375	236,263	160,989	200,000	200,000
Miscellaneous	172,758	266,086	484,326	150,000	150,000
Total Local Funding	\$410,996,304	\$448,034,784	\$518,708,412	\$541,737,319	\$509,776,117
Commonwealth Funding					
Sales tax	\$41,254,547	\$48,599,342	\$46,126,588	48,946,113	\$50,291,650
Basic aid	53,130,424	72,625,196	78,844,603	102,714,271	94,711,688
Fringe benefits	5,665,944	8,490,840	9,963,305	11,560,506	11,591,867
Textbooks	810,227	1,534,165	1,643,290	2,190,808	2,267,109
Special education	6,270,067	7,234,366	7,747,696	8,675,339	9,027,401
Vocation education	752,927	1,051,147	1,125,734	1,318,949	1,372,474
Salary supplement	0	1,759,363	0	0	0
SOL ² materials/training	40,770	63,308	67,099	90,425	95,170
Technology plan	1,781,612	1,780,702	1,855,298	1,922,000	2,000,000
Other	<u>4,015,704</u>	<u>3,974,301</u>	<u>9,828,901</u>	<u>5,280,590</u>	<u>6,441,234</u>
Total Commonwealth Funding	\$113,722,222	\$147,112,730	\$157,202,514	\$182,699,001	\$177,798,593
Federal Funding					
Title I	\$946,616	\$975,250	\$1,139,296	\$1,305,708	\$1,306,423
Head Start	782,986	792,407	784,851	790,266	800,000
Handicapped Education	5,774,150	2,524,236	9,764,090	7,315,688	8,876,420
Federal Stabilization	0	0	0	0	11,800,000
Other	<u>2,494,110</u>	<u>2,510,938</u>	<u>2,477,942</u>	<u>2,752,940</u>	<u>2,241,407</u>
Total Federal Funding	\$9,997,862	\$6,802,831	\$14,166,179	\$12,164,602	\$25,024,250
Other Financing Sources³	\$12,466,000	\$2,958,453	\$9,959,818	\$19,000,000	\$26,400,000
Total School Fund⁴	\$547,182,388	\$604,908,798	\$700,036,923	\$755,600,922	\$738,998,960
General Fund Transfer as a % of School Fund Revenue	74.4%	73.3%	73.3%	71.1%	68.0%

¹ PAVAN (Performing and Visual Arts Northeast) is a consortium for which LCPS functions as a fiscal agent.

² SOL = Standards of Learning

³ Other Financing Sources includes funding for school bus and vehicles leases (\$6.4 million) and the use of fund balance (\$20.0 million).

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



NOTES



General Government Administration

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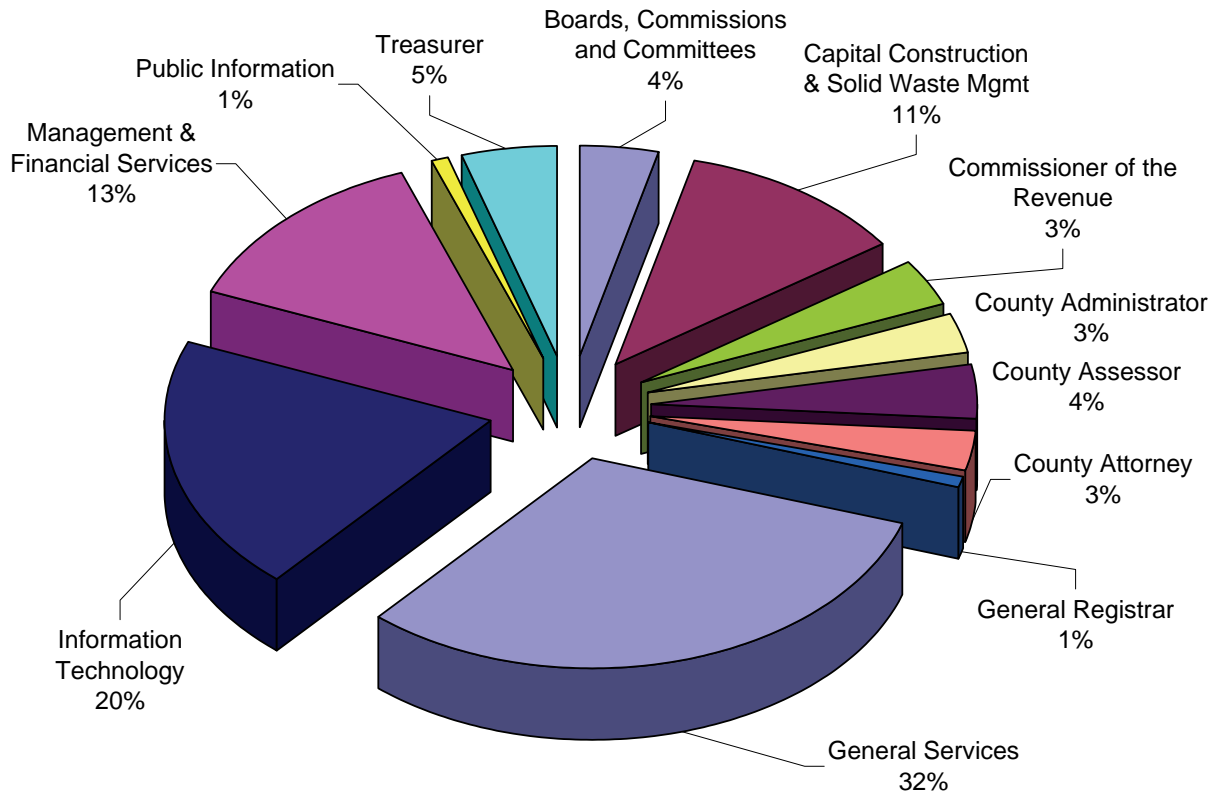
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GENERAL GOVERNMENT ADMINISTRATION FY 2010 ADOPTED EXPENDITURES



General Government Administration Historical Expenditures

<i>General Government Administration</i>	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Boards, Commissions and Committees	\$ 2,620,902	\$ 2,777,863	\$ 3,128,350	\$ 3,408,000	\$ 3,271,187
Capital Construction & Solid Waste Mgmt ¹	4,513,681	7,354,165	8,330,528	9,485,000	9,141,000
Commissioner of the Revenue	1,794,308	2,397,198	2,684,692	2,801,000	2,841,000
County Administrator	2,673,942	3,389,934	3,283,527	3,154,000	2,552,000
County Assessor	2,045,254	2,325,338	3,121,904	3,404,000	3,459,000
County Attorney	2,264,125	2,760,052	3,515,746	2,382,000	2,421,000
General Registrar	333,186	499,113	666,813	669,000	668,000
General Services	21,890,386	26,106,163	27,460,611	26,043,000	25,558,000
Information Technology	16,563,122	20,883,127	20,818,444	16,881,000	16,122,000
Management & Financial Services	9,902,285	10,923,750	10,506,588	11,696,000	10,674,000
Public Information	801,911	757,408	777,754	785,000	764,000
Treasurer	3,120,106	3,391,021	3,477,681	3,909,000	3,860,000
Total General Government Administration	\$ 68,523,208	\$ 83,565,132	\$ 87,772,638	\$ 84,617,000	\$ 81,331,187

¹ The Office of Capital Construction was established effective FY 07; in FY 10, this department will be consolidated with the Office of Solid Waste Management to create a new department of Capital Construction & Solid Waste Management. The expenditure history of the two departments has been combined in the above table.



NOTES



Boards, Commissions & Committees

The Boards, Commissions, and Committees section is considered a department for budgetary purposes. This department consists of 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 10 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 will be implemented for FY 10. The first change will be 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 cost of these groups will be apparent and listed in the budget document in future years. Staff was also directed to develop and distribute written criteria for allowable and appropriate expenditures for boards, commissions and committees (this will occur prior to the beginning of FY 10). Lastly, for FY 10 the Board of Supervisors approved a 5% reduction in the operations and maintenance (O&M) budgets for all boards, commissions, and committees except for the Electoral Board and the Loudoun Soil and Water Conservation District Board. The FY 10 Adopted Fiscal Plan also includes a reduction of 5% in the Board of Supervisor's Chairman and District budgets.

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.

Board of Equalization

The purpose of the Board of Equalization is to serve as a review and appeal process for citizens who are not satisfied with their real property assessments. Through the Board of Equalization, citizens are provided a means of contesting their real estate assessments if they believe that the assessment figure is not equitable. The Board of Equalization is authorized by the Code of Virginia, Section 58.898, and consists of five Loudoun landowners appointed by the Circuit Court as a permanent body. Members are appointed for a three-year term.

Board of Zoning Appeals

This Board is a 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 15.2-2308-2-2311 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 5 of Title 37.2, of the Code of Virginia (1950) as amended..." The Loudoun County Community Services Board, which is the policy board for the County's Department of Mental Health/Mental Retardation/Substance Abuse Services, was established by the Board of Supervisors in 1973. Its members are appointed for a three-year staggered term with eligibility for a second three-year term.



Boards, Commissions & Committees

Economic Development Commission

This commission consists of a maximum of 28 members appointed by the Board of Supervisors. Membership is selected from and divided into three groups: 1) position, 2) industry, and 3) at-large. Members by position serve terms coincident with their position terms while industry and at-large members serve staggered two-year terms. The purpose of this commission is to advise the Board of Supervisors on policy issues related to economic development, assist in the implementation of the Economic Development Growth Strategy and provide oversight for the Department of Economic Development.

Electoral Board

The Electoral Board 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 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

This board is responsible for determining department policy, services, and administrative oversight. By authority of the Code of Virginia (Title 63.2-300 through 63.2-302), the local board has the responsibility to receive and disburse funds derived from public grants or private sources and to submit annually to the Board of Supervisors a request setting forth the amount of funds needed to carry out the provisions of the Social Services statutes. The Family Services Board is also responsible for hiring and evaluating the Director of Family Services. The local board consists of eleven members appointed by the Board of Supervisors for staggered terms of up to four years. One member of the Board of Supervisors serves as an ex-officio member of the Family Services Board (63.2-300-63.2-302, Code of Virginia).

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

Loudoun Soil and Water Conservation District Board (LSWCDB)

The LSWCDB is a political subdivision of the Commonwealth of Virginia (Virginia Code Title 10.1.500). The Board works with Federal, State, local authorities and the private sector to address Loudoun County's soil and water conservation needs and promotes educational and technical programs in the field of natural resource conservation, provides advice on conservation issues to governmental entities and private citizens, and administers programs aimed at specific conservation goals. The District Board consists of five directors: three are elected by the public through the general election process and two are appointed by the Virginia Soil and Water Conservation Board (SWCB). The term of office for each director is three years. The SWCB provides a discretionary grant to the district for some of its operational and personnel expenses. Through a memorandum of agreement, the U.S. Department of Agriculture's Natural Resources Conservation Service assigns one full-time employee to the district for technical assistance and support. Per the Code of Virginia, the LSWCDB is responsible for locally implementing the Agricultural



Boards, Commissions & Committees

Stewardship Act, the Agricultural Best Management Practices (BMP) Tax Credit program, and the Virginia Water Quality Improvement Act.

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 will address 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 Improvement Program. The Planning Services staff supplies professional and support services to the Commission.

Rural Economic Development Council

The council is a 19-member board appointed by the Board of Supervisors. Its purposes are to: promote the economic growth and vitality of Loudoun County's agricultural, horticultural and equine industries, furnish information and make recommendations to the Board of Supervisors relative to programs and policies affecting the economic growth of rural Loudoun County, provide a forum to exchange ideas and experiences relative to rural economic development practices and policies, and coordinate marketing and promotional activities among the various rural agencies. Members serve two-year terms. Seven members represent rural-based agencies, eight members represent rural industry sectors and four members serve at-large.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Boards, Commissions & Committees

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,225,633	\$1,347,324	\$2,098,629	\$2,118,814	\$1,980,187
Operations & Maintenance	1,393,409	1,430,539	1,020,430	1,288,895	1,291,000
Capital Outlay	1,860	0	9,000	0	0
Total Expenditures:	\$2,620,902	\$2,777,863	\$3,128,059	\$3,407,709	\$3,271,187
Revenue					
Local Fees, Charges, Etc.	\$369,568	\$387,740	\$422,873	\$354,700	\$354,000
Commonwealth	17,481	20,907	110,605	12,017	12,017
Total Revenues:	\$387,049	\$408,647	\$533,478	\$366,717	\$366,017
Local Tax Funding:	\$2,233,853	\$2,369,216	\$2,594,581	\$3,041,992	\$2,905,170
FTE Summary:	0.75	0.75	1.75	0.75	0.75

FY 10 Budget Analysis:

The FY 10 Adopted Fiscal Plan for the Boards, Commissions & Committees includes a reduction of \$50,396 in Local Tax Funding for reductions for Chairman and District budgets and \$4,250 for other Boards, Commissions, and Committees. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels. Additional information on reductions is provided after the Departmental Financial Summary pages.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Boards, Commissions & Committees

BOARD OF SUPERVISORS

<u>Program Expenditure Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Program Expenditures					
Personnel	\$802,598	\$968,657	\$1,137,692	\$1,501,472	\$1,377,985
Operations & Maintenance	<u>623,865</u>	<u>570,817</u>	<u>515,497</u>	<u>468,141</u>	<u>468,141</u>
Total Expenditures:	\$1,426,463	\$1,539,474	\$1,653,189	\$1,969,613	\$1,846,126
Program Revenues					
Local Fees, Charges, Etc.	<u>\$50</u>	<u>\$0</u>	<u>\$1,398</u>	<u>\$0</u>	<u>\$0</u>
Total Revenues:	\$50	\$0	\$0	\$0	\$0
Local Tax Funding:	\$1,426,413	\$1,539,474	\$1,651,791	\$1,969,613	\$1,846,126

The prior Board of Supervisors increased Board compensation effective January 1, 2008. Health benefit cost for FY 09 was budgeted at maximum and has been adjusted for FY 2010 to reflect current benefits costs. FY 10 personnel expenditures represent Tier 1 Reductions for Chairman and District Budgets.

BOARD OF EQUALIZATION

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditures					
Personnel	\$25,648	\$68,975	\$14,110	\$43,705	\$42,565
Operations & Maintenance	<u>2,570</u>	<u>5,940</u>	<u>8,160</u>	<u>8,451</u>	<u>8,051</u>
Total Expenditures:	\$28,218	\$74,915	\$22,270	\$52,156	\$50,616
Total Revenue:	\$0	\$0	\$24	\$0	\$0
Local Tax Funding:	\$28,218	\$74,915	\$22,246	\$52,156	\$50,616
FTE Summary:	0.75	0.75	1.00	0.00	0.00

The prior Board of Supervisors added 0.25 FTE for staff support, and increased Board Compensation effective January 1, 2008.
FY 08 Mid-year: 1.00 FTE was transferred to the Management & Financial Services to reflect the assignment of BOE staff support.

BOARD OF ZONING APPEALS

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditures					
Personnel	\$13,962	\$16,406	\$20,413	\$25,009	\$24,135
Operations & Maintenance	<u>7,581</u>	<u>6,256</u>	<u>2,432</u>	<u>6,333</u>	<u>6,033</u>
Total Expenditures:	\$21,543	\$22,662	\$22,845	\$31,342	\$30,168
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$21,543	\$22,662	\$22,845	\$31,342	\$30,168

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



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Boards, Commissions & Committees

COMMUNITY SERVICES BOARD

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditures					
Personnel	\$0	\$0	\$2,927	\$13,535	\$13,171
Operations & Maintenance	<u>14,792</u>	<u>17,373</u>	<u>4,508</u>	<u>12,460</u>	<u>11,860</u>
Total Expenditures:	\$14,792	\$17,373	\$7,435	\$25,995	\$25,031
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$14,792	\$17,373	\$7,435	\$25,995	\$25,031

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

ELECTORAL BOARD

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditure					
Personnel	\$242,006	\$154,059	\$342,086	\$314,607	\$307,425
Operations & Maintenance	105,911	152,648	192,891	165,008	165,008
Capital Outlay	<u>1,860</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$349,777	\$306,707	\$534,977	\$479,615	\$472,433
Revenue:					
Recovered Costs	\$22,114	\$3,849	\$18,764	\$13,000	\$13,000
State Shared Expenses	<u>17,481</u>	<u>18,085</u>	<u>90,640</u>	<u>12,017</u>	<u>12,017</u>
Total Revenue:	\$39,595	\$21,934	\$109,404	\$25,017	\$25,017
Local Tax Funding:	\$310,182	\$284,773	\$425,573	\$454,598	\$447,416

FY 08: The prior Board of Supervisors added 0.75 FTE for Electoral Board staff support.

FAMILY SERVICES BOARD

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted¹</u>
Expenditures					
Personnel	\$0	\$0	\$1,884	\$7,578	\$7,295
Operations & Maintenance	<u>1,245</u>	<u>1,626</u>	<u>2,058</u>	<u>1,980</u>	<u>1,880</u>
Total Expenditures:	\$1,245	\$1,626	\$3,942	\$9,558	\$9,175
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$1,245	\$1,626	\$3,942	\$9,558	\$9,175

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



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Boards, Commissions & Committees

PLANNING COMMISSION

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditures					
Personnel	\$141,419	\$139,227	\$172,879	\$212,908	\$207,611
Operations & Maintenance	<u>23,005</u>	<u>17,349</u>	<u>19,032</u>	<u>34,662</u>	<u>32,912</u>
Total Expenditures:	\$164,424	\$156,576	\$191,911	\$247,570	\$240,523
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$164,424	\$156,576	\$191,911	\$247,570	\$240,523

The prior Board of Supervisors increased Planning Commissioners' compensation effective January 1, 2008.

SOIL & WATER CONSERVATION BOARD

<u>Program Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditures					
Operations & Maintenance	<u>\$563,729</u>	<u>\$603,937</u>	<u>\$644,233</u>	<u>\$562,276</u>	<u>\$577,436</u>
Total Expenditures:	\$563,729	\$603,937	\$644,233	\$562,276	\$577,436
Total Revenue:	\$340,609	\$383,031	\$402,667	\$341,000	\$341,000
Local Tax Funding:	\$223,120	\$220,906	\$241,566	\$221,276	\$236,436

Per a memorandum of understanding between the Soil & Water Conservation District Board (SWCDB) and Loudoun County, the SWCDB's salaries are included in the County's payroll system. The State reimburses the County for members' compensation.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Boards, Commissions & Committees

FUNDING HISTORY – ADDITIONAL BOARDS

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<u>Program Financial Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$1,400	\$586	\$519	\$1,644	\$1,544
Civil War Cavalry Battles ¹	4,815	16,722	19,965	0	0
Commission on Aging	1,317	891	3,557	2,178	2,078
Commission on Women	3,709	7,251	180	8,805	0
Economic Development Commission	25,705	20,502	18,155	4,804	4,554
Fire and Rescue Commission	11,136	5,337	2,140	5,874	5,574
Fiscal Impact Committee	13	124	0	1,500	1,400
Library Board of Trustees	674	1,075	1,069	1,770	1,670
Parks, Recreation & Open Space Advisory Board	0	0	0	900	850
Rural Economic Development Council	1,109	2,105	1,672	2,109	2,009
Telecommunications Committee	16	0	0	0	0
TOTAL – Additional Boards	\$50,711	\$54,593	\$47,257	\$29,584	\$19,679

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<u>Program Revenue Summary</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$200	\$0	\$0	\$0	\$0
Civil War Cavalry Battles ¹	4,815	\$2,822	19,965	0	0
Commission on Aging	0	0	20	0	0
Commission on Women	1,780	860	0	700	0
TOTAL – Additional Boards	\$6,795	\$3,682	\$19,965	\$700	\$0

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
<u>Local Tax Funding</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
Affordable Dwelling Unit Advisory Board	\$1,200	\$586	\$519	\$1,644	\$1,544
Civil War Cavalry Battles ¹	0	13,900	0	0	0
Commission on Aging	1,317	891	3,537	2,178	2,078
Commission on Women	1,929	6,391	180	8,105	0
Economic Development Commission	25,705	20,502	18,155	4,804	4,554
Fire and Rescue Commission	11,136	5,337	2,140	5,874	5,574
Fiscal Impact Committee	13	124	0	1,500	1,400
Library Board of Trustees	674	1,075	1,069	1,770	1,670
Parks, Recreation & Open Space Advisory Board	0	0	0	900	850
Rural Economic Development Council	1,109	2,105	1,672	2,109	2,009
Telecommunications Committee	16	0	0	0	0
TOTAL – Additional Boards	\$43,916	\$50,911	\$27,292	\$28,884	\$19,679

¹ Grant funding is from Virginia Department of Historic Resources.



Capital Construction & Solid Waste Management

Capital Construction & Solid Waste Management

Solid Waste Diversion & Recycling

Environmental Assurance & Strategic Planning

Disposal Operations

Capital Construction & Environmental Ops



Capital Construction & Solid Waste Management

Mission Statement

While the Office of Capital Construction and the Office of Solid Waste Management will merge as of July 1, 2009, the missions of the individual business units remain the same.

The Office of Capital Construction provides planning, budget, technical expertise, design and construction oversight to manage all phases of the County's Capital Improvement Plan to the highest level of standard; providing safe, functional, cost effective, energy and environmentally sustainable facilities for the citizens and employees of Loudoun County.

The Office of Solid Waste Management maintains a viable County Solid Waste Management System that meets or exceeds State code requirements and implements the Board of Supervisor's policies for safe and efficient solid waste management in Loudoun County.

Description

The Office of Capital Construction and the Office of Solid Waste Management will merge as of July 1, 2009; each Office will operate as an individual division under a new Department of Capital Construction and Solid Waste Management.

The Capital Construction division provides dedicated resources to manage the County's Capital Improvement Plan. This division serves as the principal staff point of contact for matters relating to the County's capital projects, including budget and planning, land acquisition, design and engineering, and construction management.

The Solid Waste Management division coordinates the County's role in a solid waste management system that includes both public and private entities. Guided by public demand for health and safety, the system is responsive to a variety of local, State and Federal laws, regulations and policies. This division conducts three major programs: Environmental Assurance and Strategic Planning, Recycling/Diversion Operations, and Disposal Operations.

Budget Overview

FY 2010 Issues

- Implement the County Administrator's merger of the Office of Solid Waste Management, the Office of Capital Construction and the County capital planning and budgeting functions to achieve process efficiencies in capital and facilities management.

FY 2010 Major Goals

- Effectively manage the program, design and construction of capital projects in accordance with the Capital Improvement Program schedule.
- Provide management assistance to the Board of Supervisors in adopting the 2010 Capital Facilities Standards, developing the Capital Needs Assessment and developing the FY 11 - FY 16 Capital Improvement Program.
- Implement the current County policy to design and construct all Capital Improvement Program projects to a "green" building sustainable level of LEED silver minimum.
- Conduct all regulatory, policy and compliance activities in accordance with State regulations and County ordinances for waste stream and recycling reporting, landfill closure and post closure, environmental management, permitting, solid waste facility regulation, illegal dumping and vehicle inspections.
- Operate the Loudoun County Solid Waste Facility in a sound, economical manner while receiving satisfactory State inspections.
- Maintain all infrastructure (erosion and sediment control structures, land features, roads, etc.) and environmental management systems to meet State regulations and County requirements.
- Achieve State-mandated recycling goals by providing solid waste recycling services to residents and businesses through recycling drop-off centers, household hazardous waste events, and special waste collection programs.
- Perform the biennial review of the Loudoun County Solid Waste Management Planning District Solid Waste Management Plan.
- Resolve residents' complaints regarding illegal dumping and improper solid waste disposal, and respond to requests for information on solid waste management services and recycling opportunities in a timely fashion.

FY 2009 Major Achievements

- Successfully implemented a general contractor pre-qualification program, which has increased the quality and service received from the contractor community.
- Implemented the Green Building design and construction standards for projects such as Brambleton Public Safety Center, Eastern Loudoun Respite Center and the Emergency Homeless Shelter.



Capital Construction & Solid Waste Management

- Successfully acquired \$4.4M of property to support the following capital projects: Route 9/671 Fire & Rescue Station, Aldie Fire & Rescue Station, Ashburn North Park & Ride Lot, Scott Jenkins Park and Park & Ride Lot, and various easements associated with the Route 7/607 Interchange project.
- Successfully managed the FY 09 CIP design and construction program budget of approximately \$78,000,000 in improvements, including completion of the following projects: Neersville Fire & Rescue Interim improvements, Purcellville Fire & Rescue Station, Loudoun Valley Community Center Renovation, Landfill Site Development and Entrance Improvements, Rust Library Renovation and Addition, Mt. Zion Renovation, the Old Jail Demolition and Ashburn North Park & Ride Lot Improvements.
- Provided staff liaison support to the Joint Board of Supervisors and School Board standing committee to facilitate joint governing bodies collaboration.
- Established Joint County/School Land Acquisition Matrix Team and modeled land acquisition process to facilitate communication between Board Supervisors and School Board.
- Instituted a reorganization of the capital planning and budgeting functions under the Office of Capital Construction. Staff positions from the Department of Management & Financial Services, Building & Development, and County Administration were transferred in support of this reorganization.
- Met tonnage and revenue goals for FY 08 in accordance with the revenue neutrality plan which requires landfill revenues to pay for disposal operations, and for any residual funds to help pay for future landfill cell construction.
- Served 81,122 customers at the County's Solid Waste Management Facility in FY 08.
- Designed a fee schedule to cover increasing costs and to discourage Construction and Demolition waste, while conserving capacity.
- Designed and awarded the Woods Road Infrastructure Project, with construction completed in late fall of 2008.
- Reported a 30% recycling rate to the State for Calendar Year 2007 (reported annually in April for the prior calendar year).



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Capital Construction & Solid Waste Management

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,875,468	\$4,311,888	\$5,070,342	\$5,572,000	\$5,160,000
Operations & Maintenance	2,597,021	2,931,976	3,030,659	3,348,000	3,406,000
Capital Outlay & Capital Acquisitions	41,190	38,490	76,025	159,000	165,000
Transfers To General Fund	0	0	124,500	406,000	410,000
Transfer To Central Service Fund	0	71,812	29,002	0	0
Total Expenditures	\$4,513,679	\$7,354,166	\$8,330,528	\$9,485,000	\$9,141,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$32,900	\$28,735	\$38,752	\$31,000	\$31,000
Charges For Services	1,717,942	2,147,219	2,465,318	2,550,000	2,551,000
Miscellaneous Revenue	0	0	760	0	0
State Categorical Aid	45,653	55,480	47,309	33,000	33,000
Other Financing Sources	0	2,716,417	3,470,111	4,302,000	4,113,000
Total Revenues	\$1,796,495	\$4,947,851	\$6,022,250	\$6,916,000	\$6,728,000
Local Tax Funding	\$2,717,184	\$2,406,315	\$2,308,278	\$2,569,000	\$2,413,000
FTE Summary	25.10	53.10	59.10	60.10	57.10

FY 2010 Board Action

As of July 1, 2009, the Office of Capital Construction will be merged with the Office of Solid Waste Management and incorporated into the General Fund. The FY 2010 Adopted Fiscal Plan for Capital Construction & Solid Waste Management includes a reduction of 6.00 FTE and \$1,039,000 reduction in Local Tax Funding. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

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

Budget History

FY 06 Mid-year: The Board added 3.00 FTE to support disposal operations at the County Landfill.

FY 07: The Office of Capital Construction was established by combining resources from General Services and Parks, Recreation and Community Services.

FY 07 Mid-year: 3.00 FTE were transferred from Mental Health, Mental Retardation and Substance Abuse Services and County Administration.

FY 08: The Board added 3.00 FTE engineer positions.

FY 09: The Board added 1.00 FTE.

FY 09 Mid-year: 3.00 FTE were transferred from Building & Development, Management & Financial Services and County Administration. As of July 1, 2009, Capital Construction will merge with Solid Waste Management.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Capital Construction & Solid Waste Management

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Solid Waste Diversion & Recycling	\$1,035,793	\$1,141,911	\$1,046,978	\$1,203,000	\$1,138,000
Environmental Assurance & Strategic	1,228,257	1,358,617	1,412,129	1,481,000	1,390,000
Disposal Operations	2,249,629	2,137,221	2,401,310	2,500,000	2,500,000
Capital Construction & Environmental Ops	0	2,716,417	3,470,111	4,302,000	4,113,000
Total Expenditures	\$4,513,679	\$7,354,166	\$8,330,528	\$9,485,000	\$9,141,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Solid Waste Diversion & Recycling	\$96,689	\$117,467	\$207,712	\$83,000	\$84,000
Environmental Assurance & Strategic	35,371	30,804	39,256	31,000	31,000
Disposal Operations	1,664,435	2,083,163	2,305,171	2,500,000	2,500,000
Capital Construction & Environmental Ops	0	2,716,417	3,470,111	4,302,000	4,113,000
Total Revenues	\$1,796,495	\$4,947,851	\$6,022,250	\$6,916,000	\$6,728,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Solid Waste Diversion & Recycling	\$934,128	\$1,024,444	\$839,266	\$1,120,000	\$1,054,000
Environmental Assurance & Strategic	1,192,886	1,327,813	1,372,873	1,450,000	1,359,000
Disposal Operations	585,194	54,058	96,139	0	0
Capital Construction & Environmental Ops	0	0	0	0	0
Total Local Tax Funding	\$2,717,184	\$2,406,315	\$2,308,278	\$2,569,000	\$2,413,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Solid Waste Diversion & Recycling	4.25	4.25	4.25	4.25	4.25
Environmental Assurance & Strategic	9.35	9.35	9.35	9.35	8.35
Disposal Operations	11.50	14.50	14.50	14.50	14.50
Capital Construction & Environmental Ops	0.00	25.00	31.00	32.00	30.00
Total FTE	25.10	53.10	59.10	60.10	57.10



Capital Construction & Solid Waste Management

Solid Waste Diversion & Recycling

Description

Solid Waste Recycling and Diversion programs strive to ensure that Loudoun County meets the State's 25% recycling mandate and provides residents and businesses with opportunities to recycle and dispose of reusable materials in compliance with County Code Chapter 1086 - Solid Waste Reduction and Recycling. Through contracted services, materials are collected from nine recycling dropoff centers, the Loudoun County Solid Waste Management Facility, eight annual 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 2010 Issues

- State solid waste regulations require a minimum 25% recycling rate for municipal solid waste.
- Concise and clear messages about refuse collection and recycling need to be provided to residents, even though waste removal is provided by a selection of private solid waste management service companies.
- Business and residential recycling requirements must remain in accordance with Chapter 1084 (Solid Waste Collection and Transportation) and Chapter 1086 (Solid Waste Reduction and Recycling) of the County Code.
- Efforts must continue in order to provide recycling infrastructure through a public-private partnership within the County.
- Although the demand for collection events for household hazardous waste and electronics and other special materials has increased, current service levels lag behind those provided by surrounding jurisdictions.
- Respond to increased demand for services while there is a decrease in local tax revenues.

FY 2010 Goals

- Service levels need to be maintained in consideration of decreasing local tax revenues.
- Concise and clear messages to residents about refuse collection and recycling need to continue to be communicated.
- Recycling Dropoff Centers (DOCs), household hazardous waste (HHW) and electronics recycling collection events provide for the proper disposal of hazardous materials.
- Solutions for managing increasing amounts of special waste such as HHW, batteries, fluorescent bulbs, electronics, paint and other materials that require special handling, packaging, and transport need to be pursued. Loudoun County provides the lowest level of service of any surrounding jurisdiction for managing these wastes, although the types and amounts of these wastes continue to increase.
- The only collection center for used motor oil, antifreeze and auto batteries is at the Loudoun County Solid Waste Management Facility, which experiences continuous growth in the volume of material received annually. Continuing to work on capital facilities planning to develop satellite centers for special materials collection is essential.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$281,270	\$307,253	\$288,430	\$320,000	\$299,000
Operations & Maintenance	754,523	834,658	753,148	878,000	835,000
Capital Outlay & Capital Acquisitions	0	0	5,400	4,000	4,000
Total Expenditures	\$1,035,793	\$1,141,911	\$1,046,978	\$1,203,000	\$1,138,000
Revenues					
Charges For Services	\$51,036	\$61,987	\$160,403	\$50,000	\$51,000
State Categorical Aid	45,653	55,480	47,309	33,000	33,000
Total Revenues	\$96,689	\$117,467	\$207,712	\$83,000	\$84,000
Total Local Tax Funding	\$939,104	\$1,024,444	\$839,266	\$1,120,000	\$1,054,000
FTE Summary	4.25	4.25	4.25	4.25	4.25



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Capital Construction & Solid Waste Management
Solid Waste Diversion & Recycling

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	122	128	60	60
• Number of solid waste and recycling educational programs	55	67	35	35
• Number of telephone inquiries per year	13,560	13,000	13,000	13,000
• Percentage of inquiries answered on first call or within one day	100%	100%	100%	100%
• Solid waste and recycling educational program participants	5,152	7,417	5,000	5,000
Objective: Demonstrate compliance with Commonwealth of Virginia mandated recycling goal of 25%.				
• Reported countywide recycling rate	30%	30%	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	2,769	3,752	3,750	3,800
• Tons of household hazardous waste and electronics collected for proper disposal and/or recycling	184	182	187	187
• Tons of material Collected at LCSWMF for reuse on site or return to public for use (rubble and yardwaste/mulch)	12,004	16,924	12,500	12,000
• Tons of recyclables collected at the County's Recycling Dropoff Centers (paper, cardboard, commingled containers)	3,285	3,343	3,200	3,200
• Tons of Special Materials collected at LCSWMF (tires, grass, waste oil, antifreeze, batteries and metal)	3,200	1,828	3,000	3,000



Capital Construction & Solid Waste Management Environmental Assurance & Strategic Planning

Description

The Environmental Assurance and Strategic Planning program provides planning, management and quality control programs for the County's solid waste management system according to County, State and Federal solid waste regulations. These activities include management of the Solid Waste Management Facility's environmental programs, which involve leachate, landfill gas, surface water, storm water, 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 division also 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 2010 Issues

- A solid waste management service delivery system that meets the demand for local waste disposal and recycling services needs to be planned and financed.
- The division's knowledge of changing State requirements needs to be maintained.
- Existing resources must address increasing complaints related to suspected violations of local ordinances related to illegal dumping, littering and private solid waste collection service providers.

FY 2010 Goals

- By supporting and implementing the solid waste management planning process, an adequate system capacity for all waste types, including municipal solid waste, construction and demolition debris, yard waste and recycling may be achieved.
- 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 will be maintained.
- The enforcement of Chapters 1080, 1084, 1086, and 1088 of the County Codified Ordinances for solid waste facilities, vehicles, illegal dumping and recycling will be maintained.
- The division will continue to respond to increasing requests for information and complaints regarding solid waste collection and recycling services, illegal dumping, litter, and hazardous material disposal.
- The revenue neutrality program will be sustained for conserving capacity while generating revenues to pay operational costs and to provide residual for future capital construction.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$740,423	\$807,729	\$852,434	\$881,000	\$739,000
Operations & Maintenance	486,934	550,888	559,695	589,000	634,000
Capital Outlay & Capital Acquisitions	900	0	0	11,000	17,000
Total Expenditures	\$1,228,257	\$1,358,617	\$1,412,129	\$1,481,000	\$1,390,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$32,900	\$28,735	\$38,752	\$31,000	\$31,000
Charges For Services	2,471	2,069	504	0	0
Total Revenues	\$35,371	\$30,804	\$39,256	\$31,000	\$31,000
Total Local Tax Funding	\$1,192,886	\$1,327,813	\$1,372,873	\$1,450,000	\$1,359,000
FTE Summary	9.35	9.35	9.35	9.35	8.35



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Capital Construction & Solid Waste Management Environmental Assurance & Strategic Planning

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	21	21	21	21
• Number of quarterly and annual groundwater samples analyzed	68	62	99	99
• Number of quarterly and monthly landfill gas monitoring samples analyzed	984	984	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.	85	184	100	100
• Number of facilities permitted and inspected	6	6	6	6
• Number of vehicles permitted for solid waste collection activities	488	486	499	475
• Percentage of complaints and violations brought into compliance with County Ordinances	100%	100%	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	300,250	299,118	300,000	300,000
• Percentage of Biennial Plan reviews and updates completed	n/a	n/a	n/a	n/a
• Percentage of capacity projects adhering to CIP schedule	100%	100%	100%	100%



Capital Construction & Solid Waste Management Disposal Operations

Description

The Disposal Operations program provides a solid waste disposal option for County residents, businesses, contractors and permitted collectors. This program also provides disposal options to the County government, the Loudoun County Public Schools and other governmental and non-profit agencies. The Loudoun County Solid Waste Management Facility (LCSWMF) operates according to Virginia Department of Environmental Quality (VDEQ) regulations and Board of Supervisors' policies. The Disposal Operations program accommodates a customer base and waste materials that are unprofitable for private companies to handle. In FY 04, six-day operations were restored to serve collectors who entered agreements for contract rates. Disposal activities include 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 is the County's largest recycling dropoff center.

Budget Overview

FY 2010 Issues

- Decreasing landfill capacity throughout the State and the potential future unavailability of Fairfax County's facility, which accepts nearly 30% of Loudoun County's waste, puts increased pressure on the Solid Waste Management Facility's capacity.
- Funding requirements for the Woods Road Infrastructure and Cell 1 construction projects now involves more complex funding strategies, including debt issuance.
- \$1,707,305 in landfill fee waivers provided by the Board of Supervisors for governmental and nonprofit agencies account for \$1 of every \$5's worth of services provided by the facility, which must be absorbed by the operation and fees of paying customers.
- The continuing focus on landfill business operations and the recently transferred and added financial functions challenge existing staff resources.
- "Put-or-Pay" contracts for FY 10 and 11 will be negotiated in the Spring of 2009 for a two-year, special contract rate in return for guaranteed monthly tonnages. The demand for contract tonnage in the next two fiscal years is uncertain, as indicated by economic trends, making waste generation numbers difficult to predict.
- The Solid Waste Management's challenge for operation of the disposal facility is to maintain customer service operations, to use disposal space efficiently, and to stage the various waste types coming to the facility for disposal, recycling or reuse, while meeting the basic needs of the customer.

FY 2010 Goals

- Adequate funding for construction of essential capacity and closure projects will be established.
- "Put-or-Pay" contracts for FY 10 and FY 11 will be negotiated and awarded.
- Operations will be monitored for emerging trends and opportunities for greater efficiency.
- The division will analyze and monitor revenue projections, fees collections and schedules, various waste stream fluctuations, and other market factors to ensure the financial soundness of the disposal operation.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Capital Construction & Solid Waste Management
Disposal Operations

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$853,775	\$1,022,596	\$1,070,318	\$1,128,000	\$1,108,000
Operations & Maintenance	1,355,564	1,076,135	1,260,367	1,357,000	1,377,000
Capital Outlay & Capital Acquisitions	0	38,490	70,625	15,000	15,000
Total Expenditures	\$2,249,629	\$2,137,221	\$2,401,310	\$2,500,000	\$2,500,000
Revenues					
Charges For Services	\$1,664,435	\$2,083,163	\$2,304,411	\$2,500,000	\$2,500,000
Miscellaneous Revenue	0	0	760	0	0
Total Revenues	\$1,664,435	\$2,083,163	\$2,305,171	\$2,500,000	\$2,500,000
Total Local Tax Funding	\$585,194	\$54,058	\$96,139	\$0	\$0
FTE Summary	11.50	14.50	14.50	14.50	14.50



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Capital Construction & Solid Waste Management

Disposal Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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 Cells	50	48	36	24
• Tons of waste buried at maximum efficiency level	103,675	92,660	86,000	86,000
• Value of foregone revenues to fee waivers for governmental and non-profit agencies	1,153,207	1,142,235	1,577,260	1,707,305
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	85,866	81,122	85,000	85,000
• Percentage of complaints addressed within 24 hours	100%	100%	100%	100%
• Tons of waste processed	117,344	111,123	105,000	105,000



FY 2009 – 2010 LANDFILL FEE WAIVERS

JULY 1, 2008 – JUNE 30, 2010

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 current active fee waiver period is from July 1, 2008 through June 30, 2010. On December 4, 2007, the Finance/Government Services Committee reviewed and recommended 40 eligible applications for the FY 2009/10 landfill fee waiver program for approval by the full Board of Supervisors as part of the FY 09 Adopted Fiscal Plan. The Board adopted the Committee recommendation and approved two late applications. Organizations recommended for 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 09 is \$1,578,820 and \$1,708,865 for FY 10. Approximately 63.6% of the waivers recommended for FY 09/10 are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 10.5% for town governments, less than 1% for volunteer fire companies, 21.8% for other government entities (primarily the Virginia Department of Transportation), and 4% for nonprofit organizations.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

FY 2009 – 2010 LANDFILL FEE WAIVERS
JULY 1, 2008 – JUNE 30, 2010

Organizations	FY 09 Adopted	FY 10 Adopted
Loudoun County Government and Public Schools		
Loudoun Animal Care & Control	\$ 300	\$ 300
Loudoun General Services	242,100	267,900
Loudoun Solid Waste Management	149,160	149,160
Loudoun Parks & Recreation Dept.	48,600	53,100
Loudoun Sheriff's Community Workforce	2,550	2,835
Loudoun County Public Schools	511,012	562,112
Loudoun Office of Transportation	48,000	54,000
Subtotal Loudoun County Government and Public Schools:	\$ 1,001,722	\$ 1,089,407
Towns		
Town of Hamilton	\$ 9,600	\$ 11,220
Town of Hillsboro	300	300
Town of Leesburg	147,000	147,000
Town of Purcellville	12,000	13,200
Town of Round Hill	1,200	1,800
Subtotal Towns:	\$ 170,100	\$ 173,520
Loudoun Volunteer Fire and Rescue Companies		
Ashburn Volunteer Fire & Rescue Co.	\$ 480	\$ 480
Purcellville Volunteer Fire Co	120	120
Round Hill Volunteer Fire Co.	480	480
Philomont Volunteer Fire Co.	240	240
Subtotal Loudoun Volunteer Fire and Rescue Companies:	\$ 1,320	\$ 1,320
Other Government Entities		
Fairfax City Goose Creek Water Treatment Plant	\$ 240	\$ 240
Loudoun Co. Sanitation Authority (Loudoun Water Authority)	28,440	33,900
No. Va. Community College	960	1,200
No. Va. Regional Park Authority	4,860	5,220
VPI – Middleburg Agricultural Center (VA Tech. Univ.)	240	240
Virginia Department of Transportation	305,586	336,144
Federal Aviation Administration	240	240
Subtotal Other Government Entities:	\$ 340,566	\$ 377,184
Nonprofit Organizations		
Blossom & Bloom	\$ 60	\$ 60
Christmas in April	240	240
George C. Marshall International Center/Dodona Manor	270	270
Glaydin School & Camps	720	720
Good Shepherd Alliance	540	540
Graydon Manor	480	480
Highroad Program Center	1,440	1,440
Hillsboro Ruritan Club	6,000	6,000
Keep Loudoun Beautiful	798	660
Ladies Board - Loudoun Hospital Center	660	0
Loudoun Fair & Associates	792	792
Loudoun Abused Women Shelter	78	78
Loudoun Interfaith Relief, Inc.	60	60
Lucketts Ruritan Club	31,200	31,200
Middleburg Community Center	1,500	1,500
Notre Dame Academy	1,500	1,500
Salvation Army	18,000	21,000
Sterling Ruritan Club	240	360
Waterford Foundation	534	534
Subtotal Nonprofit Organizations:	\$ 65,112	\$ 67,434
Total Landfill Waivers:	\$ 1,578,820	\$ 1,708,865



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Capital Construction & Solid Waste Management Capital Construction & Environmental Ops

Description

The Office of Capital Construction provides dedicated resources to manage the County's Capital Improvement Plan. The Office serves as the principal staff point of contact for matters relating to planning, budgeting, acquisition of land, energy conservation, design/engineering and construction of all capital projects.

Budget Overview

FY 2010 Issues

- Implement the County Administrator's reorganization of the Capital Planning and Budget functions to achieve process efficiencies for the development of public facilities.
- Identify viable, qualified, responsive and responsible Architects, Engineers and Contractors at a reasonable rate in a challenging economy.
- Re-evaluate current land acquisition and land development policy to maintain efficiencies with the school system and County agencies.
- Implement energy saving measures in accordance with the energy audits and recommendations with County-wide limitations on budgets and funding.
- Continue to maintain the highest level of service in program development, design and project construction with diminished resources.

FY 2010 Goals

- Effectively manage the program design and construction of capital projects in accordance with the Capital Improvement Plan schedule.
- Provide management assistance to the Board of Supervisors to adopt the 2010 Capital Facility Standards, develop the Capital Needs Assessment and develop the FY 11 - FY 16 Capital Improvement Plan.
- Develop policy to establish a land banking process that will provide for future County facility expansion in locations specific to the needs and services required by its constituents.
- Work with the Planning Department to establish Land Development policy to streamline the land acquisition and development process.
- Establish the Energy Conservation Cabinet as the leader in developing and implementing County-wide energy saving measures and initiatives.
- Implement the current County policy to design and construct all Capital Improvement Plan projects to a "green" building sustainable level of LEED silver minimum.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$0	\$2,174,310	\$2,859,160	\$3,243,000	\$3,014,000
Operations & Maintenance	0	470,295	457,449	524,000	560,000
Capital Outlay & Capital Acquisitions	0	0	0	129,000	129,000
Transfers To General Fund	0	0	124,500	406,000	410,000
Transfer To Central Service Fund	0	71,812	29,002	0	0
Total Expenditures	\$0	\$2,716,417	\$3,470,111	\$4,302,000	\$4,113,000
Revenues					
Other Financing Sources	\$0	\$2,716,417	\$3,470,111	\$4,302,000	\$4,113,000
Total Revenues	\$0	\$2,716,417	\$3,470,111	\$4,302,000	\$4,113,000
Total Local Tax Funding	\$0	\$0	\$0	\$0	\$0
FTE Summary	0.00	25.00	31.00	32.00	30.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Capital Construction & Solid Waste Management
Capital Construction & Environmental Ops

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Deliver approved Capital projects in accordance with the Capital Improvement Plan schedule.				
• Active capital projects on schedule	79%	85%	87%	85%
• Amount of Capital Plan cash flow	\$355,000,000	\$312,086,000	\$276,198,000	\$245,178,000
• Number of active capital projects	44	41	40	34
• Number of capital projects completed within the CIP schedule	6	6	6	15
Objective: Deliver approved capital projects within budget.				
• Percent of completed projects within budget	100%	100%	100%	100%
Objective: Deliver quality Capital projects that meet or exceed the needs of the County.				
• Customer Satisfaction Rating	85%	85%	90%	90%



Commissioner of the Revenue

Commissioner of the Revenue

Business Tax Assessment

Information Services

Personal Property Tax Assessment and Tax Relief

Administration



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Commissioner of the Revenue

Mission Statement

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

Description

The Commissioner of the Revenue is a locally-elected constitutional officer whose duties are mandated by the Code of Virginia and local ordinance. The Commissioner is elected at-large and serves a four-year term. The State Compensation Board reimburses most all of the principal officer's salary, a portion of staff salaries and a portion of the office's expenses as mandated by §15.2 of the Code of Virginia. During the State's annual budget process, the State Compensation Board increased the funding for the Commonwealth's share of the Commissioner of the Revenue's office expenses, salaries and benefits from \$348,342 in FY 09 to \$393,674 in FY 10, including funding for 98% of the principal officer's salary.

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, transient occupancy, bank franchise, consumer utility, short term rental, and other local taxes, excluding real property. Loudoun's real property is valued by the Assessor, an appointee of the Board of Supervisors. The Commissioner of the Revenue's office staff also reviews and audits business records and tax returns and visits commercial centers and construction sites to ensure compliance with local and State tax laws, and administers the local tax relief program for the elderly and disabled. 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. After completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office for use in preparing tax bills.

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

The Commissioner's office consists of four distinct divisions: Business Tax Assessment & Compliance, Information Services, Personal Property Tax Assessment & Tax Relief, and Department Administration. The Commissioner's principal office is located on the first floor of the County Government Center and another office in the Loudoun Tech Center in Sterling serves eastern Loudoun residents.

Budget Overview

FY 2010 Issues

The office's challenge is to effectively serve Loudoun's growing citizen and business populations in an environment with ever-changing tax regulations and technology. The Commissioner of the Revenue's staff interacts with most residents and businesses annually. In addition, staff provides service to new residents and businesses either through the registration of a vehicle for personal property tax or the registration of a local business. The office also provides Loudoun's seven incorporated towns with personal and business property assessment and tax relief applicant data for use in administering their tax programs.

Economy:

- Instability in the overall economy, especially in the financial, real estate, and construction industries, continues to result in assessment appeals, litigation and bankruptcies.
- Increasing number of vehicle repossessions and business and individual bankruptcies affect taxpayers' willingness and ability to pay often resulting in assessment appeals.

Growth:

- Increasing number of residents and businesses in the County adds to the volume of work.
- A growing non-English speaking population adds to the number of walk-in customers since many use cash for transacting business, do not transact business over the phone, and may not have Internet access.



Loudoun County Government FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue

- The volume of new commercial centers in the County requires substantial discovery work to ensure compliance with local tax regulations.
- The number of applicants for the Tax Relief for the Elderly and Disabled program continues to increase due to the generosity of the program, increasing local real property tax burden, population growth, aging of the population, and citizen awareness of the program.

Legislation:

- Virginia's legislature annually considers a variety of changes to the personal property tax on vehicles, business property, business, professional and occupational license tax, and Tax Relief for the Elderly and Disabled. Considerable staff time is devoted to analyzing the specific language contained in each bill to quantify any potential fiscal impacts.
- The Board of Supervisors established a moratorium on property tax exemptions by designation until December 31, 2011.

Technology:

- The County's 15+ year-old tax assessment systems are obsolete, making system changes difficult, inefficient or impossible and inhibit the office's ability to provide timely, meaningful data to policy-making officials.
- Improvements in the office's automated assessment and taxpayer reporting processes are imperative.

FY 2010 Major Goals

- Assemble detailed system requirements which will be incorporated into a comprehensive Request for Proposal to replace obsolete tax assessment systems.
- Implement a \$100 annual license tax on the owners of vehicles with out-of-state license plates.
- Coordinate with Management and Financial Services and other departments to begin regulating taxicabs in the County.
- Explore partnering with the IRS to offer free federal income tax return preparation.
- Research the impact of expanding office hours.

FY 2009 Major Achievements

- Expanded online services by providing residents with the ability to register a business in Loudoun County for local business license and business property tax purposes and apply for and obtain a business license via the County's website.
- Implemented a new feature on the office's website that gives residents and businesses an opportunity to evaluate recent interaction with staff, provide feedback and suggestions for improvement, and commend excellent service.
- Provided citizens with the ability to report suspected unlicensed business activity or untaxed property by a dedicated Compliance Hotline (703-777-0400) or online through the County's website at www.loudoun.gov/taxcompliance.
- Reduced postage expenses by more than \$15,000 through combining the mailing of the annual personal property declarations and implementing a mailing address verification system.
- Held seminars throughout the County to provide citizens the opportunity to learn about the County's Tax Relief for the Elderly and Disabled program.
- Coordinated visits to other Virginia localities to view and evaluate tax assessment software and gather additional requirements to be incorporated into the tax assessment system replacement request for proposal.
- Initiated use of the County's government access cable channel and citizen alert system to notify citizens of upcoming tax filing deadlines.
- Hosted an educational seminar for over 70 tax auditors for the Virginia Association of Local Tax Auditors, a state-wide professional organization for local tax auditors.
- Commissioner of the Revenue, Robert S. Wertz, Jr., was certified a Master Commissioner of the Revenue, under the Master Designation program administered by the University of Virginia's Weldon Cooper Center for Public Service and the School of Continuing and Professional Studies.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Commissioner of the Revenue

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,577,784	\$2,127,249	\$2,380,867	\$2,503,000	\$2,542,000
Operations & Maintenance	216,526	269,949	278,548	298,000	299,000
Capital Outlay & Capital Acquisitions	0	0	25,277	0	0
Total Expenditures	\$1,794,310	\$2,397,198	\$2,684,692	\$2,800,000	\$2,841,000
Revenues					
Other Local Taxes	\$26,291,438	\$26,923,200	\$25,595,768	\$26,353,000	\$22,851,000
Permits Privilege Fees & Reg Licenses	36,790	61,892	32,035	38,000	30,000
Charges For Services	0	11,868	39,321	0	40,000
State Shared Expenses	276,235	353,294	389,035	281,000	373,000
Total Revenues	\$26,604,463	\$27,350,254	\$26,056,159	\$26,672,000	\$23,294,000
Local Tax Funding	\$(24,810,153)	\$(24,953,056)	\$(23,371,467)	\$(23,871,000)	\$(20,453,000)
FTE Summary	32.55	32.55	34.55	34.55	34.55

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Commissioner of the Revenue includes no reductions in this department. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 07 Mid-year: The Board added 1.00 FTE for a tax information specialist position partially funded by the State Compensation Board. 1.00 FTE was transferred from Parks, Recreation & Community Services for administration of the Tax Relief for the Elderly and Disabled Program.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Business Tax Assessment	\$571,281	\$815,028	\$901,265	\$968,000	\$964,000
Information Services	391,211	515,207	587,373	616,000	619,000
Personal Property Tax Assessment and Tax Administration	507,764 324,054	648,974 417,989	708,407 487,647	725,000 491,000	750,000 508,000
Total Expenditures	\$1,794,310	\$2,397,198	\$2,684,692	\$2,800,000	\$2,841,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Business Tax Assessment	\$25,853,171	\$26,591,905	\$25,338,040	\$26,006,000	\$22,604,000
Information Services	0	11,868	39,321	0	40,000
Personal Property Tax Assessment and Tax	751,292	746,481	678,798	665,000	650,000
Total Revenues	\$26,604,463	\$27,350,254	\$26,056,159	\$26,672,000	\$23,294,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Business Tax Assessment	\$(25,281,890)	\$(25,776,877)	\$(24,436,775)	\$(25,038,000)	\$(21,640,000)
Information Services	391,211	503,339	548,052	616,000	579,000
Personal Property Tax Assessment and Tax Administration	(243,528) 324,054	(97,507) 417,989	29,609 487,647	60,000 491,000	100,000 508,000
Total Local Tax Funding	\$(24,810,153)	\$(24,953,056)	\$(23,371,467)	\$(23,871,000)	\$(20,453,000)
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Business Tax Assessment	14.00	14.00	12.00	12.00	12.00
Information Services	9.53	9.53	9.55	10.00	10.00
Personal Property Tax Assessment and Tax Administration	6.01 3.01	6.01 3.01	9.00 4.00	8.00 4.55	8.00 4.55
Total FTE	32.55	32.55	34.55	34.55	34.55



Commissioner of the Revenue Business Tax Assessment

Description

This division consists of two primary programs: Business Tax Assessment and Compliance. The Business Tax Assessment program is responsible for the imposition of business, professional and occupational license tax and business tangible personal property tax on business furniture and fixtures, heavy equipment, machinery and tools and computer equipment. This program also administers bank franchise, consumer utility, transient occupancy, short-term rental, mixed beverage license and other local business taxes. Four Business Tax assessors perform research, classify property and receipts and assess and maintain multiple accounts for more than 14,000 businesses. Assessors have extensive customer contact from taxpayer office visits, phone calls, e-mail, and correspondence. Customers include business owners, leasing companies, other taxing authorities, accountants and attorneys.

In addition to the assessment of business tangible personal property and business professional and occupational license tax, division staff provides input and research and analysis on relevant state and local legislative issues and tax matters as requested.

The Compliance program is comprised of the Compliance Deputy, three Business Tax auditors, and three Field Compliance Representatives. Staff auditors review taxpayer business records and tax returns to ensure equitable assessment and compliance with Loudoun County ordinances and the State tax code. Field compliance staff identify unregistered businesses by visiting commercial centers and construction sites throughout the County and researching a variety of discovery resources. Contact with business owners is aimed at encouraging voluntary compliance, however, enforcement tools are used, as necessary. Auditors devote significant efforts to handling assessment appeals and litigation. Staff interacts with business owners, accountants, attorneys and other localities, including Loudoun's incorporated towns.

Budget Overview

FY 2010 Issues

- Multiple tax accounts are needed for each taxpayer due to system limitations resulting in redundant account maintenance and additional postage and mailing costs.
- The County's outdated 15+ year old mainframe assessment system complicates tasks and reduces efficiency.
- New construction and the number of commercial centers require 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. Such proposals could potentially impact the underlying processes and applications used to manage the business tax programs.
- An expected increase in business closures and bankruptcies due to the negative economic outlook is likely to decrease voluntary compliance with local tax laws and increase the volume of assessment appeals.

FY 2010 Goals

- Assess business, professional and occupational license and prepare business tangible personal property tax book by prescribed deadlines.
- Participate in the National Capital Region Transportation Planning Board's Regional Taxicab Regulators Task Force and assist with the development and implementation of a countywide taxicab licensing and regulation program.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue
Business Tax Assessment

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$520,641	\$740,830	\$809,888	\$870,000	\$880,000
Operations & Maintenance	50,640	74,198	81,377	98,000	84,000
Capital Outlay & Capital Acquisitions	0	0	10,000	0	0
Total Expenditures	\$571,281	\$815,028	\$901,265	\$968,000	\$964,000
Revenues					
Other Local Taxes	\$25,760,632	\$26,457,256	\$25,229,999	\$25,903,000	\$22,501,000
Permits Privilege Fees & Reg Licenses	36,790	61,892	32,035	38,000	30,000
State Shared Expenses	55,749	72,757	76,006	65,000	73,000
Total Revenues	\$25,853,171	\$26,591,905	\$25,338,040	\$26,006,000	\$22,604,000
Total Local Tax Funding	\$(25,281,890)	\$(25,776,877)	\$(24,436,775)	\$(25,038,000)	\$(21,640,000)
FTE Summary	14.00	14.00	12.00	12.00	12.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue
Business Tax Assessment

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure timely, uniform, and thorough application of local business taxes. Assess business, professional and occupational license and prepare business tangible personal property book by prescribed deadlines.				
• Business License Desk Audits	3,420	2,097	3,150	3,500
• Business License Field Audits	330	176	300	300
• Business Licenses Issued	14,040	12,443	14,500	13,500
• Business Personal Property Desk Audits	560	836	840	1,000
• Business Personal Property Field Audits	410	441	450	700



Commissioner of the Revenue Information Services

Description

The Information Services division provides frontline assistance to taxpayers over the telephone and in Leesburg and Sterling at the offices' front counters. An Information Services Deputy and nine Tax Information Specialists register vehicles and businesses for local taxes, counsel taxpayers regarding local and state tax regulations, and refer registrants to federal, state, and other local agencies, as needed. Additionally, staff is responsible for receiving, sorting and distributing completed tax forms and taxpayer correspondence resulting from the mailing of over 350,000 forms annually. This division also processes tax forms and business license applications and provides DMV Select (e.g., Virginia state titling, vehicle registration, etc.) services performing over 12,000 DMV transactions annually.

Budget Overview

FY 2010 Issues

- The Internal Revenue Service is no longer providing local tax offices with federal income tax forms and the Virginia Department of Taxation has reduced income tax forms distribution thus increasing service demands on staff.
- Wait times at DMV's full-service customer service centers offices in Leesburg and Sterling generates additional walk-in traffic in the Commissioner's offices.
- Applicants for the Tax Relief for the Elderly and Disabled program typically prefer interaction with tax specialists in person.
- The increasing number of residents and businesses in the County has a direct impact on the amount of walk-in traffic and calls received at the office's front counters.
- The County's growing ethnically diverse and non English-speaking population adds to the number of walk-in customers, many of whom transact business with cash.

FY 2010 Goals

- Effectively administer the DMV license agent program.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$378,318	\$491,505	\$569,827	\$596,000	\$605,000
Operations & Maintenance	12,893	23,702	17,546	20,000	14,000
Total Expenditures	\$391,211	\$515,207	\$587,373	\$616,000	\$619,000
Revenues					
Charges For Services	\$0	\$11,868	\$39,321	\$0	\$40,000
Total Revenues	\$0	\$11,868	\$39,321	\$0	\$40,000
Total Local Tax Funding	\$391,211	\$503,339	\$548,052	\$616,000	\$579,000
FTE Summary	9.53	9.53	9.55	10.00	10.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue
Information Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Provide frontline assistance to taxpayers at office's front counters. Register vehicles and businesses for local taxes.				
• Number of Titles Processed for DMV	91	2,984	3,850	4,000



Commissioner of the Revenue

Personal Property Tax Assessment and Tax Relief

Description

The Personal Property Tax Assessment and Tax Relief division is responsible for the assessment of automobiles, trucks, aircraft, boats, campers, mobile homes, motorcycles, trailers and recreational vehicles. A Personal Property Deputy and five Personal Property Assessors assess property tax in compliance with Virginia State Code and County Ordinances. Although the County's rate of population growth has slowed, the number of accounts to be assessed continues to increase each year along with the population. Tax accounts are established and assessments are adjusted year-round due to proration of taxes, appeals, and Personal Property Tax Relief (PPTR) audits. This division also prepares the Personal Property Books that are transmitted to the Treasurer for use in preparing personal property tax bills. Additionally, this division is charged with qualifying vehicles for personal property tax relief and administering a tax exemption program for Loudoun's volunteer fire, rescue and sheriff's auxiliary personnel.

In addition to the valuation of personal property for taxation, assessment staff provides input, research and analysis on all relevant State and local legislative issues and tax matters as requested. Personal Property Assessors have significant public interaction in person, by email, phone and correspondence, providing taxpayer assistance and problem resolution. Customers include citizens, other County agencies, leasing companies, the Department of Motor Vehicles (DMV), the Virginia Department of Taxation and other Virginia localities, including Loudoun's seven incorporated towns.

The County's tax relief program provides qualified residents with a property tax reduction on their homes and vehicles. Two Tax Relief Specialists assist taxpayers in the completion of applications. Additionally, they review taxpayer provided documentation, perform necessary research, and determine qualification based on the program's statutory guidelines. Due to the needs of the population served by this program, intensive assistance is provided to citizens by phone, one-on-one meetings in the office, and written correspondence concerning the applicants' qualification status.

Budget Overview

FY 2010 Issues

- Multiple tax accounts are needed for each taxpayer due to system limitations resulting in redundant account maintenance and additional postage and mailing costs.
- The County's outdated 15+ year old mainframe assessment system complicates tasks and reduces efficiency.
- The overall negative economic picture has created significant fiscal stress on taxpayers, increasing the volume of assessment appeals.
- The increasing number of applicants for the Tax Relief for the Elderly and Disabled Program utilize sophisticated investments and estate planning mechanisms that must be thoroughly researched by staff to determine program eligibility.
- Substantial loss in the value of stocks, bonds, and other investments may increase the number of persons eligible to utilize the Tax Relief for the Elderly and Disabled program.
- Virginia's legislature annually considers changes to or elimination of the personal property tax on vehicles and changes to the Tax Relief program for the Elderly and Disabled. Considerable staff time is devoted to analyzing the specific language contained in each bill and arriving at a potential fiscal impact.

FY 2010 Goals

- Effectively administer the County's tax relief program for the elderly and disabled.
- Prepare the personal property assessment books by prescribed deadlines.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue
Personal Property Tax Assessment and Tax Relief

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$367,255	\$494,121	\$549,014	\$571,000	\$575,000
Operations & Maintenance	140,509	154,853	159,393	155,000	175,000
Total Expenditures	\$507,764	\$648,974	\$708,407	\$725,000	\$750,000
Revenues					
Other Local Taxes	\$530,806	\$465,944	\$365,769	\$450,000	\$350,000
State Shared Expenses	220,486	280,537	313,029	215,000	300,000
Total Revenues	\$751,292	\$746,481	\$678,798	\$665,000	\$650,000
Total Local Tax Funding	\$(243,528)	\$(97,507)	\$29,609	\$60,000	\$100,000
FTE Summary	6.01	6.01	9.00	8.00	8.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue
Personal Property Tax Assessment and Tax Relief

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	1,843	1,877	1,995	1,950
Objective: Prepare personal property assessment books by prescribed deadlines. Ensure timely, uniform, and thorough application of local personal property tax.				
• Personal Property Assessments	310,693	326,608	315,000	327,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Commissioner of the Revenue Administration

Description

Department Administration includes the Commissioner of the Revenue, the Chief Deputy, who is specifically empowered by the Code of Virginia to act on behalf of the Commissioner, and the Administrative Manager. Administration is responsible for the office's strategic plan, the day-to-day management of multiple divisions, allocating resources, developing and implementing department procedures, and interpreting the Code of Virginia to ensure the balanced application of local taxes. This program is responsible for all human resources administrative functions including: defining the organizational structure, developing the office's job descriptions and performance measures, classifying positions, developing position advertisements, screening job applications, conducting applicant interviews, completing salary worksheets, checking references, issuing offer letters, performing department orientation, and ensuring new employees are properly equipped to effectively serve citizens. The Commissioner and Chief Deputy respond to assessment appeals, defend legal challenges and prepare the departmental budgets. Administration develops and monitors a County budget for the office as well as one for the State Compensation Board which seeks to maximize reimbursement from the State.

Other members of Administration are the Office Technology Deputy and a part-time technician. These staff compile reports and statistical information, and coordinate automation initiatives with the County's Department of Information Technology, including the development and implementation of an automated tax assessment system and Internet upgrades.

Budget Overview

FY 2010 Issues

- The County's telephone system does not have the capability to adequately monitor and report details of incoming call traffic by programs within the office which inhibits management's ability to ensure proper allocation of staff resources based on call volume, type, and wait times.
- The County's outdated 15+ year old mainframe tax assessment system complicates tasks and reduces efficiency.
- The office's ability to implement technology initiatives is slowed by the limited resources of the County's Department of Information Technology.
- 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, etc.

FY 2010 Goals

- Complete assessment processes by prescribed deadlines.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$311,570	\$400,793	\$452,138	\$466,000	\$482,000
Operations & Maintenance	12,484	17,196	20,232	25,000	26,000
Capital Outlay & Capital Acquisitions	0	0	15,277	0	0
Total Expenditures	\$324,054	\$417,989	\$487,647	\$491,000	\$508,000
 Total Local Tax Funding	 \$324,054	 \$417,989	 \$487,647	 \$491,000	 \$508,000
 FTE Summary	 3.01	 3.01	 4.00	 4.55	 4.55



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commissioner of the Revenue
Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Complete assessment processes by prescribed deadlines. Ensure the balanced application of the local taxes.				
• Countywide personal property assessments per FTE	\$111,000,000	\$115,000,000	\$126,000,000	\$115,000,000



NOTES



County Administrator

County Administrator

Executive Management

Support To The Board



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

County Administrator

Mission Statement

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

Description

This office is the executive management and strategic planning office for Loudoun County government. The County Administrator, through the staff of the Executive Management Program, directs and supervises the day-to-day operations of County departments and agencies, which are under the direct control of the Board of Supervisors, pursuant to County ordinances and regulations. The Support to the Board Program provides administrative support to the Board of Supervisors and coordinates and supports Board agendas, meetings, legislative policies and constituent services. Additionally, the County Administrator serves as the Board of Supervisors' official liaison to the Constitutional Officers, the Judiciary, regional, State and local agencies and authorities, and incorporated municipalities and residential and community associations.

Budget Overview

FY 2010 Issues

Loudoun County has been one of the fastest growing counties in the United States since the late 1990's and has had the fastest growth in the Northern Virginia region. It is forecast that the population may reach 288,556 in 2010.

Due to declining real property values and other revenues, the County is faced with tremendous challenges in addressing budget shortfalls and maintaining core service demands of the County's citizens.

FY 2010 Major Goals

- Maintain the County's AAA bond rating.
- Reach 25% or higher participation in the telework program through County employee participation.
- Expand user access and reporting capabilities of the County's Active Citizen Response (ARC) system to all departments within the County to increase effectiveness in responding to citizen inquiries.
- Continue efforts of energy efficiency initiatives to achieve greater energy savings for the County.
- Address transportation and transit issues by completing update to the Countywide Transportation Plan and Countywide Transit Plan.

FY 2009 Major Achievements

- 20% of the County Government workforce teleworked with 25 departments participating.
- Thirteen areas of the County Government are utilizing the Active Citizen Response (ACR) system (primarily in the Building & Development area) as well as Transportation, Public Information and Board of Supervisors' Office.
- County Energy Task Force created in FY 08 presented recommendations for energy reduction initiatives during fall of 2008.
- County received Green Government Certificate and recognized as top municipality for energy efficiency programs for government with populations above 90,000.
- Groundbreakings for the Sterling Sheriff's Office Station and the Lansdowne Public Safety Center conducted with completion of the Purcellville Fire and Rescue expected early 2009.
- Completed Potomac/Sterling Community Outreach Plan and work is underway through the establishment of Board Ad Hoc Committee to implement the recommendations.
- Continue to support design and construction of interchanges along Rt. 7/ Rt. 28 corridor and manage construction of the Rt. 7/ Loudoun County Parkway interchange.
- Joint Board of Supervisors and School Board standing committee established to facilitate joint governing bodies collaboration to include Land Acquisition Matrix Team.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

County Administrator

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,369,008	\$2,726,548	\$2,676,524	\$2,793,000	\$2,335,000
Operations & Maintenance	293,846	663,386	607,003	358,000	217,000
Capital Outlay & Capital Acquisitions	11,084	0	0	0	0
Total Expenditures	\$2,673,938	\$3,389,934	\$3,283,527	\$3,151,000	\$2,552,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$111,000	\$0	\$111,000	\$111,000
Use Of Money & Property	3,044	0	0	0	0
Charges For Services	528	774	1,525	0	0
Miscellaneous Revenue	3,100	40,306	25,804	0	0
Recovered Costs	41	178	70	0	0
Federal Categorical Aid	0	51,465	48,748	0	0
Total Revenues	\$6,713	\$203,723	\$76,147	\$111,000	\$111,000
Local Tax Funding	\$2,667,225	\$3,186,211	\$3,207,380	\$3,040,000	\$2,441,000
FTE Summary	21.53	24.53	24.80	24.53	20.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Office of the County Administrator includes redeployment of 2.00 FTE, a reduction of 0.53 FTE and \$599,000 in Local Tax Funding. 2.00 FTE was transferred to the Parks, Recreation, and Community Services Department for the Youth Initiative Program. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

To address reorganization efforts and streamline operations, two FTEs were redeployed to the Office of Capital Construction (Assistant to the County Administrator) and a Policy Analyst to the Department of Management and Financial Services mid-year FY 09. This redeployment will result in the reduction of staffing in the Office of the County Administrator at a cost of \$223,854. Though some duties associated with the position redeployed to the OCC will continue. However, duties associated with the policy analyst position will result in reduced efforts in support of the County's legislative program. Duties involving performance audits, research and special projects will no longer be done in County Administration.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

County Administrator

Budget History

FY 05 Mid-Year: A 1.00 FTE Environmental Program Manager was transferred to Planning Services, 0.53 FTE from Federal Foster Care Program, and 0.20 FTE was transferred from the Office of Public Information to provide additional hours to existing Administrative Assistant positions to support the Deputy Clerk function.

FY 06: The Board added 2.00 FTE for the Loudoun Youth Initiative.

FY 06 Mid-Year: 1.00 FTE was transferred from MHMRSA for a front counter position and 1.00 FTE was transferred from Management & Financial Services to support human services agencies.

FY 07: The Board added 1.00 FTE for the Loudoun Youth Initiative.

FY 07 Mid-Year: 1.00 FTE was transferred to the Office of Capital Construction, 0.27 FTE transferred in for additional administrative support hours, and 1.00 FTE from the Federal Substance Abuse and Mental Health Service Administration Community Coalition Grant for Drug Free Communities was transferred from the School System to the Youth Initiative Program.

FY 08 Mid-Year: 1.73 FTE was transferred for 0.20 FTE in additional administrative support hours, a 0.53 FTE ADA and HIPAA Compliance position, and 1.00 FTE for a telework coordinator position. 1.00 grant-funded FTE in the Loudoun Youth Initiative Program (LYI) was eliminated upon the expiration of the grant.

FY 09: The Board eliminated 1.00 FTE for the Youth Initiative Program.

FY 09 Mid-Year: 2.00 FTE was transferred to the Parks, Recreation, and Community Services Department for the Youth Initiative Program. 1.00 FTE was redeployed to the Office of Capital Construction and 1.00 FTE to the Department of Management and Financial Services.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Administrator

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Executive Management	\$1,465,443	\$1,847,880	\$2,002,613	\$1,852,000	\$1,607,000
Support To The Board	934,735	981,093	764,446	961,000	945,000
Youth Initiative	273,760	560,961	516,468	338,000	0
Total Expenditures	\$2,673,938	\$3,389,934	\$3,283,527	\$3,151,000	\$2,552,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Executive Management	\$3,100	\$115,806	\$5,304	\$111,000	\$111,000
Support To The Board	3,613	952	1,595	0	0
Youth Initiative	0	86,965	69,248	0	0
Total Revenues	\$6,713	\$203,723	\$76,147	\$111,000	\$111,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Executive Management	\$1,462,343	\$1,732,074	\$1,997,309	\$1,741,000	\$1,496,000
Support To The Board	931,122	980,141	762,851	961,000	945,000
Youth Initiative	273,760	473,996	447,220	338,000	0
Total Local Tax Funding	\$2,667,225	\$3,186,211	\$3,207,380	\$3,040,000	\$2,441,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Executive Management	10.00	12.00	11.50	13.53	11.00
Support To The Board	9.53	9.53	9.30	9.00	9.00
Youth Initiative	2.00	3.00	4.00	2.00	0.00
Total FTE	21.53	24.53	24.80	24.53	20.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**County Administrator
Executive Management**

Description

The Executive Management function exercises daily management and supervision of all County operations and oversees the implementation of County policies and regulations. The County Administrator is the Chief Administrative Officer of County Government and is directly accountable to the Board of Supervisors. This program provides leadership and management of County operations to include transportation initiatives, customer service initiatives through training and information sessions; community outreach, community planning, community services, workforce training initiatives; and overall County-wide emergency preparedness in conjunction with regional planning and response activities. This office works proactively to manage the County's finances and expenditures.

Budget Overview

FY 2010 Issues

- Providing executive oversight on the work related to the Board of Supervisors' community planning initiatives through the work of the Board's Ad Hoc Committee on the Potomac-Sterling Community Outreach Project.
- Managing workload of staff and limited resources given proposed reduction of core service levels and customer expectation

FY 2010 Goals

- Continue implementation plan of priorities identified through the Board of Supervisors' adopted strategic plan
- Maintain high credit rating to ensure fiscal efficiency for Loudoun's residents
- Continue teleworking efforts for County departments with a goal of 25% or higher participation in FY 10.
- Further expand the Active Citizen Response (ACR system for other areas of County government).

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,323,233	\$1,517,475	\$1,746,319	\$1,707,000	\$1,456,000
Operations & Maintenance	131,126	330,405	256,294	146,000	151,000
Capital Outlay & Capital Acquisitions	11,084	0	0	0	0
Total Expenditures	\$1,465,443	\$1,847,880	\$2,002,613	\$1,852,000	\$1,607,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$111,000	\$0	\$111,000	\$111,000
Miscellaneous Revenue	3,100	4,806	5,304	0	0
Total Revenues	\$3,100	\$115,806	\$5,304	\$111,000	\$111,000
Total Local Tax Funding	\$1,462,343	\$1,732,074	\$1,997,309	\$1,741,000	\$1,496,000
FTE Summary	10.00	12.00	11.50	13.53	11.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**County Administrator
Executive Management**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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: Increase effectiveness in responding to citizen inquiries.				
• Areas of County Government participating in Active Citizen Response (ACR System)	n/a	9	13	12
Objective: Increase the number of mobile workers who are equipped to complete all daily tasks in the field and/or at home.				
• Number of employees issued and trained to use Toughbooks or similar automated field equipment	n/a	80	60	60
Objective: Develop guidelines for program performance measurement audits for various County departments and agencies with the target of completing four each year.				
• Performance Measurement audits completed	3	2	2	N/A ¹
Objective: Increase participation in telework program among County employees.				
• Average number of days teleworking each month	2.00	2.00	2.50	2.50
• Number of departments participating	19	24	27	27
• Percent of employees with signed telework agreements	10%	18%	22%	25%
Objective: Support vehicle emissions reduction goals.				
• Average total monthly miles avoided driving to/from work due to teleworking	58,000	119,000	120,000	135,000
Objective: Attract and retain high quality workforce with a turnover rate at 12% or lower.				
• County workforce turnover rate	11.50%	10.40%	10.30%	10.00%

¹ Due to redeployment of staff, this function will no longer be handled in County Administration.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Administrator Support To The Board

Description

This function provides administrative, research and documentary support to the Board of Supervisors, staff and citizens, coordinates the review of legislation before the State General Assembly and provides constituent response services. The Support to the Board function also coordinates the Board's meeting schedule for its business and committee meetings and for public hearings. Along with the coordination is the setting of the agendas, meeting legal advertisement requirements and preparing the supporting information for each of the meeting agendas.

Budget Overview

FY 2010 Issues

- The Board of Supervisors has established six standing committees and several ad hoc committees have completed its work in the Spring of 2009. Staff in County Administration provides support to all of these committees working with the respective chairmen and coordinating all meeting agendas and materials. It is estimated that approximately 95 or more meetings will be scheduled in FY 2010.
- Staff will also provide support to several other Board appointed advisory committees and task force groups during the Board's term.
- Staff will work with the Board on legislation that may have resulted from the 2009 General Assembly session and its impact on Loudoun County.

FY 2010 Goals

- Provide timely reports reflecting the Board of Supervisors' actions to meet citizen inquiries.
- Prepare sufficient meeting materials for Board members and the public meeting established deadlines to include posting materials on the County's website.
- Prepare the Board's Legislative Package for the 2010 General Assembly to meet bill introduction and position deadlines.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$884,777	\$924,086	\$692,560	\$898,000	\$879,000
Operations & Maintenance	49,958	57,007	71,886	63,000	66,000
Total Expenditures	\$934,735	\$981,093	\$764,446	\$961,000	\$945,000
Revenues					
Use Of Money & Property	\$3,044	\$0	\$0	\$0	\$0
Charges For Services	528	774	1,525	0	0
Recovered Costs	41	178	70	0	0
Total Revenues	\$3,613	\$952	\$1,595	\$0	\$0
Total Local Tax Funding	\$931,122	\$980,141	\$762,851	\$961,000	\$945,000
FTE Summary	9.53	9.53	9.30	9.00	9.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**County Administrator
Support To The Board**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Develop and support the Board of Supervisors' legislative package for General Assembly to meet deadlines for adopted positions.				
• Legislative Bills introduced	3,069	3,588	3,100	3,100
• Legislative Bills reviewed impacting Loudoun	923	151 ¹	200 ¹	350
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	90%	100%	100%	100%
• Board meeting minutes completed for meetings held	50	57	65	50
• Board meeting minutes requiring correction	1	0	0	0
• Number of packets prepared for business meetings, public hearings, and special meetings ²	63	46	52	48
• Number of standing committee and ad hoc committee meeting packets prepared	63	60	93	90

¹ Reduction in numbers reflects streamline review of bills.

² Special Meetings includes Committee of the Whole meetings, Budget meetings, public input and public hearing sessions such as the Broadlands Regional Medical Center meeting held in November 2008 in Ashburn. These figures do not include committee meetings.



NOTES



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 ad valorem (where the tax levy on real estate is apportioned among taxpayers according to the value of each taxpayer's property) real property tax assessments on an annual basis and the management of the Land Use Program. The management of the County's real estate portfolio is the most integral factor related to the operation of the County. Revenue from real estate taxes is the most important source of funding for the County. The size and complexity of the property mix within the County contributes to the challenges faced by the Assessor and staff.

The Office of the County Assessor works in conjunction with other departments and offices within the County government. The Office of the County Assessor is not independent of them, but is required to remain impartial to their influences. The most important 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 Code of Virginia, Section 58, Chapter 32, sets forth the statutes guiding the Real Property Tax Law in the Commonwealth of Virginia. The standard of value is identified in the Code of Virginia Section 58.1-3280 as "fair market value." Loudoun County Ordinance 860.09(a) authorizes that the assessment and equalization of real estate for local taxation shall be performed on an annual basis.

Budget Overview

FY 2010 Issues

- A decline in the residential housing market has resulted in a reduction in demand for new development, growth, and new construction. The number of building permits and value associated to supplemental assessments is also expected to decline. Diminishing real property values and increasing tax levies will most likely cause an increase in the number of appeals and litigation.
- A new permit tracking system will be implemented to track new construction and miscellaneous permits at the parcel level. The tracking system will illustrate the estimated value change and describe the improvement. The system will also provide the ability to track appraiser production levels as well as generate a variety of reports associated with building permits.

FY 2010 Major Goals

- 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 via classification and exemptions via designation. Taxable and non-taxable status is defined by the Code of Virginia and the Codified Ordinances of Loudoun County.
- Collect and process current permits relative to 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.

FY 2009 Major Achievements

- Achieved an estimated Assessment/Sale Ratio of 99.9% for 2008 per the State Department of Taxation annual audit.
- Implemented an on-line interactive Assessment Appeal Form.
- Received NACO and VACO Awards for the Career Development Program.
- Implemented a Credit Card Payment System.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

County Assessor

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,814,081	\$2,299,482	\$2,809,486	\$3,018,000	\$3,085,000
Operations & Maintenance	199,180	200,862	253,058	386,000	374,000
Capital Outlay & Capital Acquisitions	0	0	2,600	0	0
Transfer To Central Service Fund	31,994	31,994	56,760	0	0
Total Expenditures	\$2,045,255	\$2,532,338	\$3,121,904	\$3,404,000	\$3,459,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$54,855	\$55,684	\$39,243	\$40,000	\$40,000
Charges For Services	893	1,345	2,446	3,000	3,000
Total Revenues	\$55,748	\$57,029	\$41,689	\$43,000	\$43,000
Local Tax Funding	\$1,989,507	\$2,475,309	\$3,080,215	\$3,361,000	\$3,416,000
FTE Summary	29.00	29.00	30.00	34.00	34.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for County Assessor includes an increase in local tax funding of \$55,000 for employees advancing through the Career Development Program. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06: The Board added 2.00 FTE for appraiser positions.

FY 07 Mid-year: 1.00 FTE was transferred from Parks, Recreation and Community Services for an appraiser position.

FY 08 Mid-year: 4.00 FTE were added by the Board of Supervisors for two appraisers, one appraisal technician, and one administrative assistant.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Assessor

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Real Estate Assessments	\$2,045,255	\$2,532,338	\$3,121,904	\$3,404,000	\$3,459,000
Total Expenditures	\$2,045,255	\$2,532,338	\$3,121,904	\$3,404,000	\$3,459,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Real Estate Assessments	\$55,748	\$57,029	\$41,689	\$43,000	\$43,000
Total Revenues	\$55,748	\$57,029	\$41,689	\$43,000	\$43,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Real Estate Assessments	\$1,989,507	\$2,475,309	\$3,080,215	\$3,361,000	\$3,416,000
Total Local Tax Funding	\$1,989,507	\$2,475,309	\$3,080,215	\$3,361,000	\$3,416,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Real Estate Assessments	29.00	29.00	30.00	34.00	34.00
Total FTE	29.00	29.00	30.00	34.00	34.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Assessor

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Accurately collect all data relative to new construction in order to add supplemental value by number of months to the County Land Book.				
• Number of New Structures	3,109	4,332	1,776	1,500
• Percentage 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	98.9%	99.9%	95.1%	95.1%
• Number of Parcels	110,299	113,168	114,197	115,500
• Parcels valued	100%	100%	100%	100%
Objective: Process new deeds, subdivisions and related records to insure accurate records as they pertain to the production of the County Land Book.				
• Percentage of completed changes to Land Book	100%	100%	100%	100%
• Required changes to the Land Book	50,166	47,608	42,000	40,000



County Attorney

Mission Statement

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

Description

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

Budget Overview

FY 2010 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 substantially increased level of support from the office. Bankruptcy filings, tax foreclosure sales, and tax assessment challenges are trending upward. 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. In particular, procurement activities require the office to review contract documents and advise on disputes about contract performance. In addition, legal counsel plays an essential role in financing and capital projects, which have become more numerous and complex. Finally, legal counsel usually plays a central role in the establishment of innovative vehicles to build infrastructure such as public private partnerships, special taxing districts and community development authorities. Such projects are being pursued more aggressively and require legal support.
- **Land Development and Regulatory Enforcement:** With the current economic downturn, legal support for current land development applications is decreasing; however, the office anticipates increased legal support to administer and enforce existing development conditions and approvals. The County currently holds approximately \$1.4 billion 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. In addition, increasing demands have been placed on the office to support more active 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, social services representation, legal services to public safety agencies, preparation of ordinances, support for housing programs, FOIA requests, and conflict 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 2010 Major Goals

- Manage County legal risks through timely, sound advice and strong advocacy will be continued.
- Sound and effective advice in support of Board priorities and initiatives will be continued.
- The office will 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.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

County Attorney

FY 2009 Major Achievements

- The office managed increasing demands for legal services with constrained resources.
- The support of tax collection efforts has increased, including monitoring bankruptcy filing for tax officials (multi-year).
- The office has initiated and sustained an effort to enforce ADU covenants and otherwise provide increased support for housing programs.
- Staff response rates have been maintained at high levels for review of contracts, leases and land development documents.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Attorney

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,635,049	\$1,841,967	\$1,959,414	\$2,242,000	\$2,282,000
Operations & Maintenance	629,078	918,085	1,556,332	140,000	139,000
Total Expenditures	\$2,264,127	\$2,760,052	\$3,515,746	\$2,381,000	\$2,421,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$188,193	\$133,325	\$69,128	\$120,000	\$132,000
Fines & Forfeitures	0	15,275	0	0	0
Charges For Services	1,325	1,050	0	1,000	1,000
Other Financing Sources	0	0	134,660	0	0
Total Revenues	\$189,518	\$149,650	\$203,788	\$121,000	\$133,000
Local Tax Funding	\$2,074,609	\$2,610,402	\$3,311,958	\$2,260,000	\$2,288,000
FTE Summary	19.00	20.00	20.00	20.00	20.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the County Attorney includes reductions proposed to keep the FY 10 base budget at FY 09 local tax funding levels. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

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

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



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Attorney

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Legal Counsel	\$2,264,127	\$2,760,052	\$3,515,746	\$2,381,000	\$2,421,000
Total Expenditures	\$2,264,127	\$2,760,052	\$3,515,746	\$2,381,000	\$2,421,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Legal Counsel	\$189,518	\$149,650	\$203,788	\$121,000	\$133,000
Total Revenues	\$189,518	\$149,650	\$203,788	\$121,000	\$133,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Legal Counsel	\$2,074,609	\$2,610,402	\$3,311,958	\$2,260,000	\$2,288,000
Total Local Tax Funding	\$2,074,609	\$2,610,402	\$3,311,958	\$2,260,000	\$2,288,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Legal Counsel	19.00	20.00	20.00	20.00	20.00
Total FTE	19.00	20.00	20.00	20.00	20.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

County Attorney

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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)	1,691	1,658	1,850	1,500
• Land Development (Submissions Reviewed)	1,706	1,668	1,930	1,500
• Land Development (Turnaround within 10 days)	50%	53%	55%	50%
• Land Development (Turnaround within 20 days)	73%	82%	78%	80%
• Land Development (Turnaround within 30 days)	88%	92%	93%	90%
• Litigation (Department of Family Services cases)	52	70	80	85
• Litigation (non-tax)	29	29	38	30
• New files opened, written request for opinions/advice	579	671	590	600
• Regulatory Enforcement	64	64	75	90
• Tax Collection Cases	115	196	130	250
• Transactional Matters (Contract Documents Rcvd)	449	673	475	475
• Transactional Matters (Property Acquisition)	5	7	10	10



NOTES



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

General Registrar

Mission Statement

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

Description

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

Budget Overview

FY 2010 Issues

- The office will be challenged with maintaining current service levels while reducing costs where possible.
- As a result of the State Budget cuts, the State electoral board may mandate localities to purchase Electronic Poll Books to use at the polls on Election Days. This will eliminate the State's expense for paper poll books, paper, printing, and the shipping costs, but becomes an unfunded mandate to the localities.

FY 2010 Major Goals

- The office will continue to maintain the current level of service.
- The office will implement the Electronic Poll Books to be used in all Loudoun precincts in accordance of the State mandate.
- The office will continue to educate the public regarding voter registration and absentee voting deadlines and procedures to encourage more people to apply early or update their voter record prior to mandated deadlines.

FY 2009 Major Achievements

- Staff managed to maintain a high level of service despite the increased workload relating to growth and the Presidential Election.
- Hired and trained four temporary employees to assist with the increased workload relating to the November 2008 election.
- Staff worked over 2,000 hours of overtime to meet deadlines and provide service to Loudoun residents.
- Additional staff, computers and telephone lines added to provide assistance with public calls on Election Day. Additional telephone number provided for Election Officers to call on Election Day for assistance from staff to ensure a more prompt response and better service to voters at the polling places.
- Successfully registered voters and updated addresses to provide accurate poll books for use on Election Day.
- Processed a record number of absentee voters.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Registrar

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$289,336	\$423,993	\$443,398	\$553,000	\$551,000
Operations & Maintenance	43,850	24,066	141,161	96,000	97,000
Capital Outlay & Capital Acquisitions	0	51,054	82,254	20,000	20,000
Total Expenditures	\$333,186	\$499,113	\$666,813	\$669,000	\$668,000
Revenues					
Recovered Costs	\$625	\$0	\$2,006	\$0	\$0
State Shared Expenses	86,979	89,657	0	97,000	97,000
Total Revenues	\$87,604	\$89,657	\$2,006	\$97,000	\$97,000
Local Tax Funding	\$245,582	\$409,456	\$664,807	\$572,000	\$571,000
FTE Summary	7.77	7.77	8.77	8.77	8.77

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the General Registrar is the same funding level with FY 09 Adopted Fiscal Plan. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

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

FY 08: The Board added 1.00 FTE for an administrative assistant.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Registrar

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Voter Registration	\$333,186	\$499,113	\$666,813	\$669,000	\$668,000
Total Expenditures	\$333,186	\$499,113	\$666,813	\$669,000	\$668,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Voter Registration	\$87,604	\$89,657	\$2,006	\$97,000	\$97,000
Total Revenues	\$87,604	\$89,657	\$2,006	\$97,000	\$97,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Voter Registration	\$245,582	\$409,456	\$664,807	\$572,000	\$571,000
Total Local Tax Funding	\$245,582	\$409,456	\$664,807	\$572,000	\$571,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Voter Registration	7.77	7.77	8.77	8.77	8.77
Total FTE	7.77	7.77	8.77	8.77	8.77



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Registrar

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide citizens of Loudoun County with the opportunity to exercise their right to vote in an efficient and equitable manner by processing and providing voter registration applications, absentee voting, and voting information.				
• Absentee Voters	10,670	4,507	32,904	2,890
• Elections held	2	4	2	3
• Registered Voters	156,655	167,759	185,836	189,562
• Transactions processed	36,988	35,929	42,160	32,542



General Services

General Services

Public Works

Facilities Support

Fleet Management

Management Support Services



General Services

Mission Statement

The Department of General Services provides direct emergency and essential public works support to County residents while providing effective and responsive facility and vehicle support to the County government. The department provides emergency support; stormwater maintenance; maintains high quality, cost-effective County facilities; and acquires and maintains the vehicles and equipment necessary to support the needs of the County government.

Description

As one of the designated "first responders" to major County emergencies resulting from natural or man-made disasters, General Services is an integral part of the County's emergency management and recovery operations. In addition, on a daily, non-emergency basis, the department provides direct support to the citizens of Loudoun County through its stormwater management program. Concurrent with direct citizen support responsibilities, the department maintains the physical plant necessary for the successful operation of the County's departments and agencies. The physical plant includes real property, facilities, vehicles, utilities and infrastructure. Services include the operation and maintenance of all facets of the physical plant, as well as the acquisition, maintenance and repair of County vehicles and heavy equipment. The department's mission is accomplished through four programs: Public Works, Facilities Support, Fleet Management and Management Support Services.

Budget Overview

FY 2010 Issues

- Adequately train and equip employees to complete the transition from a labor force to an emergency response force when needed in support of the County's Emergency Response Plan.
- Comply with The Virginia Stormwater Management Program (VSMP) permit requirements and effectively enforce, as appropriate, Chapter 1096, Stormwater Management of the Codified Ordinances of Loudoun County.
- Operate and maintain facilities, vehicles and equipment in a cost-effective manner.
- Counter the effects of increasing age, high occupancy rates and escalating service demands on facilities. Provide stop gap repair and maintenance to keep facilities operating until adequate levels of Capital Asset Preservation Program (CAPP) funding can be restored.

FY 2010 Major Goals

- Complete detailed property condition surveys for County-owned facilities.
- Ensure the appropriate facilities, workspace and vehicles are provided to support County organizations.
- Restrain cost increases in facility and vehicle operations and maintenance in a volatile, escalating market.
- Occupy and operate the County Capital Improvement Projects coming online in FY 10, including the ADC Phase II, the Lansdowne, Brambleton and Purcellville Fire and Rescue stations, the expanded Rust Library, the Eastern Loudoun Respite Center, and the Emergency Homeless Shelter Expansion.

FY 2009 Major Achievements

- Completed the comprehensive strategic planning study to identify programmatic needs and improvements for stormwater infrastructure.
- Satisfied VSMP annual stormwater discharge permit requirements and expanded the County-wide comprehensive stormwater infrastructure maintenance and inspection program.
- Integrated new leased and owned facilities into the preventive, essential and emergency maintenance programs.
- Submitted updated program to satisfy the revised VSMP stormwater discharge requirements.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

General Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$5,794,941	\$5,595,154	\$6,015,209	\$6,234,000	\$6,058,000
Operations & Maintenance	15,504,110	19,209,151	20,845,329	19,795,000	19,500,000
Capital Outlay & Capital Acquisitions	468,224	830,219	433,469	0	0
Transfer To General C/P Fund	0	100,000	0	0	0
Transfer To Central Service Fund	103,111	258,938	166,604	0	0
Total Expenditures	\$21,870,386	\$25,993,462	\$27,460,611	\$26,029,000	\$25,558,000
Revenues					
Use Of Money & Property	\$53,058	\$57,308	\$81,115	\$66,000	\$78,000
Charges For Services	2,435	100	0	3,000	3,000
Miscellaneous Revenue	0	39,847	70,531	39,000	65,000
Recovered Costs	129,106	148,080	174,908	149,000	156,000
Other Financing Sources	762	29	822	0	53,000
Total Revenues	\$185,361	\$245,364	\$327,376	\$257,000	\$355,000
Public Safety Communications Fund	\$344,092	\$204,130	\$0	\$0	\$0
Local Tax Funding	\$21,340,933	\$25,543,968	\$27,133,235	\$25,772,000	\$25,203,000
FTE Summary	94.00	80.00	81.48	80.00	78.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the General Services includes reductions of 2.00 FTEs and \$1,000,000 in local tax funding as well as an enhancement of \$865,000 for maintenance cost for new County facilities. FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

More information on the Central Services Fund can be found in Volume 2 of this document.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 of this document. Information on scheduled project types for the Capital Asset Preservation Program can be found in Volume 2 of this document.

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



General Services

Budget History

FY 06: The Board added 9.00 FTE for project management and facilities maintenance.

FY 07: The Board added 2.00 FTE for project managers in the County's major maintenance and repair program and transferred 16.00 FTE to the Office of Capital Construction.

FY 07 Mid-Year: 2.00 FTE were transferred from the Department of Information Technology and 0.48 FTE was transferred for the fleet management program. 1.00 FTE was transferred to the Department of Parks, Recreation, and Community Services, 1.00 FTE to the Department of Family Services, and 1.00 FTE to the Department of Building and Development. The Board added 2.00 FTE for facilities and maintenance.

FY 08 Mid-Year: 1.00 FTE was transferred to the Public Information Office and 1.00 FTE was transferred to the Office of Capital Construction. 0.52 FTE was transferred from the Department of Parks, Recreation, and Community Services.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Management	\$1,238,024	\$84,011	\$1,762	\$0	\$0
Public Works	2,346,873	2,812,528	3,008,331	2,828,000	2,687,000
Facilities Support	16,196,644	20,949,776	22,373,548	21,206,000	21,063,000
Fleet Management	894,055	1,084,440	1,086,004	987,000	848,000
Capital Projects-general	305,247	1,144	0	0	0
Management Support Services	889,543	1,061,563	990,966	1,009,000	960,000
Total Expenditures	\$21,870,386	\$25,993,462	\$27,460,611	\$26,029,000	\$25,558,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Public Works	\$1,102	\$1,493	\$4,825	\$1,000	\$54,000
Facilities Support	474,373	338,806	180,670	149,000	166,000
Fleet Management	53,978	68,981	70,678	69,000	70,000
Management Support Services	0	40,214	71,203	39,000	65,000
Total Revenues	\$529,453	\$449,494	\$327,376	\$257,000	\$355,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Management	\$1,238,024	\$84,011	\$1,762	\$0	\$0
Public Works	2,345,771	2,811,035	3,003,506	2,828,000	2,633,000
Facilities Support	15,722,271	20,610,970	22,192,878	21,057,000	20,897,000
Fleet Management	840,077	1,015,459	1,015,326	918,000	778,000
Capital Projects-general	305,247	1,144	0	0	0
Management Support Services	889,543	1,021,349	919,763	970,000	895,000
Total Local Tax Funding	\$21,340,933	\$25,543,968	\$27,133,235	\$25,772,000	\$25,203,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Management	15.00	(1.00)	0.00	0.00	0.00
Public Works	24.00	26.00	19.00	19.00	18.00
Facilities Support	35.00	35.00	42.00	41.00	41.00
Fleet Management	8.00	8.00	8.48	10.00	10.00
Capital Projects-general	1.00	1.00	0.00	0.00	0.00
Management Support Services	11.00	11.00	12.00	10.00	9.00
Total FTE	94.00	80.00	81.48	80.00	78.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Services
Public Works

Description

This program provides for selected Public Works activities countywide. These activities include emergency response to natural and man-made disasters; developing and implementing the County's stormwater management program; selective maintenance and repair of stormwater infrastructure; installing and maintaining County street name signs; maintenance of public works structures including pedestrian underpasses; and selected public works operations including emergency response to property flooding, and snow removal on County property.

Budget Overview

FY 2010 Issues

- The emergency response mission, supporting the County's Emergency Response Plan: Emergency Support Function 3 (ESF 3) requires the workforce to transition from a labor force to an emergency response force.
- The enforcement of Chapter 1096, Stormwater Management, to the Codified Ordinances of Loudoun County requires a continuing and significant survey, inspection and repair effort to restore and maintain the infrastructure.

FY 2010 Goals

- Execute the County's Stormwater Management Plan to satisfy the Virginia Stormwater Management Program (VSMP) for the next five-year stormwater discharge permit cycle incorporating new Virginia Department of Conservation and Recreation (DCR) requirements.
- Repair and maintain stormwater infrastructure countywide.
- Continue restoration of aging stormwater infrastructure in Sterling Park, Countryside and Sugarland Run areas.
- Continue to develop and improve the Public Works Division's ability to respond to County Emergencies as the executive agent for ESF-3 of the County's Emergency Management Plan.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,184,609	\$1,406,499	\$1,512,187	\$1,555,000	\$1,449,000
Operations & Maintenance	1,134,506	1,335,035	1,351,083	1,273,000	1,238,000
Capital Outlay & Capital Acquisitions	27,758	64,813	51,981	0	0
Transfer To Central Service Fund	0	6,181	93,080	0	0
Total Expenditures	\$2,346,873	\$2,812,528	\$3,008,331	\$2,828,000	\$2,687,000
Revenues					
Recovered Costs	\$340	\$1,493	\$4,675	\$1,000	\$1,000
Other Financing Sources	762	0	150	0	53,000
Total Revenues	\$1,102	\$1,493	\$4,825	\$1,000	\$54,000
Total Local Tax Funding	\$2,345,771	\$2,811,035	\$3,003,506	\$2,828,000	\$2,633,000
FTE Summary	24.00	26.00	19.00	19.00	18.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Services
Public Works

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Acquire tools and equipment to enable emergency response.				
• Assigned response personnel are equipped with personal protective gear	95%	95%	100%	100%
• Major emergency response equipment identified & acquired	100%	100%	100%	100%
• Required tools are stocked and available for emergency response.	100%	100%	100%	100%
Objective: Provide awareness and emergency response training to 100% of assigned personnel.				
• Awareness training completed for all public works personnel	100%	100%	100%	100%
• Emergency response and incident management training completed for management personnel	100%	100%	100%	100%
Objective: Execute \$3,000,000 comprehensive stormwater infrastructure repair, maintenance and construction.				
• Capital construction requirements identified	100%	98%	100%	100%
• Capital stormwater repair and maintenance funds obligated	85%	96%	100%	100%
• Essential repair and maintenance requirements identified and executed	90%	97%	100%	100%



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

General Services Facilities Support

Description

The Facilities Support Program provides for the maintenance of structures, building systems, safety systems, site improvements, parking lots and garages; managing design and construction of major facility repair and maintenance projects; management of workspace construction; housekeeping services; pest control; integrated space management; and preventive, essential, and emergency maintenance services for the County's physical plant. It also includes the acquisition of leased space, design assistance, workstation and furnishing installations, relocation services, building code compliance, Americans with Disabilities Act (ADA) compliance, medical records privacy act compliance (HIPAA), indoor air quality monitoring, and facility condition inspections. A combination of in-house and contracted resources are employed to implement these programs. The in-house trade skills that are included in this function are: space layout, project management, contract management, heating and air conditioning, plumbing, electrical, carpentry, locksmith, and custodial services.

Budget Overview

FY 2010 Issues

- The increasing age and high occupancy rates in existing facilities substantially increase maintenance requirements.
- Mandated Federal and State programs such as ADA, HIPPA, etc, require significant effort in addition to essential repair and maintenance.
- Periodic, detailed property condition surveys for the County's owned facilities are crucial to continuing the program to address and prioritize the most critical repair and maintenance requirements. Provide stop gap repair and maintenance to keep facilities operating until adequate levels of Capital Asset Preservation Program (CAPP) funding can be restored.

FY 2010 Goals

- Develop and execute major maintenance and repair programs for County-owned facilities. Implement cost-effective and timely technical solutions.
- Continue maintenance of County-owned facilities to ensure safe and healthy workspace to meet programmatic requirements.
- Acquire and manage, or terminate leased space to meet FY 10 Board-funded user needs and schedules.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,102,518	\$2,630,025	\$2,954,702	\$3,107,000	\$3,083,000
Operations & Maintenance	13,667,162	17,244,764	18,977,234	18,098,000	17,980,000
Capital Outlay & Capital Acquisitions	366,173	722,230	368,088	0	0
Transfer To General C/P Fund	0	100,000	0	0	0
Transfer To Central Service Fund	60,791	252,757	73,524	0	0
Total Expenditures	\$16,196,644	\$20,949,776	\$22,373,548	\$21,206,000	\$21,063,000
Revenues					
Use Of Money & Property	\$53,058	\$57,308	\$81,115	\$66,000	\$78,000
Charges For Services	2,435	100	0	3,000	3,000
Recovered Costs	74,788	77,268	99,555	80,000	85,000
Total Revenues	\$130,281	\$134,676	\$180,670	\$149,000	\$166,000
Public Safety Communications Fund	\$344,092	\$204,130	\$0	\$0	\$0
Total Local Tax Funding	\$15,722,271	\$20,610,970	\$22,192,878	\$21,057,000	\$20,897,000
FTE Summary	35.00	35.00	42.00	41.00	41.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**General Services
Facilities Support**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Acquire and manage adequate leased space to support essential County programs and activities.				
• Acquire, build out, and occupy leased space without interruption or delay to County program activities	100%	100%	100%	100%
• Maintain average cost per square foot of leased space below \$25.00	\$22.14	\$22.24	\$23.00	\$23.00
• 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	373,136	431,619	432,000	420,300
Objective: Develop and execute major maintenance and repair programs for 148 County owned facilities.				
• Conduct assessments for County-owned facilities every five years (assess 20% of facilities annually)	90%	90%	100%	100%
• Execute 100% of identified CAPP projects during the fiscal year of funds appropriation	90%	35%	100%	100%
Objective: Operate and maintain County facilities to provide a safe, healthy and functional work environment.				
• Number of work requests per 1,000 square feet of space maintained	5.21	5.19	5.15	5.50
• Respond to emergency work requests within one hour	100%	100%	100%	100%
• Respond to routine/essential work requests within 48 hours	98%	98%	100%	95%
• Square feet of space maintained	1,139,090	1,153,448	1,274,600	1,409,250



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Services Fleet Management

Description

The Fleet Management Program provides for the acquisition, outfitting, licensing, assignment, maintenance, replacement and disposition of County vehicles. The County's inventory includes general-purpose vehicles, special-use vehicles, public safety vehicles, fire apparatus, buses, motorcycles, heavy equipment and trailers. Vehicle maintenance is accomplished in partnership with the Loudoun County Public School 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 2010 Issues

- The volatility of fuel prices will continue to impact the operating costs of the County's vehicle fleet.
- The maintenance workload will exceed the resource capacity at the Vehicle Maintenance Facility as the combined County and School fleet continues to grow.
- The lack of a dedicated satellite vehicle maintenance, fueling and parking site in eastern Loudoun County will continue to impact both the County and School fleets.
- The growing inventory of specialized fire and rescue apparatus in the County's fleet will necessitate implementing comprehensive on-site maintenance contracts.

FY 2010 Goals

- Develop the technical specifications and contract for the maintenance of County-owned fire apparatus in partnership with the Department of Fire, Rescue and Emergency Services.
- Relocate the vehicle fueling site in eastern Loudoun County to a more accessible location that also provides parking for County and School vehicles.
- Continue to seek opportunities to restrain vehicle operating cost increases, contain capital replacement costs and increase the County's inventory of hybrid vehicles.
- Establish an accessible vehicle fueling site in southern Loudoun County that also provides parking for County and School vehicles.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$529,251	\$582,302	\$657,534	\$678,000	\$682,000
Operations & Maintenance	364,804	502,138	428,470	309,000	166,000
Total Expenditures	\$894,055	\$1,084,440	\$1,086,004	\$987,000	\$848,000
Revenues					
Recovered Costs	\$53,978	\$68,981	\$70,678	\$69,000	\$70,000
Total Revenues	\$53,978	\$68,981	\$70,678	\$69,000	\$70,000
Total Local Tax Funding	\$840,077	\$1,015,459	\$1,015,326	\$918,000	\$778,000
FTE Summary	8.00	8.00	8.48	10.00	10.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Services
Fleet Management

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase the County's inventory of alternative fuel vehicles.				
• Hybrid vehicles in County Fleet	14	21	27	31
Objective: Operate and maintain County fleet vehicles to provide safe transportation.				
• County fleet vehicles in service on period end date	1,148	1,145	1,172	1,178
• Execute 100% of identified emissions vehicle inspections	100%	100%	100%	100%
• Execute 100% of identified State vehicle inspections	100%	100%	100%	100%
Objective: Operate and maintain County non-public safety vehicles to provide cost effective transportation.				
• County non-public safety vehicles in service at period end	590	594	601	597
• Limit fleet vehicle maintenance downtime to under 2%	1.93%	2.20%	1.99%	1.99%
• Maintain fleet-wide cost per mile below \$0.20 for maintenance	\$0.15	\$0.19	\$0.19	\$0.19
• Vehicle fuels average cost per gallon	\$2.15	\$3.52	\$3.75	\$2.75
Objective: Operate and maintain County public safety vehicles to provide cost effective transportation.				
• County public safety vehicles in service at period end	558	551	571	581
• Limit public safety vehicle maintenance downtime to under 2%	2.15%	1.70%	1.99%	1.99%
• Maintain public safety cost/mile below \$0.20 for maintenance	\$0.15	\$0.18	\$0.19	\$0.19
• Public Safety Vehicle fuels average cost per gallon	\$2.15	\$3.52	\$3.75	\$2.75



General Services Management Support Services

Description

This program area provides countywide management of the central records and surplus property programs; selected fiscal activities to support the county-wide energy program; and fiscal and supply management support, as well as leadership and guidance to the department's other three programs: Fleet Management, Facilities Support and Public Works. Energy program activities include new utility service and installation support for facilities; utility budgeting and accounting for all County-occupied facilities; analysis, processing and reconciliation of energy charges and usage; and the development and implementation of energy contracts. Department-wide services include human resources management, training, budgeting and financial control, procurement, office automation support and real property records management.

Budget Overview

FY 2010 Issues

- The increasing cost of energy, the opening of new County facilities, and increasing service demands on all programs continue to escalate the cost of operating facilities.
- The use of technology to automate administrative tasks is critical for current staff to keep pace with the management workload of a department with expanding responsibilities.
- Adequate, on-going training of a diverse work force with a broad array of specialties requires significant effort.

FY 2010 Goals

- Continue to migrate countywide records management from agency-based to centrally-archived.
- Restrain energy costs in a volatile energy market.
- Maintain fiscal controls while meeting increased service demands and complying with added regulatory oversight.
- Hire and retain qualified personnel in a region with a highly competitive job market.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$821,271	\$975,184	\$890,536	\$894,000	\$844,000
Operations & Maintenance	68,272	86,379	87,030	115,000	116,000
Capital Outlay & Capital Acquisitions	0	0	13,400	0	0
Total Expenditures	\$889,543	\$1,061,563	\$990,966	\$1,009,000	\$960,000
Revenues					
Miscellaneous Revenue	\$0	\$39,847	\$70,531	\$39,000	\$65,000
Recovered Costs	0	338	0	0	0
Other Financing Sources	0	29	672	0	0
Total Revenues	\$0	\$40,214	\$71,203	\$39,000	\$65,000
Total Local Tax Funding	\$889,543	\$1,021,349	\$919,763	\$970,000	\$895,000
FTE Summary	11.00	11.00	12.00	10.00	9.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

General Services
Management Support Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Operate and maintain County facilities to minimize annual energy cost increases.				
• Energy cost per square foot of owned space	\$2.11	\$2.60	\$2.72	\$2.85
• Square feet of owned space	1,139,090	1,153,448	1,274,600	1,409,250
• Total cost of energy for all County-occupied facilities	\$2,749,900	\$3,569,576	\$3,981,079	\$4,298,605
• Total cost of energy for County-owned facilities	\$2,405,457	\$3,017,360	\$3,462,052	\$3,633,608
Objective: Increase number of record boxes stored at County Records Center by 10% per year and increase County department program participation to reduce increase demand for storing County records in prime office space.				
• Annual Inventory of records boxes stored at Centralized Record Center	8,054	9,347	11,800	12,500
• Number of County Divisions Participating in the Program	35	36	37	40
• Percentage increase in participation	6.06%	2.86%	2.78%	8.10%
• Percentage increase of record boxes stored at Central Records	48.43%	16.67%	18.30%	6.00%



NOTES



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 (Schools).

Description

DIT provides information, office automation, and communications systems and services to the departments of the County government and public school system plus, radio services to the County's public safety agencies and volunteers. 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-hour per day, seven day per week basis. County information systems manage data and provide management information for County and School functions including tax administration, public safety, dispatching, administration, land development, student information, and fiscal management. Services provided to County and School staff cover a range of activities including training, problem solving, hardware maintenance, systems development, network management, video services, teleworking services, radio communications, voice and data communications, copying and printing systems and services, U.S. Mail, and courier service. The department's services are provided through five programs. Voice communications, copying services, and courier services are funded through the Central Services fund.

Budget Overview

FY 2010 Issues

- The increasingly complex and expanding service delivery needs of County and Public School agencies and departments must be addressed while minimizing the requirements for scarce public resources.
- Technology changes, the increasing mobile and virtual workforce, and changing demands require that DIT search out and implement new technologies.
- Multiple new systems initiatives occur while simultaneously maintaining the operational status of an expanding inventory of existing systems and services.
- Improvements and expansion to community and County government broadband communications services requires facilitation.
- Federal Communications Commission rulings and industry wide radio technology changes require the county to implement a major upgrade in public safety radio technology by December 2009.
- The County's core financial, administration, and revenue systems are out dated and must be replaced.
- One third of the information technology staff is eligible for retirement within five years.

FY 2010 Major Goals

- Expand the wide area communications network to include four additional public school and County government facilities.
- Upgrade the Public Safety Radio System in order to insure no loss of service and compliance with FCC rulings.
- Effectively manage increasingly scarce resources.
- Continue implementation of County-wide document imaging.
- Procure and begin implementation of new core revenue, finance, and administration systems.
- Complete the implementation of Microsoft Active Directory.

FY 2009 Major Achievements

- Began the initiative to convert the County's network to Microsoft Active Directory and Microsoft Exchange/Outlook.
- Expanded the wide area communications network to include nine additional public school and County government facilities.
- Facilitated staff teleworkers and mobile workers through development of systems and implementation of new technologies.
- Developed system requirements, functional specifications and initial activities to award the Public Safety Radio System upgrade contract.
- Conducted a needs assessment and developed a plan for replacement of the core finance, revenue, and administration systems.
- Implemented a County-wide document imaging program.
- Acquired grant funding for extension of the County network to the National Capitol Region network.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Information Technology

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$7,570,696	\$8,564,814	\$9,228,446	\$9,698,000	\$9,546,000
Operations & Maintenance	8,424,385	9,667,674	8,604,959	7,089,000	6,527,000
Capital Outlay & Capital Acquisitions	568,048	2,649,729	2,985,039	95,000	49,000
Transfer To General C/P Fund	0	910	0	0	0
Total Expenditures	\$16,563,129	\$20,883,127	\$20,818,444	\$16,883,000	\$16,122,000
Revenues					
Other Local Taxes	\$0	\$0	\$2,653,953	\$2,767,000	\$2,767,000
Miscellaneous Revenue	0	0	17,157	0	0
Recovered Costs	0	1,442	109,381	0	0
Other Financing Sources	500	0	110,000	0	0
Total Revenues	\$500	\$1,442	\$2,890,491	\$2,767,000	\$2,767,000
Public Safety Communications Fund	\$3,106,339	\$2,038,603	\$0	\$0	\$0
Local Tax Funding	\$13,456,290	\$18,843,082	\$17,927,953	\$14,116,000	\$13,355,000
FTE Summary	78.39	81.39	84.39	86.39	84.39

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Department of Information Technology includes a reduction of 2.00 FTE and \$761,000 in Local Tax Funding. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06: The Board added 3.00 FTE for two systems analysts and a database administrator.

FY 06: Mid-Year: A 1.00 FTE was transferred from Management & Financial Services to Systems Development.

FY 07: The Board added 2.00 FTE one systems analyst and one systems programmer to the Public Safety Communications Fund.

FY 07: Mid-year: 3.00 FTE were transferred from Parks, Recreation and Community Services and MH/MR/SAS and 2.00 FTE from central services were transferred to General Services.

FY 08: Mid-year: 2.00 FTE were transferred from Parks, Recreation and Community Services.

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



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Information Technology

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Computer Operations	\$3,181,570	\$3,742,120	\$5,175,167	\$4,603,000	\$4,640,000
Technology Services	4,198,982	5,294,548	5,063,886	3,462,000	3,497,000
Systems Development & Support Services	4,356,695	5,055,323	5,530,323	5,858,000	5,869,000
Communications Services	3,639,226	5,267,784	3,570,585	1,750,000	1,516,000
Internet/Intranet Services	469,698	690,171	622,125	634,000	600,000
Planning & Strategic Initiatives	156,872	200,267	195,890	174,000	0
Administration	560,086	632,914	660,468	402,000	0
Total Expenditures	\$16,563,129	\$20,883,127	\$20,818,444	\$16,883,000	\$16,122,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Computer Operations	\$500	\$0	\$110,000	\$0	\$0
Communications Services	3,106,339	2,038,603	2,780,491	2,767,000	2,767,000
Administration	0	1,442	0	0	0
Total Revenues	\$3,106,839	\$2,040,045	\$2,890,491	\$2,767,000	\$2,767,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Computer Operations	\$3,181,070	\$3,742,120	\$5,065,167	\$4,603,000	\$4,640,000
Technology Services	4,198,982	5,294,548	5,063,886	3,462,000	3,497,000
Systems Development & Support Services	4,356,695	5,055,323	5,530,323	5,858,000	5,869,000
Communications Services	532,887	3,229,181	790,094	(1,017,000)	(1,251,000)
Internet/Intranet Services	469,698	690,171	622,125	634,000	600,000
Planning & Strategic Initiatives	156,872	200,267	195,890	174,000	0
Administration	560,086	631,472	660,468	402,000	0
Total Local Tax Funding	\$13,456,290	\$18,843,082	\$17,927,953	\$14,116,000	\$13,355,000

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Computer Operations	14.53	14.53	18.53	18.53	18.18
Technology Services	18.00	18.00	17.38	17.38	20.38
Systems Development & Support Services	33.86	34.86	36.86	38.86	39.10
Communications Services	3.00	5.00	2.00	2.00	2.00
Internet/Intranet Services	4.00	4.00	5.00	5.00	4.73
Planning & Strategic Initiatives	1.00	1.00	1.00	1.00	0.00
Administration	4.00	4.00	3.62	3.62	0.00
Total FTE	78.39	81.39	84.39	86.39	84.39



Information Technology Computer Operations

Description

This program is responsible for the operation of the County's data center which consists of three major functions: computer operations, systems programming, and information security. Computer operators perform computer console operations, print and distribute reports, and back up the major computers and 170+ network file servers to centralized tape storage equipment. The systems programming function is responsible for ensuring that the software operating systems for the major computers are operational and up to date. This requires the monitoring of system performance, installation of new software releases, fixing "bugs," and problem solving. Computer Operations is also responsible for the development and administration of the County's information technology security program and policies including maintaining all Microsoft Windows operating systems at current patch levels. The security policies define the information and systems security responsibilities of DIT and the departments that use over 160 major County government and School information systems and networks.

Budget Overview

FY 2010 Issues

- Secure and dependable 24-hour per day operation of the County's IT servers must be ensured with minimal support resources.
- The Microsoft Active Directory implementation must be completed and made operationally stable to enable implementation of new information systems.

FY 2010 Goals

- Minimize the County's risk to SPAM, viruses, and other network/server nuisance and threats.
- Maintain an overall 99% availability rate of the County's major computer systems.
- Complete the implementation of the Microsoft Active Directory network environment.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,234,434	\$1,453,428	\$2,016,914	\$2,084,000	\$2,006,000
Operations & Maintenance	1,814,472	2,102,728	2,578,555	2,473,000	2,634,000
Capital Outlay & Capital Acquisitions	132,664	185,964	579,698	46,000	0
Total Expenditures	\$3,181,570	\$3,742,120	\$5,175,167	\$4,603,000	\$4,640,000
Revenues					
Other Financing Sources	\$500	\$0	\$110,000	\$0	\$0
Total Revenues	\$500	\$0	\$110,000	\$0	\$0
Total Local Tax Funding	\$3,181,070	\$3,742,120	\$5,065,167	\$4,603,000	\$4,640,000
FTE Summary	14.53	14.53	18.53	18.53	18.18



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Information Technology

Computer Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Manage SPAM, contain viruses and other email related threats.				
• Email Delivered ¹	n/a	12,900,574	12,992,000	16,647,976
• Email Received ¹	n/a	49,254,369	40,600,000	64,030,679
• Productivity Gain (FTE's) ¹	n/a	25.89	20.50	33.29
• Threats Removed ¹	n/a	36,353,795	27,608,000	46,742,396
Objective: Migrate from the current Novell environment to Microsoft Active Directory.				
• Establish Active Directory ¹	n/a	n/a	50%	100%
• GroupWise to Exchange ¹	n/a	n/a	25%	100%
• Systems Management Service ¹	n/a	n/a	n/a	100%
Objective: Maintain operational availability of all major computer systems.				
• Major Computer Availability	99.96%	99.97%	99.00%	99.95%
• Project Completion to Virtualized Windows Servers	66.00%	83.50%	86.00%	100.00%
• Windows Servers Virtualized ¹	n/a	30	36	60
Objective: Update disaster recovery plans, procedures and acquire equipment.²				
• Develop Disaster Recovery Priorities	25%	n/a	75%	100%
• Establish Disaster Recovery Plan	n/a	n/a	n/a	100%
• Implement Disaster Recovery Plan	n/a	n/a	n/a	75%
• Obtain Disaster Recovery Site	100%	n/a	100%	100%

¹ This is a new measure for FY 08; prior year history is not available.

² Implementation of an IT disaster recovery LAN and development of disaster recovery site has been an ongoing need.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Information Technology Technology Services

Description

This program provides technical support services to County government offices, community centers, libraries, Schools administrative offices, school buildings, and other facilities. Services include personal computer equipment and software installation, troubleshooting and repair; equipment upgrades; asset control; email services; telephone services; copiers; scanners; video conferencing; networking; and help desk services. The Town of Leesburg and the Town of Purcellville administrative offices are also connected to the County's wide-area network and are provided Internet access, firewall services, virus scanning, and other services. 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 2010 Issues

- Maintaining efficient and reliable service delivery on a 24x7 basis for the County enterprise-wide and mission critical computer equipment and networks, and email and telephone systems with limited resources.
- Maintaining staff training at a level that is commensurate with technology changes.

FY 2010 Goals

- Deliver effective and timely response to Loudoun County citizens and staff.
- Develop a plan for the integration of the communications infrastructure for voice and data.
- Continue to maintain customer satisfaction at 95%.
- Expand the County network to four new County government and Public School facilities.
- Plan for possible development of a new County Government Center.
- Implement new computer based personal computer software training program.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,544,045	\$1,633,106	\$1,726,893	\$1,851,000	\$2,134,000
Operations & Maintenance	2,510,306	3,285,817	2,829,427	1,570,000	1,323,000
Capital Outlay & Capital Acquisitions	144,631	374,715	507,566	40,000	40,000
Transfer To General C/P Fund	0	910	0	0	0
Total Expenditures	\$4,198,982	\$5,294,548	\$5,063,886	\$3,462,000	\$3,497,000
 Total Local Tax Funding	 \$4,198,982	 \$5,294,548	 \$5,063,886	 \$3,462,000	 \$3,497,000
 FTE Summary	 18.00	 18.00	 17.38	 17.38	 20.38



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Information Technology Technology Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Add new County government and public school facilities to County Network.				
• Customer Satisfaction Rating for Network Services ¹	n/a	n/a	95%	95%
• Number of planned new networked facilities	5	8	9	4
• Percent of New School/County Connections Completed	25%	100%	100%	100%
Objective: Close 50% of Help Desk Non-Hardware Calls on Initial Contact.				
• Calls Closed on Initial Contact	5,021	8,868	6,200	9,000
• Calls Closed per Help Desk Staff	1,673	2,217	2,000	2,300
• Customer Satisfaction Rating for Help Desk Services	88%	96%	95%	95%
• Help Desk Calls Closed on Initial Contact	45%	56%	50%	57%
• Help Desk Calls Received	10,996	15,961	12,200	16,000
Objective: Close 90% of service call requests within 48 hours.				
• Calls Opened	10,996	15,961	12,000	16,000
• Customer Satisfaction Rating for PC/Printer Support Services	93%	96%	95%	95%
• Number Desktops Maintained per System Engineer	432	457	482	500
• Number of calls closed within 48 Hours	9,407	13,046	8,000	14,000
• Number of Desktops Maintained	3,006	3,204	3,375	3,500
• PC/Printer Calls Closed within 48 Hours	72%	74%	70%	74%
Objective: Upgrade networks.				
• Planned upgrades accomplished	5	3	3	2

¹ This is a new measure for FY 09; prior year history is not available.



Information Technology Systems Development & Support Services

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 33 County government departments, the Offices of the County Administrator, County Attorney, and Board of Supervisors; the Courts; and the public school system. Over 155 major information systems and subsystems are utilized by the County government and Schools and are maintained and supported by this program. Services are provided through six teams of programmer/analysts and systems analysts assigned to two of DIT's operating divisions.

Budget Overview

FY 2010 Issues

- Servicing a large quantity of requests for new information systems and major enhancements to existing systems while simultaneously providing support for existing information systems and County staff.
- The improvement of project management and systems development practices and procedures will better maintain compliance with the financial auditor's recommendations and ensure a managed and effective systems development and support environment.
- The County's core finance, administrative, and revenue systems are aging and will need to be replaced.

FY 2010 Goals

- Completion of 90% of systems development projects (estimated at more than three days to complete) on time.
- Maintain the operational and productive status of existing information systems.
- Begin the replacement of the County's core financial, administrative, and revenue systems.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$3,500,815	\$3,842,365	\$4,251,393	\$4,508,000	\$4,666,000
Operations & Maintenance	800,121	873,553	1,141,066	1,350,000	1,203,000
Capital Outlay & Capital Acquisitions	55,759	339,405	137,864	0	0
Total Expenditures	\$4,356,695	\$5,055,323	\$5,530,323	\$5,858,000	\$5,869,000
 Total Local Tax Funding	 \$4,356,695	 \$5,055,323	 \$5,530,323	 \$5,858,000	 \$5,869,000
 FTE Summary	 33.86	 34.86	 36.86	 38.86	 39.10



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Information Technology Systems Development & Support Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Maintain the operational status of the existing County Government and Public Schools' information systems and provide support to staff.				
• Number of existing systems	137	147	155	160
• Percent of total systems development resources required for systems maintenance and County staff support ¹	n/a	47%	47%	47%
Objective: Provide timely systems development and enhancement services to Schools.				
• Annual demand of project requests for Schools	273	263	255	245
• Number of projects completed for Schools	218	211	204	190
• Number of projects pending at year end for Schools	55	53	51	55
• Percent of projects/tasks completed on time for Schools	94%	95%	90%	90%
• Existing capacity by work month resources for Schools	56.35	56.35	56.35	56.35
• Average work months per completed project for Schools	0.26	0.27	0.26	0.26
• : Unmet demand annual demand/work months for Schools	14.22	14.15	13.26	14.30
Objective: Provide timely systems development and enhancement services to County Government.				
• Annual volume of project requests for County Government	364	393	421	440
• Number of projects completed for County Government	254	234	250	255
• Number of projects pending at year end for County Government	110	159	171	185
• Percent of projects/tasks completed on time for County Government	93%	84%	88%	88%
• Existing capacity by work month resources for County Government	133.56	133.56	133.56	133.56
• Average work months per completed project for County Government	0.53	0.57	0.55	0.55
• Unmet demand annual demand/work months for County Government	57.84	90.75	94.05	101.75

¹This is a new measure for FY 08; prior year history is not available.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Information Technology Communications Services

Description

This program is responsible for ensuring the working order and performance of the County government's radio communications systems which include the radio transmitters, radio console systems, eleven radio tower sites, hand-held and vehicle mounted mobile radios, the E-911 public safety communications equipment and the E-911 voice/radio recording equipment. The system provides radio and paging communication for Fire and Rescue Services, the Volunteer Fire and Rescue Companies, the Sheriff's department, Animal Care & Control, and the police departments for the Towns of Leesburg, Middleburg, and Purcellville. There are also radios in use by the Virginia Game Wardens serving Loudoun County, Northern Virginia Community College security, Commonwealth's Attorney, Juvenile Probation, General Services, and the Treasurer's Office. This program also supports high speed microwave data communications equipment and is responsible for oversight of the critical power and cooling infrastructure in the Information Technology Center.

Budget Overview

FY 2010 Issues

- A Federal Communications Commission's ruling mandates the County to relocate the public safety radio system frequencies in the 800 MHz radio spectrum.
- To ensure the critical power, HVAC, security and other environmental and technological systems at the Information Technology Center and radio tower sites are maintained at the level required to provide 24 hours a day, seven days a week information technology and radio communications throughout the County.
- The County's public safety radio system's technological infrastructure must be kept technologically current and operational to ensure maintainable status.

FY 2010 Goals

- Complete the conversion of the public safety radio system frequencies to the new 800 MHz radio frequencies.
- Upgrade the public safety radio communications systems prior to FY 11 as required to ensure vendor and industry support.
- Maintain the availability of the public safety radio system at 99.99%.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$387,963	\$531,559	\$217,001	\$217,000	\$224,000
Operations & Maintenance	3,169,019	3,240,945	1,883,881	1,523,000	1,283,000
Capital Outlay & Capital Acquisitions	82,244	1,495,280	1,469,703	9,000	9,000
Total Expenditures	\$3,639,226	\$5,267,784	\$3,570,585	\$1,750,000	\$1,516,000
Revenues					
Other Local Taxes	\$0	\$0	\$2,653,953	\$2,767,000	\$2,767,000
Miscellaneous Revenue	0	0	17,157	0	0
Recovered Costs	0	0	109,381	0	0
Total Revenues	\$0	\$0	\$2,780,491	\$2,767,000	\$2,767,000
Public Safety Communications Fund	\$3,106,339	\$2,038,603	\$0	\$0	\$0
Total Local Tax Funding	\$532,887	\$3,229,181	\$790,094	\$(1,017,000)	\$(1,251,000)
FTE Summary	3.00	5.00	2.00	2.00	2.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Information Technology
Communications Services**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Maintain the public safety radio system at 99.99% availability.				
• 800 MHz System Availability	99.99%	100.00%	99.99%	99.99%
• Public Safety Radio System Upgrade Implementation ¹	n/a	n/a	n/a	90%
• Public Safety Radio System Upgrade Procurement Contract ¹	n/a	n/a	100%	100%
• Public Safety Radio System Upgrade Requirements Analysis ¹	n/a	n/a	100%	100%
Objective: Negotiate contract with Motorola Communications and Nextel Communications for rebanding work and complete system rebanding by 2011.				
• Negotiate & Award Motorola Contract for Services ¹	n/a	n/a	100%	100%
• Negotiate & Execute Contract with Sprint/Nextel for Payment of Rebanding Costs	30%	100%	100%	100%
• Reband the Public Safety Radio System	10%	n/a	35%	70%
Objective: Install required hardware and software to support mobile data communications in Fire & Rescue apparatus by 2009.				
• Install High Performance Data System to Replace Old Mobile Data System ¹	n/a	n/a	n/a	75%
• Install Mobile Data Hardware and Software ¹	n/a	n/a	100%	100%

¹This is a new measure for FY 09; prior year history is not available.



Information Technology Internet/Intranet Services

Description

The Internet/Intranet Program is responsible for design, installation, and maintenance of systems that are the County government's Internet website and Intranet applications. The program develops applications that facilitate access to information in the County's major information systems. Other applications improve business processing by providing for collection of taxes and other fees via the Internet as well as the facilitation of information collection and communication. The Internet/Intranet division is also responsible for the enterprise imaging/document management system, teleconferencing systems, webcasting of Board and Board committee meetings and management and training for personal communications systems (i.e. newsletter system, PDA's etc.).

Budget Overview

FY 2010 Issues

- Identification of potential efficiency improvement changes to internal County government processes to include utilization of document imaging technologies.
- The increase of County department and agency utilization of the County government website for the direct provision of services and accurate information to its citizens is increasing the requirement for technical support resources.
- Maintain website compliance with Americans with Disabilities Act (ADA) as required.
- Balance the demand for new web-based services and systems against the limits imposed by limited and static resources.

FY 2010 Goals

- Maintain compliance with ADA regulations by expanding the use of the content management system in the County's Internet and Intranet websites.
- Expand the use of public meeting web casting and Newsletter Subscription to enhance information delivery to the public.
- Expand document imaging and management system with integration to existing information systems.
- Maintain 24 hours a day, seven days a week operation of an increasing number of existing systems yet continue to develop and implement new systems with finite resources.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$432,916	\$610,415	\$508,440	\$510,000	\$516,000
Operations & Maintenance	36,782	74,518	99,977	124,000	84,000
Capital Outlay & Capital Acquisitions	0	5,238	13,708	0	0
Total Expenditures	\$469,698	\$690,171	\$622,125	\$634,000	\$600,000
 Total Local Tax Funding	 \$469,698	 \$690,171	 \$622,125	 \$634,000	 \$600,000
 FTE Summary	 4.00	 4.00	 5.00	 5.00	 4.73



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Information Technology
Internet/Intranet Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase/enhance services for residents and County employees using web technology.				
• Monthly internet user sessions on County website	395,026	225,783	435,000	370,000
• Monthly staff user sessions of the County Intranet	130,414	199,429	144,000	335,000
• Number of applications/systems maintained	59	66	67	75
• Number of New Applications/Systems Developed	3	4	4	4
• Number of projects/revisions in queue	10	60	80	35
Objective: Implement enterprise document management/imaging.				
• Number of departments utilizing document enterprise imaging ¹	n/a	3	5	8
• Number of government center departments to implement	30	27	25	22
• Project to replace legacy accounting/imaging system	5%	90%	100%	100%
Objective: Implement webcasting of public meetings and programs				
• Number of webcasts	10	32	22	36

¹ This is a new measure for FY 09; prior year history is not available.



Management and Financial Services

Management and Financial Services

Human Resources Management

Accounting & Financial Analysis

Human Resources Training

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, research, human resources, benefits management, training, procurement, financial accounting and reporting, payroll, risk management, insurance, capital financing and debt management. The department's programs include Human Resources, Accounting and Financial Analysis, Budget Analysis and Research, and Procurement. In addition, the department functions as the liaison to the Board of Equalization.

Budget Overview

FY 2010 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.
- Recent staff turnover, with its corollary impact on training and productive capacity, will require additional training and workload adjustments for several divisions.
- Management of County-wide benefit and self-insurance programs continues to represent a challenge, as market-wide pressures underscore the need for innovative cost management. This requirement must be balanced against the importance of employee benefits as a recruitment and retention tool for employees.
- The County's financial systems and the technology upon which they were built have been pushed far beyond their useful lifecycle. Most of the 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. In order for Loudoun County to remain an employer of choice in the DC metro region, focus on employee learning and development must continue.
- The rising costs of benefits, particularly healthcare insurance, have required and will continue to require innovative solutions to minimize increased costs to the County as well as to our employees. One goal is to motivate employees to utilize our network providers and another is to take advantage of our award-winning wellness program.
- The loss of staffing will impact the delivery of services and will challenge remaining staff in meeting timelines and fulfilling requirements.

FY 2010 Major Goals

- Manage the debt issuance process and maintain the debt limits set by the Board of Supervisors.
- Install financial management subsystems in other departments to aid in the automation of the General Government.
- Continue to expand the Board of Supervisors' initiative on grants management.
- Manage the County's insurance programs to provide maximum cost effectiveness and benefit.
- Implement employee learning programs that are focused on the County's values, including e-learning initiatives and project management training. A continued customer service focus will enhance service delivery to residents.
- Manage County compensation programs effectively in order to attract and retain a high performing workforce.
- Continue the expansion and participation in the Public/Private Partnership of Education Facilities program for the County.
- Development and initial rollout of workforce learning and development programs to position the County for retirements and turnover of key functions and positions.
- Issuance of Request for Proposal (RFP) for the replacement of the current financial system.

FY 2009 Major Achievements

- Earned Achievement of Excellence in Procurement Award for 2008 from National Procurement Institute and the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing (NIGP).



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Management and Financial Services

This is a three-year accreditation for local, State and Federal agencies which formally recognizes excellence in procurement.

- Successfully recruited and filled nearly 430 vacant positions in order to provide service delivery to residents.
- Received Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the FY 09 Adopted Budget document and the FY 08 Comprehensive Annual Financial Report.
- Loudoun County received the American Heart Association Gold Start! Fit-Friendly Award in April 2008 and was recognized in Alliance for Innovation Magazine.
- In 2008, CIGNA HealthCare selected Loudoun County Government (LCG) as a case study for wellness because of emerging trends. In January 2009 the study was published. The County's program has improved employee use of preventive care options, health care costs, and disease trends. "LCG is an excellent example of a wellness program that is well designed and implemented, directly impacting and improving the overall health and well-being of its employees and their families."



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Management and Financial Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$6,339,751	\$7,529,661	\$6,883,801	\$7,380,000	\$6,701,000
Operations & Maintenance	3,452,242	3,296,455	3,622,787	4,312,000	3,973,000
Capital Outlay & Capital Acquisitions	110,289	97,634	0	0	0
Total Expenditures	\$9,902,282	\$10,923,750	\$10,506,588	\$11,691,000	\$10,674,000
Revenues					
Use Of Money & Property	\$124,750	\$165,449	\$153,818	\$0	\$0
Charges For Services	189	3,934	261	0	0
Miscellaneous Revenue	26,024	99,641	108,117	100,000	100,000
Recovered Costs	13,070	0	30,819	10,000	10,000
State Shared Expenses	0	0	39,706	0	0
Federal Categorical Aid	18,226	0	0	0	0
Other Financing Sources	0	0	193,431	67,000	90,000
Total Revenues	\$182,259	\$269,024	\$526,152	\$178,000	\$200,000
Foster Care Reimbursement Fund	\$11,484	\$0	\$0	\$0	\$0
Local Tax Funding	\$9,708,539	\$10,654,726	\$9,980,436	\$11,514,000	\$10,474,000
FTE Summary	72.64	73.64	75.64	76.84	77.84

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Management & Financial Services includes reductions of 5.00 FTEs from Human Resources Management, Procurement, and Budget Analysis and Research with an associated decrease in local tax funding of \$502,000, as well as a \$238,000 reduction to the employee awards program, eCivis grants management contract, and the management intern program. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Certain approved, vacant, and frozen positions have been removed from the department where previously assigned, and are being held in the Human Resources Division until reassignment is made. Currently there are six such positions for which no funds are budgeted.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Management and Financial Services

Budget History

FY 06: The Board added 5.00 FTE for two grant specialists, one Human Resources specialist, one contract officer and one program manager.

FY 06 Mid-Year: 1.00 FTE was transferred to County Administration and 1.00 FTE to the Department of Information Technology.

FY 07: The Board added 3.00 FTE for a debt specialist, financial specialist and a contracting officer.

FY 07 Mid-Year: 1.00 FTE was transferred from Economic Development and 1.00 FTE was transferred to Human Resources for staff support.

FY 08 Mid-Year: 2.00 FTE were transferred from Parks, Recreation & Community Services to Budget and Research & Analysis for staff support. A 1.00 FTE support position for the Board of Equalization was reassigned to Management & Financial Services to provide continued service for that function.

FY 09: The Board reduced 1.00 FTE for a grant specialist and 0.80 FTE for a human resource trainer.

FY 09 Mid-Year: 1.00 FTE for a capital specialist transferred to the Office of Capital Construction and 1.00 FTE for a policy analyst transferred from County Administration.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Management and Financial Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Human Resources Management	\$3,921,073	\$4,440,263	\$3,769,719	\$3,961,000	\$3,861,000
Accounting & Financial Analysis	3,039,235	3,051,250	3,179,963	3,729,000	3,389,000
Human Resources Training	579,617	724,001	725,457	716,000	599,000
Budget Analysis & Research	1,326,101	1,568,700	1,789,168	2,017,000	1,653,000
Procurement	1,036,256	1,139,536	1,042,281	1,269,000	1,172,000
Total Expenditures	\$9,902,282	\$10,923,750	\$10,506,588	\$11,691,000	\$10,674,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Human Resources Management	\$11,789	\$0	\$30,819	\$0	\$0
Accounting & Financial Analysis	172,602	254,137	288,557	101,000	191,000
Budget Analysis & Research	0	0	0	67,000	0
Procurement	9,352	14,887	206,776	9,000	9,000
Total Revenues	\$193,743	\$269,024	\$526,152	\$178,000	\$200,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Human Resources Management	\$3,909,284	\$4,440,263	\$3,738,900	\$3,961,000	\$3,861,000
Accounting & Financial Analysis	2,866,633	2,797,113	2,891,406	3,628,000	3,198,000
Human Resources Training	579,617	724,001	725,457	716,000	599,000
Budget Analysis & Research	1,326,101	1,568,700	1,789,168	1,950,000	1,653,000
Procurement	1,026,904	1,124,649	835,505	1,260,000	1,163,000
Total Local Tax Funding	\$9,708,539	\$10,654,726	\$9,980,436	\$11,514,000	\$10,474,000

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Human Resources Management	21.99	21.99	22.81	24.31	30.56
Accounting & Financial Analysis	20.00	20.00	22.80	21.30	20.55
Human Resources Training	3.81	3.81	3.80	3.00	2.00
Budget Analysis & Research	14.30	14.30	13.20	14.70	12.45
Procurement	12.54	13.54	13.03	13.53	12.28
Total FTE	72.64	73.64	75.64	76.84	77.84



Management and Financial Services

Human Resources Management

Description

The Human Resources division provides comprehensive human resources programs in the areas of employment and recruitment, training and organizational development, benefits administration, risk management, workers' compensation, policy development and interpretation, employee relations, communications, classification and compensation analysis. The Human Resources staff serves in a consultative role with staff of all departments and agencies to achieve organizational and departmental goals.

Budget Overview

FY 2010 Issues

- The County is in a challenging position to attract and retain a high quality workforce. Turnover of about 10% may result in a total recruitment of about 300 regular County positions.
- 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.
- Developing staff to position the County to be prepared for the increasing number of retirements and subsequent institutional loss of knowledge will be a major challenge.
- Management of County-wide benefit and self-insurance programs continues to represent a challenge, as market-wide pressures underscore the need for innovative cost management. 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 our employees.
- Identify risk management exposures and evaluate current safety programs in order to minimize liability and future costs.

FY 2010 Goals

- Attract and retain high-performing employees.
- Deliver pay at a level to place County compensation at 95% of market.
- Evaluate performance management program.
- Manage the County's insurance programs to provide maximum cost effectiveness and benefit. Motivate employees to utilize more cost effective network providers and take advantage of our award-winning wellness program.
- Continue to manage the cost of the healthcare plan in an inflationary environment, design plans to create incentives for managing costs, and continue to engage employees in wellness activities.
- Continue to educate the workforce and public in the use of the automated online application system and process.
- Implement comprehensive risk management programs and safety measures.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,574,747	\$3,066,186	\$2,061,512	\$2,149,000	\$2,122,000
Operations & Maintenance	1,346,326	1,374,077	1,708,207	1,813,000	1,739,000
Total Expenditures	\$3,921,073	\$4,440,263	\$3,769,719	\$3,961,000	\$3,861,000
Revenues					
Recovered Costs	\$11,789	\$0	\$30,819	\$0	\$0
Total Revenues	\$11,789	\$0	\$30,819	\$0	\$0
Total Local Tax Funding	\$3,909,284	\$4,440,263	\$3,738,900	\$3,961,000	\$3,861,000
FTE Summary	21.99	21.99	22.81	24.31	30.56



Loudoun County Government
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Management and Financial Services
Human Resources Management

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Attract qualified applicants and fill new positions and an estimated 300 vacant positions as a result of turnover.				
• Number of Recruitments conducted	455	302	430	225
• Total number of job applications received	19,803	31,047	40,000	25,000
Objective: To be at 95% of the competitive market relative to payband mid-point.				
• Mid-point of payband compared to market average	95%	98%	96%	95%
Objective: Maximize benefits for employees while minimizing cost increases.				
• County health insurance program cost trend	12.00%	10.60%	9.40%	9.10%
• Market-wide health insurance cost trend	11.00%	10.50%	10.20%	10.50%
Objective: Maximize employee participation in wellness programs and employees receiving the wellness incentive.				
• Number of employee participants	513	1,827	1,700	2,350
Objective: Maximize measure of supervisor satisfaction with HR program services in order to be at an average 4.0 rating on a 1-5 Likert scale.				
• Customer service satisfaction rating	n/a	3.40	3.75	3.80



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Management and Financial Services Accounting & Financial Analysis

Description

This program provides for the management of the centralized accounting system responsible for processing, recording and reporting of all financial transactions of the General Government and the Loudoun County Public Schools (LCPS); processes and records employee attendance so employees can be accurately paid on a timely basis; 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 2010 Issues

- The County government has responded to population growth and the increasing demand for services by approving enhancements to County services and an expanded Capital Improvement Program.
- Financial management staff will continue to monitor the Governmental Accounting Standard Board's various pronouncements to determine the future impact on the Comprehensive Annual Financial Report.
- The Capital Improvements Program for general government and the school system requires greater allocation of resources in order to maintain and/or reduce the County's cost of capital improvements.
- The loss of administrative assistance will challenge remaining staff with additional workload and will impact service delivery.

FY 2010 Goals

- Continue migrating from payment of vendors by check to payment through the Automated Clearing House.
- Continue the conversion to an efficient document management system to streamline the vendor payment process. At the end of FY 09 the implementation was 65% complete,
- Manage the debt issuance process and maintain debt limits set by the Board of Supervisors.
- Install financial management sub-systems in other departments to aid in the automation of the general government.
- Apply system enhancements to the current time and attendance program.
- Implement GASB Pronouncements 49 and 51.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,535,482	\$1,670,380	\$1,816,115	\$1,992,000	\$1,868,000
Operations & Maintenance	1,503,753	1,380,870	1,363,848	1,737,000	1,521,000
Total Expenditures	\$3,039,235	\$3,051,250	\$3,179,963	\$3,729,000	\$3,389,000
Revenues					
Use Of Money & Property	\$124,750	\$165,449	\$153,818	\$0	\$0
Charges For Services	189	184	261	0	0
Miscellaneous Revenue	16,672	88,504	94,772	91,000	91,000
Recovered Costs	1,281	0	0	10,000	10,000
State Shared Expenses	0	0	39,706	0	0
Federal Categorical Aid	18,226	0	0	0	0
Other Financing Sources	0	0	0	0	90,000
Total Revenues	\$161,118	\$254,137	\$288,557	\$101,000	\$191,000
Foster Care Reimbursement Fund	\$11,484	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$2,866,633	\$2,797,113	\$2,891,406	\$3,628,000	\$3,198,000
FTE Summary	20.00	20.00	22.80	21.30	20.55



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Management and Financial Services
Accounting & Financial Analysis

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	86,044	93,726	95,000	97,000
• Number of Operating Checks	95,471	97,777	103,000	105,000
Objective: Minimize the cost of borrowing to the County.				
• Net Debt issuance per year	\$197,076,000	\$22,249,818	\$195,890,000	\$182,795,000
• Number of debt issues	6	3	5	5



Management and Financial Services

Human Resources Training

Description

The Training program is focused on identifying skills and implementing needed training to enhance workforce productivity, customer service competencies and leadership development. The training staff assesses organizational needs and develops training activities to support a learning environment of skilled employees who deliver quality County services. The curriculum provides knowledge and skills development to employees in the areas of policies, laws, and regulations; employee relations, customer service, management, leadership and other competencies. The core competency skills program is a focused approach ensuring employees receive training on specific skill sets.

Budget Overview

FY 2010 Issues

- Work force demographics, the realization of turnover and retirements of key employees and positions resulted in a County-wide committee focused on workforce planning. This program is designed to address critical functions and various approaches to manage the transfer of knowledge, issues, and business continuity.
- Employee expectations for professional development will continue to place greater demand on learning program offerings in order to attract and retain a high performing workforce.
- The findings of a training needs assessment of County staff has resulted in the development of specific programs for the next several years. These programs are centered on core competency training model, use of training technology, and a greater focus on specific skills training such as writing, problem solving, critical thinking, time management, project management, and communication.
- Loss of the Training Coordinator will challenge remaining staff to meet required timelines and service delivery.

FY 2010 Goals

- Development of a curriculum based on the County-wide core competency training model, identified program needs, and a curriculum delivery schedule.
- Evaluate training technology and seek opportunities to deliver learning opportunities using a blended delivery format in a cost effective manner.
- Continue delivery and enhancement of leadership and supervisory training programs.
- Implement a critical thinking and problem solving training program, as part of the Core Competency Training Model.
- Develop a workforce development program to include a formal mentoring program.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$341,901	\$448,005	\$519,594	\$480,000	\$362,000
Operations & Maintenance	176,427	227,362	205,863	235,000	237,000
Capital Outlay & Capital Acquisitions	61,289	48,634	0	0	0
Total Expenditures	\$579,617	\$724,001	\$725,457	\$716,000	\$599,000
 Total Local Tax Funding	 \$579,617	 \$724,001	 \$725,457	 \$716,000	 \$599,000
 FTE Summary	 3.81	 3.81	 3.80	 3.00	 2.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Management and Financial Services
Human Resources Training

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Engage supervisors in the development and progress of staff.				
• Number of participants in supervisor follow-up program	28	30	28	25
Objective: Enhance supervisors' skills in order to create a work environment that retains and develops staff.				
• Number of supervisors trained	564	414	750	500
Objective: Provide new employees with Human Resources and Benefits information to immediately engage them in the County workforce.				
• Number of participants in New Employee Orientation	506	365	350	300



Management and Financial Services Budget Analysis & Research

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 County-wide grants management and development program. This program also conducts management analysis, performance measurement, fiscal impact analysis and special projects for County staff and officials.

Budget Overview

FY 2010 Issues

- This division serves as the County government's primary resource for research, providing support to County Administration and departments for a variety of special projects using existing staff.
- The development and implementation of the County budget is an increasingly challenging task given the continuing changes to the size and complexity of the County government, and reductions in staffing.
- Declining revenues create significant difficulties in maintaining current service delivery levels.
- The County government's reductions in services and staffing this fiscal year, and forecast declining revenues for FY 11, will place a growing demand on division staff to provide accurate and timely analyses to explore alternative revenue options and expenditure reductions.
- Grants management resources, both within Budget Analysis & Research Division and County-wide, will be stretched during FY 10 with the oversight and management of the many stimulus grants and programs coming online.
- Changes experienced in the County government in recent years brought a heightened need for more effective measurement of program effectiveness. Division staff will continue working to implement management direction to bring more transparency to agencies' activities.

FY 2010 Goals

- Work with County departments and the School system to successfully implement the FY 10 budget and develop an FY 11 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, technical advice on a variety of research topics and projects.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,061,013	\$1,294,586	\$1,493,883	\$1,608,000	\$1,293,000
Operations & Maintenance	216,088	225,114	295,285	409,000	360,000
Capital Outlay & Capital Acquisitions	49,000	49,000	0	0	0
Total Expenditures	\$1,326,101	\$1,568,700	\$1,789,168	\$2,017,000	\$1,653,000
Revenues					
Other Financing Sources	\$0	\$0	\$0	\$67,000	\$0
Total Revenues	\$0	\$0	\$0	\$67,000	\$0
Total Local Tax Funding	\$1,326,101	\$1,568,700	\$1,789,168	\$1,950,000	\$1,653,000
FTE Summary	14.30	14.30	13.20	14.70	12.45



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Management and Financial Services
Budget Analysis & Research

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Develop timely and effective services for division clients based on management direction and established priorities.				
• Overall Client Survey Satisfaction Rating (out of 5.00)	3.50	3.50	4.00	3.50
Objective: Develop internal advisory bodies, grants application procedures and information on current grant-funded activities. Identify new outside grant opportunities to help defray and augment County services by at least \$1,000,000.				
• New Grant Opportunities	\$3,200,000	\$7,986,477	\$2,800,000	\$3,000,000
• Number of Employees Participating in Grant Training Programs	86	128	54	60
Objective: Provide quarterly revenue, expenditure analysis to County departments and management, and maintain a positive fiscal environment.				
• Budget Adjustments Processed	4,516	4,660	3,750	4,800
• Finance/Government Services Committee Updates	3	3	3	11
• General Fund Performance - Expenditures	98%	99%	90%	95%
• General Fund Performance - Revenue	102%	106%	100%	105%



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Management and Financial Services

Procurement

Description

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

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

Budget Overview

FY 2010 Issues

- Procurement is affected by vacancies within the 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. It is anticipated they will again be proposed in the 2009 session. In addition, lawmakers regularly amend applicable laws, such as the Virginia Public Procurement Act (VPPA), the Public-Private Education Facilities and Infrastructure Act (PPEA), and the Public-Private Transportation Act (PPTA), requiring revisions to County policies and procedures.

FY 2010 Goals

- Implement spend analysis program.
- Develop comprehensive Procurement manual.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$826,608	\$1,050,504	\$992,697	\$1,151,000	\$1,056,000
Operations & Maintenance	209,648	89,032	49,584	117,000	116,000
Total Expenditures	\$1,036,256	\$1,139,536	\$1,042,281	\$1,269,000	\$1,172,000
Revenues					
Charges For Services	\$0	\$3,750	\$0	\$0	\$0
Miscellaneous Revenue	9,352	11,137	13,345	9,000	9,000
Other Financing Sources	0	0	193,431	0	0
Total Revenues	\$9,352	\$14,887	\$206,776	\$9,000	\$9,000
Total Local Tax Funding	\$1,026,904	\$1,124,649	\$835,505	\$1,260,000	\$1,163,000
FTE Summary	12.54	13.54	13.03	13.53	12.28



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Management and Financial Services
Procurement

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide continuous innovation and improvements in efficiency and effectiveness. Achieve and maintain benchmark standards for purchases by departments under delegated authority.				
• Average number of weeks to process IFBs/RFPs	19	12	14	15
• Cost per Dollar purchased	\$0.01	\$0.01	\$0.01	\$0.01
• External Customer Satisfaction	4.80	4.40	4.80	4.80
• Internal Customer Satisfaction	90%	100%	98%	100%
• New Term Contracts	9	6	5	4
• Number of IFBs/RFPs Issued	60	77	60	60
• Percent of Purchases by Departments via Delegated Authority	72.00%	74.83%	75.00%	76.00%
• Percentage of the value of Delegated Authority purchases compared to the total value of all purchases	11.00%	7.78%	10.00%	10.00%



Public Information

Public Information

Community Relations

Public Information/Cable TV



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Public Information

Mission Statement

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

Description

The Office of Public Information coordinates a broad range of public information and community outreach activities for the County Government, including programs to promote effective communication with the public through the news media; maintains the County website, publications, and cable television channel; and responds to requests for information from the public. It plays a core role in disseminating information to the public to help ensure public safety during actual and potential emergencies. The office coordinates internal communications activities to ensure effective flow of information within the County organization. The office oversees community relations programs to foster effective two-way communication between residents and the County Government, to engage Loudoun County citizens in the governmental process, to promote volunteerism by individuals and families, and to facilitate community efforts to solve problems. The office is also responsible for the administration of cable television and open video system (OVS) franchises, the reception desk at the County Government Center, and the main telephone switchboard for the general county government.

Budget Overview

FY 2010 Issues

- The Public Information Office will face the challenge of meeting the demands of a growing population for timely, accurate, and complete information about County issues and programs.
- The office will continue to make innovative use of new technologies to communicate with the public and the County workforce.
- The cable television administration program will oversee the enforcement of new cable franchise agreements with Verizon and Comcast.

FY 2010 Major Goals

- Increase the value of volunteer work in the community by 5% over FY 09.
- Continue to support a high quality Leadership Loudoun program as measured by surveys of participants.
- Produce and distribute 300 news releases resulting in over 1,000 media placements valued at over \$160,000.
- Actively promote a complete count in the 2010 Census, to ensure that as many Loudoun residents as possible are counted.
- Respond to 100% of inquiries from the public and media within 24 hours.
- Continue to build on the Loudoun County Website to make it a primary source of information for residents and increase usage of the website by 5%.
- Successfully administer two cable television franchise agreements.

FY 2009 Major Achievements

- Expanded Loudoun's online volunteer database.
- Increased value of contributions received through Volunteer Services' Make a Difference Day.
- Coordinated logistical and promotional support for community outreach efforts of energy awareness initiatives and the Loudoun Youth Initiative.
- Won a national award for the County's annual report and the County received two national awards for its website.
- Added more features to Loudoun County website and experienced increased usage.
- Assumed responsibility for administration of the reception desk in the Government Center lobby and the County's main telephone switchboard function.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Public Information

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$368,484	\$393,964	\$483,945	\$528,000	\$549,000
Operations & Maintenance	433,425	363,444	293,809	258,000	215,000
Total Expenditures	\$801,909	\$757,408	\$777,754	\$786,000	\$764,000
Revenues					
Other Local Taxes	\$26,821	\$160,435	\$0	\$0	\$0
Miscellaneous Revenue	100,000	0	0	0	0
Total Revenues	\$126,821	\$160,435	\$0	\$0	\$0
Local Tax Funding	\$675,088	\$596,973	\$777,754	\$786,000	\$764,000
FTE Summary	4.80	4.80	4.80	6.80	6.80

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Office of Public Information includes a reduction of \$22,000 in Local Tax Funding. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 08: Mid-year: 2.00 FTE was transferred to Public Information Office from Department of Information Technology and Department of General Services for Customer Service Representatives.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Public Information

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Relations	\$201,196	\$201,730	\$270,402	\$313,000	\$331,000
Public Information/Cable TV	600,713	555,678	507,352	473,000	433,000
Total Expenditures	\$801,909	\$757,408	\$777,754	\$786,000	\$764,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Public Information/Cable TV	\$126,821	\$160,435	\$0	\$0	\$0
Total Revenues	\$126,821	\$160,435	\$0	\$0	\$0
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Relations	\$201,196	\$201,730	\$270,402	\$313,000	\$331,000
Public Information/Cable TV	473,892	395,243	507,352	473,000	433,000
Total Local Tax Funding	\$675,088	\$596,973	\$777,754	\$786,000	\$764,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Relations	2.00	2.00	2.00	4.00	4.00
Public Information/Cable TV	2.80	2.80	2.80	2.80	2.80
Total FTE	4.80	4.80	4.80	6.80	6.80



Public Information Community Relations

Description

This program oversees community relations programs to foster effective two-way communication between residents and the County Government, engage Loudoun County citizens in the governmental process, promote volunteerism by individuals and families, and facilitate community efforts to solve problems. The Volunteer Loudoun program matches volunteers with community needs, recognizes Loudoun's outstanding volunteers, and promotes and recognizes student volunteers. It also provides support to the Volunteer Loudoun Board. The Community Relations staff coordinates the Leadership Loudoun program, which educates, develops and connects community leaders, and provides support to the Leadership Loudoun Board. The program coordinates community meetings and forums, and supports special initiatives such as Energy Awareness and the 2010 Census. The Community Relations program is also responsible for administration of the main reception desk in the Government Center lobby and the main County telephone switchboard.

Budget Overview

FY 2010 Issues

- The Community Relations program will continue to coordinate the Volunteer Loudoun and Leadership Loudoun programs, and will continue to provide staff support to the non profit boards for these programs.
- The program will also coordinate community meetings and forums as needed. It is expected that the Community Relations program will continue to provide logistical and promotional support for Energy Awareness and Conservation efforts.
- The Community Relations program will be active in promoting a complete count in the 2010 Census, to ensure that as many Loudoun residents as possible are counted.
- The Community Relations staff is increasingly involved with local and regional emergency preparedness efforts and planning for the coordination of volunteers in emergency situations.

FY 2010 Goals

- Conduct community outreach activities to keep residents informed about local government issues and engaged in solving community problems.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$134,773	\$140,466	\$214,339	\$252,000	\$270,000
Operations & Maintenance	66,423	61,264	56,063	62,000	61,000
Total Expenditures	\$201,196	\$201,730	\$270,402	\$313,000	\$331,000
 Total Local Tax Funding	 \$201,196	 \$201,730	 \$270,402	 \$313,000	 \$331,000
 FTE Summary	 2.00	 2.00	 2.00	 4.00	 4.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Public Information
Community Relations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Continue to support a quality Leadership Loudoun program for citizen education and engagement by helping achieve a 100% favorable rating by program participants.				
• Leadership Loudoun percentage of favorable rating	95%	100%	100%	100%
• Number of participants	29	26	25	25
Objective: Provide excellent customer service by responding to 100% of inquiries within 24 hours.				
• Inquiries responded to within 24 hours by percent	99.00%	99.75%	100.00%	100.00%
• Number of participants in community forums	2,170	410	250	250
• Number of service guides distributed	20,834	18,601	20,000	15,000
Objective: Promote more volunteerism in the community by increasing the value of volunteer referrals and connections by 5% annually, based on national standards for estimating the value of volunteer work.				
• Number of volunteer placements	2,591	2,473	2,597	2,726
• Volunteer estimated value (in millions of dollars)	\$9.40	\$8.70	\$9.10	\$9.50



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

**Public Information
Public Information/Cable TV**

Description

This program promotes effective communication with the public through the news media, County website, and publications. The Public Information Office responds to requests for information from the public, and plays a core role in disseminating information to the public to help ensure public safety during actual and potential emergencies. The office coordinates internal communications activities to ensure effective communication of information within the County organization. The office also administers franchises for cable television and open video systems (OVS), responds to complaints and questions from cable and OVS customers, and works with the operators to resolve problems and to ensure that the operators are in compliance with the franchise agreements. It also provides administrative support to the Cable Television and Open Video System Commission, produces programming for the government access channel (Channel 23), and posts announcements on the channel's bulletin board.

Budget Overview

FY 2010 Issues

- The public increasingly expects that timely information will be available 24 hours per day on the County website. Expectations of the public increase the need to quickly process and disseminate a large amount of information in a short period of time.
- In light of the growing Hispanic population in Loudoun County, there will be increasing need for bilingual publications which would affect staff time for translation and printing costs.
- As the County population continues to grow, the demand for information will also continue to increase.
- The Public Information Office will continue to explore innovative ways of using the website and other technologies to communicate quickly and effectively with the public. The web-based Alert Loudoun System has helped meet the demand for timely information in certain categories.
- While the County disseminates a large number of press releases every year, it is in increasing competition with other government agencies and nonprofit organizations for a declining amount of free newspaper space and airplay.
- Recent changes in the local media market have resulted in a reduction of the amount of free newspaper space and radio airtime available for announcements from the County.
- The Public Information Office has taken over the responsibility for programming the government access channel bulletin board and replays of the videotaped Board of Supervisors meetings from the cable operator.
- With a growing focus on emergency preparedness, it is expected that the Public Information Office staff will see increasing demands for staff training and the creation of emergency preparedness materials.

FY 2010 Goals

- Make innovative use of new technologies to increase the effectiveness of two-way communication between the County government and those who live and work in Loudoun County.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$233,711	\$253,498	\$269,606	\$277,000	\$279,000
Operations & Maintenance	367,002	302,180	237,746	196,000	154,000
Total Expenditures	\$600,713	\$555,678	\$507,352	\$473,000	\$433,000
Revenues					
Other Local Taxes	\$26,821	\$160,435	\$0	\$0	\$0
Miscellaneous Revenue	100,000	0	0	0	0
Total Revenues	\$126,821	\$160,435	\$0	\$0	\$0
Total Local Tax Funding	\$473,892	\$395,243	\$507,352	\$473,000	\$433,000
FTE Summary	2.80	2.80	2.80	2.80	2.80



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Public Information
Public Information/Cable TV

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Continue to increase the usage of the County website as a primary source of information for residents by increasing the number of website page views by 5% annually.				
• Number of discrete website visits in millions.	40.10	27.90	30.70	32.20
• Number of web pages posted	3,008	5,849	3,000	3,000
Objective: Increase use of government access channel to inform residents through video programming and bulletin board announcements by increasing the value of programming on the channel by 5% annually, compared to the costs of buying airtime for comparable programming.				
• Announcements on Government Access bulletin board	108	118	124	130
• Hours of cable programming produced	5.50	6.00	5.00	5.00
Objective: Increase the value of press releases placed in the media by 5% annually by increasing the number of written, distributed, and placed press releases.				
• Estimated value of media placement	\$188,161	\$152,169	\$159,777	\$167,765
• Number of media placements of press releases	1,433	1,117	1,173	1,231
• Number of press releases	408	367	350	367



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer

Treasurer

Project Fairness/Cost Recovery

Collection of County Revenue

Investment & Safeguarding County Funds

Accounting of Funds



Loudoun County Government FY 2010 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; investing and safeguarding County funds; reconciliation of County funds; providing quality customer services to tax payers and county and school personnel; and ensuring vehicle registration compliance.

Description

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

Budget Overview

FY 2010 Issues

- As the population continues to increase, the Treasurer's Office faces the challenge of responding to taxpayer inquiries, either by phone or email, as well as handling more than 800,000 annual payments without increasing staff in a tight economic environment.
- The Treasurer is also challenged with finding ways to continue to automate tax collections, using limited DIT and monetary resources for automation projects.
- The Treasurer's tax system is extremely antiquated and, if funding is approved, will be replaced no sooner than 2011. In preparation for this implementation, the limited DIT resources will be even more pressed to document all processes of the old system, leaving less and less time for necessary changes to be made to the current system for continued automation of collection and payment postings.
- Real and personal property delinquency rates in Loudoun County are currently among the lowest in Northern Virginia. The Treasurer's Office will continue to actively collect delinquent accounts in order to maintain these low rates throughout this tight economic climate.
- While revenue decreases, use of County fiscal reserves will increase to pay expenses. The Treasurer must continue to wisely invest county funds to obtain the highest yield with minimal risk.

FY 2010 Major Goals

- Provide outstanding customer service to County citizens, as well as county departments and staff.
- Continue to maintain or decrease delinquency rate in a tough economic climate.
- Provide taxpayers with an "e-bill" whereby taxpayers will receive their personal property and real estate tax bills electronically via email providing them with the convenience of paying online.
- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Commence RFP process of new tax software enabling more flexibility and use of less DIT resources.
- Implement automated attendant system whereby taxpayers can call in before and after hours and pay taxes.
- Continue to ensure fiscal integrity.
- 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 2009 Major Achievements

- Implemented new address verification system, greatly reducing amount of returned mail per tax billing. This has resulted in a cost savings of over \$20,000.
- In conjunction with Animal Shelter, worked to administer new dog license legislation and transition to permanent dog tags with payment to coincide with rabies vaccine expiration date.
- Recommended and administrated new ordinance giving one free decal to all law enforcement living within the County.
- Implemented state-of-the-art Investment Portfolio tracking system.
- Implemented paper reduction measures significantly reducing the amount of reports and sheets by approximately 230 sheets (40 reports) per day.
- Reduced the number of outstanding checks submitted as unclaimed property filing by 21% or 350 checks.
- Worked with software consultants to map out procurement process for new tax software.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Treasurer

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,389,178	\$2,554,201	\$2,755,624	\$2,933,000	\$2,896,000
Operations & Maintenance	688,431	763,100	675,837	931,000	928,000
Capital Outlay & Capital Acquisitions	42,500	73,720	46,220	45,000	36,000
Total Expenditures	\$3,120,109	\$3,391,021	\$3,477,681	\$3,908,000	\$3,860,000
Revenues					
General Property Taxes	\$426,331	\$490,517	\$627,797	\$490,000	\$490,000
Other Local Taxes	4,900,542	5,064,248	5,189,600	5,001,000	5,000,000
Fines & Forfeitures	218,657	125,914	100,298	45,000	45,000
Use Of Money & Property	10,703,429	15,619,081	12,535,469	7,000,000	3,000,000
Charges For Services	219,488	122,291	117,875	120,000	115,000
Miscellaneous Revenue	36,967	18,935	19,466	18,000	18,000
Recovered Costs	5,178	5,133	5,640	1,000	1,000
State Non-categorical Aid	564,030	347,755	0	0	0
State Shared Expenses	329,703	366,493	393,318	410,000	410,000
Other Financing Sources	0	1	0	0	0
Total Revenues	\$17,404,325	\$22,160,368	\$18,989,463	\$13,084,000	\$9,079,000
Local Tax Funding	\$(14,284,216)	\$(18,769,347)	\$(15,511,782)	\$(9,176,000)	\$(5,219,000)
FTE Summary	39.34	40.34	40.34	42.00	42.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Office of the Treasurer includes no reductions for this department. The FY 2010 Adopted Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

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

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

FY 08 Mid-Year: The Board added 1.00 FTE for an accounting specialist and 0.66 FTE for a courier.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Fairness/Cost Recovery	\$115,055	\$86,510	\$72,062	\$92,000	\$93,000
Collection of County Revenue	2,385,416	2,596,178	2,621,388	2,961,000	2,917,000
Investment & Safeguarding County Funds	226,648	271,505	284,402	322,000	323,000
Accounting of Funds	392,990	436,828	499,829	533,000	527,000
Total Expenditures	\$3,120,109	\$3,391,021	\$3,477,681	\$3,908,000	\$3,860,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Fairness/Cost Recovery	\$1,359,743	\$1,127,476	\$936,263	\$635,000	\$635,000
Collection of County Revenue	5,341,278	5,413,860	5,517,831	5,449,000	5,444,000
Investment & Safeguarding County Funds	10,703,304	15,619,032	12,535,369	7,000,000	3,000,000
Total Revenues	\$17,404,325	\$22,160,368	\$18,989,463	\$13,084,000	\$9,079,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Fairness/Cost Recovery	\$(1,244,688)	\$(1,040,966)	\$(864,201)	\$(543,000)	\$(542,000)
Collection of County Revenue	(2,955,862)	(2,817,682)	(2,896,443)	(2,488,000)	(2,527,000)
Investment & Safeguarding County Funds	(10,476,656)	(15,347,527)	(12,250,967)	(6,678,000)	(2,677,000)
Accounting of Funds	392,990	436,828	499,829	533,000	527,000
Total Local Tax Funding	\$(14,284,216)	\$(18,769,347)	\$(15,511,782)	\$(9,176,000)	\$(5,219,000)
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Project Fairness/Cost Recovery	1.76	1.76	2.90	0.90	0.90
Collection of County Revenue	30.75	31.75	29.89	32.55	32.55
Investment & Safeguarding County Funds	1.94	1.94	1.95	1.95	1.95
Accounting of Funds	4.89	4.89	5.60	6.60	6.60
Total FTE	39.34	40.34	40.34	42.00	42.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Project Fairness/Cost Recovery

Description

The Project Fairness program is a joint effort between the Treasurer's Office and the Sheriff's Office with input from 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.

Budget Overview

FY 2010 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.

FY 2010 Goals

- 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 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$86,836	\$66,132	\$55,918	\$59,000	\$60,000
Operations & Maintenance	28,219	20,378	16,144	33,000	33,000
Total Expenditures	\$115,055	\$86,510	\$72,062	\$92,000	\$93,000
Revenues					
General Property Taxes	\$426,331	\$490,517	\$627,797	\$490,000	\$490,000
Other Local Taxes	150,725	163,290	208,168	100,000	100,000
Fines & Forfeitures	218,657	125,914	100,298	45,000	45,000
State Non-categorical Aid	564,030	347,755	0	0	0
Total Revenues	\$1,359,743	\$1,127,476	\$936,263	\$635,000	\$635,000
Total Local Tax Funding	\$(1,244,688)	\$(1,040,966)	\$(864,201)	\$(543,000)	\$(542,000)
FTE Summary	1.76	1.76	2.90	0.90	0.90



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Project Fairness/Cost Recovery

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	11,521	12,738	12,000	12,000
• Number of violation notices issued	2,257	2,617	3,200	2,650
• Number of warning notices issued	14,630	15,827	14,500	15,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

**Treasurer
Collection of County Revenue**

Description

The Treasurer's Office is the focal point for collection of all County and School revenue, including real and tangible personal property taxes, and serves as the depository for all cash receipts. 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 2010 Issues

- The Treasurer's tax software is extremely antiquated, requiring highly specialized DIT resources and a large amount of time to make changes and updates to the system. Although a replacement of the system is pending, it will likely be several years before a new system is completely implemented.
- 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.
- Although real estate assessments are declining, personal property tax accounts are increasing which means the Treasurer is tasked with finding ways to continue to automate to meet increase in taxpayer traffic.
- The Treasurer's Office is extremely sensitive to both State Tax Code and County Ordinance changes. When changes occur, the office educates the public and implements new processes and procedures to accommodate such changes.

FY 2010 Goals

- Provide outstanding customer service to County citizens, as well as county departments and staff.
- Continue to maintain or decrease delinquency rate for personal and real property.
- Provide taxpayers with "e-bill" whereby taxpayers will receive their personal property and real estate tax bills electronically via email providing them with the convenience of paying online.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,718,942	\$1,839,333	\$1,977,249	\$2,115,000	\$2,081,000
Operations & Maintenance	623,974	706,385	621,179	824,000	823,000
Capital Outlay & Capital Acquisitions	42,500	50,460	22,960	21,000	13,000
Total Expenditures	\$2,385,416	\$2,596,178	\$2,621,388	\$2,961,000	\$2,917,000
Revenues					
Other Local Taxes	\$4,749,817	\$4,900,958	\$4,981,432	\$4,901,000	\$4,900,000
Use Of Money & Property	125	50	100	0	0
Charges For Services	219,488	122,291	117,875	120,000	115,000
Miscellaneous Revenue	36,967	18,935	19,466	18,000	18,000
Recovered Costs	5,178	5,133	5,640	1,000	1,000
State Shared Expenses	329,703	366,493	393,318	410,000	410,000
Total Revenues	\$5,341,278	\$5,413,860	\$5,517,831	\$5,449,000	\$5,444,000
Total Local Tax Funding	\$(2,955,862)	\$(2,817,682)	\$(2,896,443)	\$(2,488,000)	\$(2,527,000)
FTE Summary	30.75	31.75	29.89	32.55	32.55



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Collection of County Revenue

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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)	\$739.00	\$776.60	\$739.00	\$650.00
• Number of Accounts Levied (in thousands)	884.90	912.00	929.00	920.00
• Tax Value Collected in Dollars (current and delinquent in millions)	\$691.60	\$790.30	\$726.60	\$650.00
• Tax Value Collected Online in Dollars (in millions)	\$30.80	\$39.70	\$44.90	\$35.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Investment & Safeguarding County Funds

Description

The Treasurer's Office strives to obtain the highest possible yield on available County assets, consistent with constraints imposed by its safety objectives, cash flow considerations and the County's Investment Policy. The program maintains the County's primary banking relationship and associated services. The Loudoun County Finance Board, whose members are designated by the Code of Virginia, reviews the County's investment holdings and activities and provides program guidance.

Budget Overview

FY 2010 Issues

- While revenues within the County decrease, managing cash flows with expenditures becomes more of a challenge while trying to balance prudent investing with liquidity.
- 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 half a basis point by maximizing the use of available investment tools.

FY 2010 Goals

- Continue working with external brokers and banking community to achieve highest and safest investment returns in limited cash-flow environment.
- Work in conjunction with Management and Financial Services to establish cash flow policies and procedures ensuring ample liquidity to meet expenditures.
- The County's primary investment objective is to preserve capital and liquidity.
- Continue to monitor bank ratings for possible exposure of non-compliance with banking policies.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$196,149	\$216,146	\$227,443	\$233,000	\$235,000
Operations & Maintenance	30,499	32,099	33,699	65,000	65,000
Capital Outlay & Capital Acquisitions	0	23,260	23,260	23,000	23,000
Total Expenditures	\$226,648	\$271,505	\$284,402	\$322,000	\$323,000
Revenues					
Use Of Money & Property	\$10,703,304	\$15,619,031	\$12,535,369	\$7,000,000	\$3,000,000
Other Financing Sources	0	1	0	0	0
Total Revenues	\$10,703,304	\$15,619,032	\$12,535,369	\$7,000,000	\$3,000,000
Total Local Tax Funding	\$(10,476,656)	\$(15,347,527)	\$(12,250,967)	\$(6,678,000)	\$(2,677,000)
FTE Summary	1.94	1.94	1.95	1.95	1.95



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Investment & Safeguarding County Funds

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	21%	20%	30%	30%
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)	\$296.00	\$300.30	\$296.00	\$180.00
• Average rate of return	5.38%	5.27%	3.00%	1.00%
• Benchmark rate of return	4.85%	3.62%	2.75%	0.25%



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Accounting of Funds

Description

The Treasurer's Office manages the disbursement of all County and School funds, including refunds and operating expenditures. The disbursement of funds consists of verifying funding, disbursing checks and reconciling the County's primary bank accounts. The division also attempts to research and resolve outstanding checks before submission to the Commonwealth's Unclaimed Property report.

Budget Overview

FY 2010 Issues

- Although the County is seeking to replace their antiquated tax and financial systems; currently most 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.

FY 2010 Goals

- Continue to reduce amount of checks submitted for Unclaimed Property.
- Reconcile the County's 34 bank statements within 60 days of month end.
- Strive to approve tax refunds as expediently as possible in tight economic climate.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$387,251	\$432,590	\$495,014	\$526,000	\$520,000
Operations & Maintenance	5,739	4,238	4,815	8,000	7,000
Total Expenditures	\$392,990	\$436,828	\$499,829	\$533,000	\$527,000
 Total Local Tax Funding	 \$392,990	 \$436,828	 \$499,829	 \$533,000	 \$527,000
 FTE Summary	 4.89	 4.89	 5.60	 6.60	 6.60



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Treasurer
Accounting of Funds

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Research and process payment re-application or authorize real property, personal property and business.				
• Average number of outstanding checks per month	8,125.00	7,841.33	8,500.00	7,500.00
• Number of accounting entries	21,681	32,078	23,000	28,000
• Number of tax refunds authorized	44,500	37,588	46,900	34,000
Objective: Monitor and verify all County disbursements and receipts. Reconcile the County's 42+ bank statements within 60 days of month end.				
• Percentage of bank reconciliations completed in 60 days	100%	100%	100%	100%



Public Safety and Judicial Administration

PUBLIC SAFETY AND JUDICIAL ADMINISTRATION SUMMARYPage 2 – 1

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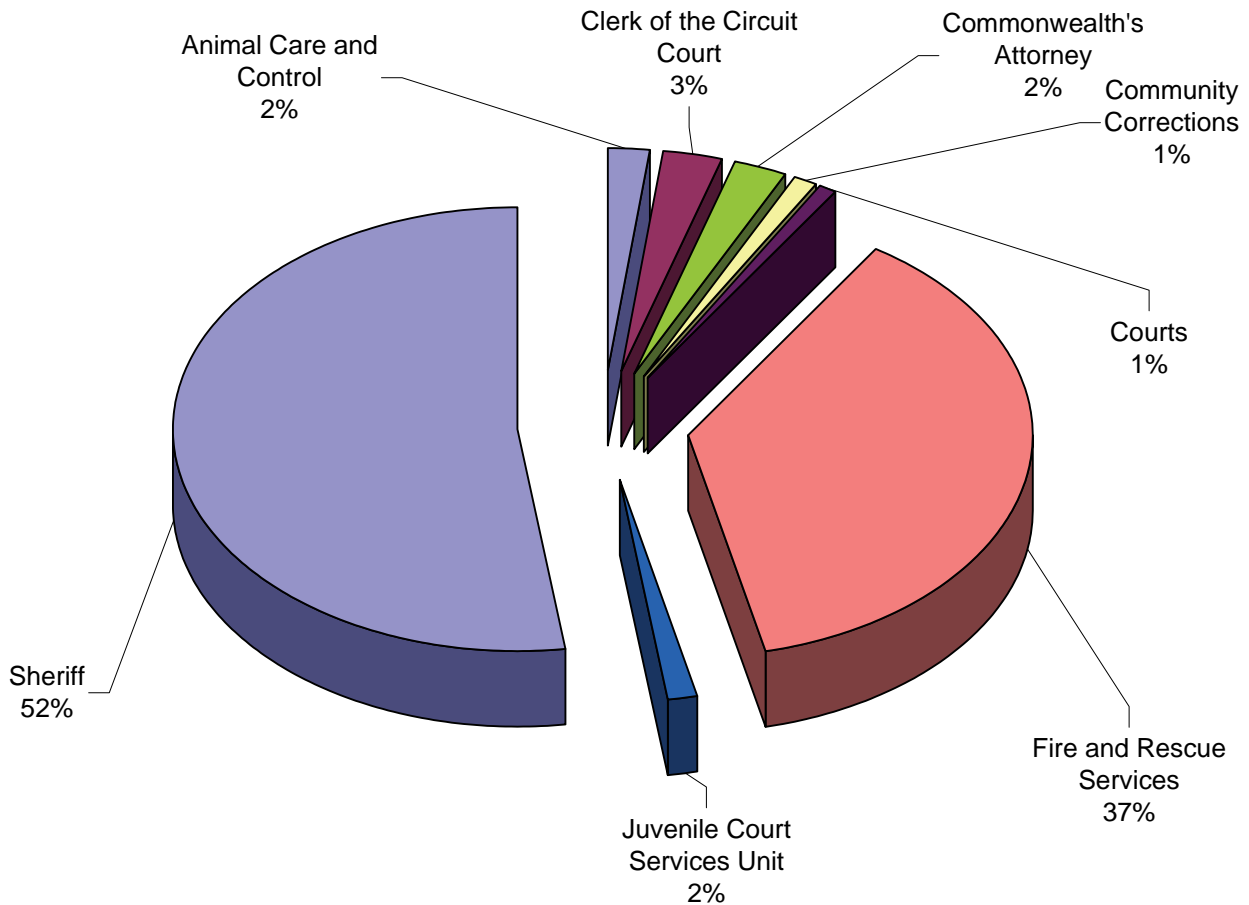
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PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2010 ADOPTED EXPENDITURES



Public Safety & Judicial Administration Historical Expenditures

Public Safety & Judicial Administration	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Animal Care and Control	\$2,063,288	\$2,305,734	\$2,580,331	\$2,863,000	\$ 2,537,000
Clerk of the Circuit Court	2,851,725	3,093,013	3,384,260	3,562,000	3,582,000
Commonwealth's Attorney	2,536,930	2,848,805	2,983,842	3,206,000	3,206,000
Community Corrections	1,129,282	1,225,545	1,464,813	1,777,000	1,777,000
Courts	828,630	940,916	937,981	1,077,000	1,077,000
Fire and Rescue Services	38,454,743	42,514,705	45,724,358	48,699,000	48,699,000
Juvenile Court Services Unit	1,648,636	1,839,982	1,801,440	1,999,000	1,999,000
Sheriff	49,066,927	57,744,306	64,874,333	68,580,000	68,580,000
Total Public Safety & Judicial Administration	\$98,580,161	\$ 112,513,006	\$ 123,751,358	\$ 131,763,000	\$ 131,457,000



NOTES



Animal Care and Control

Animal Care and Control

Animal Shelter

Animal Control



Animal Care and Control

Mission Statement

The Department of Animal Care and Control is dedicated to serve and protect the public's health and safety and to assure the welfare of animals by promoting and providing for their safe, humane and lawful treatment.

Description

The Department of Animal Care and Control is organized into two program areas – Animal Shelter Operations and Animal Control Operations. The Animal Shelter, which is in Waterford, Virginia, is staffed 365 days a year to accomplish its mission of promoting and providing for the safe, humane and lawful care and treatment of companion animals. 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 care and welfare educational information. Volunteers provide critical support to departmental enrichment and socialization programs as well as participation in adoption events and programs. Animal Control Officers enforce the Comprehensive Animal Laws of Virginia and local ordinances 24-hours-a-day, 7-days-a-week. Animal Control staff serves as a resource to the community on companion animal care and safety issues, pet owners in need of financial assistance, and for wildlife issues and/or concerns effecting Loudoun County residents.

Budget Overview

FY 2010 Issues

- The Department faces growing demands for service as a result of residential sprawl and commercial growth. Being accessible to the eastern and southern parts of the County continues to be an issue.
- The Department is increasingly challenged in maintaining levels of service to the animals in its care especially with the growing number of animal control cases involving inadequate care of horses, livestock and poultry.
- The growing costs for animal related services in the community and other economic related issues have impacted animal control operations and the number of animals that are surrendered to the Animal Shelter. This impact has been felt throughout the state and nationally resulting in fewer options for animal placements.
- The increasing animal related call volume in the Leesburg and Western areas of the County has resulted in increased response times for high call volume areas including the eastern parts of the County.
- The increasing demands for immediate response especially with wildlife issues are expected to continue.
- The increasing numbers of feral and stray cats/kittens are having a profound impact on shelter operations due to rising costs of care and disease management.
- The significant increase in dog licensing due to the new law requiring veterinarians to send rabies certificates to the Treasurer's Office has created serious administrative resource issues within the Department.

FY 2010 Major Goals

- Lower euthanasia rates by maintaining programs such as animal enrichment and rehabilitation, foster care, breed rescue and alternative placement opportunities, spay/neuter, micro-chipping and pet identification.
- Provide community outreach and educational services by developing stronger contacts and partnerships with County community service and public safety agencies and with state, regional and national organizations.
- Strive to meet increasing call for service demands throughout the County.
- Promote spay/neuter and rabies vaccinations to help lower the feral and stray cat/kitten population and increase protection for pets exposed to wildlife.
- Increase efforts to provide micro-chipping and support rabies clinics through partnerships with area veterinarians and other organizations.
- Increase opportunities for volunteer participation and integrate volunteerism in key agency programs such as behavior enrichment and rehabilitation for dogs and more social activities for cats and other animals in the shelter.
- Find alternatives for support to the CARE program and improve assistance to the less fortunate pet owners in the County.
- Develop detailed programs and procedures to respond to animal-related disaster/emergency events.

FY 2009 Major Achievements

- Successfully managed significant increase in dog licensing and implemented procedures that will be more cost effective and relieve some of the administrative burden caused by this increase.
- Prosecuted animal cruelty and/or neglect cases involving livestock and/or horses and continued to work with organizations in and outside the County to help resolve the care problems resulting from rising costs and other economic issues.



Animal Care and Control

- Hosted and participated in regional/national trainings including HSUS's Disaster Animal Response Training/Emergency Animal Sheltering, Compassion Fatigue Training, Level 2 Intern Academy: Instructors Course, Chemical Immobilization Training, Virginia Animal Control Association Conference, Advance Animal Handling Training, Animal Fighting and Legal Issues Program and Customer Service Training.
- Provided pet food, medical care, and spay/neuter services to hundreds of animals through the CARE program and the Holiday Coalition's Pet Pantry.
- Successfully designed and purchased a Mobile Adoption Vehicle to help bridge the accessibility gap between the shelter's location and eastern Loudoun.
- Held its annual Homeward Bound event with a 12-hour adopt-a-thon at which 33 animals were adopted.
- Provided information on the importance of rabies vaccination and how to reduce companion animal exposure to rabid animals and/or wildlife. Information was also provided to the public regarding wildlife issues and how to manage personal contact with these animals.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Animal Care and Control

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,618,573	\$1,807,249	\$1,906,219	\$2,155,000	\$2,024,000
Operations & Maintenance	408,627	498,485	506,014	540,000	513,000
Capital Outlay & Capital Acquisitions	0	0	168,098	168,000	0
Transfer To Central Service Fund	36,092	0	0	0	0
Total Expenditures	\$2,063,292	\$2,305,734	\$2,580,331	\$2,864,000	\$2,537,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$83,988	\$93,204	\$107,450	\$151,000	\$151,000
Fines & Forfeitures	883	3,810	3,174	3,000	3,000
Use Of Money & Property	0	35	140	0	0
Charges For Services	58,030	62,490	64,967	100,000	100,000
Miscellaneous Revenue	5,846	289	14,899	0	0
Recovered Costs	462	0	0	0	0
Other Financing Sources	27,047	15,040	13,800	201,000	0
Total Revenues	\$176,256	\$174,868	\$204,430	\$455,000	\$254,000
Local Tax Funding	\$1,887,036	\$2,130,866	\$2,375,901	\$2,409,000	\$2,283,000
FTE Summary	32.89	32.89	32.89	34.49	32.35

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Animal Care & Control includes reductions of 2.14 FTEs from the Animal Shelter with an associated decrease in local tax funding of \$110,000. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06: The Board added 1.07 FTE for an animal control officer.

FY 09: The BOS added 1.53 FTE for dispatch and an animal care technician.

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



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Animal Shelter	\$1,134,206	\$1,311,815	\$1,619,505	\$1,727,000	\$1,410,000
Animal Control	929,086	993,919	960,826	1,137,000	1,127,000
Total Expenditures	\$2,063,292	\$2,305,734	\$2,580,331	\$2,864,000	\$2,537,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Animal Shelter	\$71,468	\$62,891	\$77,843	\$287,000	\$86,000
Animal Control	104,788	111,977	126,587	168,000	168,000
Total Revenues	\$176,256	\$174,868	\$204,430	\$455,000	\$254,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Animal Shelter	\$1,062,738	\$1,248,924	\$1,541,662	\$1,439,000	\$1,324,000
Animal Control	824,298	881,942	834,239	969,000	959,000
Total Local Tax Funding	\$1,887,036	\$2,130,866	\$2,375,901	\$2,409,000	\$2,283,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Animal Shelter	21.76	21.76	21.19	21.72	19.58
Animal Control	11.13	11.13	11.70	12.77	12.77
Total FTE	32.89	32.89	32.89	34.49	32.35



Animal Care and Control

Animal Shelter

Description

The Code of Virginia, Section 3.2-6546 mandates that the governing body of each County shall maintain (or cause to be maintained) a pound in accordance with guidelines issued by the Department of Agriculture and Consumer Services. The animal shelter provides State mandated care and treatment for all unwanted, stray, abused, abandoned, and impounded animals of Loudoun County. At any given time, the facility may house hundreds of stray and abandoned dogs, cats, rabbits, exotics, small animals, birds, reptiles, equines, livestock and poultry. The shelter facilitates animal adoptions through a variety of community outreach programs, including the website, adoption events, weekly radio and television appearances, and adoption counseling efforts. Animal care and placement efforts are also facilitated through rescue partnerships, foster programs, and other programs aimed at reducing the need for euthanasia. The Department's Volunteer Program provides critical support to staff including community outreach efforts, socializing animals, assisting with the department website and administrative tasks, aiding in veterinarian transport, and performing other special duties, as needed.

Budget Overview

FY 2010 Issues

- The aging facility presents maintenance challenges to the Department's ability to be responsive to the needs of the animals housed at the facility and support to community.
- The shelter's location will continue to adversely impact accessibility for much of the eastern and southern parts of the County. The Mobile Adoption Unit deployed in these areas may help in improving overall adoption numbers.
- The increase of cruelty and neglect cases impacting companion animals as well as horses, livestock and poultry in the County has presented new challenges for the shelter resulting in unique care and welfare issues for staff and increased budgetary concerns.
- The increase in number of abandoned animals due to foreclosure, eviction and/or other economic related issues will offer new and/or changing dynamics regarding the types and/or kinds of animal brought or surrendered to the animal shelter.
- The increase costs for veterinary care, medical and food supplies, and other necessary facility and animal care products presents budgetary challenges that impact the tough decisions on the level of care it can or will be able to provide. Euthanasia of cats for medical reasons increased by 73% in FY 08 compared to FY 07.
- The increase in feral and/or stray cat and kitten population has had a serious impact on the shelter's ability to manage the animal population and reduce euthanasia totals. This cat population is a primary source for disease and viral illnesses in the animal shelter. The feral cat intake at the Shelter doubled from FY 07 to FY 08.
- The increasing demand for volunteer support of shelter programs and activities will present challenges for staff to even maintain recruitment and retention programs that encourage and provide incentives for participation.

FY 2010 Goals

- Work with foster care providers, rescue partners and other alternative resources to assist with animal welfare and promote animal adoptions to provide viable alternatives to euthanasia.
- Strive to maintain behavioral and enrichment programs to increase the number of adoptable animals available for placement and keep them adoptable for longer periods of time.
- Promote the adoption of shelter animals and other programs and/or activities that promote animal identification, vaccinations and disease prevention and control, spay/neuter and other animal care and welfare issues.
- Continue outreach efforts to promote spay/neuter programs targeted at reducing the feral and stray cat/kitten population and reduce euthanasia as a population control alternative.
- Increase opportunities for adoption of shelter animals by mobilizing to the eastern and southern parts of the County.
- Work with local veterinarians and resources outside the County to assist with reducing costs related to medical treatment of animal illness and/or injury.
- Work with County agencies to improve facility infrastructure to ensure the facility continues to provide a high level of care and welfare of sheltered animals.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control
Animal Shelter

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$900,047	\$1,035,590	\$1,142,812	\$1,237,000	\$1,111,000
Operations & Maintenance	234,159	276,225	308,595	321,000	299,000
Capital Outlay & Capital Acquisitions	0	0	168,098	168,000	0
Total Expenditures	\$1,134,206	\$1,311,815	\$1,619,505	\$1,727,000	\$1,410,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$(80)	\$(5)	\$0	\$1,000	\$1,000
Use Of Money & Property	0	35	140	0	0
Charges For Services	45,945	51,305	52,804	85,000	85,000
Miscellaneous Revenue	5,846	289	14,899	0	0
Recovered Costs	462	0	0	0	0
Other Financing Sources	19,295	11,267	10,000	201,000	0
Total Revenues	\$71,468	\$62,891	\$77,843	\$287,000	\$86,000
Total Local Tax Funding	\$1,062,738	\$1,248,924	\$1,541,662	\$1,439,000	\$1,324,000
FTE Summary	21.76	21.76	21.19	21.72	19.58



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control
Animal Shelter

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Maintain or exceed 90% satisfaction rating of good or excellent for customer service and shelter operations.				
• Number of adopter surveys	223	232	300	300
• Surveys with customer satisfaction level of GOOD or EXCELLENT	95%	94%	90%	92%
Objective: Increase the number of foster care providers and the number of animals fostered.				
• Number of animals fostered	154	161	170	175
• Number of foster care providers	17	32	21	34
Objective: Increase community outreach efforts.				
• Number of animals placed through special programs and events	104	61	65	70
• Number of email subscribers	1,449	1,408	1,675	1,750
• Number of outreach efforts to promote animal welfare	39	38	43	48
• Number of visits to website	144,271	143,457	152,000	350,000
Objective: Increase placement of adoptable animals.				
• Number of cats made available for placement	n/a	590	630	630
• Number of cats placed through adoption	592	511	618	600
• Number of dogs and cats placed through rescue partners and transfers	12	18	18	20
• Number of dogs made available for placement	n/a	242	273	255
• Number of dogs placed through adoption	258	239	265	240
• Number of other animals placed through adoption	315	209	200	225
Objective: Decrease the number of animals returned within one year of adoption.				
• Number of adopted cats returned within one year	43	29	38	34
• Number of adopted dogs returned within one year	38	34	32	32



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control
Animal Shelter

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase participation of volunteers.				
• Average number of active volunteers	60.00	55.50	42.00 ¹	44.00
• Total number of volunteer hours	2,542	5,494 ²	3,000 ¹	3,090
• Value of volunteer hours	\$50,901	\$103,017	\$65,160	\$67,114

¹ FY 09 reflects change in reporting software which will give more accurate counts. FY 07 and FY 08 were estimates.

² FY 08 utilized volunteers extensively during the horse seizure incident.



Animal Care and Control

Animal Control

Description

The Animal Control Division enforces state and local animal laws as mandated by the Code of Virginia, Section 3.2-6555. Animal Control Officers (ACOs) serve and 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, 7-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 & rescue personnel. ACOs investigate and resolve reports and/or complaints of animal cruelty and neglect through education and, when necessary, through the courts system. When available, the ACOs participate in educational opportunities at local schools and youth groups on various animal related topics including dog bite prevention and basic animal care. The Division is also responsive to request for animal related information in support of citizen programs and events sponsored by community and various residential organizations.

Budget Overview

FY 2010 Issues

- From FY 04 to FY 08, calls for service (dispatched calls) increased by over 21%; dog bites increased approximately 17%; wildlife calls are up approximately 200%, and stray pickup has increased by approximately 35%. This trend is expected to continue.
- The strategic deployment of Animal Control Officers to maximize response and resolution of animal related calls is increasingly difficult as call volume in the Leesburg area as well as Western parts of the County are now comparable to or higher than the call volume in the Eastern part of the County. The call volume in the western parts of the County is now 33.5% higher than in the east.
- The response to and investigation of cases involving cruelty, neglect, and/or abandonment are increasing both in numbers and complexity, 28% increase since FY 04. These cases can be complex often requiring multiple visits, collection of evidence and witness statements, and intensive case preparation for court.
- The increase in horse, livestock and poultry cases and/or calls for assistance has increased over the past two fiscal years. This increase appears to be a product, at least in part, to the economy. Loudoun residents have explained that the increase costs in veterinary care, hay and feed, and transportation expenses as the primary reasons for issues involving adequate care. This trend is expected to continue and possibly become more of an issue in FY 10.
- Loudoun County has had the highest number of rabies exposure in the state. There were 37 reported cases in CY 07 and this is expected to be the same or higher for CY 08. Increased public awareness and community outreach efforts will be needed to help reduce the number of human and companion animal contact with rabid animals.
- The residential and commercial development is key factors in the increase call volume not just for service but also for information and guidance. Over the past few years, call volume to the shelter's communications center has averaged between 14,000 and 19,000 (it was 19,587 for FY 08) calls per year.
- The demand and expectation for animal control services continues to grow, and staffing levels remain as they are, the Department will need to make tough choices as to the calls that are responded to, the number of staffed service hours, and the programs that are supported.

FY 2010 Goals

- Maintain staffing levels for Animal Control Officers and focus efforts in making strategic adjustments with area assignments to ensure that areas with the highest call volume are properly staffed.
- Provide greater community outreach and support regarding the management of wildlife issues and companion animal contact with rabid animals. The promotion of rabies vaccinations is a key step in reducing the impact rabies exposure has in the County.
- Research support and aid opportunities within the community, regionally and nationally to assist horse and livestock owners keep their animals and care for them in a manner consistent with the Comprehensive Animal Laws of Virginia.
- Identify alternatives for animal owners who are subject to foreclosure and/or evictions to help reduce the number of animals being abandoned or surrendered to the animal shelter.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control
Animal Control

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$718,526	\$771,659	\$763,407	\$918,000	\$913,000
Operations & Maintenance	174,468	222,260	197,419	219,000	214,000
Transfer To Central Service Fund	36,092	0	0	0	0
Total Expenditures	\$929,086	\$993,919	\$960,826	\$1,137,000	\$1,127,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$84,068	\$93,209	\$107,450	\$150,000	\$150,000
Fines & Forfeitures	883	3,810	3,174	3,000	3,000
Charges For Services	12,085	11,185	12,163	15,000	15,000
Other Financing Sources	7,752	3,773	3,800	0	0
Total Revenues	\$104,788	\$111,977	\$126,587	\$168,000	\$168,000
Total Local Tax Funding	\$824,298	\$881,942	\$834,239	\$969,000	\$959,000
FTE Summary	11.13	11.13	11.70	12.77	12.77



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control

Animal Control

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Resolve companion animal and wildlife calls.				
• Number of calls for service	15,925	19,587	16,894	20,272
• Number of calls referred to local/county law enforcement	n/a	n/a	40	48
• Number of calls referred to other agencies	n/a	n/a	742	790
• Number of wildlife calls	n/a	n/a	2,800	3,360
• Number of wildlife calls dispatched to Animal Control Officers	831	806	877	950
• Number of wildlife calls referred to a rehabilitator	n/a	n/a	110	130
• Number of wildlife calls referred to Game and Inland Fisheries	n/a	n/a	145	105
Objective: Increase number of citizens and animal served through the CARE (Community Animal Resource Effort) Program.				
• Number of animals served by CARE	632	728	725	775
• Number of animals spay/neutered through CARE	22	21	90	60
• Number of animals who receive veterinary care support through CARE	35	65	114	100
• Number of citizens receiving food and/or CARE supplies	326	663	350	400
Objective: Achieve average dispatch time of 4 minutes.				
• Average dispatch response time in min. from dispatch to ACOs	n/a	n/a	5	7
• Number of calls dispatched to Animal Control Officers	4,260	4,363	4,767	5,000
Objective: Increase the percentage of dogs licensed in Loudoun County.				
• Number of dogs estimated in Loudoun County	62,879.00	65,562.50	67,995.00	67,405.00
• Number of dogs licensed	15,501	18,611	20,400	21,050
• Number of dogs licensed through field issuance	n/a	n/a	120	144
• Percentage of dogs licensed in Loudoun County	24%	28%	30%	32%
Objective: Increase number of pets that are micro-chipped.				
• Number of adopted pets micro-chipped by the department	1,097	799	1,160	850
• Number of micro-chipped pets registered with the department per year.	3,600	1,956	6,500	2,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Animal Care and Control
Animal Control

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase the number of pets returned to owner.				
• Number of pets returned to owner at the shelter	562	576	586	590
• Number of pets returned to owner in the field	n/a	0	80	90
Objective: Maintain Animal Control response time of 30 minutes or less.				
• Average response time in Eastern Loudoun (in minutes)	25	30	30	40
• Average response time in Western Loudoun (in minutes)	30	30	30	40
• Number of animal related calls in the East	1,915	1,867	2,283	2,350
• Number of animal related calls in the West	2,345	2,496	2,484	2,600
• Number of animals picked up and delivered from the East	n/a	0	626	300
Objective: Increase the number of cases resolved outside of court, while improving the successful conviction of court cases.				
• Number of complaint follow-up responses	7,898	7,556	8,286	9,943
• Number of complaints resolved outside of court	4,111	4,231	4,687	4,800
• Number of convictions/court dispositions	109	94	130	125
• Number of court cases	149	96	180	170
• Total number of animal control complaints	4,260	4,264	4,767	4,800



NOTES



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Clerk of the Circuit Court

Mission Statement

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

Description

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

Budget Overview

FY 2010 Issues

- The slowing economy and decline in revenue combined with the continued growth in court caseload, concealed handgun permits, probate matters and jury trials and the constant need for workspace will challenge the Clerk's office to continue to provide superior service to the public.
- The move of the archival records center offsite will challenge the Clerk to educate users on the location change, provide sufficient records security and continue the high level of historic records services to our customers.
- The continued need for records storage space and the simultaneous challenge of finding staffing resources to digitize over 50,000 court files will require creative management by the court services staff.
- The growth in public and professional users of the law library will challenge the law librarian to serve these growing and diversified user groups.
- The continued growth in court ordered restitution accounts will require additional oversight to insure funds are paid to the victims.

FY 2010 Major Goals

- Commence the digital imaging of selected new court filings to digital images to become part of the current Case Management System and make these images available for review and duplication by staff.
- Continue to increase the use of cross training to maximize staff resources to meet the changes in workload across the Clerk's office to create a more fluid staff.
- Install automated court docketing system to include real time monitors outside each court room to improve information flow to court users, increase staff efficiency and reduce the use of paper.
- 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.

FY 2009 Major Achievements

- Updated the Clerk's website to include research tools, legal forms and better and more comprehensive information for the probate, public services, archives and law library divisions.
- Completed the installation of the public services kiosk and the "internet kiosk" which helped increase the number of documents and forms completed by applicants, including marriage licenses and fictitious names filings, which in turn improved the accuracy of data entry and reduced the wait times in customer lines.
- The archives department participated in multiple public historic records events as part of the year-long celebration of Leesburg's 250th anniversary and produced a CD of the roster of Confederate Soldiers of Loudoun County and began producing high quality color copies of archival records.
- Moved the probate division to temporary office space off site to provide needed space for probate and other divisions within the Clerk's office.
- Improved the payment time of restitution funds, providing court ordered awards more quickly and often to victims.
- Clerk's Office was ranked in the top ten statewide among all 120 clerks' office for the successful collection of criminal fines and costs in the State Compensation Board's annual report for FY 08.



Loudoun County Government FY 2010 Adopted Fiscal Plan

Clerk of the Circuit Court

- Refunded over \$2 million in recording taxes collected for the Northern Virginia Transportation Authority pursuant to a Supreme Court ruling that determined the assessment of these taxes as unconstitutional. The Clerk's Office worked proactively and cooperatively with the business community to ensure proper refunds.
- The accounting department worked with the Supreme Court to resolve all cases where the civil remedial fee was assessed and later repealed by state code.
- Increased the use of technology across the Clerk's office using state grant funding, including the installation of wireless access in the law library to improve access to legal research.
- Partnered with the State Supreme Court to manage all Spanish interpreter needs and coordination for all court cases, reducing staff time while improving service delivery to the courtrooms and the Spanish speaking court users.
- Improved the use of cross-training of staff to move staff resources as workloads shifted across functional groups.
- Planned, directed and hosted the 98th annual convention for the Virginia Court Clerks' Association in Loudoun County. The last time the convention was hosted in Loudoun County was 1967 when Buddy Martz was the Clerk of the Circuit Court.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Clerk of the Circuit Court

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,515,843	\$2,804,000	\$3,113,635	\$3,298,000	\$3,340,000
Operations & Maintenance	262,646	260,277	246,304	233,000	195,000
Capital Outlay & Capital Acquisitions	73,237	28,736	24,321	31,000	47,000
Total Expenditures	\$2,851,726	\$3,093,013	\$3,384,260	\$3,562,000	\$3,582,000
Revenues					
Other Local Taxes	\$17,979,805	\$12,858,494	\$9,072,698	\$8,812,000	\$6,404,000
Permits Privilege Fees & Reg Licenses	15,467	11,800	10,960	211,000	212,000
Charges For Services	3,698,488	2,448,286	1,814,720	1,701,000	670,000
State Non-categorical Aid	4,654,843	3,020,198	2,583,351	2,793,000	2,200,000
State Shared Expenses	656,151	926,327	960,505	898,000	981,000
State Categorical Aid	41,122	37,824	10,000	35,000	0
Other Financing Sources	10,000	0	0	0	0
Total Revenues	\$27,055,876	\$19,302,929	\$14,452,234	\$14,450,000	\$10,467,000
Local Tax Funding	\$(24,204,150)	\$(16,209,916)	\$(11,067,974)	\$(10,888,000)	\$(6,885,000)
FTE Summary	40.00	41.00	43.53	43.53	43.53

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Clerk of Circuit Court includes no reductions for this department from the proposed budget reduction. However, the Clerk's Office reduced personnel expenditures by reducing overtime and eliminating contracts with temporary employment agencies \$45,000, reduced operational costs \$38,000 and capital outlays for office construction \$64,000 in the proposed budget. The FY 2010 Adopted Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06: The Board added 2.00 FTE for two deputy clerks.

FY 07: The Board added 1.00 FTE for a bookkeeper.

FY 07 Mid-Year: The Board added 2.53 FTE for one full-time and one part-time deputy clerk positions, one systems administrator. Each position was partially funded by the State Compensation Board.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Clerk of the Circuit Court

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Clerk of the Circuit Court	\$2,851,726	\$3,093,013	\$3,384,260	\$3,562,000	\$3,582,000
Total Expenditures	\$2,851,726	\$3,093,013	\$3,384,260	\$3,562,000	\$3,582,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Clerk of the Circuit Court	\$27,055,876	\$19,302,929	\$14,452,234	\$14,450,000	\$10,467,000
Total Revenues	\$27,055,876	\$19,302,929	\$14,452,234	\$14,450,000	\$10,467,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Clerk of the Circuit Court	\$(24,204,150)	\$(16,209,916)	\$(11,067,974)	\$(10,888,000)	\$(6,885,000)
Total Local Tax Funding	\$(24,204,150)	\$(16,209,916)	\$(11,067,974)	\$(10,888,000)	\$(6,885,000)
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Clerk of the Circuit Court	40.00	41.00	43.53	43.53	43.53
Total FTE	40.00	41.00	43.53	43.53	43.53



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Clerk of the Circuit Court

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Index all court cases filed into case management system to provide public access and facilitate the judicial review of court cases as required by the Code of Virginia.				
• Court cases entered into database within required standards	100%	100%	100%	100%
• Number of Indexed Court Cases	6,551	6,942	7,647	8,029
Objective: Process and deliver 100% of applicable criminal fund payments to the Virginia Supreme Court within 30 days as required by the Virginia Supreme Court annually.				
• Court payments processed within 30 days	100%	100%	100%	100%
• Number of Criminal Fund Payments	649	811	800	800
Objective: Provide public access to all deed recordings. Process and scan all recordings into land records system within 30 days.				
• Number of Deed Recordings	628,204	428,512	400,000	400,000
• Records available within 30 days	100%	100%	100%	100%
Objective: Ensure that 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	36,500	38,000	40,000	35,000
• Successful jury pools provided to complete jury trials	100%	100%	100%	100%
Objective: Probate all wills and estates as required by the Code of Virginia annually. Enhance website and public information kiosk to improve the efficiency of the probate division.				
• Number of Wills Probate	1,292	1,492	1,500	1,575
• Wills probated within the guidelines of the Code of Virginia	100%	100%	100%	100%
Objective: Annually issue Concealed Weapon Permits within 45 days per the Code of Virginia. Process and issue 100% of Concealed Weapon Permits applications within 45 days.				
• Number of Concealed Handgun Permits issued	790	1,070	1,144	1,250
• Permits issued within Code of Virginia guidelines	100%	100%	100%	100%



NOTES



Commonwealth's Attorney

Mission Statement

Investigate and prosecute felony, misdemeanor, traffic and juvenile criminal cases presented by law enforcement offices 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. The office also handles criminal complaints filed by private citizens. There are also over 300 statutory duties and responsibilities of the Commonwealth's Attorney as prescribed in the Code of Virginia. The Victim-Witness program interfaces between the judicial system and crime victims and witnesses to help ensure victim and witness cooperation in prosecution; increased witness safety; and reduced trauma often associated with criminal cases.

Description

As legal counsel for the Commonwealth of Virginia, the duties of the office are mandated by the Code of Virginia. An "on duty" prosecutor is available to respond to legal inquiries from law enforcement officers and magistrates during regular business hours and an "on call" prosecutor is available twenty-four hours to handle any law enforcement emergencies or other situations requiring immediate attention. The attorneys are also available to work with law enforcement agencies and provide legal advice as required to facilitate investigations in specific complex cases. The office focuses particular attention on addressing gang activity and has one prosecutor assigned as a liaison to the gang investigation unit and the Northern Virginia Regional Gang Task Force to better coordinate regional efforts with neighboring Northern Virginia jurisdictions. One full-time prosecutor is specifically assigned to focus efforts toward domestic violence cases and is involved in developing training programs for local law enforcement agencies. One unique aspect of the office is its proximity to the National Capital, as well as a major international airport. As such, communication and cooperation with federal law enforcement agencies and the U.S. Attorney's office is a continual consideration. To this end, two attorneys have been cross designated as Special Assistant United States Attorneys and are able to prosecute cases in the Federal Courts if necessary, and an Assistant United States Attorney 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 provides. These services include an explanation of the court process, courtroom tours, liaison within the criminal justice system, courtroom accompaniment, witness preparation, claims filing through 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 position also serves as a liaison to the County's Domestic Abuse Response Team and the Child Protective Committee.

Budget Overview

FY 2010 Issues

- Strong residential and commercial development has made the County an attractive target for criminal activity and gang-related crimes in the recent past. As such, it is difficult to predict the criminal caseload.
- The office will concentrate on the development of a domestic violence prosecution section to coordinate with designated law enforcement and County agencies that have dedicated personnel toward this effort.
- The Victim-Witness program continues to manage 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 2010 Major Goals

- Develop cases with regional gang prosecutors through the efforts of the Northern Virginia Regional Gang Task Force.
- Further develop the Domestic Violence prosecution section to prosecute cases coordinated with local agencies and the Domestic Violence Steering Committee.
- Increase the number and amount of claims to the Criminal Injuries Compensation Fund through educational efforts with victims of crime.

FY 2009 Major Achievements

- The office received a State grant for a domestic violence prosecutor which was supplemented by local tax funding.
- The office regularly receives applications from law students interested in internships. This has dramatically increased the number of volunteer hours in the office and has negated the need for full-time legal assistants or paralegals.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Commonwealth's Attorney

- The office initiated a law enforcement training program to keep officers updated on current legal issues, evidence collection and updates to the Code of Virginia.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commonwealth's Attorney

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,380,260	\$2,679,571	\$2,811,506	\$2,975,000	\$3,048,000
Operations & Maintenance	147,371	159,934	172,336	160,000	158,000
Capital Outlay & Capital Acquisitions	9,300	9,300	0	0	0
Total Expenditures	\$2,536,931	\$2,848,805	\$2,983,842	\$3,135,000	\$3,206,000
Revenues					
Charges For Services	\$3,864	\$3,792	\$3,983	\$0	\$0
State Shared Expenses	628,465	703,685	831,593	714,000	693,000
State Categorical Aid	37,653	52,347	40,000	0	0
Federal Categorical Aid	32,697	10,224	20,725	23,000	23,000
Total Revenues	\$702,679	\$770,048	\$896,301	\$737,000	\$716,000
Local Tax Funding	\$1,834,252	\$2,078,757	\$2,087,541	\$2,398,000	\$2,490,000
FTE Summary	32.00	33.00	34.00	34.00	34.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Commonwealth's Attorney includes reductions of 1.00 FTE from Victim-Witness Program support with an associated decrease in local tax funding of \$57,000. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06 Mid-Year: The Board added 1.00 FTE for a Domestic Violence prosecutor position partially funded by the State Compensation Board.

FY 07 Mid-Year: The Board added 1.00 FTE for an attorney position partially funded by the State Compensation Board.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commonwealth's Attorney

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Victim Witness	\$0	\$0	\$0	\$0	\$87,000
Prosecutions	2,536,931	2,848,805	2,983,842	3,135,000	3,119,000
Total Expenditures	\$2,536,931	\$2,848,805	\$2,983,842	\$3,135,000	\$3,206,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Victim Witness	\$0	\$0	\$0	\$0	\$23,000
Prosecutions	702,679	770,048	896,301	737,000	693,000
Total Revenues	\$702,679	\$770,048	\$896,301	\$737,000	\$716,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Victim Witness	\$0	\$0	\$0	\$0	\$64,000
Prosecutions	1,834,252	2,078,757	2,087,541	2,398,000	2,426,000
Total Local Tax Funding	\$1,834,252	\$2,078,757	\$2,087,541	\$2,398,000	\$2,490,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Victim Witness	0.00	0.00	0.00	0.00	1.30
Prosecutions	32.00	33.00	34.00	34.00	32.70
Total FTE	32.00	33.00	34.00	34.00	34.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Commonwealth's Attorney

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.				
• Forfeiture action initiated	54	84	50	125
• Law Enforcement Officer training sessions and presentations	12	28	30	0
• Number of Circuit Court Cases	2,450	1,960	2,500	2,300
• Number of General District Court Cases	63,226	0	90,000	90,000
• Number of Jury Trials	42	40	45	45
• Number of Juvenile & Domestic Relations Court Cases	41,900	45,000	40,000	50,000
• Probation violation hearings	345	296	350	300
Objective: Provide support, guidance and information regarding the criminal justice system to victims and witnesses of crimes.				
• Local brochures distributed	4,750	6,600	5,200	6,500
• Number of Criminal Injuries Compensation Fund claims	45	90	75	100
• Number of referrals to LAWS and other agencies	1,255	2,200	1,500	2,000
• Number of victims' impact statements issued	155	250	190	250
• Number of victims provided services	3,200	4,200	3,700	4,000
• Percent of Victims/Witnesses provided with services	90%	95%	95%	95%
• Reporting of violent crimes against women	890	1,050	775	1,000



NOTES



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 the drug court. The drug court is a unique approach to handling non-violent substance addicted offenders. It provides intensive, supervised probation that involves massive drug testing, education and treatment.

Budget Overview

FY 2010 Issues

- The growth in the number of defendants and offenders placed in the pretrial, local probation and drug court programs has always kept pace with overall County population growth trends and subsequently increases staff workload. For example, the number of pretrial investigations has doubled from 2003 to 2007.
- The ability to provide services for the growing number of Spanish speaking defendants and offenders remains an issue. A special grant from the State Department of Criminal Justice Services was secured in FY 05 for a Spanish-speaking probation officer. However, as this population continues to increase, the workload will soon exceed staff capacity.
- Community Corrections is involved in a joint venture with other County agencies to prevent domestic violence. A Federal grant was secured in FY 05 to begin a County wide domestic violence program. This is an interdepartmental program with the following partners: the Sheriff's Office, Loudoun Abused Women's Shelter (LAWS), the Commonwealth's Attorney's Office and the Juvenile Court Service Unit.

FY 2010 Major Goals

Local Probation:

- Enforce all general and special conditions of probation, and provides consequences for offenders through community service work.
- Require offenders pay Court costs and fines and collect these monies on a daily basis.
- Assure offenders compensate victims of crimes.
- Increase the number of available jail beds in the local detention center daily through community supervision provided by our office.
- 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.

Pretrial Services:

- Enforce all general and special conditions of bond.
- Provide verified information and sound bond recommendations to the Courts all incarcerated pretrial defendants 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 our office.

FY 2009 Major Achievements

- Handled an average daily caseload of 128 defendants in the community and 1,250 incarcerated pretrial defendants that were investigated and bond reports submitted to the court. 80% of the defendants placed in community supervision completed the program successfully.
- Managed an average daily caseload for the local probation office is 850 offenders, of which 85% successfully complete their probation. Offenders completed 21,000 hours of community service, and paid \$115,000 in restitution and \$130,000 in fines and Court costs.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Community Corrections

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$973,994	\$1,074,358	\$1,339,374	\$1,514,000	\$1,594,000
Operations & Maintenance	155,289	151,187	125,439	181,000	183,000
Total Expenditures	\$1,129,283	\$1,225,545	\$1,464,813	\$1,696,000	\$1,777,000
Revenues					
Other Local Taxes	\$605	\$0	\$0	\$0	\$0
Charges For Services	23,412	24,895	18,070	54,000	54,000
Recovered Costs	6,580	4,355	3,790	19,000	19,000
State Categorical Aid	481,718	507,834	552,751	419,000	573,000
Federal Categorical Aid	140,412	107,604	104,674	73,000	147,000
Total Revenues	\$652,727	\$644,688	\$679,285	\$565,000	\$793,000
Local Tax Funding	\$476,556	\$580,857	\$785,528	\$1,131,000	\$984,000
FTE Summary	16.33	17.33	18.86	19.86	20.86

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Community Corrections includes a reduction of \$147,000 in Local Tax Funding due to increased State revenues. A grant funded Drug Court probation officer position was added 2009 mid-year. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06: The Board added 1.27 FTE for implementation of the Drug Court Coordinator and 10 additional hours for Pretrial Evaluator.

FY 07: The Board added 1.00 FTE for a probation officer.

FY 07 Mid-year: 1.00 FTE was transferred to the Circuit Court Judges.

FY 08 Mid-year: The Board added 1.00 FTE for a state funded probation officer.

FY 09 Mid-year: The Board added 1.00 FTE for a grant funded probation officer.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Community Corrections

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Corrections	\$1,129,283	\$1,225,545	\$1,464,813	\$1,696,000	\$1,777,000
Total Expenditures	\$1,129,283	\$1,225,545	\$1,464,813	\$1,696,000	\$1,777,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Corrections	\$652,727	\$644,688	\$679,285	\$565,000	\$793,000
Total Revenues	\$652,727	\$644,688	\$679,285	\$565,000	\$793,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Corrections	\$476,556	\$580,857	\$785,528	\$1,131,000	\$984,000
Total Local Tax Funding	\$476,556	\$580,857	\$785,528	\$1,131,000	\$984,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Corrections	16.33	17.33	18.86	19.86	20.86
Total FTE	16.33	17.33	18.86	19.86	20.86



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Community Corrections

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	76	86	90	87
• Local Probation: Value of jail beds saved daily	\$9,880	\$11,180	\$11,700	\$13,651
• Pretrial: Number of jail beds saved daily	62	64	65	63
• Pretrial: Value of jail beds saved daily	\$8,060	\$6,110	\$8,450	\$9,885
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	1,196	1,302	1,300	1,300
Objective: Provide an alternative to detention through community service work.				
• Number of Community Service hours worked	22,952	23,126	30,000	23,000
• Value of Community Service hours worked	\$137,712	\$138,756	\$100,000	\$138,000
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.				
• Local Probation: Average daily number under supervision	760	864	900	875
• Local Probation: New cases opened	1,825	2,104	2,250	2,300
• Local Probation: Percentage of offenders successfully completing probation	80%	84%	85%	85%
• Pretrial: Percentage of defendants successfully completing supervision	80%	86%	85%	80%
• Pretrial: Average daily number under supervision	124	133	135	125
• Pretrial: New cases opened	454	379	475	425
Objective: Compensate victims of crimes by collecting Court costs and restitution from offenders.				
• Value of fines and costs collected from offenders	\$179,810	\$203,055	\$230,000	\$145,000
• Value of restitution collected from offenders	\$90,944	\$77,915	\$120,000	\$125,000



Courts

Courts

Circuit Court

Juvenile & Domestic Relations Court

General District Court

Magistrates



Loudoun County Government FY 2010 Adopted Fiscal Plan

Courts

Mission Statement

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

Description

The court system in Loudoun County is composed of the Circuit, Juvenile and Domestic Relations, General District Courts, and the Magistrates. The Circuit Court, the only trial court of record in the County, is the court of original and appellate jurisdiction and has three sitting judges. The Circuit Court is the only court exercising general jurisdiction over all matters both criminal and civil, including appeals from the district courts. The Juvenile and Domestic Relations (JDR) District Court provides the citizens of the community access to the legal system to resolve domestic disputes and adjudicate delinquent offenses. Its goal is to provide youth and families with the services needed to rehabilitate and protect the community. The General District Court Clerk's Office works as a team member with judges, law enforcement agencies, the Commonwealth Attorney's Office, attorneys and the public in an effort to provide accurate records and information and the issuance of legal documents in a timely manner. The Magistrate's Office is the point of entry for the court system. 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 2010 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 non-existent language puts pressure on the Court system.

FY 2010 Major Goals

- Provide effective access to the justice system as required by law.
- Conclude all cases promptly and efficiently within the time periods advocated by the Supreme Court of Virginia.
- Effectively provide information to the public.
- Maintain human dignity and justice by ensuring equal application of the judicial process to all controversies.

FY 2009 Major Achievements

- Fully implemented video conferencing system to the courts and Dulles South Sheriff Station for conducting business with Magistrates.
- Brought requested cases and managed dockets to the Courts in a timely and efficient manner.
- Implemented and oversaw the interagency drug court program.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$563,488	\$651,559	\$672,961	\$792,000	\$716,000
Operations & Maintenance	262,237	289,357	265,020	343,000	349,000
Capital Outlay & Capital Acquisitions	2,905	0	0	16,000	12,000
Total Expenditures	\$828,630	\$940,916	\$937,981	\$1,151,000	\$1,077,000
Revenues					
Recovered Costs	\$21,296	\$16,339	\$19,351	\$0	\$0
State Categorical Aid	0	4,639	(4,639)	0	0
Federal Categorical Aid	0	14,397	6,095	0	0
Total Revenues	\$21,296	\$35,375	\$20,807	\$0	\$0
Local Tax Funding	\$807,334	\$905,541	\$917,174	\$1,151,000	\$1,077,000
FTE Summary	6.00	6.00	7.00	7.00	6.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Courts includes a reduction of 1.00 FTE and \$74,000 in local tax funding. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

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

Additional information on this department's Capital Improvement Program projects and Capital Asset Preservation Program can be found in Volume 2 of this document.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Circuit Court	\$531,164	\$638,656	\$625,806	\$744,000	\$670,000
Juvenile & Domestic Relations Court	48,990	51,536	67,303	69,000	69,000
General District Court	106,845	103,740	83,745	149,000	149,000
Magistrates	141,631	146,984	161,127	188,000	189,000
Total Expenditures	\$828,630	\$940,916	\$937,981	\$1,151,000	\$1,077,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Circuit Court	\$0	\$19,036	\$1,456	\$0	\$0
General District Court	21,296	16,339	19,351	0	0
Total Revenues	\$21,296	\$35,375	\$20,807	\$0	\$0
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Circuit Court	\$531,164	\$619,620	\$624,350	\$744,000	\$670,000
Juvenile & Domestic Relations Court	48,990	51,536	67,303	69,000	69,000
General District Court	85,549	87,401	64,394	149,000	149,000
Magistrates	141,631	146,984	161,127	188,000	189,000
Total Local Tax Funding	\$807,334	\$905,541	\$917,174	\$1,151,000	\$1,077,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Circuit Court	6.00	6.00	7.00	7.00	6.00
Total FTE	6.00	6.00	7.00	7.00	6.00



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Courts Circuit Court

Description

The Circuit Court has original and general jurisdiction of most civil cases; all cases, civil or criminal, in which an appeal may be made to the Supreme Court of Virginia; and of all indictments for felonies and of presentments, informations and indictments for misdemeanors. The Circuit Court has appellate jurisdiction of all cases, civil and criminal, in which an appeal, or writ of error may be taken from or to the 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, Electoral Boards, and Magistrates are made by the Circuit Court. The Circuit Court also processes appointments of marriage celebrants, name changes, and applications for concealed weapons. The five administrative support positions for the Circuit Court are provided by the County. The Adult Drug Treatment Court is a specialized docket of the Circuit Court designed to provide eligible felony probation violators with intensive substance abuse treatment and judicial supervision. The Program Coordinator position is 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 2010 Issues

- Court cases continue to increase in complexity.
- Civil and criminal caseloads continue to increase at a rate greater than population growth.

FY 2010 Goals

- Continue to provide the same judicious, prompt, and efficient handling of all cases in light of the increased number of cases and increased complexity with the same number of support staff.
- Enhance services to Drug Court participants by obtaining new resources for the program.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$437,052	\$522,824	\$530,117	\$633,000	\$557,000
Operations & Maintenance	94,112	115,832	95,689	111,000	113,000
Total Expenditures	\$531,164	\$638,656	\$625,806	\$744,000	\$670,000
Revenues					
State Categorical Aid	\$0	\$4,639	\$(4,639)	\$0	\$0
Federal Categorical Aid	0	14,397	6,095	0	0
Total Revenues	\$0	\$19,036	\$1,456	\$0	\$0
Total Local Tax Funding	\$531,164	\$619,620	\$624,350	\$744,000	\$670,000
FTE Summary	6.00	6.00	7.00	7.00	6.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts
Circuit Court

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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.				
• Average number of participants in the Drug Court program	11	16	20	20
• Complete screening and assessment process within two weeks of referral	88%	80%	100%	100%
• Maintain graduate recidivism rate below 30%, 12 months post-graduation	n/a	n/a	20%	20%
• Participants who maintain abstinence from drugs/alcohol for six months or longer	78%	81%	70%	75%
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	3,226	3,262	3,709	3,904
• Number of commenced criminal cases	2,036	2,071	2,341	2,464



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts

Juvenile & Domestic Relations Court

Description

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

Budget Overview

FY 2010 Issues

- The Juvenile & Domestic Relations Court continues to experience increased service demand for both juvenile and specifically domestic violence cases. In FY 06, the Court created separate dockets for criminal domestic violence and protective orders for civil cases.
- Providing services to clients for whom English is a second or non-existent language is increasing. As the County's population becomes more diverse, additional resources are needed to utilize in the future to translate automated phone system messaging, forms, signage, and web site information.

FY 2010 Goals

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

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Operations & Maintenance	\$48,990	\$51,536	\$67,303	\$63,000	\$67,000
Capital Outlay & Capital Acquisitions	0	0	0	6,000	2,000
Total Expenditures	\$48,990	\$51,536	\$67,303	\$69,000	\$69,000
 Total Local Tax Funding	 \$48,990	 \$51,536	 \$67,303	 \$69,000	 \$69,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts

Juvenile & Domestic Relations Court

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide equitable access for juveniles and families in the judicial system for Loudoun County residents.				
• Number of Juvenile & Domestic Relations hearings	21,927	22,525	24,174	25,823
• Number of new Domestic Relations cases	3,579	3,840	3,893	3,946
• Number of new Juvenile cases	4,509	4,314	4,952	5,590
• Number of spouse abuse cases	927	993	1,022	1,051



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts
General District Court

Description

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

Budget Overview

FY 2010 Issues

- The population has increased in Loudoun County and in surrounding areas, which has had an effect on the General District Court in the volume of cases filed. Traffic cases, criminal cases and civil cases have all increased. More people are requesting information from the Court on a daily basis.
- Cases are becoming more complex in nature. Criminal cases are becoming more serious in nature.
- Misdemeanor crimes of a criminal nature and traffic nature result in massive paperwork.
- Demographics of immigration are shifting the County towards more non-native English speakers.

FY 2010 Goals

- 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 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Operations & Maintenance	\$103,940	\$103,740	\$83,745	\$139,000	\$139,000
Capital Outlay & Capital Acquisitions	2,905	0	0	10,000	10,000
Total Expenditures	\$106,845	\$103,740	\$83,745	\$149,000	\$149,000
Revenues					
Recovered Costs	\$21,296	\$16,339	\$19,351	\$0	\$0
Total Revenues	\$21,296	\$16,339	\$19,351	\$0	\$0
Total Local Tax Funding	\$85,549	\$87,401	\$64,394	\$149,000	\$149,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts
General District Court

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	15,014	15,965	15,965	19,806
• Number of criminal cases concluded	7,229	7,576	7,576	8,002
• Number of traffic cases concluded	55,997	58,822	58,822	62,521
Objective: Provide information and assist the public with questions by phone and in person.				
• Number of information packets distributed	104,876	109,500	109,500	135,890
• Number of questions answered by phone calls per deputy clerk	65,101	68,000	65,000	81,500
• Number of questions answered in person per deputy clerk	80,005	132,500	78,500	87,376



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts Magistrates

Description

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

Budget Overview

FY 2010 Issues

- The 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 locality Chief Circuit Court Judge.
- Loudoun County continues to have the lowest ratio of magistrates to population of any locality in the State.
- The Magistrate's Office is staffed by six full time magistrates and the Chief Magistrate, who also cover Fauquier and Rappahannock County.
- As video conferencing is widely utilized, the 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 stress to the Magistrates' office.

FY 2010 Goals

- The Magistrate's Office in Loudoun County needs to secure staffing from the Commonwealth of Virginia; the office is still short of 1 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.
- The Magistrate's Office will be challenged to maintain the same level of service.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$126,436	\$128,735	\$142,844	\$159,000	\$159,000
Operations & Maintenance	15,195	18,249	18,283	30,000	30,000
Total Expenditures	\$141,631	\$146,984	\$161,127	\$188,000	\$189,000
 Total Local Tax Funding	 \$141,631	 \$146,984	 \$161,127	 \$188,000	 \$189,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Courts
Magistrates

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Goal: Provide judicial services and accomplish statutory responsibilities on a twenty-four hour per day, 365 days per year basis.				
• Duty hours	9,994	8,733	10,595	10,595
• Processes administered per Magistrate	3,222	3,312	3,440	3,980
• Processes issued	16,109	16,560	17,200	19,900
• Processes issued per duty hours	1.92	2.23	1.95	2.26
• Transactions requested	19,168	19,457	20,600	24,000



Fire, Rescue and Emergency Management

Fire, Rescue and Emergency Management

Planning & Facilities Services

Emergency Medical Services

Operations

Communications & Support Services

Volunteer Coordination

Fire-Rescue Training

Fire Marshal's Office

Office of Emergency Management

Program Services



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 through teamwork, integrity, professionalism and service.

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, Planning and Facilities, and Program Services. The department provides administrative support for the County's 17 volunteer fire companies and the Fire and Rescue Commission, maintains the County's emergency communications and emergency operations centers, and delivers operational Fire and EMS Services from 17 strategically located stations. All code-related fire inspections for existing business and production occupancies, multi-family and commercial occupancies along with determining the causes and origins for fires, explosions and hazardous materials incidents are also conducted by the department. Fire and Rescue also coordinates County emergency management and related all-hazards disaster services, special events planning, strategic planning and GIS/mapping services, and public education and risk reduction.

Budget Overview

FY 2010 Issues

- Demands on the County's combined fire and rescue system will abate in the short term, as the effects of the economic downturn have minimized construction and development in the last two years. Services such as ladder companies, heavy rescue, advanced life support and basic life support ambulances, water tankers, new stations, additional training programs and new apparatus will be considered while meeting these demands.
- The past and future construction of campus-like facilities, high-rise housing, assisted living facilities, large single-family dwellings, townhouse communities and other large facilities has created demands for innovative and proactive fire suppression and EMS service deliverables.
- Planning for mitigation of natural and man-made disasters, to include prospective acts of terrorism, remains a key focus of the department. Responsible and collaborative emergency management regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.

FY 2010 Major Goals

- Work in conjunction with the Department of Information Technology and the Office of the Sheriff to design, install, and activate the 800 MHz radio system upgrade as approved by the Board of Supervisors.
- Continue to implement the Board's adopted Fire, Rescue and Emergency Management Service Plan, which guides future budget development and service goals for the combination system.
- Continue to implement the department's Strategic Plan, originally adopted in FY 06, which links the combined fire and rescue system service plan and the budgetary process, and provides measurable goals for program development and implementation.
- Maintain the respiratory protection program, which is mandated by State and Federal regulations for the use, maintenance, and testing of self-contained breathing apparatus for the combined fire and rescue system.
- Conduct fire and rescue training classes and programs and convene career recruit academies as necessary and Fire and EMS system specific training programs.
- Gather additional GIS data layers such as road class and speed limits for automated dispatch of responders to incidents.
- Integrate the Commission on Fire Accreditation International (CFAI) standards into department planning.
- Conduct two major drills in the County's new Emergency Operations Center.
- Begin implementation of the combined system Records Management System and continue installation of mobile data computers in emergency vehicles.
- Open and begin to operate the Lansdowne and Moorefield Station CIP Projects and acquire emergency apparatus.
- Continue Officer Training programs, focusing on candidate and newly promoted/elected system officers.
- Working with the Recruitment and Retention Committee, design and implement a retention plan focused on retaining volunteer system members.
- Implement a fully automated fire prevention inspection program utilizing identified occupancies within the County's Land Management Information System.



Fire, Rescue and Emergency Management

FY 2009 Major Achievements

- Initiated implementation strategy of the Meadowood Court Fire Incident Report recommendations.
- Managed and administered the 2007 National Capital Region Urban Area Security Initiative Bomb Squad Grant (\$7.3 million) which will be used to upgrade all bomb squads in the National Capital Region. As fiscal administrator for the overall regional award of \$7.3 million, Loudoun with several regional partners and the State managed and coordinated the purchase of equipment to enhance bomb squad response capabilities in the National Capital Region.
- Developed a prioritized countywide inventory of properties that require inspections to be maintained in the County's Land Management Information System (LMIS).
- Enhanced the Fire Marshal's Office Explosive Ordinance Division through the successful completion of required EOD Technician training for one new member, thus bringing the EOD team to its fully approved compliment of five technicians.
- Improved fire investigation case management procedures have standardized fire cause trend information. As trends develop, Public Fire Safety Education is targeted to the specific problem.
- Provided fire and rescue training to 3,672 career and volunteer students through 156 different courses, resulting in 85 Volunteers completing Firefighter I and II; 82 volunteers completing EMT-Basic, EMT-Enhanced or Intermediate; 52 career members completing Firefighter II/EMT-Basic and 832 career and volunteer students completing advanced level training to become driver/pump operators to 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. The EMT Intermediate provider is capable of treating medical, cardiac, and trauma emergencies through the utilization of medication, advanced airway techniques, defibrillation and electrocardiogram interpretation and management.
- Placed ten newly trained and/or locally authorized career advanced life support providers in service.
- Upgraded and expanded the capabilities of 27 Lifepak Units, to include 12-lead EKG and capnography in adherence with the American Heart Associations 2005 CPR and AED deployment guidelines.
- Procured and placed into front-line service one engine, one 105' ladder truck, one heavy squad, and three ambulances as part of the Board's adopted apparatus program.
- Planned for completion of the Purcellville Safety Center in last quarter of FY 09. The 24,000 sf station is the future home of the Purcellville Volunteer Fire and the Purcellville Volunteer Rescue Squad.
- Planned for completion of the Lansdowne Public Safety Center by the end of FY 2009. The 13,000 sf combined Fire and Rescue and Sheriff's Office facility is located within the Lansdowne community and includes Sheriff's Office space to support community policing. County career and Ashburn Volunteer Fire-Rescue Company personnel will staff the station.
- Placed a Wildland Emergency Response trailer in service at the Philomont Fire Station. This unit will assist with large scale wildland and urban-interface fires.
- Implemented Fire Technicians as the primary drivers of all heavy fire apparatus to include: engines, trucks/towers, rescue squads, and tankers.
- Completed live fire burns for all career and many volunteer members to evaluate and improve firefighting and incident command skills.
- Completed an upgrade of printing and copying devices in fire stations used as work locations. These upgrades will reduce the number of required devices as well as reduce the cost associated with maintenance.
- Installed Mobile Data Computers in approximately 60% of the response apparatus. This will also include the associated classroom training necessary for the system members.
- Recruited more than 300 plus new volunteer members to the fire-rescue system.
- Conducted 11 routine county orientations for new volunteer fire-rescue members.
- Conducted 35 community volunteer recruitment events.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$23,114,739	\$29,310,416	\$32,847,003	\$36,950,000	\$36,800,000
Operations & Maintenance	13,401,306	12,204,078	11,799,218	11,915,000	11,790,000
Capital Outlay & Capital Acquisitions	939,576	616,413	764,225	456,000	109,000
Transfer To Central Service Fund	999,119	383,798	313,912	0	0
Total Expenditures	\$38,454,740	\$42,514,705	\$45,724,358	\$49,322,000	\$48,699,000
Revenues					
Other Local Taxes	\$0	\$0	\$5,338,661	\$5,533,000	\$5,533,000
Permits Privilege Fees & Reg Licenses	93,290	80,901	97,299	88,000	155,000
Fines & Forfeitures	5,140	3,815	6,541	7,000	7,000
Use Of Money & Property	4,044	0	0	0	0
Miscellaneous Revenue	731	6,913	2,598	0	0
Recovered Costs	974	358	1,168	0	0
State Categorical Aid	519,464	717,785	(10,097)	436,000	436,000
Federal Categorical Aid	3,792,397	1,167,643	645,208	20,000	20,000
Other Financing Sources	58	43,184	0	68,000	68,000
Total Revenues	\$4,416,098	\$2,020,599	\$6,081,378	\$6,152,000	\$6,219,000
Public Safety Communications Fund¹	\$2,593,795	\$1,445,021	\$0	\$0	\$0
Local Tax Funding²	\$31,444,847	\$39,049,085	\$39,642,980	\$43,170,000	\$42,480,000
FTE Summary	378.69	445.77	492.81	504.01	485.52

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Fire, Rescue and Emergency Management includes reductions of 19.05 FTEs from Arcola Company 9, Brambleton Public Safety Center and part-time admin staffing with an associated decrease in local tax funding of \$1,276,000, as well as a \$245,000 reduction in capital furniture and fixture expenses and promotional process contract funding. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

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

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.

² The Board established the Fire/Emergency Medical Services Tax District in FY 08 and rescinded for FY 09.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Budget History

FY 06: The Board of Supervisors added 45.24 FTE for Arcola, Aldie, Ashburn, Neersville, and Loudoun Rescue; and added 2.24 FTE for fire battalion chiefs.

FY 06 Mid-Year: The Board of Supervisors added 8.96 FTE for career staffing at the Lucketts Volunteer Fire Company.

FY 07: The Board added 58.12 FTE for one emergency medical dispatch QA/QI position, four call takers, one program manager, one volunteer recruitment and retention manager and one safety captain. One captain, seven lieutenants, eight technicians, twenty-eight firefighter/EMTs were added to Philomont, Dulles South, Rt.50/15 chase ambulance, Purcellville, Broadlands, and Hamilton.

FY 07 Mid-Year: The Board added 11.20 FTE for career staffing at the Round Hill Volunteer Fire and Rescue Company.

FY 08: The Board added 35.84 FTE for one station commander, three lieutenants, eight technicians, and twenty firefighter/EMTs were added to Lansdowne and Neersville, along with four technicians for heavy apparatus. The Board also adopted the Fire/Emergency Medical Services Tax District, which provided a dedicated funding system for County Fire, Rescue and Emergency Management and volunteer companies.

FY 09: the Board added 11.20 FTE and \$544,000 in additional local tax funding to operate the new Brambleton Fire and Rescue station scheduled to open in the Fall 2009. Staff included two lieutenants, six technicians and two firefighters, and used accrued vacancy savings as funding. The Board also rescinded the Fire/Emergency Medical Services Tax District, which provided a dedicated funding system for County Fire, Rescue and Emergency Management and volunteer companies.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fire, Rescue and Emergency Management

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Planning & Facilities Services	\$228,749	\$242,304	\$428,990	\$434,000	\$347,000
Emergency Medical Services	1,150,433	1,202,024	472,086	498,000	477,000
Operations	21,986,461	24,566,748	27,208,511	30,434,000	29,656,000
Communications & Support Services	2,423,891	2,429,516	2,703,302	3,041,000	3,018,000
Volunteer Coordination	6,860,723	6,092,178	6,380,444	6,535,000	6,539,000
Fire-Rescue Training	2,189,153	2,777,104	2,932,327	3,270,000	3,348,000
Fire Marshal's Office	1,551,081	2,231,244	2,396,746	2,003,000	2,100,000
Office of Emergency Management	574,111	826,284	596,057	713,000	639,000
Program Services	1,490,138	2,147,303	3,034,885	2,394,000	2,575,000
Total Expenditures	\$38,454,740	\$42,514,705	\$46,153,348	\$49,322,000	\$48,699,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Planning & Facilities Services	\$10,525	\$3,331	\$4,337	\$6,000	\$14,000
Emergency Medical Services	26,273	22,755	1,861	0	0
Operations	3,207,886	524,843	223,768	0	0
Communications & Support Services	2,757,588	1,445,021	5,338,661	5,533,000	5,533,000
Volunteer Coordination	484,034	701,943	(9,360)	436,000	436,000
Fire-Rescue Training	9,917	0	0	0	0
Fire Marshal's Office	87,905	219,093	418,451	89,000	148,000
Office of Emergency Management	425,765	548,580	103,660	88,000	88,000
Program Services	0	54	4,337	0	0
Total Revenues	\$7,009,893	\$3,465,620	\$6,085,715	\$6,152,000	\$6,219,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Planning & Facilities Services	\$218,224	\$238,973	\$4,337	\$429,000	\$333,000
Emergency Medical Services	1,124,160	1,179,269	470,225	498,000	477,000
Operations	18,778,575	24,041,905	26,984,743	30,434,000	29,656,000
Communications & Support Services	(333,697)	984,495	(2,635,359)	(2,492,000)	(2,515,000)
Volunteer Coordination	6,376,689	5,390,235	6,389,804	6,099,000	6,103,000
Fire-Rescue Training	2,179,236	2,777,104	2,932,327	3,270,000	3,348,000
Fire Marshal's Office	1,463,176	2,012,151	1,978,295	1,914,000	1,952,000
Office of Emergency Management	148,346	277,704	492,397	624,000	551,000
Program Services	1,490,138	2,147,249	3,030,548	2,394,000	2,575,000
Total Local Tax Funding	\$31,444,847	\$39,049,085	\$40,067,633	\$43,170,000	\$42,480,000

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Planning & Facilities Services	2.07	2.07	2.07	4.14	2.07
Emergency Medical Services	2.07	2.07	2.07	2.07	2.07
Operations	292.54	341.55	387.52	398.72	380.80
Communications & Support Services	37.69	36.96	41.27	40.15	40.15
Volunteer Coordination	3.14	2.07	3.07	3.07	3.07
Fire-Rescue Training	12.23	17.88	17.76	16.46	16.46
Fire Marshal's Office	15.57	16.57	16.57	16.57	16.57
Office of Emergency Management	0.00	4.21	4.21	5.28	5.28
Program Services	13.38	22.39	20.34	17.55	19.05
Total FTE	378.69	445.77	494.88	504.01	485.52



Fire, Rescue and Emergency Management Planning & Facilities Services

Description

Planning and facilities performs strategic risk and trend analysis, development application referrals and plans review, management of department capital construction projects, and coordinates facility-related maintenance, repair, renovation, and asset replacement. Additionally, the division is responsible for the oversight of apparatus and fleet maintenance which is charged with identifying funding sources for apparatus, specifications, acquisition, maintenance and repairs to county owned apparatus. Management of the Fire-Rescue warehouse, and the receipt and distribution of supplies is supervised by the Quartermaster also now falls under Planning and Facilities Services.

Budget Overview

FY 2010 Issues

- Gross square footage of department occupied county-owned and leased facilities along with volunteer company-owned worksites supported by the department will total 401,000 square feet by the end of FY 09. An estimated 42,000 additional square feet of new space will be constructed or remodeled in FY 10.
- Facility work orders will increase by more than 130% at the end of FY 09 as compared to the FY 08 reporting period.
- The facility worksite assessments reveal issues and conditions requiring a substantial fiscal investment and many years to complete.
- Limited strategically optimum land availability, land use policy and zoning implications challenge, and concerns regarding prevailing bond markets may continue to delay several key projects.
- The purchase and replacement of identified system apparatus according to the Board's adopted service plan is needed to support new stations and continue current services.

FY 2010 Goals

- Open the new Lansdowne (Station 22) and Moorefield (Station 23) Fire-Rescue Stations. Complete design and start construction of the new Aldie and Western Loudoun Fire-Rescue Stations for an early FY 12 opening; and coordinate current station renovations for an FY 10/FY 11 completion of the Sterling and Middleburg Stations.
- Ensure uninterrupted "around the clock" departmental operations by maintaining a productive and safe working environment at more than 30 worksites, to include overseeing associated facility improvements, building systems and equipment maintenance, repair and replacement, facility emergency response and mitigation; maintain rural water supply assets at more than 50 locations throughout the county to ensure constant readiness.
- Complete a comprehensive bridge engineering study and provide detailed briefing and recommendations to the Chief of the Department of Fire, Rescue and Emergency Management and Fire-Rescue Commission for strategies to mitigate predicted service delivery impacts.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$211,237	\$233,672	\$253,511	\$264,000	\$265,000
Operations & Maintenance	17,512	8,632	168,254	82,000	81,000
Capital Outlay & Capital Acquisitions	0	0	7,225	89,000	1,000
Total Expenditures	\$228,749	\$242,304	\$428,990	\$434,000	\$347,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$10,525	\$3,331	\$4,337	\$6,000	\$14,000
Total Revenues	\$10,525	\$3,331	\$4,337	\$6,000	\$14,000
Total Local Tax Funding	\$218,224	\$238,973	\$424,653	\$429,000	\$333,000
FTE Summary	2.07	2.07	2.07	4.14	2.07



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**Fire, Rescue and Emergency Management
Planning & Facilities Services**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide department-level facility project management for new construction or leased facility build-out and outfitting.				
• Number of current projects	29	19	18	15
• Percent of project milestones	n/a	75%	90%	80%
Objective: Manage an inventory and supply distribution system that ensures system readiness.				
• Number of warehouse orders received	0	590	1,500	3,492
• Percent of on-time warehouse deliveries	n/a	75%	90%	80%
Objective: Maintain existing department facilities and occupied worksites to ensure a safe and productive work environment.				
• Cumulative sf of facilities supported	n/a	277,875	332,000	374,000
• Number of currently active projects -- current facilities	n/a	116	85	90
• Number of facilities supported	n/a	30	32	35
• Number of facility repair requests	n/a	2,216	500	600
• Number of facility-related work orders	211	581	300	350
Objective: Integrate planning data and development application service impacts with Adopted Fire and Rescue Service Plan and Strategic Plan goals to ensure future provision of services.				
• Number of development applications processed	282	156	150	165
• Number of referral-related activities	n/a	205	200	225
• Percent of on-time development referral submissions	81%	85%	90%	90%



Fire, Rescue and Emergency Management

Emergency Medical Services

Description

This program consists of Emergency Medical Services (EMS). The EMS division provides professional and technical oversight for Emergency Medical Services 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 pathogen/infection control program to ensure compliance with occupational safety and health regulations (OSHA).

Budget Overview

FY 2010 Issues

- The development, implementation and organization of 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.
- Ensure adequate medial attention (basic and advanced life support) is provided during every emergency medical call, in accordance with the Board Adopted Fire, Rescue and Emergency Management Service Plan.
- Maintain the recruitment and retention initiative designed to attract, train and support advanced life support (ALS) personnel so that current and increasing Emergency Medical Services (EMS) demands may be successfully met.
- Identifying qualified EMS personnel for expansion of the evening Emergency Medical Services (EMS) battalion chief program that is charged with EMS incident command and individual provider EMS care assurance and improvement tasks.

FY 2010 Goals

- 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.
- Develop a pro-active 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.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$882,220	\$890,278	\$208,274	\$235,000	\$237,000
Operations & Maintenance	188,550	308,682	253,813	254,000	238,000
Capital Outlay & Capital Acquisitions	79,663	3,064	9,999	9,000	2,000
Total Expenditures	\$1,150,433	\$1,202,024	\$472,086	\$498,000	\$477,000
Revenues					
Miscellaneous Revenue	\$731	\$6,913	\$2,598	\$0	\$0
State Categorical Aid	25,542	15,842	(737)	0	0
Total Revenues	\$26,273	\$22,755	\$1,861	\$0	\$0
Total Local Tax Funding	\$1,124,160	\$1,179,269	\$470,225	\$498,000	\$477,000
FTE Summary	2.07	2.07	2.07	2.07	2.07



Loudoun County Government
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Fire, Rescue and Emergency Management
Emergency Medical Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide delivery of Emergency Medical Services to the community.				
• Emergency Medical Service hospital transports	11,069	11,208	11,624	12,078
• Emergency Medical Service incidents	16,204	16,381	17,094	17,763
• Emergency Medical Service incidents per 10,000 residents	598	587	598	609
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	9,441	10,669	10,769	11,901
• Emergency Medical Service incidents -- Basic Life Support	6,763	5,712	6,325	5,862
• Percent 10 minute ALS response goal met in suburban areas	n/a	n/a	96%	96%
• Percent 10 minute BLS response goal met in suburban areas	n/a	n/a	91%	94%
• Percent 14 minute BLS response goal met in rural areas	n/a	n/a	95%	95%
• Percent 15 minute ALS response goal met in rural areas	n/a	n/a	92%	95%



Fire, Rescue and Emergency Management Operations

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. Personnel in this program are assigned to a five day a week, twelve hour per day work schedule (6am-6pm), a seven day a week, twelve hour per day work schedule (6am-6pm) and a twenty-four hour work schedule. The Operations Division also supports non-emergency activities that include child passenger safety seat inspections, public fire life-safety education programs, pre-fire incident planning, and fire safety inspections for commercial and multi-family occupancies. This program also performs specialty response programs such as wildland firefighting, hazardous materials response and mitigation and swift water rescue.

Budget Overview

FY 2010 Issues

- The Operations Division is challenged with the critical task of ensuring Fire, Rescue and Emergency Management to the County by following established response goals and maintaining minimum staffing to provide consistent and reliable service to an ever-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 in FY 89 to 485.52 FTE in FY 10.

FY 2010 Goals

- 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 517 square miles of Loudoun County.
- Continue advanced technical development of the Hazardous Materials Offensive Response program by continuing to support and provide advanced training, and participation in the National Capital Region Hazardous Materials/Weapons of Mass Destruction program and protocols.
- Implement Countywide 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.
- Work toward implementing the Meadowood Court Fire Significant Event Report recommendations.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$16,052,446	\$21,133,937	\$23,895,447	\$27,538,000	\$27,439,000
Operations & Maintenance	4,537,256	3,027,358	2,670,598	2,731,000	2,277,000
Capital Outlay & Capital Acquisitions	643,437	52,252	373,786	166,000	(60,000)
Transfer To Central Service Fund	753,322	353,201	268,680	0	0
Total Expenditures	\$21,986,461	\$24,566,748	\$27,208,511	\$30,434,000	\$29,656,000
Revenues					
Recovered Costs	\$974	\$0	\$0	\$0	\$0
Federal Categorical Aid	3,206,883	524,843	223,768	0	0
Other Financing Sources	29	0	0	0	0
Total Revenues	\$3,207,886	\$524,843	\$223,768	\$0	\$0
Total Local Tax Funding	\$18,778,575	\$24,041,905	\$26,984,743	\$30,434,000	\$29,656,000
FTE Summary	292.54	341.55	387.52	398.72	380.80



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Fire, Rescue and Emergency Management Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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) 80% of the time.				
• 4,000 gal. of water delivered in 12 minutes 80% of the time	n/a	98%	80%	85%
Objective: Inspect 100% of building inspections assigned by the Loudoun County Fire Marshal's Office.				
• Fire prevention inspections to complete	n/a	n/a	1,200	1,275
• Percent of assigned fire prevention inspections completed	100%	100%	100%	100%
• Percent of assigned pre-fire plans completed	100%	100%	100%	100%
Objective: Non-emergency activity includes all activities other than emergency incidents. This includes 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	52,820	48,621	54,258	55,000
• Battalion 2: Number of non-emergency activity hours	107,650	130,569	117,172	130,000
• Battalion 3: Number of non-emergency activity hours	65,700	99,878	75,410	100,000
Objective: To protect the lives and property of all residents and visitors to Loudoun County.				
• Career Firefighters/EMTs per 1,000 residents	1.64	1.77	1.76	1.73
• Career Firefighters/EMTs per 50 square miles	42.94	48.00	48.74	48.74
• Total civilian deaths	0	0	0	0
• Total fire loss of real and personal property (millions)	\$7.80	\$6.37	\$9.00	\$8.90
Objective: Provide fire-rescue industry training to incumbent operational personnel.				
• Battalion 1: Number of incumbent training hours	7,652	8,287	10,656	10,700
• Battalion 2: Number of incumbent training hours	20,168	23,446	25,786	26,000
• Battalion 3: Number of incumbent training hours	10,427	18,539	12,716	19,000



Loudoun County Government
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**Fire, Rescue and Emergency Management
Operations**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
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	6,608	6,855	6,956	7,259
• Percent 10 minute Fire response goal met in suburban areas	n/a	n/a	86%	86%
• Percent 14 minute Fire response goal met in rural areas	n/a	n/a	87%	87%



Fire, Rescue and Emergency Management Communications & Support Services

Description

This program serves as the County's Public Safety Answering Point (PSAP) for fire, rescue and police incidents using the County's Enhanced 911 (E-911) system. All emergency (E911) 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 and public safety Geographical Information System (GIS) data. The specialized mapping available through these programs utilizes economic and population figures to assist planning personnel with the proper placement of future assets for services. GIS Coordination also provides updated information for the CAD system that all public safety personnel utilize. Staff from this program provide technical support and coordination for the department's IT, communication, and vehicular infrastructure that includes over 600 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. Assistance is also provided for the upcoming implementation of the system-wide Records Management System, telephone extension coordination, cellular telephone administration for all divisions, over 400 departmental pager units, and vehicle emergency response equipment installation and maintenance.

Budget Overview

FY 2010 Issues

- Provide the most current GIS and CAD information to all public safety first responders, while exploring interoperability with remote data systems from other jurisdictions.
- Installation of mobile data computers in vehicles will increase training requirements for personnel operating the equipment.
- Regularly reprogram and update mobile data radios to maintain interoperability within the National Capital Region.
- Constantly monitor the delivery of service through the Emergency Communications Center to ensure that citizens are being provided the best possible service and information.

FY 2010 Goals

- Work in conjunction with the Department of Information Technology and the Office of the Sheriff to design, install, and activate the 800 MHz radio system upgrade as approved by the Board of Supervisors.
- Manage personnel resources to lead or provide secondary support for implementation and maintenance of technology, communications, and vehicle related systems tasked on this program.
- Provide GIS related maps for all phases of management which will increase demands placed on staff to complete normal duties required of the section to include additional GIS data layers such as road class and speed limits for automated dispatch of responders to incidents.
- Provide more efficient dispatching through the continual evaluation of new technologies for the Emergency Communications Center (ECC).
- Utilize software applications to provide critical input to all phases of management to make decisions regarding station location and incident.
- Complete the installation and configuration of the combined system Records Management System server and begin the incremental implementation of the system user groups at the company and station level.
- Complete the initial installations of mobile data computers into the identified response vehicles.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Communications & Support Services**

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,002,010	\$2,118,578	\$2,485,409	\$2,663,000	\$2,711,000
Operations & Maintenance	319,491	310,938	217,893	378,000	307,000
Capital Outlay & Capital Acquisitions	87,843	0	0	0	0
Transfer To Central Service Fund	14,547	0	0	0	0
Total Expenditures	\$2,423,891	\$2,429,516	\$2,703,302	\$3,041,000	\$3,018,000
Revenues					
Other Local Taxes	\$0	\$0	\$5,338,661	\$5,533,000	\$5,533,000
Use Of Money & Property	4,044	0	0	0	0
Federal Categorical Aid	159,749	0	0	0	0
Total Revenues	\$163,793	\$0	\$5,338,661	\$5,533,000	\$5,533,000
Public Safety Communications Fund¹	\$2,593,795	\$1,445,021	\$0	\$0	\$0
Total Local Tax Funding	\$(333,697)	\$984,495	\$(2,635,359)	\$(2,492,000)	\$(2,515,000)
FTE Summary	37.69	36.96	41.27	40.15	40.15

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Fire, Rescue and Emergency Management Communications & Support Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Monitor and evaluate the amount of time, total number and cost associated with the maintenance the Computer-Aided Dispatch (CAD) system by Fire and Rescue personnel.				
• Cost of processing an update or revision for CAD	n/a	\$9,179.39	\$9,456.30	\$9,456.30
• Number of hours spent on updates	n/a	293	270	270
• Number of updates or revisions to CAD	n/a	24	24	24
Objective: Provide for the prompt and efficient processing of requests for emergency Fire, Rescue and Emergency Management through the E911 system.				
• Average EMS call processing time (minutes)	n/a	2.28	1.75	1.75
• Average Fire call processing time (minutes)	1.42	1.44	1.42	1.25
• Number of calls dispatched <= 60 seconds	4,441	3,199	4,500	4,500
• Number of calls dispatched > 60 seconds	17,289	19,759	17,300	17,300
• Percentage of calls dispatched in 60 Seconds or less	20%	14%	25%	30%
• Percentage of emergency landline calls	20%	22%	21%	22%
• Percentage of emergency wireless calls	27%	32%	33%	33%
• Percentage of non-emergency calls	57%	46%	46%	55%
• Total number of incidents created	24,941	26,314	28,000	29,500
• Total telephone calls answered by F/R dispatchers	196,510	206,309	225,000	250,000
Objective: Ensure mobile data computer 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	n/a	92%	26%	3%
• System members trained to utilize mobile data terminals	n/a	10	300	300
• Total number of apparatus outfitted with MDCs	n/a	10	75	173
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	n/a	20.08	16.00	16.00
• Percentage maps produced within 16 hour goal	n/a	39%	80%	80%
• Total number of specialized maps produced	234	415	275	300



Loudoun County Government
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**Fire, Rescue and Emergency Management
Communications & Support Services**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: To achieve and maintain a 95% or greater customer satisfaction rate for communication support services from the fire-rescue and emergency management community.				
• Number of repair calls received	165	147	140	175
• Support services satisfaction rating	n/a	61%	95%	95%



Fire, Rescue and Emergency Management Volunteer Coordination

Description

This program supports fire and rescue volunteer system members by overseeing and providing guidance in various human resource aspects including but not limited to: workers' compensation, medical physicals, training issues, recruitment, retention, and recognition. The Volunteer Coordination program works in conjunction with the department, the Fire and Rescue Commission, and the volunteer system to enhance volunteers' participation in the combination system.

Budget Overview

FY 2010 Issues

- Volunteer recruitment needs to be focused on the critical issue of volunteer retention.
- Interdependence needs to be fostered between the volunteer and career staff to enhance combination system efficiency.
- Volunteer membership trends must be tracked to determine specific recruitment and retention needs so that strategies can be developed to enhance volunteer membership.
- Guidelines to enhance volunteer participation and growth within the system need to be developed.
- Matching recruitment, training, and retention efforts need to be coordinated to ensure effective and efficient service delivery of the volunteer component of the combination system.

FY 2010 Goals

- Identify and pursue new financial and media resources for recruitment of fire and rescue volunteers.
- Identify and implement leadership and professional development opportunities to enhance volunteer participation and retention.
- Promote the standardization of operations within the combination system.
- Transition volunteer user groups in utilizing the new Records Management System for record data entry and maintenance.
- Identify and enhance or implement volunteer benefits to recruit and retain members or as a part of the recognition program.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$0	\$185,654	\$985,888	\$890,000	\$896,000
Operations & Maintenance	6,828,501	5,902,398	5,363,074	5,646,000	5,643,000
Capital Outlay & Capital Acquisitions	32,222	4,126	0	0	0
Transfer To Central Service Fund	0	0	31,482	0	0
Total Expenditures	\$6,860,723	\$6,092,178	\$6,380,444	\$6,535,000	\$6,539,000
Revenues					
State Categorical Aid	\$484,034	\$701,943	\$(9,360)	\$436,000	\$436,000
Total Revenues	\$484,034	\$701,943	\$(9,360)	\$436,000	\$436,000
Total Local Tax Funding	\$6,376,689	\$5,390,235	\$6,389,804	\$6,099,000	\$6,103,000
FTE Summary	3.14	2.07	3.07	3.07	3.07



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Fire, Rescue and Emergency Management
Volunteer Coordination

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase the recruitment of volunteer personnel in the fire and rescue system.				
• Marketing at community recruitment events	24	33	35	35
• Prospective volunteer inquiries	273	328	320	320
• Volunteer program staff hours devoted to outside recruitment activities.	n/a	528	1,000	500
• Volunteers entering basic certification training	n/a	61	165	165
Objective: Protect Life and Property of Residents				
• Number of active duty volunteers per 1,000 residents	0.00	2.54	2.77	2.77
• Number of active duty volunteers per 50 square miles	n/a	68.67	76.88	78.14
Objective: Reduce the fiscal impact of maintaining Fire, Rescue and Emergency Management to the community, by increasing recruitment and enhancing the retention of volunteer personnel in the fire and rescue system.				
• 1: Volunteer Membership (includes Dual)*	1,426	1,451	1,502	1,526
• 2: New volunteer members	293	326	325	352
• 3: Terminated or deceased volunteer members	228	278	275	275
• 5: Net gain/loss of volunteers	65	48	50	77
• 6: Active duty volunteer members (administrative and operational)	n/a	710	740	772



Fire, Rescue and Emergency Management

Fire-Rescue Training

Description

The Training division provides the highest quality and comprehensive education 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 of Fire, Rescue and Emergency Management and the Volunteer Fire-Rescue community. The programs offered include: Emergency Medicine, Fire, Hazardous Materials, Technical Rescue, Leadership and Management, and Recertification and Instructor Curriculums.

Budget Overview

FY 2010 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 7 days a week with weekday training running from 6 am -11 pm, and weekend training being provided from 7 am – 5 pm.
- National and local 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 2010 Goals

- 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, grooming in-house instructor talent and creating a true learning environment for Training Center employees and students.
- Provide the fire-rescue system with a regular training calendar that will be delivered on time with capable and competent instructors. 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 and firefighter self-survival techniques.
- Continue implementation of training recommendations from the Meadowood Event Report.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,347,047	\$1,624,944	\$1,386,403	\$1,535,000	\$1,554,000
Operations & Maintenance	825,427	1,152,160	1,522,453	1,683,000	1,752,000
Capital Outlay & Capital Acquisitions	16,679	0	23,471	52,000	42,000
Total Expenditures	\$2,189,153	\$2,777,104	\$2,932,327	\$3,270,000	\$3,348,000
Revenues					
State Categorical Aid	\$9,888	\$0	\$0	\$0	\$0
Other Financing Sources	29	0	0	0	0
Total Revenues	\$9,917	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$2,179,236	\$2,777,104	\$2,932,327	\$3,270,000	\$3,348,000
FTE Summary	12.23	17.88	17.76	16.46	16.46



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Fire, Rescue and Emergency Management

Fire-Rescue Training

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	n/a	93%	90%	92%
• Service quality of training programs (scale 1-5)	n/a	4.65	4.00	4.00
Objective: Provide comprehensive training in multiple disciplines that include: fire, rescue, hazardous materials, emergency medical rescue, special operations, leadership, and management, allowing the combined Fire-Rescue system to meet the service delivery needs of the community, local, state, and national government standards related to service deliverables.				
• Number of classes revised or added to the curriculum	n/a	4	25	15
• Number of comprehensive classes taught	142	198	156	91
• Number of students attending comprehensive training classes	3,534	4,208	3,672	2,276
• Number of students enrolled in Monroe Technology Center program	6	10	10	10
• Percentage of training classes presented on-site	n/a	100%	90%	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	227	418	607	130
Objective: Provide system members comprehensive fire-rescue training program.				
• Cost to train a volunteer from entry to active duty (EMS)	n/a	n/a	\$535	\$625
• Cost to train a volunteer from entry to active duty (Fire)	n/a	n/a	\$487	\$2,045
• Cost to train career members from entry to active duty	n/a	n/a	\$615	\$5,800
• Number of career members scheduled for training classes	n/a	n/a	2,950	600
• Number of volunteers scheduled for training classes	n/a	n/a	3,235	1,700
• Percentage of career members completing training classes	n/a	n/a	90%	92%
• Percentage of volunteers completing training classes	n/a	n/a	90%	92%



Fire, Rescue and Emergency Management

Fire Marshal's Office

Description

The Fire Marshal's Office seeks to provide a safe living and working environment for residents, workers and travelers within Loudoun County. A key aspect of this mission is the fire prevention and life safety inspections program which primarily serves public assembly buildings, schools, extremely hazardous substances (EHS) facilities and multifamily occupancies in Loudoun County and the seven (7) incorporated towns. The program also conducts fire safety plan reviews and responds to Freedom of Information (FOIA) requests from the development community. Pursuant to the sections of the Code of Virginia §27-31 through §27-37.1, the program is also responsible for the investigation of all fires, explosions, hazardous material incidents and environmental crimes. The office regulates commercial blasting and as a participating agency in the Loudoun County Bomb Squad, is responsible for mitigating emergency situations involving explosives and hazardous devices, as required under local, State, and Federal law.

The Public Education program provides awareness to residents on potential household hazards, common emergency situations and personal safety through community outreach. Ongoing coordination of program initiatives that include child safety seat inspections and installations, as well as smoke alarm installations, create effective partnerships with the citizens, public school system, public safety agencies and other local civic organizations.

Budget Overview

FY 2010 Issues

- The automated scheduling system for fire safety inspections in public assembly buildings was initiated in November 2007. Over 600 public assembly buildings and educational use buildings are now on an automated re-inspection program. The automated program will continue to be expanded to include institutional, mercantile and industrial properties in FY 10.
- 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 62 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.
- The division is presently averaging one investigation per day for fires, explosions and hazardous materials incidents. Each of the five 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.
- Public Education continues to focus on fire prevention and related life safety public education. The smoke alarm program began in FY 09 and continues as a community based program in FY 10. Community-based safety education and child safety seat installations and inspections continue in FY 10.

FY 2010 Goals

- Work with the Budget Office on the recommended increases to the existing permit fee revenue structure as allowed by the Statewide Fire Prevention Code, per Board mandate that fees for required permits represent the actual staff costs.
- Continue the utilization of LMIS to continue to create and expand the database of all properties subject to annual and more frequent fire safety inspections.
- Maintain and expand the community based smoke alarm awareness program to increase the number of smoke alarms in residential buildings.
- Continue public education outreach programs such as McGruff, head start, child safety seats and babysitter safety awareness.



Loudoun County Government
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Fire, Rescue and Emergency Management
Fire Marshal's Office

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,317,074	\$1,447,367	\$1,579,808	\$1,590,000	\$1,605,000
Operations & Maintenance	234,007	653,697	672,065	413,000	495,000
Capital Outlay & Capital Acquisitions	0	130,180	144,873	0	0
Total Expenditures	\$1,551,081	\$2,231,244	\$2,396,746	\$2,003,000	\$2,100,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$82,765	\$77,570	\$92,985	\$82,000	\$141,000
Fines & Forfeitures	5,140	3,815	6,541	7,000	7,000
Recovered Costs	0	358	1,145	0	0
Federal Categorical Aid	0	137,350	317,780	0	0
Total Revenues	\$87,905	\$219,093	\$418,451	\$89,000	\$148,000
Total Local Tax Funding	\$1,463,176	\$2,012,151	\$1,978,295	\$1,914,000	\$1,952,000
FTE Summary	15.57	16.57	16.57	16.57	16.57



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Fire Marshal's Office

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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.				
• Emergency explosives canine responses	26	19	20	24
• Number of devices rendered safe	19	20	15	28
• Number of emergency bomb squad responses	41	30	45	32
• Number of required training hours	1,160	768	1,160	1,160
• Number of threat responses	15	2	15	4
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	61	44	81	62
• Number of closed cases	196	242	256	248
• Number of criminal investigations closed	n/a	n/a	89	20
• Number of investigations	319	285	365	312
• Number of open/active cases	57	29	77	44
• Number of open/inactive cases	24	22	32	20
Objective: Conduct annual fire safety inspections for all known schools, public assembly buildings, night clubs and extremely hazardous substance (EHS) facilities.				
• Monthly night club inspections performed	19	422	300	460
• Number of Extremely Hazardous Substances (EHS) properties inspected annually	23	31	23	20
• Number of other fire safety inspections performed	1,810	1,243	1,950	1,652
• Number of public assemblies inspected	n/a	465	600	484
• Number of school properties inspected	68	95	77	77
• Properties inspected per FTE	388	349	400	376



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Fire, Rescue and Emergency Management
Fire Marshal's Office

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Manage multi-jurisdictional grants and other grants in accordance with local, state and federal grant guidelines.				
• Value of goods designated for Loudoun County	\$136,174	\$124,681	\$900,000	\$989,000
• Value of goods designated for other jurisdictions	\$342,100	\$330,450	\$6,300,000	\$6,300,000
• Value of grant funds under management	\$500,000	\$455,131	\$7,289,000	\$7,289,000
Objective: Minimize preventable child and elderly injuries/deaths due to ill prepared babysitter, caregiver, parent or legal guardian.				
• Child Safety Seats installed	2,269	1,280	2,400	1,672
• Cost of public education program delivery	\$9,927	\$10,084	\$10,854	\$20,104
• Hours dedicated to public education program coordination	1,722	1,245	1,722	1,218
• Hours dedicated to public education program delivery	228	219	228	432
• Number of direct public education program recipients	3,791	1,507	3,800	1,956
• Number of public education programs delivered	75	60	72	44
Objective: Review all submitted development plans for compliance with fire safety regulations.				
• Hours required for plans review	312	144	330	330
• Number of annual plans received and reviewed	260	139	275	284
Objective: Minimize fire related deaths that could have been prevented with a properly functioning and installed smoke detector(s).				
• Smoke Detector Program - Number of detectors installed	n/a	7	100	100



Fire, Rescue and Emergency Management

Office of Emergency Management

Description

This program is responsible for a comprehensive emergency management program to adequately mitigate, prepare for, effectively respond to, and quickly recover from natural, technological and terrorist related emergencies that may impact the residents of Loudoun County. The Office of Emergency Management (OEM) develops and maintains the County's Emergency Operations Plan (EOP) which provides a foundation for emergency management actions before, during and following a significant emergency. The department works collaboratively in developing and maintaining support documents, policies, procedures and annexes and is responsible for maintaining, activating and managing the Emergency Operations Center (EOC). When activated, the EOC serves as the command and control point for all County emergency management activities. In addition, the office facilitates training, simulations and exercises designed to prepare personnel to carry out its role in the County EOP. The office also conducts community outreach and education programs designed to increase awareness of residents. Finally, the office oversees the Community Emergency Response Team (CERT) program and coordinates countywide special events.

Budget Overview

FY 2010 Issues

- Planning for mitigation of natural and man-made disasters remains a key focus of the department. Responsible and collaborative regional planning efforts continue to ensure safe and successful special events coordination with sponsors and agencies.
- Continue to enhance, revise, and update the County's EOP, supporting documents, and other planning initiatives collaboratively with local, regional, state and federal partners.
- Continue to optimize the new Emergency Operations Center for response and recovery operations through planning, training, exercises and operational activities.
- Continue the development and implementation of a comprehensive training program designed to prepare responders for operational activities associated with large-scale emergencies and disasters.
- Continue to work with event organizers and venue directors to ensure the safety of participants at special events in Loudoun County.

FY 2010 Goals

- Revise emergency response plans, policies and procedures, and participation in National Capital Region-wide planning, strategy and exercises.
- Conduct two major drills in the County's new Emergency Operations Center utilizing EOC staffing components.
- Monitor changes to legislation for emergency management to formulate responses to large-scale emergencies and disasters.
- Enhance the Special Events program to include the development and implementation of a Special Events Ordinance.



Loudoun County Government
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Fire, Rescue and Emergency Management
Office of Emergency Management

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$82,949	\$327,381	\$360,096	\$410,000	\$406,000
Operations & Maintenance	186,480	371,896	208,374	179,000	109,000
Capital Outlay & Capital Acquisitions	73,432	127,007	27,587	124,000	124,000
Transfer To Central Service Fund	231,250	0	0	0	0
Total Expenditures	\$574,111	\$826,284	\$596,057	\$713,000	\$639,000
Revenues					
Federal Categorical Aid	\$425,765	\$505,450	\$103,660	\$20,000	\$20,000
Other Financing Sources	0	43,130	0	68,000	68,000
Total Revenues	\$425,765	\$548,580	\$103,660	\$88,000	\$88,000
Total Local Tax Funding	\$148,346	\$277,704	\$492,397	\$624,000	\$551,000
FTE Summary	0.00	4.21	4.21	5.28	5.28



Loudoun County Government
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Fire, Rescue and Emergency Management
Office of Emergency Management

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Conduct emergency preparedness programs and education by training Community Emergency Response Team (CERT) members through instruction and investing in other community outreach programs.				
• Community emergency response team members	102	33	60	60
• Cost of CERT training per member	n/a	\$107	\$107	\$107
• Duration of average class (in minutes)	n/a	180	180	180
• Instruction hours	316	111	180	180
• Staff hours	185	167	220	220
Objective: Emergency Operations Center Usage.				
• Number of hours EOC activated	n/a	305	300	300
• Number of hours EOC is utilized during non-emergencies	n/a	1,226	2,280	2,280
Objective: Conduct planning and response activities associated with large-scale emergencies and disasters.				
• Operational hours	612	1,658	550	550
• Planning hours	1,675	1,475	1,487	1,858
• Training hours	142	620	175	220
Objective: Conduct a special events program designed to assist organizers with planning for conducting safe and successful special events.				
• Number of special events	145	154	192	211
• Number of special events staff hours	631	914	325	500
• Special Events -- no staff coverage required	n/a	35	58	20



Fire, Rescue and Emergency Management Program Services

Description

The Program Services Division, which falls under the Office of the Fire-Rescue Chief, is responsible for management and oversight of the Department. Services and programs included in this division are: Human Resources; Health, Safety & Risk Management; Respiratory Protection Program; Financial Management; Public Affairs; and Administrative support staff.

Human Resources is responsible for hiring personnel via reviewing applications, written exams, physical ability tests, polygraph exams, background examinations, oral interviews and candidate selection for all divisions. Oversight of emergency incidents, department injuries and accident investigation, are provided by staff involved in the Health, Safety & Risk Management. The program also monitors personnel placed on Workers Compensation contracts, scheduling employee physicals and monitoring third party administrators/health and wellness programs. The Respiratory Protection program manages the self-contained breathing apparatus inventory, which includes annual testing, maintenance, routine repairs and management of technicians and supplies. Administrative staff in the department process personnel actions, manage financial matters, grants, and procurement-related services, in addition to answering FOIA requests.

Budget Overview

FY 2010 Issues

- Continued department compliance with occupational safety and other industry safety-related standards mandates is critical to ensure that practices and work environment safeguards are met for health and well-being of department employees and system members.
- 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.
- The department is challenged with meeting the growth in services delivery areas. Department services, such as procurement, supply distribution, facilities/vehicles maintenance, administrative support, records management, and payroll will continue to grow as administrative support remains level.

FY 2010 Goals

- Recruit quality applicants, particularly those with advanced life support training to fill new and vacant uniform positions.
- Meet growing needs in service delivery areas, such as procurement, supply distribution, facilities/vehicles maintenance, administrative support, records management, and payroll with current levels of administrative staff support.
- 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.
- Implement a dedicated inventory and supply distribution program the department needs to react to an anticipated 10-15% increase in purchasing activity to maintain current provisions.



Loudoun County Government
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**Fire, Rescue and Emergency Management
Program Services**

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,219,756	\$1,348,605	\$1,692,167	\$1,826,000	\$1,687,000
Operations & Maintenance	264,082	468,317	721,694	550,000	888,000
Capital Outlay & Capital Acquisitions	6,300	299,784	177,284	17,000	0
Transfer To Central Service Fund	0	30,597	13,750	0	0
Total Expenditures	\$1,490,138	\$2,147,303	\$2,604,895	\$2,394,000	\$2,575,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$0	\$0	\$0	\$0	\$0
Recovered Costs	0	0	0	0	0
Other Financing Sources	0	54	0	0	0
Total Revenues	\$0	\$54	\$0	\$0	\$0
Total Local Tax Funding	\$1,490,138	\$2,147,249	\$2,604,895	\$2,394,000	\$2,575,000
FTE Summary	13.38	22.39	20.34	17.55	19.05



Loudoun County Government
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Fire, Rescue and Emergency Management Program Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Organize administrative reporting duties to maximize allocated personnel and resources with department needs.				
• Admin Support - Average customer satisfaction rating (1-5)	4.40	3.16	4.50	4.50
• Percent of error-free pay records submitted	99%	100%	99%	99%
• Total timesheets processed	n/a	8,050	22,308	23,218
Objective: Manage and administer a comprehensive health, wellness, and safety program that maintains a physically and psychologically fit workforce.				
• NFPA 1582 physicals (incumbent) administered	n/a	207	365	400
• Number of safety program inspections completed.	n/a	926	26	52
• Number of safety program inspections required	n/a	50,394	51,850	51,850
• Number of total on-the-job injuries	0	20	30	60
• Percent of on-time injury/accident investigations	n/a	100%	100%	100%
• Responses to emergency calls	n/a	318	427	472
• Safety-oriented drill hours	0	1,825	2,300	1,428
Objective: Manage a Human Resources system that meets organizational needs and County HR policies.				
• Cost per qualified candidate	n/a	\$788	\$2,500	\$2,500
• Job applicants hired	73	29	30	18
• Number of HR actions completed per FTE	n/a	0.51	0.20	0.20
• Number of job applicants	1,066	1,701	1,600	5
• Qualified job applicants received	n/a	897	1,400	5
Objective: Ensure procurement infrastructure that provides for the acquisition of essential department goods and services.				
• Number of procurements	0	436	1,300	1,400
• Percent of on-time invoiced payments	n/a	98%	95%	95%
• Percent of procurements executed on-time	n/a	79%	90%	90%



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Fire, Rescue and Emergency Management
Program Services**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Protect Life of Personnel Responding to Incidents				
• Number of SCBA receiving PM Flow test	n/a	255	349	470
• Number of SCBA repaired	n/a	251	190	720
• Percentage of SCBA units tested and certified	n/a	7%	100%	100%
• SCBA units available for usage	n/a	975	349	470



**Loudoun County Government
FY 2010 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 comprehensive services that prevent and reduce juvenile delinquency through partnerships with families, schools, communities, law enforcement and other local, state and non-profit agencies, while providing the opportunity for delinquent youth to develop into responsible and productive citizens.

Description

The Juvenile Court Services Unit (JCSU) is a statutorily mandated agency which carries out the directions of the Court for professional supervision and services for juvenile offenders. The JCSU has three basic components: Probation, including monitoring and supervising juveniles and their families per the order of the Court; Intake, the "taking in" and processing of new complaints and cases; and Special Programs, an array of specialized services to restore juveniles and their families to law abiding behavior. These court-ordered programs and services include anger management, community service, detention alternatives, gang intervention, mediation, post-disposition, prevention/intervention, restitution, restorative justice, and programs for serious offenders.

Budget Overview

FY 2010 Issues

- JCSU services have been significantly affected by Loudoun's population growth, especially since much of that growth is occurring in the juvenile age group. There is also a significant number of transferring-in youth who are already experienced in juvenile court involvement.
- 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.
- Prevention, intervention and educational programming to maintain gang response strategies, 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.
- A continual increase in complaints, with another 4% reported in FY 08, and an 8% increase projected for FY 10. If that pattern continues, it will put a strain on the department's ability to respond effectively.
- The Juvenile Detention Center's and Loudoun Youth Shelter's overcrowding is a serious concern. The new Juvenile Detention was to be operational in 2011; however, budget delays may require rental of beds in other areas of the state.
- The department is involved in a joint venture with other County agencies to prevent domestic violence. A Federal grant was renewed in FY 09 to begin a County wide domestic violence program. This is an interdepartmental program with the following partners: the Sheriff's Office, LAWS, the Commonwealth's Attorney's Office and Community Corrections.

FY 2010 Major Goals

- Further reduce frequency and length of stay of detentions through growth in the Detention Alternatives Program.
- Continue development of graduated sanctions for treating and supervising juvenile offenders to alleviate overcrowding at the Juvenile Detention Center and Loudoun Youth Shelter.
- 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.
- Fully support the interagency balanced approach to gangs, both locally and regionally.
- Continue to refine and improve the use of technology by the Intake Team for after-hours coverage.
- Provide more convenient citizen services at the eastern office.
- Work with other agencies to reduce domestic violence in Loudoun.
- Continue to refine the joint team efforts with the Schools, the Commonwealth's Attorney and Mental Health to reduce truancy by rapidly responding to truant behaviors.

FY 2009 Major Achievements

- Implemented the Supervised Release Program for Intake, Probation and Parole. The program has achieved an \$850K savings for Loudoun County in FY 08. This savings is figured on per diem JDC vs. per diem Supervised Release Program.
- Coordinated a multi-agency, and multi-disciplinary team approach to responding to gang activity, locally and regionally through the Gang Response Intervention Team (GRIT) Coordinator. The Loudoun GRIT model has been adopted by many Northern Virginia jurisdictions. Current plans include continuing the Federal funding of a contract position for street outreach activities to assist in the effort.
- Deployed the Restorative Justice Program, the first program in the Commonwealth to expand re-entry procedures from



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Juvenile Court Service Unit

juvenile correctional centers into the community and to deal with sensitive sexual victimization cases.

- Ordered and monitored over 9,383 hours of Community Service, with a volunteer hour value of \$203,705.
- Continued progress in the JCSU diversion rate from 27% in FY 07 and 29% in FY 08 primarily through the use of creative alternatives.



Loudoun County Government
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Juvenile Court Service Unit

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,230,490	\$1,455,941	\$1,450,623	\$1,638,000	\$1,636,000
Operations & Maintenance	316,900	362,674	350,817	409,000	363,000
Transfer To Central Service Fund	29,452	21,367	0	0	0
Total Expenditures	\$1,576,842	\$1,839,982	\$1,801,440	\$2,047,000	\$1,999,000
Revenues					
Miscellaneous Revenue	\$220	\$200	\$250	\$0	\$0
Federal Categorical Aid	219,702	151,088	104,996	67,000	42,000
Total Revenues	\$219,922	\$151,288	\$105,246	\$67,000	\$42,000
Local Tax Funding	\$1,356,920	\$1,688,694	\$1,696,194	\$1,980,000	\$1,957,000
County FTE	19.79	20.86	20.86	20.86	20.86
State FTE	14.98	14.98	14.98	14.98	14.98
FTE Summary	34.77	35.84	35.84	35.84	35.84

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Juvenile Court Service Unit includes an operating reduction of \$23,000 in Local Tax Funding. The Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 07: 1.07 FTE was added for a school probation officer.



Loudoun County Government
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Juvenile Court Service Unit

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Juvenile Court Service Unit	\$1,576,842	\$1,839,982	\$1,801,440	\$2,047,000	\$1,999,000
Total Expenditures	\$1,576,842	\$1,839,982	\$1,801,440	\$2,047,000	\$1,999,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Juvenile Court Service Unit	\$219,922	\$151,288	\$105,246	\$67,000	\$42,000
Total Revenues	\$219,922	\$151,288	\$105,246	\$67,000	\$42,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Juvenile Court Service Unit	\$1,356,920	\$1,688,694	\$1,696,194	\$1,980,000	\$1,957,000
Total Local Tax Funding	\$1,356,920	\$1,688,694	\$1,696,194	\$1,980,000	\$1,957,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Juvenile Court Service Unit	34.77	35.84	35.84	35.84	35.84
Total FTE	34.77	35.84	35.84	35.84	35.84



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Juvenile Court Service Unit

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Manage the continuing growth in juvenile, domestic relations and protective order complaints.				
• Percent of domestic relations complaints for child and/or spousal support	23%	27%	25%	25%
• Percent of domestic relations complaints for custody/visitation	75%	71%	74%	75%
• Percent of domestic relations complaints resulting in unofficial or diverted to another agency	26%	31%	32%	32%
• Percent of juvenile complaints diverted or unofficial	27%	27%	32%	32%
• Percent of juvenile complaints referred to court	73%	73%	68%	68%
• Percent of juvenile complaints, before intake issued an order to the Juvenile Detention Center	24%	19%	24%	25%
• Percent of juvenile complaints, before intake issued an order to the Loudoun Youth Shelter	4%	4%	5%	5%
• Total number of civil domestic violence complaints issued	239	347	297	418
• Total number of domestic relations complaints issued	1,516	1,715	2,183	2,370
• Total number of juvenile criminal complaints issued	2,082	1,877	2,753	2,700
• Total percent of growth in civilly filed domestic violence complaints	40%	45%	10%	10%
• Total percent of growth in domestic relations complaints	26%	13%	20%	15%
• Total percent of growth in juvenile criminal complaints	22%	-10%	15%	10%
Objective: Continue to maintain probationary services.¹				
• Average number of youth receiving probationary services	n/a	1,177	1,294	1,449
• Number of client contacts	n/a	15,201	16,721	18,728
• Number of non-court ordered graduated sanctions	n/a	230	253	283
• Number of parental contacts	n/a	7,152	7,867	8,811
• Yearly recidivist rate for Commonwealth of Virginia	n/a	n/a	32%	32%
• Yearly recidivist rate for Loudoun County	n/a	n/a	28%	27%
Objective: Expand effective non-judicial alternatives to community conflict by continuing to develop alternatives to formal court adjudication using the Restorative Justice Model.				
• Annual percent of cases returning to court with new offenses within 1 year of program completion	4%	4%	4%	4%
• Successful Restorative Justice cases (agreement made and completed)	133	158	224	192

¹ Measures new in FY 09; prior year history is unavailable.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Juvenile Court Service Unit

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Continue to provide alternatives to detention by utilizing the Supervised Release Program.				
• Annual cost savings Supervised Release Program vs. Juvenile Detention Center	\$1,000,000	\$850,000	\$1,400,000	\$1,700,000
• Average per diem for Juvenile Detention Center	\$146	\$146	\$146	\$220
• Average per diem for Supervised Release Program	\$24	\$28	\$22	\$24
• Electronic monitoring - number of days equipment usage	2,923	2,479	3,537	3,080
• House arrest - number of days served	3,309	2,979	4,004	3,600
• Outreach program - number of days served	2,000	1,800	2,420	500
• Percent of juvenile recidivism while in Supervised Release Program	5%	1%	5%	1%
• Supervised Release Program - Number of youth served	264	238	319	360



Sheriff's Office

Sheriff's Office

Criminal Investigations

Field Operations

Special Operations

Emergency Communications

Corrections

Court Services

Administrative & Technical Services

Office of the Sheriff



**Loudoun County Government
FY 2010 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 service. 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 and the Administrative/Technical Services Division. Contained within the Operations Bureau are the Field Operations Division, Criminal Investigations Division and Special Operations Division. The Office of the Sheriff oversees the activities and programs of all divisions.

Budget Overview

FY 2010 Issues

- The recent downturn in the economy coupled with past population growth within Loudoun continues to create significant service demands that tax available resources. Crime may continue to rise, 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, continues to increase. Criminal Investigators are overburdened with time sensitive investigative leads as well as keeping up with crimes in progress.
- Maintaining levels of service within the Evidence Collection and Documentation Unit is an issue as the number of investigations is increasing.

FY 2010 Major Goals

- Continue to develop creative approaches for recruiting qualified applicants to fill vacated sworn and civilian positions.
- Create a waiting list of applicants to fill future vacancies. Fill all vacant specialized positions within the agency.
- Continue to proactively manage inmate populations to reduce overcrowding at Loudoun County's ADC by housing inmates in other jurisdictions' facilities.
- Continue coordination efforts to complete the ADC Phase II.
- Expand and streamline the asset forfeiture program.
- Continue to maintain a reasonable response for emergency and non-emergency calls for service with no new personnel enhancements in two years, while the population continues to increase.

FY 2009 Major Achievements

- Completed design and began construction for Phase II of the ADC and the Eastern Loudoun Sheriff Station, with estimated completion in FY 10.
- Collected the largest amount yet from the States Criminal Alien Assistance Program (\$474,920 for housing illegal immigrants). The funds can only be used for certain items for the Adult Detention Center.
- Continued design development of the Brambleton Station, a shared facility with Fire and Rescue. The estimated completion date is FY 10.
- Completed land acquisition for the Western Station.
- Implemented International Associated Chiefs of Police (IACP) "Enhanced Response to Victims" ideology agency wide. The Sheriff's Office is one of eight agencies nationwide to validate this program.
- Became one of only 47 law enforcement agencies nationwide to be accepted into the Immigration and Customs Enforcement (ICE) 287g program. This program allows for trained personnel within the Sheriff's Office to initiate deportation proceedings against illegal immigrants suspected of committing certain crimes.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Sheriff's Office

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$37,483,830	\$44,225,310	\$50,133,111	\$54,421,000	\$54,975,000
Operations & Maintenance	10,190,683	11,918,174	14,028,813	13,135,000	13,582,000
Capital Outlay & Capital Acquisitions	589,823	535,071	392,577	646,000	23,000
Transfer To General C/P Fund	0	155,300	0	0	0
Transfer To Central Service Fund	802,584	910,451	319,832	0	0
Total Expenditures	\$49,066,920	\$57,744,306	\$64,874,333	\$68,202,000	\$68,580,000
Revenues					
Other Local Taxes	\$0	\$0	\$5,338,661	\$5,533,000	\$5,533,000
Permits Privilege Fees & Reg Licenses	18,621	218,396	441,143	228,000	387,000
Fines & Forfeitures	1,671,779	1,518,424	1,794,626	1,674,000	1,801,000
Use Of Money & Property	617	266	354	0	0
Charges For Services	286,232	333,160	349,687	340,000	357,000
Miscellaneous Revenue	2	1,000	2,000	0	0
Recovered Costs	949,925	971,152	1,056,473	977,000	1,078,000
State Shared Expenses	7,799,148	8,874,737	10,787,780	9,471,000	11,003,000
State Categorical Aid	87,800	31,050	30,361	0	0
Federal Categorical Aid	2,618,922	1,915,876	2,260,798	60,000	0
Other Financing Sources	3,220	272	0	0	0
Total Revenues	\$13,436,266	\$13,864,333	\$22,061,883	\$18,283,000	\$20,159,000
Public Safety Communications Fund	\$2,309,850	\$1,680,236	\$0	\$0	\$0
Local Tax Funding	\$33,320,804	\$42,199,737	\$42,812,450	\$49,919,000	\$48,421,000
FTE Summary	588.72	624.18	663.63	663.63	663.39

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Sheriff's Office includes reductions of 2.12 FTEs and \$145,069 in local tax funding from the emergency communications center and the Sheriff's administration program as well as an enhancement of 3.00 FTEs and \$93,316 for Eastern Loudoun Station. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Sheriff's Office

Budget History

FY 05 Mid-Year: The Board added 2.14 FTE for the Truck Safety Unit; 1.07 FTE for School Resource Officers; and 1.07 FTE for the multi-agency Domestic Violence program. 1.00 FTE was transferred from MH/MR/SAS for Court Security.

FY 06: The Board added 63.54 FTE for enhancements to courts security, civil process, field operations, administration, investigations, emergency communications, special operations and to open the South Riding Substation.

FY 07: The Board added 35.46 FTE for 22 field deputies, one captain for Court Services, two dispatchers and one Emergency Communications VCIN operator, two traffic motor deputy specialists, one sergeant and four court security deputies.

FY 08: The Board added 39.45 FTE; one station commander, one assistant station commander, and six deputies for the Eastern Loudoun Station, four school resource officers, five criminal investigators, one training safety officer, one crime scene investigator, and 18 positions for Phase II of the ADC.

FY 09: The Board approved \$356,000 for vehicles and equipment for the Eastern Loudoun Sheriff's Substation

FY 09 Mid-Year: 1.12 FTE were transferred to Family Services for adult and child protective services from four crossing guard positions.

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



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Sheriff's Office

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Criminal Investigations	\$5,270,511	\$6,034,414	\$6,689,134	\$6,871,000	\$6,897,000
Field Operations	17,242,171	20,559,312	22,266,057	24,447,000	24,099,000
Special Operations	5,543,219	6,436,976	7,176,916	7,256,000	7,144,000
Emergency Communications	2,301,811	2,654,028	2,937,225	3,306,000	3,064,000
Corrections	8,645,824	11,378,580	13,928,134	15,023,000	16,323,000
Court Services	3,166,267	3,512,525	3,915,605	4,087,000	4,056,000
Administrative & Technical Services	3,261,907	3,929,460	4,529,702	4,899,000	4,864,000
Crime Prevention	235	0	0	0	0
Office of the Sheriff	3,634,975	3,239,011	3,431,560	2,312,000	2,133,000
Total Expenditures	\$49,066,920	\$57,744,306	\$64,874,333	\$68,202,000	\$68,580,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Criminal Investigations	\$950,679	\$1,112,614	\$1,105,755	\$908,000	\$1,076,000
Field Operations	5,104,287	5,047,299	5,845,815	4,947,000	5,778,000
Special Operations	1,660,532	1,766,703	1,999,779	1,706,000	1,954,000
Emergency Communications	2,309,850	1,680,236	5,684,576	5,832,000	5,884,000
Corrections	1,665,060	2,035,462	2,836,047	2,737,000	2,863,000
Court Services	1,050,208	994,622	1,051,637	945,000	1,074,000
Administrative & Technical Services	527,237	808,733	1,150,472	851,000	1,111,000
Office of the Sheriff	2,478,263	2,098,900	2,387,802	357,000	419,000
Total Revenues	\$15,746,116	\$15,544,569	\$22,061,883	\$18,283,000	\$20,159,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Criminal Investigations	\$4,319,832	\$4,921,800	\$5,583,379	\$5,963,000	\$5,821,000
Field Operations	12,137,884	15,512,013	16,420,242	19,500,000	18,321,000
Special Operations	3,882,687	4,670,273	5,177,137	5,550,000	5,190,000
Emergency Communications	(8,039)	973,792	(2,747,351)	(2,526,000)	(2,820,000)
Corrections	6,980,764	9,343,118	11,092,087	12,286,000	13,460,000
Court Services	2,116,059	2,517,903	2,863,968	3,143,000	2,982,000
Administrative & Technical Services	2,734,670	3,120,727	3,379,230	4,048,000	3,753,000
Crime Prevention	235	0	0	0	0
Office of the Sheriff	1,156,712	1,140,111	1,043,758	1,955,000	1,714,000
Total Local Tax Funding	\$33,320,804	\$42,199,737	\$42,812,450	\$49,919,000	\$48,421,000

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Criminal Investigations	73.48	59.57	65.99	68.13	67.06
Field Operations	207.16	247.82	257.45	252.10	258.31
Special Operations	69.85	67.43	69.79	71.71	69.52
Emergency Communications	47.99	51.35	51.06	51.35	48.16
Corrections	97.81	98.88	119.07	119.07	119.07
Court Services	45.73	52.15	51.08	51.08	51.08
Administrative & Technical Services	32.63	32.63	34.84	35.84	37.91
Office of the Sheriff	14.07	14.35	14.35	14.35	12.28
Total FTE	588.72	624.18	663.63	663.63	663.39



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

**Sheriff's Office
Criminal Investigations**

Description

The Criminal Investigations Division (CID) provides for 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; Gang Intelligence and Juvenile Crimes, which includes juvenile investigations; and the Serious Habitual Offender Comprehensive Action Program (SHOCAP).

Budget Overview

FY 2010 Issues

- Division caseload continues to grow annually, increasing from 3,105 in 2007, to 3,241 in 2008, or an increase of 4.5%.
- The level of complexity of criminal activities, particularly with regard to financial, computer, and drug distribution offenses, continues to increase.
- The need for effective interagency and regional information sharing is greater than ever due to criminal activity as well as gang membership and activity.
- Training investigators to deal with the increasing complexity of investigations continues to be a challenge.
- The growth of gangs continues to be a problem in the region. Existing gangs continue to compete with emerging groups for members.
- Staff is overburdened with time sensitive investigative leads as well as keeping up with crimes in progress.
- Filling vacant positions continues to be difficult with the high demand in the region for qualified personnel. With the growth of the agency, experienced investigators are being promoted into other positions. Other jurisdictions are now hiring lateral entry investigators from outside their agency to fill vacancies.
- The area has seen an increase in prostitution and other vice related cases in the last year. These cases are time consuming and operations addressing these issues require intricate planning and manpower.

FY 2010 Goals

- Expand and streamline the asset forfeiture program.
- Fill all vacancies either from within the agency or outside the agency as quickly as possible.
- Manage the increasing financial and computer related white collar crimes.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$4,469,008	\$5,197,826	\$5,681,939	\$6,121,000	\$6,189,000
Operations & Maintenance	621,583	687,170	799,863	750,000	708,000
Capital Outlay & Capital Acquisitions	25,054	101,740	52,297	0	0
Transfer To Central Service Fund	154,866	47,678	155,035	0	0
Total Expenditures	\$5,270,511	\$6,034,414	\$6,689,134	\$6,871,000	\$6,897,000
Revenues					
Miscellaneous Revenue	\$0	\$0	\$2,000	\$0	\$0
Recovered Costs	6,508	12,940	13,234	24,000	8,000
State Shared Expenses	892,771	1,037,370	1,047,377	884,000	1,068,000
State Categorical Aid	13,900	15,525	15,525	0	0
Federal Categorical Aid	37,500	46,779	27,619	0	0
Total Revenues	\$950,679	\$1,112,614	\$1,105,755	\$908,000	\$1,076,000
Total Local Tax Funding	\$4,319,832	\$4,921,800	\$5,583,379	\$5,963,000	\$5,821,000
FTE Summary	73.48	59.57	65.99	68.13	67.06



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Criminal Investigations

Performance Measures ¹	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Complete 30 training sessions/gang awareness presentations for criminal justice and community based agency staff and local residents in gang recognition and appropriate intervention procedures.				
• Number attending gang awareness sessions	417	262	500	550
• Number of gang awareness sessions	17	21	30	33
Objective: Maintain a 100% closure rate of gang-related cases.				
• Gang related crime closure rate (minus graffiti)	100%	100%	100%	100%
• Number of gang investigators	6	7	7	7
• Number of gang related cases per investigator	33	18	36	40
• Number of gang related crimes against persons cases	17	22	36	40
• Number of gang related crimes against property cases	6	14	10	15
• Number of gang related graffiti cases	85	104	108	119
• Number of gang related narcotics offenses	2	2	10	11

¹ All performance measures are based on calendar year due to statutory reporting requirements.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office Criminal Investigations

Performance Measures ¹	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Attain a case closure rate for Uniform Crime Reporting Act Index Crimes (UCR) of 30% (i.e. greater than the national average of 21%) and maintain an overall case closure rate for all cases investigated of 60%.				
• Crimes against Persons closure rate	75%	72%	55%	55%
• Financial crimes closure rate	65%	65%	55%	55%
• Major Crimes closure rate	63%	61%	55%	55%
• Number of crimes against persons cases	1,298	1,213	1,253	1,253
• Number of crimes against persons cases per investigator	93	87	85	90
• Number of crimes against persons investigators	15	14	14	14
• Number of financial crimes cases	1,247	1,376	1,582	1,513
• Number of financial crimes cases per investigator	125	153	176	151
• Number of financial crimes investigators	9	9	10	10
• Number of property crimes cases	559	652	731	764
• Number of property crimes cases per investigator	70	72	81	84
• Number of property crimes investigators	8	9	9	9
• Property crimes closure rate	32%	24%	25%	25%
Objective: Achieve 100 % closure rate for narcotics and special investigation cases.				
• Narcotics closure rate	88%	85%	100%	100%
• Number of prescription fraud cases	82	54	160	100
• Number of prescription fraud cases per investigator	81	54	80	90
• Number of prescription fraud investigators	1	1	2	1
• Number of street level narcotics cases	388	468	520	570
• Number of street level narcotics cases per investigator	43	54	58	63
• Number of street level narcotics investigators	9	9	9	9

¹ All performance measures are based on calendar year due to statutory reporting requirements.



Sheriff's Office Field Operations

Description

This program is responsible for the initial response to all calls for service and patrols the County 24-hours a day, 365 days a year. Included in those initial responses are criminal and traffic investigations, arrests, community relations, community policing, and proactive patrol. In addition to patrol duties, the Community Policing, School Resource Officer, Domestic Violence, Executive Detail, Drug Court and Mall programs are operated out of the Field Operations Division. These programs work closely with the Patrol section and each other to deliver community-based, problem solving policing techniques to Loudoun County residents. The Field Operations Division frequently augments specialized programs such as Criminal Investigations and Special Operations when those program needs exceed their capabilities. Support is also provided to the Purcellville, Leesburg and Middleburg Police Departments, the Virginia State Police, Metropolitan Washington Airport Authority Police, Animal Care and Control, Virginia Department of Alcohol Beverage Control, and Federal law enforcement agencies.

Budget Overview

FY 2010 Issues

- The continued downturn in the economy will lead to increased larcenies and robberies along with a projected increase in domestic and mental health issues by those under economic stress.
- Staffing levels are a constant challenge due to increased competition from other law enforcement agencies for the same qualified applicants. Hiring and training a new deputy is complex and may require nearly 1 1/2 years to complete. This process represents a major challenge to fill all positions as quickly as possible.
- Proposed opening of new community-based station at Brambleton is scheduled for FY 11. The Board did not approve proposed staffing increases during the FY 09 or FY 10 budget process.
- The agency is working in collaboration with the Office of Capital Construction on the design process for the Western Loudoun Station for opening in 2011.
- Ammunition used for the Patrol Rifle program is in limited supply due to U.S. Department of Defense demands. This impacts training at the Active Shooter program.
- Providing training and implementation of new police techniques and equipment (e.g., active shooter, patrol rifles, and tasers) to deal with law enforcement trends is a challenge with current training staff.
- Emergency detention orders and emergency custody orders for mental issues continue to increase. Immediate service of the orders, along with the transportation time (often out of the county) is significantly affecting Field Operations.

FY 2010 Goals

- Maintain a reasonable response for emergency and non-emergency calls for service.
- Continue the transition of current staff to decentralized community based stations and problem solving police techniques will continue over the next 2 years.
- Strive to maintain fewer than 1,000 annual calls per deputy per year.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$13,660,979	\$16,556,125	\$18,632,077	\$20,011,000	\$20,465,000
Operations & Maintenance	2,734,898	3,178,188	3,313,574	3,980,000	3,634,000
Capital Outlay & Capital Acquisitions	283,500	127,567	214,864	457,000	0
Transfer To General C/P Fund	0	34,800	0	0	0
Transfer To Central Service Fund	562,794	662,632	105,542	0	0
Total Expenditures	\$17,242,171	\$20,559,312	\$22,266,057	\$24,447,000	\$24,099,000
Revenues					
Fines & Forfeitures	\$1,363,441	\$1,046,598	\$1,202,051	\$1,128,000	\$1,206,000
Charges For Services	0	0	273	0	0
Recovered Costs	251,572	182,621	235,941	185,000	239,000
State Shared Expenses	3,145,299	3,715,957	4,247,208	3,574,000	4,333,000
State Categorical Aid	13,900	15,525	14,836	0	0
Federal Categorical Aid	330,075	86,459	145,506	60,000	0
Other Financing Sources	0	139	0	0	0
Total Revenues	\$5,104,287	\$5,047,299	\$5,845,815	\$4,947,000	\$5,778,000
Total Local Tax Funding	\$12,137,884	\$15,512,013	\$16,420,242	\$19,500,000	\$18,321,000
FTE Summary	207.16	247.82	257.45	252.10	258.31



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Sheriff's Office
Field Operations**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Through community and problem solving policing techniques, increase visibility, presence and security in selected communities throughout Loudoun County.				
• Number of communities implemented	8	8	8	8
• Number of community meetings attended	196	142	200	200
• Number of Community Policing deputies	8	8	8	8
• Number of service incidents	2,704	3,046	3,200	3,200
Objective: Reduce the number of high risk and repeat domestic violence cases.				
• Number of residences where multiple cases were reported	73	72	80	80
• Total number of cases generated from the affected residences	159	157	160	180
Objective: 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	2,434	2,637	2,600	2,600
• Calls responded to DTC per deputy	487	527	520	520
Objective: Reduce the average number of annual calls for service per deputy per year from 1,125 to 900 calls.				
• Annual average calls for service per deputy	882	950	965	965
• Annual calls for service	169,286	190,057	193,000	193,000
• Authorized Patrol Deputies	192	200	200	200
• Part 1 arrests	698	623	600	700
• Part 2 arrests	5,440	5,685	5,600	6,000
• Total arrests	6,138	6,308	6,200	6,200
• Total DUI arrests	631	739	700	700
• Total traffic stops	32,261	45,110	40,000	48,000
• Total traffic summons	19,265	25,939	22,000	36,000
• Totals warrants served	5,049	5,647	5,750	5,750



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Field Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Maintain an average response time of 9:00 min/secs for emergency calls and 11:15 min/secs for non-emergency calls for service.				
• Average response time for emergency calls (in mins:secs.)	8:12	8:04	9:00	9:00
• Average response time for non-emergency calls (in mins:secs.)	10:24	11:89	11:15	11:15
Objective: Maintain the safety and security of middle and high schools through the School Resource Officer (SRO) program.				
• Average calls per SRO	277	237	257	257
• High Schools - number of calls for service	2,095	2,318	2,475	2,475
• Middle Schools - number of calls for service	1,796	1,944	1,830	1,950
• Number of GREAT Program classes taught in Middle Schools	160	160	125	160
• Number of High School programs and presentations	n/a	100	100	100
• Number of High Schools	8	8	8	8
• Number of Middle Schools	9	10	10	10
• Number of SROs assigned to High Schools	8	8	8	8
• Number of SROs assigned to Middle Schools	9	10	10	10
Objective: Establish liaison with the Hispanic community through the Spanish interpreter and outreach program.				
• Liaisons with Hispanic communities to improve relations	10	6	25	25
• Number of contacts/interpretations w/Hispanic community	189	171	200	200



Sheriff's Office Special Operations

Description

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. Special Operations 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 Special Operations Division consists of the following units: Special Operations Administration and Special Events Coordination, Traffic Section (Motor Unit and Traffic Administration), Crossing Guards, Crime Prevention (Juvenile and Adult), Crime Scene Investigations, K-9 Section, Emergency Management Unit, Operation Fairness, Crash Reconstruction and Truck Safety Unit, Computer Forensics Unit, Latent Print Examiner Unit, Bike Patrol, Civil Disturbance Unit, Explosive Ordinance Disposal, Command Unit Operations, Honor Guard, Search and Rescue - ATV, Auxiliary Unit, Sheriff's Emergency Response Team, Dive Response Team and Crisis Negotiation.

Budget Overview

FY 2010 Issues

- Maintaining effective levels of service for the elementary DARE instruction program with the continued openings of new schools is a challenge with the current staffing level.
- Maintaining levels of service within the Evidence Collection and Documentation Unit is an issue as the number of investigations is increasing.
- Homeland security training has become an unfunded Federal mandate for all first responders participating in the National Incident Management System and utilizing the Incident Command System. Compliance will continue to be difficult because the Emergency Management Unit is staffed by only one position.
- As the number of traffic accidents increase, the office must maintain the existing level of service response times.
- The increased number 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.
- 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 2010 Goals

- Meet the number of Traffic complaints received through the Traffic Hotline and website through education and enforcement.
- Meet the increased demand for Sheriff's Office 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.
- Meet the increasing number of calls for K-9 assistance.
- Due to increased student population, the demand for Crime Prevention and DARE instruction programs will continue to increase. The Sheriff's Office will strive to meet every request.
- Ensure that all Sheriff's Office personnel are adequately trained regarding Homeland Security procedures.
- The increase in vehicular traffic on congested roadways will result in an increase in the number of accidents requiring investigation by the Traffic Section. This will result in a significant increase in the amount of time traffic section personnel will spend investigating accidents.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Special Operations

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$4,602,318	\$5,254,645	\$5,920,338	\$6,151,000	\$6,118,000
Operations & Maintenance	871,244	1,075,302	1,119,980	1,089,000	1,016,000
Capital Outlay & Capital Acquisitions	27,046	28,073	98,441	16,000	10,000
Transfer To Central Service Fund	42,611	78,956	38,157	0	0
Total Expenditures	\$5,543,219	\$6,436,976	\$7,176,916	\$7,256,000	\$7,144,000
Revenues					
Fines & Forfeitures	\$308,338	\$471,826	\$592,575	\$546,000	\$595,000
Recovered Costs	63,277	67,803	69,196	58,000	64,000
State Shared Expenses	1,138,749	1,195,423	1,270,697	1,102,000	1,295,000
Federal Categorical Aid	150,168	31,651	67,311	0	0
Total Revenues	\$1,660,532	\$1,766,703	\$1,999,779	\$1,706,000	\$1,954,000
Total Local Tax Funding	\$3,882,687	\$4,670,273	\$5,177,137	\$5,550,000	\$5,190,000
FTE Summary	69.85	67.43	69.79	71.71	69.52



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Sheriff's Office
Special Operations**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Support and respond to calls from the Sheriff's Office and outside agencies as requested or needed.				
• Calls for service (collateral teams)	n/a	214	300	250
Objective: 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	n/a	n/a	35	55
• Number of attendees/crime prevention awareness	1,561	1,297	1,700	1,500
• Number of meetings and presentations	111	85	225	150
Objective: Continue drug prevention presentations to raise awareness of drug abuse among juveniles.				
• Number of attendees/drug prevention presentations	3,882	2,597	4,250	4,600
• Number of drug prevention presentations	1,879	1,833	2,100	1,900
Objective: Continue to perform crime scene and evidence processing to include phone, video/digital media and latent enhancements.				
• Additional processing of evidence requested	n/a	n/a	180	100
• Average number of video/phone forensic examination requests	n/a	n/a	60	50
• Calls for CSI processing including Field evidence techs	n/a	n/a	500	500
Objective: Achieve a 30-day turn around time on computer forensic examinations.				
• Average amount of wait time for examination (# of days)	35	40	40	40
• Average monthly backlog (# of computers)	12	15	35	20
Objective: 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 crossing guard posts	52	49	60	46
Objective: Ensure that all Sheriff's Office first responders are trained to work within the National Incident Management System and the Incident Command System during a major event.				
• Total first responders trained	n/a	281	100	100
• Total supervisors trained	20	89	30	50



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office Special Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Continue to support all divisions within the Sheriff's Office and outside jurisdictions as requested and needed.				
• Calls for scene security and searches	150	272	300	300
• Community relations demonstrations	41	57	60	30
• Explosives searches	6	34	15	15
• Narcotics searches	257	402	375	375
• Number of full-time K-9's	4	6 ¹	6 ¹	6 ¹
• Tracks followed	46	69	60	70
Objective: Continue to support all divisions within the Sheriff's Office and other jurisdictions on a part-time basis as requested and needed.				
• Community relations demonstrations (part-time K-9s)	n/a	0	25	25
• Explosive searches (part-time K-9s)	16	40	75 ²	50
• Number of part-time K-9's	3	3	3	3
• Tracks followed (part-time K-9s)	n/a	n/a	15	15
Objective: Maintain the current level of enforcement to ensure compliance regarding payment of County taxes.				
• Number of violations recorded	2,257	2,605	2,500	2,600
• Number of warning notices issued	14,630	15,453	15,000	15,500
Objective: Coordinate off duty employment requests for special events.				
• Number of billable events scheduled/worked	925	476	650	600
• Number of billable off-duty working deputies	1,146	1,060	1,200	1,100
• Number of non-billable (departmental) off-duty working deputies	344	512	330	1,200
• Number of non-billable events scheduled/worked	115	125	150	300

¹ One full time Narcotics investigator and K-9 is budgeted in the Criminal Investigations division.

² Explosion Ordinance Disposal (EOD) K-9 will be operational in FY 09.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Special Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Manage the number of fatal, personal injury and property damage accidents by proactive and reactive enforcement efforts.				
• Annual sobriety checkpoints	12	11	12	12
• Average number of traffic summons issued per deputy	673	753	812	800
• Number of accidents investigated	1,435	1,247	1,800	1,400
• Number of traffic summons issued	10,763	12,052	13,000	12,500
• The number of calls handled not related to primary duties	n/a	n/a	500	800
Objective: Maintain the annual average number of truck inspections at 525 each per deputy.				
• Number of truck safety inspections completed	1,902	1,715	2,100	2,000
• Number of trucks per deputy assigned to units	475	429	525	500
• Number of trucks taken out of service	967	998	1,200	1,200



Sheriff's Office

Emergency Communications

Description

The Emergency Communications Center (ECC) is a 24 hour-a-day mandated component of the Sheriff's Office. This section's primary objective is the management and delivery of law enforcement service requests in Loudoun County. The realization of this mission requires activity in three key areas. Telecommunications responsibilities include answering all emergency (E-911), non-emergency and administrative telephone lines dedicated to the Sheriff's Office. Personnel also answer emergency and non-emergency calls made to the Purcellville and Middleburg Police Departments. Radio communications activities include real-time tracking of all on-duty law enforcement personnel and the prioritization and dispatching of emergency and non-emergency calls for service to those officers. Support functions comprise the final duty of 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.

The False Alarm Reduction Unit has the mission to reduce the number of security false alarms to which the Deputies respond to each year. The unit registers alarm companies and alarm users, sends out notices of alarms and invoices for excessive false alarms to alarm users. The alarm administrator handles informal appeals regarding the false designation of alarm activations.

Budget Overview

FY 2010 Issues

- The elimination of 1.12 FTE call taker may result in overtime in order to provide coverage as a result of losing this position.
- 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 needed tasks.
- A lack of adequate work environment 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 and that procedures are followed and mission objectives are met in a timely manner.

FY 2010 Goals

- Reduce the number and average time a person is placed on hold.
- Reduce the occurrence of errors and maintain compliance with VCIN/NCIC audits.
- Increase the efficiency and the effectiveness with which the unit processes telephone calls and tracks incidents.
- Continue to reduce the number of false alarms



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Emergency Communications

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,223,509	\$2,582,581	\$2,859,406	\$3,237,000	\$3,002,000
Operations & Maintenance	78,302	71,447	77,819	69,000	62,000
Total Expenditures	\$2,301,811	\$2,654,028	\$2,937,225	\$3,306,000	\$3,064,000
Revenues					
Other Local Taxes	\$0	\$0	\$5,338,661	\$5,533,000	\$5,533,000
Recovered Costs	0	0	2,163	0	0
State Shared Expenses	0	0	343,752	299,000	351,000
Total Revenues	\$0	\$0	\$5,684,576	\$5,832,000	\$5,884,000
Public Safety Communications Fund¹	\$2,309,850	\$1,680,236	\$0	\$0	\$0
Total Local Tax Funding	\$(8,039)	\$973,792	\$(2,747,351)	\$(2,526,000)	\$(2,820,000)
FTE Summary	47.99	51.35	51.06	51.35	48.16

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Emergency Communications

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: 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	199,388	156,506	192,500	200,000
• Total number of VCIN/NCIC transactions	267,603	214,391	201,600	205,000
Objective: Answer all emergency and non-emergency calls 24 hour 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 (in seconds)	37	52 ¹	57 ¹	75 ¹
• Average ring time for non-emergency phone calls (in seconds)	5	5	7	9
• Total 911 telephone calls (landline and cellphone)	n/a	17,454	24,427	25,750
• Total non-emergency telephone calls	n/a	103,625	192,000	198,500
Objective: 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%.				
• Rate of reduction for false alarm calls	19%	11%	5%	10%
• Total number of false alarm calls ²	7,381	6,589	6,091	5,791

¹ FY 09 reflects the implementation of a new system that calculates hold time and ring time differently.

² False alarm stats are done on calendar year due to the billing cycle.



Sheriff's Office Corrections

Description

Sheriff's Office personnel manage the Adult Detention Center (ADC) and the Work Release Center twenty-four hours a day, seven days a week. Staffing at the ADC consists of two major components: security personnel maintain the day-to-day security operations of the facility, while program support personnel manage the Classification and Records sections and conduct various programs such as education, recreation and transportation of inmates to other regional jails for housing. Work Release Center personnel maintain day-to-day operations of the facility, operate the Work Force Program and conduct job checks on work release participants working in the community.

Budget Overview

FY 2010 Issues

- In FY 10, the new intake area of Phase II, which consists of receiving, classification, holding area, officer processing area and magistrates will be open. Due to the larger design of the intake area, more personnel are required. Because no personnel are funded for Phase II, overtime will have to be utilized to fulfill this requirement.
- Phase II expansion of the ADC is scheduled for completion in November 2009. Currently, there have not been adequate positions approved to safely manage the entire facility once completed. With an average time of up to 18 months to hire and train a new employee, the Sheriff's Office will not have staffing available when the facility is ready for total occupancy.
- Inmate population will continue to increase beyond capacity requiring the continued housing out of overflow of inmates to other facilities throughout the State of Virginia.
- Overtime and staffing issues shall continue to be a challenge due to the large transport volume as a result of over-crowding. Inmates are transported to and from court, different housing facilities, doctors' appointments, and mental health facilities.

FY 2010 Goals

ADC:

- Fill and train all vacant positions.
- Strive for ways to reduce the overall per inmate cost by purchasing items in bulk such as food, linens, cleaning supplies, and other necessities.
- Continue to proactively manage inmate populations to reduce overcrowding at Loudoun County's ADC by housing inmates in other jurisdictions' facilities.

Work Release:

- Prepare and train for the future transfer of this program into the new facility when Phase II is operational.
- Provide assistance to cover vacancies while maintaining a high level of service and safety.
- Provide a high level of care maintaining the ADC and equipment assigned to the ADC and Work Release programs.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Sheriff's Office
Corrections**

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$6,322,242	\$7,525,567	\$9,141,466	\$9,966,000	\$10,260,000
Operations & Maintenance	2,322,033	3,647,747	4,786,668	4,976,000	6,063,000
Capital Outlay & Capital Acquisitions	0	0	0	81,000	0
Transfer To General C/P Fund	0	120,500	0	0	0
Transfer To Central Service Fund	1,549	84,766	0	0	0
Total Expenditures	\$8,645,824	\$11,378,580	\$13,928,134	\$15,023,000	\$16,323,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$89	\$30	\$0	\$0	\$0
Use Of Money & Property	617	266	354	0	0
Charges For Services	41,290	40,021	47,847	41,000	48,000
Miscellaneous Revenue	0	1,000	0	0	0
Recovered Costs	628,386	704,032	726,775	710,000	757,000
State Shared Expenses	987,756	1,281,541	2,017,279	1,985,000	2,058,000
Federal Categorical Aid	6,922	8,572	43,792	0	0
Total Revenues	\$1,665,060	\$2,035,462	\$2,836,047	\$2,737,000	\$2,863,000
Total Local Tax Funding	\$6,980,764	\$9,343,118	\$11,092,087	\$12,286,000	\$13,460,000
FTE Summary	97.81	98.88	119.07	119.07	119.07



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Sheriff's Office
Corrections**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: 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	\$21.89	\$15.53	\$24.62	\$27.82
• Average daily inmates housed outside of Loudoun County	190	245	250	315
• Average daily population of inmates housed in Loudoun County	142	167	175	175
• Daily food cost per inmate housed at Loudoun County	\$3.91	\$2.65	\$3.62	\$3.62
• Daily health cost per inmate housed in Loudoun County	\$17.98	\$12.88	\$21.00	\$24.20
• Number of inmate bookings per year	7,222	8,189	9,000	10,000
Objective: Provide safe and timely transportation of inmates to other jails to reduce the overcrowding of inmates housed at the Loudoun County Adult Detention Center¹.				
• Annual average cost of transporting inmates to other jails	n/a	n/a	\$352,000	\$394,164
• Average transportation cost per inmate	n/a	n/a	\$78.22	\$71.67
• Number of transports to other jails	n/a	n/a	4,500	5,500

¹ New measures began in FY 09.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Sheriff's Office Court Services

Description

The Civil Process program serves all legal documents originating from the Loudoun County Circuit Court, General District and Traffic Courts and the Juvenile and Domestic Relations Court. The unit also serves legal processes initiated from outside jurisdictions to persons located within the County, all "five-day notices" including evictions, and all Loudoun County Treasurer tax payer notices. The Court Security program provides security for all courtrooms, judges, public buildings and grounds on the Courthouse complex. Court Security also manages the court holding area and transports inmates between the Adult and Juvenile Detention Centers and the court buildings on a daily basis.

Budget Overview

FY 2010 Issues

Court Security:

- As a result of vacancies, this section uses overtime to meet the service demands of the courts.
- There is increasing security concerns with the addition of two new court rooms.
- Coordination issues between the Sheriff's Office and the Judicial System as to when and where inmates are housed and due for court have an impact on transportation needs. The majority of these inmates are pre-trial.

Civil Process:

- The quality of 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 County growth and the economic downturn. Traffic congestion has made it more difficult and time consuming to navigate through the County.

FY 2010 Goals

Court Security:

- Identify, present, and implement ideas to reduce overtime expenditures as service demand increases due.
- Meet the increasing security needs of the courts complex in the most efficient manner possible.

Civil Process:

- Work cooperatively with the courts to improve the quality of documents submitted to Civil Process for service.
- Continue to process and serve writs and notices efficiently and comply with mandated deadlines.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$3,069,197	\$3,466,717	\$3,860,283	\$3,998,000	\$3,990,000
Operations & Maintenance	97,070	45,808	55,322	89,000	66,000
Total Expenditures	\$3,166,267	\$3,512,525	\$3,915,605	\$4,087,000	\$4,056,000
Revenues					
Charges For Services	\$203,679	\$248,955	\$261,629	\$251,000	\$268,000
State Shared Expenses	846,529	745,667	790,008	694,000	806,000
Total Revenues	\$1,050,208	\$994,622	\$1,051,637	\$945,000	\$1,074,000
Total Local Tax Funding	\$2,116,059	\$2,517,903	\$2,863,968	\$3,143,000	\$2,982,000
FTE Summary	45.73	52.15	51.08	51.08	51.08



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Sheriff's Office
Court Services**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Execute and serve 100% of all civil process papers mandated by the Commonwealth of Virginia.				
• Average attempts required to serve papers	1.13	2.20	1.11	1.11
• Average number of papers served per day	126	164	148	155
• Number of papers served annually	31,741	40,645	37,000	42,000
• Total service attempts by Civil Process	36,000	44,283	41,000	46,000
Objective: Evaluate and monitor inmate transfer activities to ensure that all inmates transported to and from the Courthouse and the new ADC facilities are transferred effectively and without incident (i.e. medications, meals, appearing on time for court).				
• Number of incidents reported	n/a	n/a	300	300
• Number of inmates transported to other jails	5,235	5,512	5,400	5,600
• Percentage of incidents reported for all transports	n/a	n/a	5.60%	5.60%
Objective: Provide safety by conducting security checks and minimize incidents.				
• Number of incidents (contraband) in the courts	n/a	n/a	520	500
• Number of security posts	2	2	2	2
• Number of visitors in the courts	15,044	23,920	18,000	18,000
Objective: To review all training and minimum standards needed for working assignments within the ADC. Provide and maintain such training to assist division in meeting departmental goals.				
• Number of authorized sworn positions in Civil Process	6	6	6	6
• Number of authorized sworn positions in Court Security	38	38	38	35
• Percentage of certifications completed	n/a	68%	100%	100%
• Percentage of training completed	n/a	68%	100%	100%



Sheriff's Office

Administrative & Technical Services

Description

The Sheriff's Office Administrative and Technical Services Division provides support functions to the agency and necessary services to the citizens and community. These services consist of seven separate entities within the division which include the Records Section, Property and Evidence Section, Training Section, Applicant Section, and Administrative Support, which includes payroll and benefits, reception, management of the agency's accreditation review, and the biennial promotion process. The Administrative and Technical Services Division also serves as the central repository for the review, update and dissemination of Sheriff's Office General Orders and agency-wide policies and procedures.

Budget Overview

FY 2010 Issues

- Input a variety of relevant documents and information into the computer aided dispatch system in a timely manner to extract relevant reports and current-day statistics.
- Support the other divisions within the agency and manage the training, ammunition, uniforms, supplies, and budget without additional personnel within the Training Section/Firearms Unit; without obtaining another Administrative Assistant; or without starting up the Cadet Program.
- Continue managing the agency's four year accreditation process without the part time civilian manpower that was requested.
- Recruit and hire qualified applicants for all vacated positions so specialty positions can be back-filled.
- Continue to manage the support functions with the same number of civilian employees while the amount of paperwork generated by the number of sworn deputies and county citizens increase annually.

FY 2010 Goals

- Continue to develop creative approaches for recruiting qualified applicants to fill any vacated sworn and civilian positions. Create a waiting list of applicants to fill future vacancies. Fill all vacant specialized positions within the agency.
- Continue to support and coordinate a variety of training opportunities for specialized weapons and positions. Host in-house training to decrease training costs; train deputies as specialty instructors.
- Complete the implementation of the evidence bar coding system for all evidence and found property.
- Continue to cross-train the Records Clerks on the different duties within the section, which will provide more cohesiveness and less disruption during times of transition.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,931,169	\$2,263,018	\$2,585,443	\$2,711,000	\$2,897,000
Operations & Maintenance	1,231,978	1,630,023	1,896,186	2,096,000	1,954,000
Capital Outlay & Capital Acquisitions	78,378	0	26,975	92,000	13,000
Transfer To Central Service Fund	20,382	36,419	21,098	0	0
Total Expenditures	\$3,261,907	\$3,929,460	\$4,529,702	\$4,899,000	\$4,864,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$18,532	\$218,366	\$441,143	\$228,000	\$387,000
Charges For Services	41,263	44,184	39,938	47,000	41,000
Miscellaneous Revenue	2	0	0	0	0
Recovered Costs	182	3,756	9,164	0	10,000
State Shared Expenses	464,038	542,427	660,227	576,000	673,000
Other Financing Sources	3,220	0	0	0	0
Total Revenues	\$527,237	\$808,733	\$1,150,472	\$851,000	\$1,111,000
Total Local Tax Funding	\$2,734,670	\$3,120,727	\$3,379,230	\$4,048,000	\$3,753,000
FTE Summary	32.63	32.63	34.84	35.84	37.91



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: 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 applicants hired	83	71	55	30
• Number of applicants processed	1,887	3,188	2,100	1,900
• Number of approved enhancements	33	36	n/a	n/a
• Number of polygraph exams administered	169	167	140	140
• Number of vacancies - resignation/retirement/discipline	49	41	40	30
Objective: Ensure that the description of all evidence and found property is entered into the CAD system accurately and placed into storage within one (1) day of receipt. Ensure that all evidence is located and available for court or transport at the time of the request, and handled in accordance with the Code of Virginia.				
• % of pieces of evidence stored within 1 business day	95.00%	92.25%	99.00%	95.00%
• Hours out of the office to transport evidence/appear in court	n/a	n/a	1,500	1,000
• Pieces of evidence submitted and entered	7,800	8,519	8,000	8,700
Objective: 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	4,034	3,892	4,400	3,900
• Number of arrest reports entered into CAD	6,045	6,305	6,300	6,800
• Number of citations entered into CAD	22,623	28,795	24,000	28,500
• Number of offense reports entered into CAD	22,049	24,137	24,500	26,000
• Number of pieces of mail answered	3,149	3,180	3,300	3,300
• Number of walk-in requests	6,536	6,904	7,000	7,200
• Number of warrants entered into CAD/processed to patrol	6,756	7,587	7,600	8,200
• Percentage of documents processed within time frames	75%	81%	80%	80%



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Administrative & Technical Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide required training to all sworn and non-sworn personnel.				
• Deputies attending mandatory biennial re-training	106	154	200	250
• Deputy recruits attending academy training	48	42	38	30
• Number of instructor hours used for weapons training	5,918	5,592	6,000	6,000
• Number of registrations processed - training/conferences	2,158	4,223	3,000	2,500
• Sworn attending bloodborne pathogen & lead safety classes	426	1,058	600	350
• Sworn fit testing performed	65	78	150	125



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

**Sheriff's Office
Office of the Sheriff**

Description

The Office of the Sheriff consists of the Sheriff, two Chief Deputies, two internal affairs investigators, financial budget manager, financial accountant, human resources, buyer, public information officer, and two administrative assistants. Most of these programs are staffed by a single individual that serves the needs of a department consisting of approximately 715 employees. These positions ensure the integrity of the department, prepare and execute the strategic plan through preparation and implementation of the budget, procurement of uniforms, equipment and supplies, processing of all personnel actions, coordination and monitoring of CIP projects and keeping the public informed of significant public safety incidents and department activity.

Budget Overview

FY 2010 Issues

- Most services are provided by one person in the Sheriff's Administration functions. With agency growth, the increased workload requires additional staff to support the entire agency.
- The elimination of 1.00 (1) FTE planner position will result in capital planning projects to be deferred back to divisions in which they are associated with and staff duties will be reassigned.

FY 2010 Goals

- 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 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,205,408	\$1,378,831	\$1,452,159	\$2,226,000	\$2,054,000
Operations & Maintenance	2,233,340	1,582,489	1,979,401	86,000	79,000
Capital Outlay & Capital Acquisitions	175,845	277,691	0	0	0
Transfer To Central Service Fund	20,382	0	0	0	0
Total Expenditures	\$3,634,975	\$3,239,011	\$3,431,560	\$2,312,000	\$2,133,000
Revenues					
State Shared Expenses	\$324,006	\$356,352	\$411,232	\$357,000	\$419,000
State Categorical Aid	60,000	0	0	0	0
Federal Categorical Aid	2,094,257	1,742,415	1,976,570	0	0
Other Financing Sources	0	133	0	0	0
Total Revenues	\$2,478,263	\$2,098,900	\$2,387,802	\$357,000	\$419,000
Total Local Tax Funding	\$1,156,712	\$1,140,111	\$1,043,758	\$1,955,000	\$1,714,000
FTE Summary	14.07	14.35	14.35	14.35	12.28



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Sheriff's Office
Office of the Sheriff

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Process personnel action requests for new hires, transfers, promotions, demotions and separations within 1 week of request.				
• Number of authorized positions	664	660	660	649
• Number of PA's processed	536	728	700	700
• Number of PA's processed within 1 week of request	12	13	20	15
Objective: 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	n/a	n/a	1,200	1,937
• Number of press releases on crimes and major incidents	275	273	256	275
Objective: Process all purchase orders within one week of request.				
• Average turnaround time (in days)	1.51	2.28	2.00	2.00
• Number of purchase orders created by the buyer	429	364	335	350
• Total dollar amount of purchase orders created by the buyer	\$7,935,950	\$13,902,200	\$12,000,000	\$13,000,000

¹ New measures began in FY 09.



NOTES



Health and Welfare

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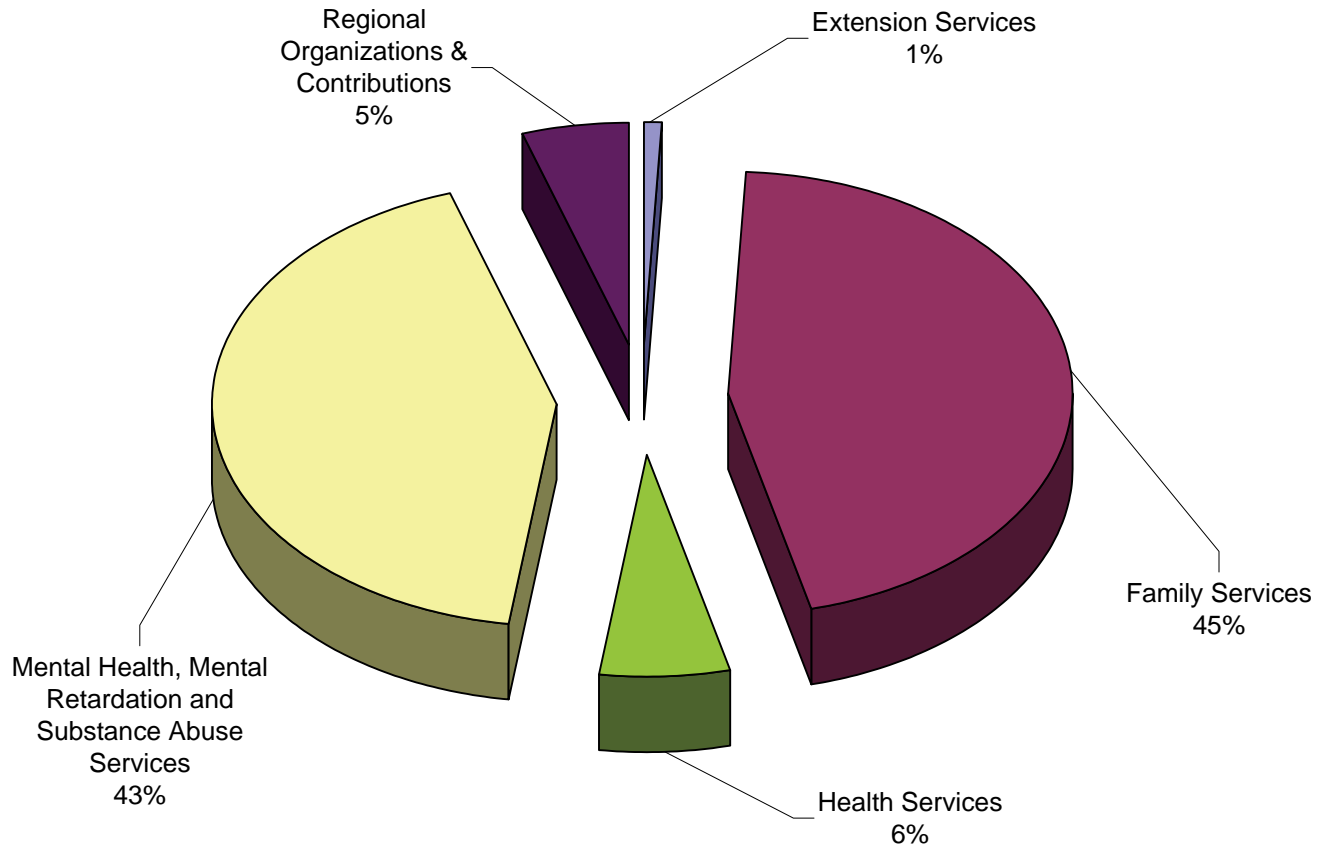
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HEALTH AND WELFARE FY 2010 ADOPTED EXPENDITURES



Health and Welfare Historical Expenditures

Health and Welfare	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Extension Services	\$471,898	\$516,962	\$537,602	\$586,000	\$ 584,000
Family Services	29,124,409	30,770,934	32,935,477	32,639,000	33,055,000
Health Services	3,886,190	4,013,121	4,003,463	4,697,000	4,335,000
Mental Health, Mental Retardation and Substance Abuse Services	24,705,253	27,571,867	29,575,599	31,359,000	31,318,000
Regional Organizations & Contributions	4,294,678	4,446,381	4,613,815	4,480,000	3,602,921
Total Health and Welfare	\$62,482,428	\$67,319,265	\$71,665,956	\$73,761,000	\$72,894,921



NOTES



Extension Services

Extension Services

Agriculture & Natural Resources

4-H Youth Development

Family & Consumer Sciences



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Extension Services

Mission Statement

The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun County citizens through a process that uses scientific, research-based knowledge, and to address relevant issues and needs to help them 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 government, 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 the Loudoun community 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 2010 Issues

- To protect the health of livestock (including horses) & poultry and the economic well being of the producers, an animal disease must be quickly & effectively traced. Extension is committed to educating producers on how to voluntarily register in the National Animal ID System (NAIS).
- Production input costs increased 50-300% for all agriculture producers and average commodity prices received on farm have dropped by 15-30% over the last 18 months.
- Profitability in agriculture, agricultural sustainability and natural resource/environmental protection are critical issues confronting Loudoun's agricultural producers as determined through a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis conducted during the 2008 Loudoun Agricultural Summit.
- Locally produced and marketed, "natural", "specialty", or "organic" products are in high demand locally. Producers need additional education and assistance in organic production, alternative crops & production, and safe food handling techniques.
- Homeowners need to be educated on the proper use of fertilizers & pesticides in order to protect water quality and the environment.
- Programs focused on character development and educations for youth are requested by County residents within the 4-H program.
- The increased cost of living in Loudoun has decreased family financial stability.
- The growth in the County local population dramatically enhanced the need for affordable, accessible, and quality childcare. The shortage of childcare affects families as well as employers.
- Obesity issues and other health problems are on the rise in this country; nutrition and prevention education has become critical.

FY 2010 Major Goals

- 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 & pesticide applicators on protecting the environment and water quality.
- Protect the environment and water quality by utilizing integrated pest management (IPM) methods through Household Water Quality Clinics and Turf Nutrient Management Program.
- Provide character development, leadership and life skills to youth through the 4-H program.
- Educate parents and child care providers to improve their knowledge about elements of quality child care.

FY 2009 Major Achievements

- Provided management information on innovative agricultural enterprises to 216 local producers.
- Provided 83 adult and/or youth with product quality assurance trainings to help ensure the safety of locally produced agricultural products. Participants were tested and nationally certified or recertified as "Quality Assured Producers" of agricultural products.
- Organized a coalition of agriculture producers and support service agencies to develop a Northern Virginia Community



Extension Services

Based Food Distribution System that will allow large and small producers to joint market locally sources, graded, packaged, and processed foods to restaurants, and institutions in Northern VA that are searching for locally produced foods.

- Held a series of summer Twilight tours. 74 grape producers attended the tours, which were held at local vineyards during the 2008 growing season. Guest speakers included the state viticulture & enology specialists.
- Held the second annual Berry Field Day that focused on strawberry production. 24 people attended in 2008. According to a new VCE publication, Loudoun has the largest number of berry growers in the state.
- Coordinated cut flower and vegetable production Twilight Tours hosted by Loudoun farmers in 2008, with 44 new and experienced growers in attendance.
- Provided pesticide recertification training for 423 green industry professionals and government workers so they could obtain or maintain their commercial pesticide applicator or registered technician's license.
- Provided 68 horticultural and environmental education programs to 2,195 citizens; information and diagnostic services were provided to 2,872 callers and visitors to the Master Gardener Volunteer Help Desk.
- Partnered the 4-H program with Parks, Recreation and Community Services to provide educational programming for the after school CASA program. 4-H reached 368 youth with education in the areas of service learning, magnetism, nutrition, and leadership.
- Provided 4-H project training and resource materials to 50 Loudoun County teachers to enhance the school curriculum of 3,771 students.
- Increased 4-H membership in clubs by 7% and a new community club was formed.
- Increased participation in 4-H camp programs by 55% with 4-H overnight camp and two day camps that were offered.
- Provided information for 108 childcare providers to establish family childcare businesses.
- Sponsored a Child Care Fair that served 550 families with information on selecting and monitoring childcare.
- Increased the financial literacy of 1,276 high school seniors through the "Reality Store" program and provided financial workshops to 201 adults.
- Assisted 52 individuals/families with developing spending plans, contacting creditors, paying bills on time, decreasing household expenses, securing credit reports, and establishing savings.
- Served 201 individuals through group workshops that focused on planning for expenditures during the holidays, credit reports, identity theft, credit & savings. All participants reported increased knowledge on post program surveys.
- Trained 232 food service managers from restaurants, hospitals, childcare centers, bed and breakfast, grocery stores, and temporary food vendors in the ServSafe Food Sanitation program whereby 188 received certification from the National Restaurant Association.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Extension Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$355,577	\$400,715	\$419,198	\$449,000	\$446,000
Operations & Maintenance	116,320	116,247	118,404	138,000	138,000
Total Expenditures	\$471,897	\$516,962	\$537,602	\$587,000	\$584,000
 Local Tax Funding	 \$471,897	 \$516,962	 \$537,602	 \$587,000	 \$584,000
 County FTE	 6.00	 6.00	 6.00	 6.35	 6.35
State FTE	5.37	5.37	5.37	5.37	5.37
FTE Summary	11.37	11.37	11.37	11.72	11.72

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Extension Services includes a decrease of \$3,000 in Local Tax Funding. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 08: Mid-year: 0.35 FTE were transferred from Parks, Recreation and Community Services.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Extension Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Agriculture & Natural Resources	\$231,773	\$259,767	\$265,530	\$281,000	\$281,000
4-H Youth Development	117,488	127,007	134,692	145,000	145,000
Family & Consumer Sciences	122,636	130,188	137,380	161,000	158,000
Total Expenditures	\$471,897	\$516,962	\$537,602	\$587,000	\$584,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Agriculture & Natural Resources	\$231,773	\$259,767	\$265,530	\$281,000	\$281,000
4-H Youth Development	117,488	127,007	134,692	145,000	145,000
Family & Consumer Sciences	122,636	130,188	137,380	161,000	158,000
Total Local Tax Funding	\$471,897	\$516,962	\$537,602	\$587,000	\$584,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Agriculture & Natural Resources	5.10	5.10	5.10	5.10	5.10
4-H Youth Development	3.00	3.00	3.00	3.00	3.00
Family & Consumer Sciences	3.27	3.27	3.27	3.62	3.62
Total FTE	11.37	11.37	11.37	11.72	11.72



Extension Services

Agriculture & Natural Resources

Description

Cooperative Extension continues to be the primary source of technical information for agricultural and horticultural production within the County. Agricultural diversity of production continues to shift from traditional, large scale farms to 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 2010 Issues

- New clients often have no previous knowledge or experience in agriculture. Therefore, programs must be continually held at various levels of proficiency to meet all needs, and reduce the potential overuse/abuse of fertilizers & pesticides with increased risk to water and environmental quality and water resources from contamination.
- Rising production costs, coupled with a recent drought, have created economic conditions that have a significant 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 directly to consumer sales.
- Land values and labor costs continue to rise while overall farm income remains stagnant. Many farms are challenged to stay in business and must adapt to new production systems or alternative forms of agriculture to remain sustainable.
- Although specialty agricultural products are being grown, there are not enough producers of each individual crop to take advantage of things like wholesale marketing cooperatives. The demand for local products is strong and the potential exists for direct marketing of these local products.
- Because farms are affected by decisions made at local, state, and national levels, there is a continual need to educate Loudoun farmers about the agricultural policy changes.
- Although Loudoun's livestock and equine agriculture producers generated approximately \$63 million that was returned to the local economy, there remain opportunities for producers to use additional value added marketing systems to increase returns by approximately 10-25% or more.
- 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 & pesticides with increased risk to water quality and water resources from contamination.
- School sponsored agricultural education classes are being eliminated in the public school system.
- Well owners need to be made aware of their responsibility to maintain and protect their household water supply and water resources.

FY 2010 Goals

- Extension Services' Agricultural & Commercial Horticulture program focuses on providing research based technology so that Loudoun's citizens will be able to improve profitability, sustainability, natural resource conservation and security on their farmland. The Urban Horticulture program focuses on protecting the environment & water quality by educating homeowners on the proper use of pesticides and fertilizers on their lawns and gardens. To accomplish this, diagnostic services, onsite farm consultations, and educational programs will be conducted.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Extension Services
Agriculture & Natural Resources

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$176,158	\$209,657	\$218,817	\$227,000	\$228,000
Operations & Maintenance	55,615	50,110	46,713	54,000	53,000
Total Expenditures	\$231,773	\$259,767	\$265,530	\$281,000	\$281,000
 Total Local Tax Funding	 \$231,773	 \$259,767	 \$265,530	 \$281,000	 \$281,000
 County FTE	 3.00	 3.00	 3.00	 3.00	 3.00
State FTE	2.10	2.10	2.10	2.10	2.10
FTE Summary	5.10	5.10	5.10	5.10	5.10



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Extension Services
Agriculture & Natural Resources

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	30	45	28	28
• Onsite farm consultations	97	77	90	90
• Participants in agricultural programs	2,082	2,367	1,520	1,600
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	16	14	25	30
• Onsite commercial horticultural farm consultations	58	53	50	50
• Participants in commercial horticultural programs	283	303	350	400
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	2,176	2,872	2,300	2,500
• Household Water Quality Clinics ¹	n/a	n/a	n/a	200
• Number of home owners enrolled in Turf Nutrient Management Program ¹	n/a	n/a	20	100
• Participants in urban horticultural programs	2,642	2,195	2,800	3,000
• Urban horticultural educational programs conducted	63	68	67	70

¹ This is a new measure for FY 09; prior year history is not available.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Extension Services 4-H Youth Development

Description

4-H is committed to assisting youth, and those 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.

Budget Overview

FY 2010 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 have been dropped by Loudoun County Public Schools in 2007.
- Responding to the demand for youth programs that are not cost prohibitive has become difficult.
- There is a lack of transportation necessary for youth to be involved in activities after school and in the evenings.
- Long commutes for an increasing number of parents living in Loudoun County results in more youth left unsupervised after school, searching for programs with which to be involved.

FY 2010 Goals

- Extension's 4-H program purpose is to provide experiential learning opportunities to teach the latest research-based subject matter for youth, ages 5-18, to develop skills for successful living. This is accomplished 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 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$91,702	\$98,366	\$103,006	\$106,000	\$106,000
Operations & Maintenance	25,786	28,641	31,686	39,000	39,000
Total Expenditures	\$117,488	\$127,007	\$134,692	\$145,000	\$145,000
 Total Local Tax Funding	 \$117,488	 \$127,007	 \$134,692	 \$145,000	 \$145,000
 County FTE	 1.60	 1.60	 1.60	 1.60	 1.60
State FTE	1.40	1.40	1.40	1.40	1.40
FTE Summary	3.00	3.00	3.00	3.00	3.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Extension Services

4-H Youth Development

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	14	9	12	15
• Participants enrolled in 4-H after school programs	479	368	400	450
• Percent increase in 4-H after school program participation	34.00%	-0.23%	25.00%	12.50%
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.¹				
• Number of 4-H camp program offerings	n/a	4	2	2
• Number of individually enrolled 4-H campers	n/a	312	145	180
• Percent increase of participants in 4-H camps	n/a	0.18%	7.00%	24.00%
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	2	2	2	2
• Number of individually enrolled 4-H youth	3,054	3,771	3,800	3,900
• Percent increase of individually enrolled 4-H youth	49.00%	0.23%	8.00%	3.00%
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)	21	22	26	27
• Number of individually enrolled 4-H youth (clubs)	447	474	490	500
• Percent increase of individually enrolled 4-H youth (clubs)	-10.00%	0.06%	4.00%	2.00%

¹ This is a new measure for FY 08; prior year history is not available.



Extension Services

Family & Consumer Sciences

Description

Family and Consumer Sciences are organized into four functional areas: Child Care, Financial Counseling, Food Safety and Nutrition. Child Care provides recruitment and training to providers in establishing home-based child care businesses and providing quality child care. Financial Counseling provides assistance to families by establishing spending priorities to improve their financial stability. Financial literacy of high school students is improved through the Reality Store program. Food Safety provides training of restaurant food managers and other personnel handling quantity foods to increase proper food handling practices which reduces the incidence of food borne illnesses. Nutrition services focus on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

Budget Overview

FY 2010 Issues

- The demand for providing resources and training for clients who speak English as a second language continues to increase.
- There is a need to help providers start quality family child care businesses and combat the high attrition rate in the profession.
- Enabling clients to improve their financial stability has become difficult as the number of clients in financial crisis continues to rise.
- Maintaining grant funding for project initiatives in Financial Counseling and the Reality Store for the Youth Financial Literacy initiative.
- There is a tremendous lack of available child care for Loudoun's children in regulated child care settings. Many of Loudoun's children (birth-12) are cared for in non-regulated family care. Training is provided to help providers meet regulations for child care.
- Pre-assessments at five local high schools showed considerable lack of financial knowledge regarding the cost of living in Loudoun. The Reality Store Program, a financial simulation, is offered to Loudoun's high school students.
- Loudoun's families are impacted by the high cost of housing as well as carrying a high consumer debt, putting them at risk for bankruptcy.
- In restaurants and other production facilities, the Virginia Health Code requires that a person is on site during all hours of operation who can demonstrate knowledge of proper food handling. VCE offers the ServSafe Essentials Course from the National Restaurant Association to certify food managers. ServSafe is a nationally recognized course in which food handlers become certified in food sanitation.

FY 2010 Goals

- Increase the accessibility quality of child care services by helping child care providers establish a family child care business.
- 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.
- Increase participation in the Reality Store Program to increase financial literacy of high school students.
- Increase the knowledge of individuals on making healthy food choices and increasing physical activity to improve dietary health.
- Increase the number of food workers certified in the ServSafe Food Sanitation Program.



Loudoun County Government
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Extension Services
Family & Consumer Sciences

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$87,717	\$92,692	\$97,375	\$116,000	\$112,000
Operations & Maintenance	34,919	37,496	40,005	45,000	46,000
Total Expenditures	\$122,636	\$130,188	\$137,380	\$161,000	\$158,000
 Total Local Tax Funding	 \$122,636	 \$130,188	 \$137,380	 \$161,000	 \$158,000
 County FTE	 1.40	 1.40	 1.40	 1.75	 1.75
State FTE	1.87	1.87	1.87	1.87	1.87
FTE Summary	3.27	3.27	3.27	3.62	3.62



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Extension Services
Family & Consumer Sciences

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase the quality of child care services by helping providers establish family child care businesses and educating parents on selecting and monitoring child care.				
• Number of individuals trained to start a child care business	162	108	120	120
• Number of parents provided information on child care	550	550	600	600
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	n/a	52	60	60
• Number of Financial Management Programs provided	7	20	10	10
• Number of participants in financial management workshops	182	201	225	225
Objective: Increase participation in the Reality Store Program to increase financial literacy of high school youth.				
• Number of students trained in financial literacy	1,193	1,276	1,000	1,200
• Percent of participants indicating increased knowledge	62%	63%	65%	68%
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	n/a	704	550	550
• Percent of participants who increase knowledge ¹	n/a	100%	85%	85%
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	260	232	150	150
• Percentage of Food Service Managers receiving certification	72%	81%	75%	75%

¹ This is a new measure for FY 08; prior year history is not available.



NOTES



Family Services

Family Services

Child & Adult Services

Family Programs

Housing & Community Development

Facilities & Internal Operations



Family Services

Mission Statement

The mission of Family Services is to help people achieve safe and productive lives. To accomplish this mission, the department emphasizes personal responsibility in all programs and services, helps protect and advocate for vulnerable adults and children, collaborates with business, government and community resources to deliver effective and efficient services, and fosters and supports professional growth and development among staff.

Description

The Department of Family Services (DFS) is charged with responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. It operates under the policy direction of the Family Services Board, which is appointed by the Board of Supervisors. The Department administers a wide variety of programs and services that are mandated by Federal and State law or required by local policy and is responsible for determining financial eligibility for those programs. These programs and services are residential and non-residential youth programs, programs for the aging, juvenile detention, employment services, homeless shelters, home care, affordable housing, neighborhood revitalization and rehabilitation, community action, community development, child and adult protective services, foster care and adoption, Medicaid, food stamps, emergency services and child daycare.

The department has changed in appearance and scope of work over the last ten years. With the elimination of the Department of Youth and Family Services in 1997, a juvenile detention facility, a youth shelter and 75 employees were assigned to DFS, doubling the number of employees in the department. In 2004, the Department of Housing Services was brought under DFS. This County reorganization brought 28 employees, a homeless shelter, a transitional housing facility and 11 programs that administer over \$20,000,000 of Federal, State and local funds to eligible residents of Loudoun County. In addition to the two citizen boards already supported by DFS staff, four additional boards, including the Housing Advisory Board, the Affordable Dwelling Unit Advisory Board, the Disability Services Board, and the Community Action Agency Board were added. Since 1997 two other programs, the Comprehensive Services Act (CSA) Program and Family Connections were assigned from other County departments. Recently, DFS has assumed responsibility for the day-to-day fiscal management of the CSA budget and the Community Development Block Grant (CDBG) program.

Budget Overview

FY 2010 Issues

- A slowing economy and limited or declining resources among non-profit agencies have created a significant increase in demand for services in every area of basic human needs.
- A deteriorating housing market and rising numbers of foreclosures have led to increased demand to assist families with basic housing needs and have been destabilizing influences in neighborhoods where foreclosures are prevalent.
- The demand for services outpaces resources in areas of most critical need, e.g. child and adult protection, affordable housing, affordable day care, affordable health care, the Youth Shelter, the Juvenile Detention Center, Homeless Shelters and employment needs.
- The rising cost of health care, fuel, utilities and other basic living expenses affect both clients and staff.
- There is an increasing need to provide interpretation and translation for Non-English speaking residents.
- Continuing to develop public/private partnerships is essential to providing effective and efficient services to Loudoun's most vulnerable families.
- There is insufficient workspace for some staff to carry out their daily responsibilities.
- Traffic congestion negatively affects response time and fieldwork.

FY 2010 Major Goals

- Reduce the duration and costs for children placed in residential treatment through the use of best practice models such as Wraparound and Family Group Decision Making.
- Reduce the trauma to children who have been severely abused by providing, through cooperative arrangements, a singular forensic interview to serve both criminal and civil purposes.
- Begin the design phase on a second Youth Shelter.
- Place DFS staff at local hospitals to process Medicaid applications.
- Develop an ongoing process for assisting families on the Housing Choice Voucher wait list as families leave through attrition.
- Develop plans to increase the focus of the Young Adults Project from an alternative school program to a community based transition program.
- Seek private sector partnerships for the construction of new affordable housing units.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Family Services

- Develop an annual needs assessment and evaluation process.
- Increase the supply of a variety of housing types affordable to households that earn below 100% Area Median Income (AMI), with an emphasis on 30% AMI and below.
- Open the new Homeless Shelter, which will provide emergency shelter for families, couples, single women and men, in the fall of 2009.
- Continue to develop the HUD requirement of a 10-year plan to end chronic homelessness with the Continuum of Care Committee. This committee is comprised of representatives from non-profit, for-profit, and government agencies, faith-based groups and other groups dealing with the issue of homelessness. The department will also update the consolidated plan and add a Fair Housing component as required by HUD.
- Complete the needs assessment process for the Juvenile Detention center and begin the design phase of construction.

FY 2009 Major Achievements

- Assisted with a multi-department effort to open a Child Advocacy Center, through cooperative agreements with Loudoun Hospital, the Sheriff's Office, the Commonwealth Attorney, Leesburg Police, Juvenile Court Services, Loudoun Citizens for Social Justice and others, to serve children who have been abused or neglected.
- Developed an ongoing process for assisting families on the childcare assistance wait list as families leave through attrition.
- Adopted the application process for use of the \$5 million Housing fund.
- Developed program guidelines and a draft ordinance for a public employee "Live Near Your Work" program.
- Enhanced foreclosure counseling and directed low cost mortgage funds and home improvement funds to neighborhoods where foreclosures are prevalent.
- Placed DFS staff at the non-profit Community Health Center to process Medicaid applications at no direct cost to the County with increased efficiency for applicants.
- Assumed responsibility for the Homeless Drop In Center in Leesburg which was formerly operated by Good Shepherd Alliance.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Family Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$11,185,570	\$12,836,636	\$13,625,319	\$14,621,000	\$14,719,000
Operations & Maintenance	17,620,171	17,609,348	19,019,384	18,003,000	18,326,000
Capital Outlay & Capital Acquisitions	285,430	298,652	261,772	10,000	10,000
Transfer To Central Service Fund	33,238	26,298	29,002	0	0
Total Expenditures	\$29,124,409	\$30,770,934	\$32,935,477	\$32,634,000	\$33,055,000
Revenues					
Use Of Money & Property	\$4,737	\$2,927	\$3,121	\$9,000	\$9,000
Miscellaneous Revenue	45,468	54,595	28,348	21,000	20,000
Recovered Costs	240,026	178,200	241,497	133,000	125,000
State Categorical Aid	2,861,738	2,915,600	3,394,637	3,207,000	3,662,000
Federal Categorical Aid	7,205,542	7,831,666	7,432,854	7,846,000	6,226,000
Other Financing Sources	183,000	183,108	173,000	183,000	183,000
Total Revenues	\$10,540,511	\$11,166,096	\$11,273,457	\$11,398,000	\$10,225,000
Housing Choice Voucher Fund	\$7,669,555	\$7,696,347	\$8,296,527	\$7,668,000	\$8,448,000
Foster Care Reimbursement Fund	\$324,441	\$109,965	\$8,797	\$0	0
Local Tax Funding	\$10,589,902	\$11,798,526	\$13,356,696	\$13,568,000	\$14,382,000
FTE Summary	189.66	189.66	193.23	194.80	193.33

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Department of Family Services includes reductions of 3.47 FTE and the associated local tax funding of \$414,000. The federally funded Housing Choice Voucher (HCV) Program is increased \$780,000 but other governmental revenues are reduced to reflect the amounts budgeted by the Federal and State governments. During FY 09 two positions were transferred from other County departments for the Child Protective and Adult Protective Services programs. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.



Family Services

Budget History

FY 06: The Board approved enhancements totaling 5.20 FTE for Child Protective Services, Family Connections, and Administration.

FY 06 Mid-Year: 1.00 FTE was added for the Loudoun County Home Improvement Project.

FY 07: The Board approved enhancements totaling 2.60 FTE for Child Protective Services.

FY 07 Mid-Year: 1.20 FTE were transferred from other departments.

FY 08: The Board approved enhancements totaling 3.00 FTE for Benefits, HCV and a community outreach position for the Affordable Housing Trust Fund.

FY 08 Mid-year: 1.57 FTE were transferred from other departments.

FY 09: The Board added 1.57 FTE transferred from other departments for foster care and customer service

FY 09 Mid-year: 2.0 FTE were transferred from other departments for APS and CPS case manager positions.

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



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FY 2010 Adopted Fiscal Plan

Family Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Child & Adult Services	\$4,537,357	\$4,834,588	\$5,302,139	\$5,503,000	\$5,640,000
Family Programs	14,631,753	15,117,785	16,257,135	15,582,000	16,286,000
Housing & Community Development	1,536,322	1,743,229	2,162,743	1,756,000	1,683,000
Facilities & Internal Operations	8,418,977	9,075,332	9,213,460	9,792,000	9,446,000
Total Expenditures	\$29,124,409	\$30,770,934	\$32,935,477	\$32,634,000	\$33,055,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Child & Adult Services	\$2,006,350	\$1,718,917	\$1,827,693	\$1,791,000	\$1,706,000
Family Programs	12,565,041	12,714,610	13,435,430	12,609,000	13,312,000
Housing & Community Development	768,701	1,153,025	1,131,918	970,000	916,000
Facilities & Internal Operations	3,194,415	3,385,856	3,183,740	3,697,000	2,739,000
Total Revenues	\$18,534,507	\$18,972,408	\$19,578,781	\$19,067,000	\$18,673,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Child & Adult Services	2,531,007	3,115,671	3,474,446	3,713,000	3,934,000
Family Programs	2,066,712	2,403,175	2,821,705	2,973,000	2,974,000
Housing & Community Development	767,621	590,204	1,030,825	787,000	767,000
Facilities & Internal Operations	5,224,562	5,689,476	6,029,720	6,095,000	6,707,000
Total Local Tax Funding	\$10,589,902	\$11,798,526	\$13,356,696	\$13,568,000	\$14,382,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Child & Adult Services	42.21	42.21	42.43	43.43	45.90
Family Programs	61.08	61.08	62.61	62.61	62.09
Housing & Community Development	10.86	10.86	12.86	12.86	11.53
Facilities & Internal Operations	75.51	75.51	75.33	75.90	73.81
Total FTE	189.66	189.66	193.23	194.80	193.33



Family Services Child & Adult Services

Description

The Child and Adult Protective Services area includes four program areas: Adult Protective Services, Child Protective Services, Foster Care and Adoptions, and Family Connections.

Adult Protective Services is mandated by the Virginia Department of Social Services and the Virginia Code to investigate complaints of abuse, neglect and exploitation of elderly and disabled adults on a 24-hour basis and to provide services where appropriate. Other legal mandates of the unit include guardian report reviews, Medicaid nursing home and personal care prescreening and placement planning services.

Child Protective Services is mandated by the Code of Virginia to receive and respond to complaints of child abuse/neglect on a 24-hour basis. Social Workers investigate or assess complaints, determine if abuse/neglect has occurred and provide services to assure that children are protected.

Foster Care and Adoption is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile and Domestic Relations Court to the Department of Social Services. The social workers work with the birth family toward reunification or another permanent plan. The unit recruits and trains potential foster families and works to retain foster/adoptive homes in the community.

The Family Connections Program provides a community based intervention program designed to serve families with teens ages 12 to 17 who engage in extreme at-risk behaviors. Family Connections provides the following: a parenting skills class, an intensive training track for parents and teens to become co-facilitators of future parenting classes, a parent alumni group, brief family counseling and referrals to community resources.

Budget Overview

FY 2010 Issues

- Caseloads are continuing to grow in Adult & Child Protective Services and Foster Care and Adoptions, causing heavy workload increases for staff.
- After hours work and legal requirements have increased in Child Protective Services, Adult Protective Services and Foster Care and Adoptions.
- There is a shortage of In-County residential programs to address the most serious treatment needs of children.
- There is a significant increase in young adults with profound disabling and life threatening conditions who need a myriad of support from Adult Protective Services.
- The cost of treatment for seriously disturbed children continues to rise.
- There is a waiting list for Companion Services for elderly and disabled adults.

FY 2010 Goals

- Manage the increasing workload and legal requirements to meet the needs of elderly, disabled and vulnerable adults and help them achieve the highest level of self-sufficiency possible (Adult Protective Services Unit).
- Deliver services through the Comprehensive Services for At Risk Youth Program in a timely and efficient manner to minimize out-of-home placements while providing sufficient supports to young adults to manage the increasing number and complexity of problems.
- Investigate the increasing numbers of complaints and provide services in order to protect children and minimize the need for future interventions (Child Protective Services Unit).
- Assist families through the Family Connections Program by providing education, counseling and continuing support to families with youth who engage in extreme and at-risk behavior.
- Recruit a sufficient number of foster and adoptive homes to provide permanent placements to as many youth as possible currently in out-of-home placements, and provide all the necessary supports to help those who cannot be permanently placed (Foster Care and Adoptions Unit).



Loudoun County Government
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Family Services
Child & Adult Services

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,500,401	\$3,013,217	\$3,340,777	\$3,420,000	\$3,699,000
Operations & Maintenance	2,020,959	1,783,839	1,950,128	2,084,000	1,941,000
Capital Outlay & Capital Acquisitions	0	11,234	11,234	0	0
Transfer To Central Service Fund	15,997	26,298	0	0	0
Total Expenditures	\$4,537,357	\$4,834,588	\$5,302,139	\$5,503,000	\$5,640,000
Revenues					
Recovered Costs	\$6,238	\$46,503	\$42,996	\$5,000	\$4,000
State Categorical Aid	423,070	310,346	586,063	432,000	642,000
Federal Categorical Aid	1,273,864	1,284,068	1,120,634	1,276,000	982,000
Other Financing Sources	78,000	78,000	78,000	78,000	78,000
Total Revenues	\$1,781,172	\$1,718,917	\$1,827,693	\$1,791,000	\$1,706,000
Foster Care Reimbursement Fund	\$225,178	\$0	\$0	\$0	\$0
Total Local Tax Funding	\$2,531,007	\$3,115,671	\$3,474,446	\$3,713,000	\$3,934,000
FTE Summary	42.21	42.21	42.43	43.43	45.90



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Child & Adult Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: APS - Investigate all valid complaints with 85% of investigations completed within 45 days.				
• Investigations completed within 45 days	92%	89%	85%	85%
• Number of complaints received deemed as valid	300	271	315	320
Objective: APS - To maintain elderly and disabled adults in their homes through companion services.				
• Elderly and disabled adults stabilized in the home setting	53%	60%	50%	55%
• Number of clients using companion services	128	110	110	112
Objective: APS - Complete 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.				
• Medicaid prescreenings completed in 14 days	98%	90%	90%	95%
• Number of referrals for prescreenings	89	96	98	99
Objective: CPS - Investigate and or assess all valid complaints of child abuse and/or neglect.				
• Child abuse or neglect complaints received	1,076	1,244	1,394	1,400
• Complaints placed on investigation track	195	197	195	220
• Number of complaints diverted to family assessments	852	1,047	1,150	1,180
• Number of complaints investigated with a founded disposition	29	34	35	36
• Valid complaints that have a 2nd complaint within a year of the previous complaint	22%	21%	20%	22%
Objective: Family Connections - At least 70% of families who complete at least five sessions will state positive outcomes as measured by post-service survey.				
• Families who attend at least one session completing the five sessions	78%	93%	75%	80%
• Families who complete five sessions stating positive outcomes on survey	99%	98%	95%	98%
• Number of parents participating	134	106	95	110
Objective: Family Connections - At least 75% of teens will complete at least 5 sessions.				
• Number of teens participating	90	75	95	85



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Child & Adult Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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.				
• Children exiting foster care and achieving permanent living situations	81%	91%	90%	92%
• Children in foster care who have been in custody < 2.5 years	72%	71%	70%	70%
• Total number of children in Foster Care during the year	93	105	120	102
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 children requiring placement	52	104	120	102
• Number of trained foster/adoptive homes	39	52	45	50



Family Services Family Programs

Description

The Family Services area includes the following programs: Benefits, Career and Support Services, Housing Choice Voucher Program, Young Adults Project and Young Parent Services.

The purpose of the Benefits unit is to determine eligibility and to administer the department's Federal, State and local public assistance programs while promoting personal responsibility. This unit is responsible for screening individuals for eligibility, interviewing applicants, processing applications, conducting periodic reviews and re-determining eligibility for public assistance programs.

The purpose of the Career Support Services unit is to administer employment and training programs as required by Federal, State and local regulation, focusing on career goals and long-term family self-sufficiency. Counselors are responsible for providing available employment and training services including employability assessments, case management, eligibility for programs, assisting with physical, mental and family issues, coordinating educational and training opportunities and assisting with career development training.

The Housing Choice Voucher program is funded by the U.S. Department of Housing and Urban Development to provide low-income families with decent, safe and sanitary housing at prices that they can afford.

The Young Adults Project is a collaboration between the Department of Family Services and the Loudoun County Public School system. This program provides services to high school-aged youth in a nonresidential setting. Youth enrolled in the program have been long-term suspended or are not succeeding in the public school system. This program also offers a transition component, which focuses on building basic knowledge and practical skills that can be easily applied to prepare students for self-sufficiency.

Young Parent Services provides case management services to pregnant and parenting teens. The program focuses on preventing high school dropouts, providing support and resources to transition from high school to stable employment or continued education, increasing parenting skills and delaying subsequent pregnancies.

Budget Overview

FY 2010 Issues

- Caseloads continue to rise in Medicaid and Food Stamp programs.
- Increasing caseloads in the Welfare Reform Program called Virginia Initiative for Employment not Welfare (VIEW) and new program requirements have taken up more of the caseworkers' time and result in lower employment rates for participants.

FY 2010 Goals

- Meet all Federal and State requirements for processing eligibility requirements and help families meet their immediate and ongoing economic needs while moving from dependence to self-sufficiency (Benefits Unit).
- Provide information, process and manage day care requests for eligible participants in a timely manner; provide training and resources to increase employability and employment for VIEW clients; and develop partnerships with organizations and employers to increase employment of clients (Career Support Unit).
- Provide income-eligible families the ability to maintain housing through the Housing Choice Voucher rental assistance program.
- Provide educational and behavior management tools to youth who have been unable to succeed in the traditional public school system (Young Adults Project).
- Provide an intensive array of services through the Young Parent Service program in order to ensure that at least 90% of program participants complete high school.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Family Programs

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$3,594,254	\$3,976,536	\$4,148,456	\$4,398,000	\$4,480,000
Operations & Maintenance	11,037,499	11,141,249	12,079,677	11,185,000	11,806,000
Transfer To Central Service Fund	0	0	29,002	0	0
Total Expenditures	\$14,631,753	\$15,117,785	\$16,257,135	\$15,582,000	\$16,286,000
Revenues					
Miscellaneous Revenue	\$24,059	\$32,208	\$5,832	\$0	\$0
Recovered Costs	1,372	832	534	0	36,000
State Categorical Aid	1,381,423	1,412,950	1,565,557	1,627,000	1,834,000
Federal Categorical Aid	3,488,632	3,572,273	3,566,980	3,314,000	2,994,000
Total Revenues	\$4,895,486	\$5,018,263	\$5,138,903	\$4,941,000	\$4,864,000
Housing Choice Voucher Fund	\$7,669,555	\$7,696,347	\$8,296,527	\$7,668,000	\$8,448,000
Total Local Tax Funding	\$2,066,712	\$2,403,175	\$2,821,705	\$2,973,000	\$2,974,000
FTE Summary	61.08	61.08	62.61	62.61	62.09



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Family Programs

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Benefits - All Food Stamp cases will be processed within the time frame mandated for the program.				
• Food Stamp cases processed within mandated time frames	99%	99%	97%	99%
Objective: Benefits - All inquiries will be screened and the appropriate referrals made.				
• Benefits applications approved	3,043	3,374	3,335	3,380
• Benefits applications processed	4,156	4,870	4,889	4,899
• Benefits applications screened	10,151	10,518	11,220	11,300
Objective: Career Support Unit - At least 380 children will receive child care assistance so that their families can work.				
• Number of children on waiting list for child care assistance	438	347	475	500
• Number of children receiving day care assistance	356	848	800	800
Objective: Career Support Unit - 75% of VIEW clients will gain and keep employment at least three months past termination from TANF.				
• Number of VIEW clients	302	300	310	305
• Vehicles for Change Program vehicles donated for VIEW clients	35	72	110	90
• VIEW clients employed while in the program	75%	75%	78%	74%
• VIEW clients maintaining employment for at least three months	79%	75%	78%	76%
Objective: Career Support Unit - At least 108 employer job fair and other events will be scheduled annually with 90% of employer/client evaluations marked satisfactory or above.				
• Clients attending job fairs and employer events	388	616	375	410
• Employer evaluations marked satisfactory or above	98.00%	99.50%	98.00%	99.00%
• Number of Job Fairs/Meet the Employer events sponsored	97	118	135	135



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Family Programs

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: HCV - Administer the Housing Choice Voucher program in accordance with HUD requirements: utilize at least 97% of available Federal funding and complete 95% of home inspections in a timely manner as required by HUD.				
• Available Federal HCV funds expended	90%	96%	97%	95%
• HUD required home inspections completed timely	84%	84%	95%	84%
• Number of households receiving Housing Choice Vouchers	638	688	650	685
• Number of households on the HCV waitlist	1,119	677	490	450
Objective: Young Adults Project - 80% of youth enrolled in the Young Adults program will either return to their home school or obtain sufficient credits to obtain a high school diploma.				
• Enrolled youth eligible to return to regular school program	39	45	42	40
• Enrolled youth receiving a high school diploma	9	8	12	10
• Number of youth enrolled in YAP	48	53	55	50
Objective: Young Parent Services - Provide an intensive array of services so that 90% of program participants stay in school.				
• Current participants who do not drop out of school after enrollment	94%	100%	90%	95%
• Number of parenting and pregnant youth enrolled in program	66	46	50	45
Objective: Young Parent Services - 90% of program participants will not become pregnant again while in the program.				
• Youth with no additional pregnancies after enrollment	91%	95%	90%	90%



Family Services

Housing & Community Development

Description

The Housing and Community Development Division administers housing policy and program development, needs assessment and program evaluation, the Affordable Dwelling Unit (ADU) program, the Community Development Block Grant (CDBG) program, the Homeownership Loan program, the Home-buyers Education program, the Loudoun County Home Improvement program (LCHIP) and the Eastern Loudoun Revitalization (LCHRP) program.

The Division assists the Housing Advisory Board in assessing the County's housing needs and implementing the Board of Supervisors' initiatives to address unmet housing needs for households earning less than 100% of the Area Median Income (AMI), which is \$99,000 for 2008. The Division provides overall policy coordination, assists many County programs charged with implementing County housing policy, and works closely with Federal, State, and non-profit agencies to develop funding sources for the provision of affordable housing. Several programs provide incentives to purchase and repair foreclosed properties.

The ADU program assists the Affordable Dwelling Unit Advisory Board (ADUAB) in administering Article 7 of the Loudoun County Zoning Ordinance by setting prices for both rental and for-sale ADUs. The ADUAB works closely with private sector developers to secure housing from newly constructed housing stock for households earning between 30% to 70% AMI.

The CDBG program distributes Federal funds through a competitive application process to a variety of public and non-profit agencies for projects that provide decent housing, a suitable living environment, and expanded economic opportunities principally for low to moderate-income persons. The LCHIP and LCHRP programs provide low-interest and forgivable loans to low to moderate income homeowners to renovate their homes by repairing and replacing major systems, such as roofs, furnaces, siding; improving energy efficiency by replacing windows and doors; and assisting homeowners in meeting HOA regulations.

The Homeownership Loan and Homebuyers Education programs provide a variety of low-interest loans and down payment funding to help households purchase homes. Funding sources administered through the program include local funding for the Downpayment and Closing Cost Assistance program as well as allocations for a variety of loans from the Virginia Housing Development Authority (VHDA). The Homebuyers Education program helps ADU purchasers understand the responsibilities of home-ownership and is required to be completed for the purchase of an ADU or for the use of any VHDA loan product.

Budget Overview

FY 2010 Issues

- There is a shortage of rental and owner-occupied affordable housing available for Loudoun's workers and citizens, especially for those workers in the retail, local government (including teachers and Sheriff's department), warehouse and transportation (including Airport jobs), and construction industries.
- Many of Loudoun County households have housing costs exceeding the 30% monthly housing cost standard and a surplus of both rental and for-sale housing at the most expensive end of the scale indicates that a significant number of households are "house-poor."
- There is a shortage of available rental units for lower incomes and a deficit of housing stock affordable to households with incomes at 100% AMI and below.
- Accessible funding for emergency home repairs for major systems such as plumbing, furnaces and roofing is needed.
- Funding is needed for improvements such as ramps, grab bars and other supporting items to enable the handicapped and elderly to age in-place in affordable housing, thus reducing the need for alternative housing.
- Significant numbers of foreclosures concentrated in eastern neighborhoods have had a devastating impact, destabilizing those neighborhoods.

FY 2010 Goals

- Increase the supply of a variety of housing types affordable to households that earn below 100% AMI (\$99,000 for 2008) with an emphasis on 30% AMI and below.
- Add studio and efficiency housing units to the supply to assist those with the lowest incomes.
- Seek a variety of public and private funding sources to support a variety of programs.
- Establish private sector partnerships to support construction of new affordable units.
- Develop new funding sources and programs that focus on neighborhoods hardest hit by foreclosures.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Housing & Community Development

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$573,041	\$789,961	\$900,378	\$1,006,000	\$892,000
Operations & Maintenance	963,281	953,268	1,262,365	750,000	791,000
Total Expenditures	\$1,536,322	\$1,743,229	\$2,162,743	\$1,756,000	\$1,683,000
Revenues					
Use Of Money & Property	\$4,737	\$2,927	\$3,121	\$9,000	\$9,000
Miscellaneous Revenue	400	1,656	848	3,000	3,000
Recovered Costs	622	8,283	33,923	45,000	1,000
Federal Categorical Aid	762,942	1,140,159	1,104,026	913,000	903,000
Other Financing Sources	0	0	(10,000)	0	0
Total Revenues	\$768,701	\$1,153,025	\$1,131,918	\$970,000	\$916,000
Total Local Tax Funding	\$767,621	\$590,204	\$1,030,825	\$787,000	\$767,000
FTE Summary	10.86	10.86	12.86	12.86	11.53

- Develop new funding sources and programs that focus on neighborhoods hardest hit by foreclosures.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Family Services
Housing & Community Development

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: 150 homes will be available for purchase and 120 for rent at a price clients can afford.				
• ADU purchase mean household income	\$39,302	\$39,584	\$40,000	\$43,000
• ADU rental mean household income	\$30,446	\$30,758	\$32,000	\$27,000
• Number of affordable dwelling units purchased	143	209	180	150
• Number of families with new leased units	133	129	135	130
• Number on ADU rental wait list	101	107	110	120
• Number on wait list for ADU purchases	332	198	275	195
Objective: Distribute all CDBG funds to non profit 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	\$880,150	\$909,973	\$909,973	\$909,537
• Organizations receiving CDBG funds	11	8	11	10
• Organizations receiving funds that fulfilled the terms of their application	91%	75%	95%	95%
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 % allocations spent	98.00%	95.97%	100.00%	96.00%
• Homeownership loans average income of non ADU mortgagees	\$67,571	\$67,185	\$86,000	\$75,000
• Homeownership loans purchased	127	134	135	130
• Number of participants in home ownership education programs	116	107	120	130
Objective: LCHIP Home Renovations: Provide financial resources and guidance to assist 15 low and moderate income homeowners with basic home renovations.				
• Average loan amount per homeowner	\$51,165	\$64,050	\$56,000	\$55,000
• Number of loans settled	9	7	12	10
• Number of renovation projects completed	4	10	12	10



Family Services Facilities & Internal Operations

Description

The Facilities and Internal Operations area includes contracts, finance and budgeting, Comprehensive Services Act for at Risk Youth and Families, the Community Support Unit, the Juvenile Detention Center, the Management Information System and Grant Management program. Several facilities are included in the contract area including the Youth Shelter, the Emergency Homeless Shelter, and the Transitional Housing Program.

The Comprehensive Services Act for at Risk Youth and Families provides support to the Community Policy and Management Team, manages the Family and Assessment Team process, and manages all vendor contracts and purchases of services. In addition, staff provides direct vendor oversight to ensure that all CSA youth receive appropriate treatment in the most cost effective manner.

The Finance and Budgeting unit is responsible for the development of the annual Federal and State budgets for the department; providing accountability functions such as assuring that all financial grant requirements are met, providing customer service to the public, coordinating all automated financial functions in the department, and maintaining the filing infrastructure to meet Federal and State guidelines.

The Community Support Unit provides services to address the emergency and crisis situations, such as the lack of adequate shelter, heat, food and funds for immediate medical care, to Loudoun residents. The unit also provides emergency case management to those individuals and families who have chronic problems and need ongoing services.

The Juvenile Detention Center is a 24 bed secure residential facility for detained youth ages 7 through 17. This facility seeks to impress upon youth that they have lost basic rights and privileges due to their behavior in the community.

The Management Information System and Grant Management collects and provides for each area and manages the accountability functions such as assuring that all grant requirements are met as well as County compliance with administrative, statutory and grant requirements. This unit is currently developing an agency-wide management information system to better streamline service delivery and increase efficiency among work groups.

The Youth Shelter is a 12 bed licensed facility that provides short-term shelter to youth ages 12 through 17. Youth entering the facility must be referred by Family Services, Mental Health Mental Retardation and Substance Abuse Services, Court Services unit or the Court. The Emergency Homeless Shelter serves single women, single parent households, families and couples with shelter for up to 89 days.

The Transitional Housing program is an eight-unit facility that provides housing and supportive services for up to six homeless families and four single women. Program length is 24 months. Case management is provided and includes services and classes designed to help participants obtain and remain in permanent housing. In addition, the Transitional Opportunities program is available. This program provides supportive housing and services at scattered apartment sites for seven homeless families and/or individuals.

Budget Overview

FY 2010 Issues

- The second Youth Shelter will open during FY 11 and will allow the program to avoid overcrowding issues.
- An increase in chronic homeless population with multiple problems and issues continues.
- Increases in fuel and utility costs have resulted in an increased need by citizens for fuel and utility assistance.
- The decline in regional economic markets will continue to increase the need for services in some of the service delivery areas.

FY 2010 Goals

- Provide services to address emergency and crisis situations such as lack of adequate shelter, funds for heat, medical and prescription needs and food, and other crises, and provide case management and services to individuals with more chronic needs.
- Maintain community collaborations in order to assist low-income families to provide for family needs.
- Provide assistance to people who are homeless through safe and temporary housing, and provide referrals for services and case



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Family Services Facilities & Internal Operations

management to homeless families to help them achieve permanent housing solutions.

- Maximize Federal and State dollars to meet the needs of Loudoun citizens.
- Streamline data collection, and design and implement a one-stop information system linking multiple Federal and State systems to reduce time and effort spent on administrative tasks.
- Provide timely and efficient services through the Comprehensive Services for At Risk Youth Program in order to minimize out-of-home placements while providing sufficient support to young adults to manage an increasing number and complexity of problems.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$4,517,874	\$5,056,922	\$5,235,708	\$5,798,000	\$5,648,000
Operations & Maintenance	3,598,432	3,730,992	3,727,214	3,985,000	3,788,000
Capital Outlay & Capital Acquisitions	285,430	287,418	250,538	10,000	10,000
Transfer To Central Service Fund	17,241	0	0	0	0
Total Expenditures	\$8,418,977	\$9,075,332	\$9,213,460	\$9,792,000	\$9,446,000
Revenues					
Miscellaneous Revenue	\$21,009	\$20,731	\$21,668	\$17,000	\$17,000
Recovered Costs	231,794	122,582	164,044	83,000	84,000
State Categorical Aid	1,057,245	1,192,304	1,243,017	1,148,000	1,186,000
Federal Categorical Aid	1,680,104	1,835,166	1,641,214	2,343,000	1,347,000
Other Financing Sources	105,000	105,108	105,000	105,000	105,000
Total Revenues	\$3,095,152	\$3,275,891	\$3,174,943	\$3,697,000	\$2,739,000
Foster Care Reimbursement Fund	\$99,263	\$109,965	\$8,797	\$0	\$0
Total Local Tax Funding	\$5,224,562	\$5,689,476	\$6,029,720	\$6,095,000	\$6,707,000
FTE Summary	75.51	75.51	75.33	75.90	73.81



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Family Services
Facilities & Internal Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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 phone calls received by front desk	79,800	66,308	82,000	82,100
• Number of walk-in clients	30,718	39,420	39,000	40,000
Objective: Administration: Ensure 100% of state and federal dollars have been drawn down for County use.				
• Amount in millions of Federal/State Funds Available	\$14.30	\$17.80	\$14.90	\$17.00
• Amount in millions of Federal/State funds secured	\$14.30	\$15.30	\$14.80	\$15.00
• Available Federal/State Dollars Secured	100%	86%	99%	99%
Objective: Community Support Emergency Assistance: Provide emergency assistance for immediate basic needs to eligible families and case management for eligible families with ongoing chronic needs.				
• Clients asking for assistance with shelter	2,007	1,539	2,400	2,450
• Clients asking for emergency food assistance	447	317	650	700
• Clients asking for emergency medical/prescription assistance	1,458	937	1,700	1,710
• Clients receiving emergency food assistance	447	317	500	710
• Clients receiving emergency medical/prescription assistance	424	431	450	475
• Clients receiving rent/shelter assistance	160	194	160	170
Objective: Community Support Holiday Program: Gather the necessary resources to help low income children, elderly and adults with special needs meet costs associated with holidays and family events so that the maximum number of families are helped.				
• Estimated value of funds and donated items given for Holiday Coalition	\$850,000	\$850,000	\$950,000	\$975,000
• Number of families served by the Holiday Coalition	1,400	1,645	2,000	2,010
All new CSA referrals will be initially staffed within 4 weeks as required by the Community Policy and Management Team.				
• New cases staffed within 4 weeks	80%	97%	90%	96%
• Number of new cases referred	58	105	75	120



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Family Services

Facilities & Internal Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
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 rate	93%	83%	95%	95%
• Emergency Homeless Shelter: Number turned away	532	618	645	510
• Families discharged to permanent housing	51%	19%	70%	72%
• Individuals requesting admission	745	801	750	900
• Individuals who are admitted	213	183	215	350
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>24 hours	31%	22%	15%	18%
Objective: Juvenile Detention Center staff will monitor population numbers and alert the Juvenile Justice system when its population approach or exceeds capacity in order to remain within the state required capacity standard of 24.				
• Average daily population at JDC	25.30	17.35	20.00	22.00
• Average length of stay at JDC in days	28.80	22.22	32.00	28.00
• Number of days JDC population exceeded 24	192	5	100	60
Objective: Juvenile Detention Center: Fewer than 10% of admissions will require physical restraints during their stay.				
• Admissions requiring restraints	4%	16%	3%	5%
Objective: Transitional Housing Programs: In this 24 month program for persons in transition 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.				
• Households discharged into permanent housing	100%	83%	85%	87%
• Number of individuals admitted to program	85	94	95	85
• Transitional Housing Utilization Rate	82%	99%	99%	95%
• Transitional Opportunity Apartment Utilization Rate	98%	93%	99%	90%



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Family Services
Facilities & Internal Operations

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Youth Shelter: Maintain an average utilization rate of 85% while discharging 70% of admissions within 30 days, with 80% discharged to a less restrictive setting.				
• Number of admissions	172	166	190	188
• Utilization rate	106%	100%	100%	100%
• Youth discharged in less than 30 days	85%	57%	85%	80%
• Youth discharged into a less restrictive setting	73%	97%	80%	85%



Health Services

Health Services

Community Health

Environmental Health



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Health Services

Mission Statement

Health Services enhances and ensures the health of all Loudoun County residents. This is achieved by working with partners in the County and town governments, with State and Federal agencies, private organizations, and with residents to protect the environment, prevent the spread of disease, and promote 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 2010 Issues

- The increasing demand for services continues to outpace available staffing, particularly for WIC nutrition and clinic services provided to vulnerable women and children.
- The number of tuberculosis (TB) cases and all other reportable diseases continue to increase in Loudoun County. Each diagnosed active case of 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 2010 Major Goals

- Digitize Environmental Health files to increase efficiency and improve customer access.
- Continue to provide core public health services to eligible Loudoun County residents, with a focus on women and children.
- Fully implement the County's operations and maintenance requirement for nonconventional onsite septic systems.
- Continue to improve response coordination to possible public health emergencies.
- Increase the number of low-income pregnant and postpartum women and children being served through the Women, Infants and Children (WIC) nutrition program.

FY 2009 Major Achievements

- Provided free flu vaccinations as part of a mass vaccination exercise.
- Initiated a Lyme disease awareness campaign.
- Began an operations and maintenance monitoring program for nonconventional onsite septic systems.
- Completed a community health needs assessment.
- Improved coordination with the Loudoun Free Clinic and Loudoun Community Health Center.
- Revised the Loudoun County pool code to better address the needs of hotel guests.
- Entered into an agreement with Inova Loudoun Hospital that improved maternity care for Health Department patients with no change in tax funding requirement.



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FY 2010 Adopted Fiscal Plan**

Health Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,758,126	\$1,932,360	\$1,979,269	\$2,217,000	\$2,176,000
Operations & Maintenance	2,101,608	2,080,761	2,024,194	2,471,000	2,156,000
Capital Outlay & Capital Acquisitions	5,316	0	0	10,000	3,000
Transfer To Central Service Fund	21,139	0	0	0	0
Total Expenditures	\$3,886,189	\$4,013,121	\$4,003,463	\$4,698,000	\$4,335,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$834,236	\$427,463	\$327,051	\$307,000	\$272,000
Charges For Services	52,672	14,651	12,914	14,000	11,000
Miscellaneous Revenue	57,795	10,361	10,140	3,000	3,000
Recovered Costs	9,044	3,816	3,704	0	0
State Categorical Aid	0	0	718	0	0
Federal Categorical Aid	0	14,000	9,693	0	0
Total Revenues	\$953,747	\$470,291	\$364,220	\$324,000	\$286,000
Local Tax Funding	\$2,932,442	\$3,542,830	\$3,639,243	\$4,374,000	\$4,049,000
County FTE	27.00	29.00	30.00	30.00	29.00
State FTE	53.00	53.00	54.00	52.00	51.00
FTE Summary	80.00	82.00	84.00	82.00	80.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for the Health Department includes a County reduction of 1.00 FTE in the Environmental Health Program, with an associated decrease of \$379,000 in Local Tax Funding, which also includes the elimination of the funding for larviciding for the West Nile virus, funding for the soil scientist contract which helped the department to process onsite sewage applications, and the reduction in some other operating and maintenance expenditures in the department. The FY 10 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels. The number of State positions for this department for the FY 10 Fiscal Plan declined by 1.00 FTE.

Budget History

FY 06: The Board added 3.00 FTE for childhood immunization services in eastern Loudoun County.

FY 06 Mid-Year: The Board added 1.00 FTE for a fee offset Environmental Health inspector.

FY 07: The Board added 1.00 FTE for a Medical Reserve Corps Coordinator.

FY 08: The Board added 1.00 FTE for a communicable disease nurse.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Health Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Health	\$1,390,972	\$1,525,931	\$1,683,504	\$1,990,000	\$1,996,000
Environmental Health	2,495,217	2,487,190	2,319,959	2,708,000	2,339,000
Total Expenditures	\$3,886,189	\$4,013,121	\$4,003,463	\$4,698,000	\$4,335,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Health	\$0	\$15,000	\$13,397	\$0	\$0
Environmental Health	953,747	455,291	350,823	324,000	286,000
Total Revenues	\$953,747	\$470,291	\$364,220	\$324,000	\$286,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Health	1,390,972	1,510,931	1,670,107	1,990,000	1,996,000
Environmental Health	1,541,470	2,031,899	1,969,136	2,384,000	2,053,000
Total Local Tax Funding	\$2,932,442	\$3,542,830	\$3,639,243	\$4,374,000	\$4,049,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Community Health	41.00	42.00	42.00	43.00	47.00
Environmental Health	39.00	40.00	42.00	39.00	33.00
Total FTE	80.00	82.00	84.00	82.00	80.00



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Health Services Community Health

Description

Community Health programs are focused on maintaining and improving the health of all Loudoun County residents through communicable disease surveillance and prevention, direct patient care and nutrition services, and emergency preparedness. Program services are primarily driven by Federal and State mandates. To best meet the needs of citizens, many of the direct medical services are provided either on an appointment or walk-in basis.

Budget Overview

FY 2010 Issues

- The County's growing population of new immigrants and residents below the federal poverty level are reflected in growing demand for Community Health services.
- New immigrants and working poor disproportionately utilize the Health Department's immunization and WIC nutrition services, outpacing the capacity of available resources.
- The federal funding support for the Women, Infants and Children (WIC) program is not sufficient to support the current level of service demand.
- 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, but more than 2,000 in 2008.
- The County must 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 2010 Goals

- 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 our community should there be a major outbreak of disease.
- Increase the number of WIC program clients served at County sites, thereby reducing the number of low-income pregnant and postpartum women and children who must travel to neighboring jurisdictions for service.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$527,473	\$579,678	\$608,291	\$791,000	\$828,000
Operations & Maintenance	858,183	946,253	1,075,213	1,189,000	1,165,000
Capital Outlay & Capital Acquisitions	5,316	0	0	10,000	3,000
Total Expenditures	\$1,390,972	\$1,525,931	\$1,683,504	\$1,990,000	\$1,996,000
Revenues					
Miscellaneous Revenue	\$0	\$1,000	\$0	\$0	\$0
Recovered Costs	0	0	3,704	0	0
Federal Categorical Aid	0	14,000	9,693	0	0
Total Revenues	\$0	\$15,000	\$13,397	\$0	\$0
Total Local Tax Funding	\$1,390,972	\$1,510,931	\$1,670,107	\$1,990,000	\$1,996,000
County FTE	9.00	10.00	10.00	9.00	11.00
State FTE	32.00	32.00	32.00	34.00	36.00
FTE Summary	41.00	42.00	42.00	43.00	47.00



Loudoun County Government
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Health Services
Community Health

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide preventive and corrective dental services to low-income children to ensure good dental health.				
• Number of children receiving dental care	343	661	600	600
• Number of total dental visits	557	1,256	1,600	1,600
• Percentage of dental visits for corrective care	25%	22%	25%	25%
• Percentage of dental visits for preventive care	56%	64%	55%	55%
Objective: Improve the ability to protect Loudoun County from a widespread outbreak of disease.				
• Number of individuals participating in an emergency preparedness exercise	1,050	4,300	2,000	2,000
• Number of Loudoun residents in the Medical Reserve Corps.	700	816	900	950
• Number of Medical Reserve Corps members trained in the National Incident Management System	n/a	166	200	200
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	6	18	5	5
• Number of women completing six months or more of prenatal care	n/a	299	110	150
• Number of women seen for maternity services	443	513	450	500
Objective: Provide testing, treatment and information on sexually transmitted diseases.				
• Number of individuals evaluated for sexually transmitted diseases	852	621	1,100	1,100
• Number of individuals treated for sexually transmitted diseases	n/a	n/a	99	99
• Rate of sexually transmitted disease per 1,000 patients seen	n/a	n/a	90	90
Objective: Ensure that 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	11	11	11	11
• Number of reports of suspected or confirmed tuberculosis	35	22	45	45
• Number of tuberculosis infections	346	215	365	400
• Percentage of confirmed tuberculosis cases completing prescribed treatment	100%	100%	100%	100%



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Health Services
Community Health

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide age-appropriate vaccinations to decrease the incidence of vaccine-preventable diseases.				
• Number of flu shots provided	1,153	1,304	1,175	1,000
• Number of illness reports for vaccine-preventable childhood diseases	79	86	90	100
• Number of strep. pneumonia shots provided	37	14	45	45
• Number of vaccination visits	9,586	3,714	9,900	9,900
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	\$148,709	\$145,701	\$143,000	\$220,361
• Average cost per client	n/a	\$115	\$68	\$98
• Average number of days waiting time to receive WIC services	25	15	42	30
• Number of WIC clients	n/a	1,605	2,100	2,250



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**Health Services
Environmental Health**

Description

Environmental Health programs maintain and improve the health of all County residents through disease prevention, surveillance efforts and community health promotion. For instance, 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, vector control 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 2010 Issues

- Compliance with safety regulations for the rapidly increasing complexity of Loudoun County's restaurants, pools, spray parks, wells, and onsite sewage systems will continue to be a priority for the Department.
- The department will address ongoing and emerging groundwater contamination issues, particularly in eastern Loudoun County.
- Retaining expert staff is critical to providing efficient, quality service in a customer-focused manner.

FY 2010 Goals

- Digitize Environmental Health files to increase efficiency and improve customer access and fully implement operations and maintenance requirements of nonconventional septic systems.
- Recruit, hire and retain qualified environmental health professionals in a competitive job market.
- Educate the public on the maintenance requirements of alternative onsite sewage disposal systems to prevent catastrophic failures.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,230,653	\$1,352,682	\$1,370,978	\$1,426,000	\$1,348,000
Operations & Maintenance	1,243,425	1,134,508	948,981	1,282,000	991,000
Transfer To Central Service Fund	21,139	0	0	0	0
Total Expenditures	\$2,495,217	\$2,487,190	\$2,319,959	\$2,708,000	\$2,339,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$834,236	\$427,463	\$327,051	\$307,000	\$272,000
Charges For Services	52,672	14,651	12,914	14,000	11,000
Miscellaneous Revenue	57,795	9,361	10,140	3,000	3,000
Recovered Costs	9,044	3,816	0	0	0
State Categorical Aid	0	0	718	0	0
Total Revenues	\$953,747	\$455,291	\$350,823	\$324,000	\$286,000
Total Local Tax Funding	\$1,541,470	\$2,031,899	\$1,969,136	\$2,384,000	\$2,053,000
County FTE	18.00	19.00	20.00	21.00	18.00
State FTE	21.00	21.00	22.00	18.00	15.00
FTE Summary	39.00	40.00	42.00	39.00	33.00



Loudoun County Government
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Health Services
Environmental Health

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Conduct onsite investigations of environmental health complaints to protect the public from environmental and communicable disease hazards.				
• Number of complaints	439	774	500	600
• Number of confirmed foodborne outbreaks	0	1	1	1
• Number of foodborne illness investigations	27	42	30	45
• Number of foodborne outbreak investigations	0	2	1	2
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	3.30	2.94	3.10	3.10
• Average number of inspections per permitted swimming pool facility	2.90	3.30	2.80	2.80
• Number of food facilities requiring inspections by Health Services	870	905	925	925
• Number of other facilities requiring inspections by Health Services	48	50	60	90
• Number of swimming pool facilities permitted by Health Services	183	183	180	200
• Total number of inspections for permitted food facilities	2,892	2,661	2,850	2,850
• Total number of inspections for permitted swimming pool facilities	535	624	580	560
Objective: Protect public's health and the environment by permitting and inspecting onsite sewage disposal systems.				
• Number of conventional inspections of on-site sewage disposal systems	12,046	13,127	12,296	13,330
• Number of newly installed conventional systems	225	116	125	60
• Number of newly installed nonconventional onsite sewage disposal systems	165	90	150	60
• Number of nonconventional onsite sewage disposal systems	1,198	1,247	1,473	1,440
• Number of reported conventional onsite sewage disposal system failures	25	20	25	20
• Number of reported nonconventional onsite sewage disposal system failures	2	3	2	3



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Health Services
Environmental Health

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	20	29	30	30
• Number of known private drinking water wells	14,181	14,812	14,417	15,300
• Number of newly installed wells	385	227	150	140
• Number of well inspections	625	387	350	200



Mental Health, Mental Retardation & Substance Abuse Services

Mental Health, Mental Retardation & Substance Abuse Services

	MH/SA Emergency Services
	MH Outpatient Services
	Parent Infant Education
	MR Group Home Services
	MH Day Support Services
	MH/SA Prevention & Community Outreach Services
	MR Employment and Day Support Services
	MH Residential Services
	MR Case Management Services
	MR Community Support Services
	SA Residential Services
	SA Outpatient Services
	MH/MR/SAS Administration



Mental Health, Mental Retardation & Substance Abuse Services

Mission Statement

The mission of the County's Community Services Board, through the Department of Mental Health/Mental Retardation/Substance Abuse Services, is to prevent or minimize the effects of mental illness, mental retardation and substance abuse, and to enhance the quality of life of County residents affected by these conditions.

Description

The Loudoun County Department of Mental Health, Mental Retardation & Substance Abuse Services (MHMRSAS) is responsible for the public mental health, mental retardation and substance abuse 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, Mental Retardation, and Substance Abuse 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 mental health outpatient services, mental health/substance abuse emergency services, mental health residential services, mental health day support services, mental health/substance abuse outreach and prevention services, substance abuse outpatient services, substance abuse residential services, mental retardation case management services, mental retardation employment and day support services, mental retardation community support services, mental retardation group home services, a parent infant education program, and administrative services.

Budget Overview

FY 2010 Issues

- Service demand continues to increase with population growth and has increased with the economic downturn, while funding from the State has been cut.
- Affordable supervised housing for residents with disabilities remains in short supply.
- Lack of sufficient slots in the Medicaid Home and Community Based Waiver (Medicaid Waiver) program for residents with mental retardation limits services.
- State government has accelerated efforts to discharge residents of hospitals and training centers to local communities and has cut funding to state-operated facilities. Some state-operated units may close.
- Growing proportions of residents requiring services are underinsured or uninsured, especially with the recent increase in unemployment.
- Anticipated change and broadening of commitment criteria in the Virginia Code will result in increase in hospitalizations and further stress service capacity.

FY 2010 Major Goals

- Maintain waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
- Implement new client computer system to enhance record-keeping and efficiency.

FY 2009 Major Achievements

- Opened the third after-school apartment-based substance abuse and gang prevention program for at risk children and adolescents.
- Coordinated the donation of time and funds from volunteer and non-profit organizations for the various client programs in FY 08. Donated medications totaled over \$300,000; 5,275 hours valued at \$158,250 were provided by Masters and PhD Level interns; 5,793 hours of volunteer time valued at \$143,856 was given; and donations and in-kind contributions of \$69,005 were received.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Health, Mental Retardation & Substance Abuse Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$20,409,060	\$22,847,882	\$24,446,644	\$25,622,000	\$25,824,000
Operations & Maintenance	4,214,745	4,618,690	5,112,744	5,723,000	5,494,000
Transfer To Central Service Fund	81,468	105,257	16,211	0	0
Total Expenditures	\$24,705,273	\$27,571,829	\$29,575,599	\$31,345,000	\$31,318,000
Revenues					
Charges For Services	\$761,452	\$778,132	\$719,973	\$763,000	\$757,000
Miscellaneous Revenue	7,129	3,642	9,423	2,000	2,000
Recovered Costs	3,546,071	3,661,777	4,732,312	4,598,000	4,908,000
State Categorical Aid	2,579,725	2,759,648	3,150,338	2,707,000	3,667,000
Federal Categorical Aid	562,371	849,447	757,536	696,000	1,064,000
Total Revenues	\$7,456,748	\$8,052,646	\$9,369,582	\$8,765,000	\$10,398,000
Local Tax Funding	\$17,248,525	\$19,519,183	\$20,206,017	\$22,580,000	\$20,920,000
FTE Summary	341.30	344.64	343.44	344.10	345.16

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Mental Health, Mental Retardation & Substance Abuse Services includes reductions of 2.47 FTEs from in-home support, prevention services and the emergency staffing pool, with an associated decrease in local tax funding of \$635,000, as well as reductions in the purchase of services and group home treatment funds. During FY 09, 3.53 FTEs were added for Federal and State grant-funded positions. State and Federal revenues also increased for Mental Health treatment services. The FY 10 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

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



Mental Health, Mental Retardation & Substance Abuse Services

Budget History

FY 06: The Board of Supervisors added 16.00 FTE which included 1.00 FTE for the Drug Court and 15.00 FTE for expanded services in In-Home Support, Prevention, Substance Abuse, Adult Detention, and Mental Health.

FY 06 Mid-year: 1.93 FTE were transferred to Parks, Recreation & Community Services and County Administration, 1.00 FTE was added for the Community Access Program and 2.00 FTE associated with expired grants were eliminated.

FY 07: The Board of Supervisors added 6.27 FTE for clinicians, a program manager and administrative staff in the MH Day Support and MH Residential Services Intensive Community Team program and a bilingual program coordinator.

FY 07 Mid-year: 3.20 FTE were transferred to Capital Construction, Family Services and Information Technology, 5.00 FTE were added for the Virginia Tobacco Settlement grant, the Forensic Discharge Case Manager grant and Medicaid-funded group home positions. 8.00 FTEs were eliminated from the Marshall Group Home as the home was changed to a contract managed program.

FY 08: The Board of Supervisors added 5.00 FTE for a psychiatric nurse, a JobLink vocational specialist, a case manager for children with mental retardation and two positions to implement an after-school program for at-risk youth in Eastern Loudoun.

FY 08 Mid-year: 1.66 FTE were added for State funded case managers at the JDC and 1.00 FTE administrative manager position was eliminated.

FY 09: The Board eliminated 1.00 FTE administrative manager.

FY 09 Mid-year: 3.53 FTE were added for State and Federal grant funded positions.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
MH/SA Emergency Services	\$837,708	\$807,117	\$939,234	\$991,000	\$1,141,000
MH Outpatient Services	3,120,144	3,192,667	3,616,798	3,698,000	3,939,000
Parent Infant Education	1,157,752	1,329,828	1,366,786	1,461,000	1,497,000
MR Group Home Services	4,219,986	4,952,167	4,889,773	4,852,000	4,595,000
MH Day Support Services	722,096	899,078	943,042	888,000	987,000
MH/SA Prevention & Community Outreach	469,598	595,300	754,818	836,000	785,000
MR Employment and Day Support Services	2,559,068	2,963,777	2,993,566	3,804,000	3,456,000
MH Residential Services	5,017,161	5,798,900	6,391,017	6,472,000	6,618,000
MR Case Management Services	662,906	704,952	811,611	783,000	925,000
MR Community Support Services	732,802	693,438	746,607	918,000	866,000
SA Residential Services	269,848	311,436	297,261	261,000	311,000
SA Outpatient Services	1,654,347	1,942,811	1,973,585	2,285,000	2,232,000
MH/MR/SAS Administration	3,281,857	3,380,358	3,851,501	4,096,000	3,966,000
Total Expenditures	\$24,705,273	\$27,571,829	\$29,575,599	\$31,345,000	\$31,318,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
MH/SA Emergency Services	\$965,396	\$1,025,221	\$1,074,081	\$1,038,000	\$1,351,000
MH Outpatient Services	859,930	952,224	1,065,759	861,000	1,252,000
Parent Infant Education	408,573	630,573	534,724	587,000	569,000
MR Group Home Services	1,871,707	1,898,295	2,285,327	2,270,000	2,583,000
MH Day Support Services	300,333	336,296	407,344	411,000	373,000
MH/SA Prevention & Community Outreach	98,826	142,333	146,566	165,000	163,000
MR Employment and Day Support Services	299,474	270,316	365,685	325,000	322,000
MH Residential Services	972,397	1,066,487	1,557,855	1,286,000	1,491,000
MR Case Management Services	373,633	391,456	472,706	468,000	469,000
MR Community Support Services	257,949	250,638	318,917	271,000	286,000
SA Residential Services	102,307	128,802	145,173	99,000	181,000
SA Outpatient Services	946,223	960,005	995,445	983,000	1,358,000
Total Revenues	\$7,456,748	\$8,052,646	\$9,369,582	\$8,765,000	\$10,398,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
MH/SA Emergency Services	\$(127,688)	\$(218,104)	\$(134,847)	\$(47,000)	\$(210,000)
MH Outpatient Services	2,260,214	2,240,443	2,551,039	2,837,000	2,687,000
Parent Infant Education	749,179	699,255	832,062	874,000	928,000
MR Group Home Services	2,348,279	3,053,872	2,604,446	2,583,000	2,012,000
MH Day Support Services	421,763	562,782	535,698	477,000	614,000
MH/SA Prevention & Community Outreach	370,772	452,967	608,252	671,000	622,000
MR Employment and Day Support Services	2,259,594	2,693,461	2,627,881	3,479,000	3,134,000
MH Residential Services	4,044,764	4,732,413	4,833,162	5,186,000	5,127,000
MR Case Management Services	289,273	313,496	338,905	315,000	456,000
MR Community Support Services	474,853	442,800	427,690	646,000	580,000
SA Residential Services	167,541	182,634	152,088	162,000	130,000
SA Outpatient Services	708,124	982,806	978,140	1,302,000	874,000
MH/MR/SAS Administration	3,281,857	3,380,358	3,851,501	4,096,000	3,966,000
Total Local Tax Funding	\$17,248,525	\$19,519,183	\$20,206,017	\$22,580,000	\$20,920,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
MH/SA Emergency Services	11.72	9.72	9.72	9.72	10.78
MH Outpatient Services	32.47	33.47	35.54	35.53	38.20
Parent Infant Education	14.00	14.00	14.00	14.00	14.00
MR Group Home Services	61.85	60.92	56.39	56.39	56.39
MH Day Support Services	11.07	14.07	14.07	12.07	13.07
MH/SA Prevention & Community Outreach	7.00	7.00	10.00	10.00	9.00
MR Employment and Day Support Services	23.65	23.65	24.65	25.65	24.65
MH Residential Services	84.92	86.39	83.92	83.92	82.92
MR Case Management Services	8.50	8.50	9.50	8.50	10.00
MR Community Support Services	14.50	12.50	12.83	12.03	11.03
SA Residential Services	1.00	1.00	1.00	1.00	1.00
SA Outpatient Services	25.20	24.20	23.20	25.87	25.20
MH/MR/SAS Administration	45.42	49.22	48.62	49.42	48.92
Total FTE	341.30	344.64	343.44	344.10	345.16



Mental Health, Mental Retardation & Substance Abuse Services

MH/SA Emergency Services

Description

The Emergency Services Program (ES) is State-mandated (VA Code 37.2-500) as a core service of the Community Services Board. Immediate clinical services are provided to individuals/families experiencing psychiatric and/or substance abuse distress. Services are provided in person and by telephone. After-hours, weekend, and holiday services are accessed through an answering service, with the ES Clinician receiving the call within five minutes and immediately responding. In addition, ES provides assessment and consultation services at the three Loudoun Hospital Emergency Rooms, the Adult and Juvenile Detention Centers, and the Youth Shelter. The Loudoun County Public School system also depends on ES for immediate evaluations of students believed to be at risk to themselves or others.

Emergency Services facilitates admission to State and local hospitals, provides State mandated pre-screening evaluations of individuals involved in civil commitment processes, and provides substance abuse evaluation for detoxification services. ES is a participant in Loudoun County's Critical Incident Stress Management Team (CISM) providing mental health assistance and consultation to Public Safety personnel. Staff also 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 Crisis Negotiations Teams and responds on-site to hostage/barricade situations.

Budget Overview

FY 2010 Issues

- Hospitalization rates continue to rise with no increase in regional acute psychiatric inpatient capacity. Current regional acute psychiatric bed availability for juveniles remains limited to one hospital and both juveniles and adults are increasingly admitted to facilities outside the region.
- Broadening of commitment criteria in the State Code will result in increase in hospitalizations and number of persons committed to outpatient treatment.
- The high volume of requests for Emergency Services continues, including in-person evaluations at three INOVA Loudoun Hospital Emergency Rooms. The Hospital Corporation of America (HCA) plans to open an ER in the Rt. 50 corridor in 2009 which will further stretch capacity.

FY 2010 Goals

- Maintain effective mental health and substance abuse emergency services.
- Provide Critical Incident Stress Management (CISM) model services following a traumatic event to mitigate consequences of stress reactions of public safety personnel and community members.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/SA Emergency Services

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$665,088	\$710,052	\$749,651	\$761,000	\$888,000
Operations & Maintenance	172,620	97,065	189,583	230,000	253,000
Total Expenditures	\$837,708	\$807,117	\$939,234	\$991,000	\$1,141,000
Revenues					
Charges For Services	\$13,474	\$9,495	\$10,472	\$15,000	\$10,000
Recovered Costs	17,572	14,611	24,165	18,000	18,000
State Categorical Aid	930,683	984,508	1,036,618	1,005,000	1,323,000
Federal Categorical Aid	3,667	16,607	2,826	0	0
Total Revenues	\$965,396	\$1,025,221	\$1,074,081	\$1,038,000	\$1,351,000
Total Local Tax Funding	\$(127,688)	\$(218,104)	\$(134,847)	\$(47,000)	\$(210,000)
FTE Summary	11.72	9.72	9.72	9.72	10.78



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/SA Emergency Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Respond to all requests for Critical Incident Stress Management support through activities of County multi-disciplinary team.				
• Number of CISM debriefings and defusings requested	37	66	37	37
• Number of individuals served	125	175	125	125
Objective: Provide response to requests for emergency services within 5 minutes.				
• Number of emergency clients	1,934	2,103	2,250	2,250
• On-time responses based on a sampling	96%	98%	95%	95%



Mental Health, Mental Retardation & Substance Abuse Services

MH Outpatient Services

Description

Mental Health Outpatient Services include assessment, evaluation, referral, case management, medication evaluation, medication management, discharge planning, crisis intervention, and psychotherapy services. Services are provided to youth, families and adults through individual, couple, family, group, and intensive in-home therapy. The client population is diverse, encompassing persons affected by serious mental illness or emotional disturbance, youth at risk for serious emotional disturbance, victims of trauma, persons suffering from mental illness in combination with substance abuse, and those experiencing severely debilitating emotional and/or situational problems. Client needs are often intensive and require coordination with multiple community agencies to provide effective care. Treatment services are also provided as components of, and in collaboration with, other County programs, including the ADC, JDC, Youth Shelter, school system, DFS, and all Courts. Staff participates in regional and State workgroups to maximize services and resources across localities.

Budget Overview

FY 2010 Issues

- Changes in civil commitment criteria in the State Code, particularly for outpatient commitment, will further stress service capacity.
- The public sector is the only resource for the uninsured and medically indigent, and the economic downturn has increased demand.
- The increasing diversity of the County's population requires broader cultural competency and a greater variety of language abilities.
- Discharge planning is a State-mandated service. Pressures toward census reduction in State psychiatric facilities and limited access to psychiatric beds in regional private psychiatric hospitals increase the need for immediate discharge planning and intensive community-based services.
- Demand for mental health evaluation and treatment is increasing as a result of the larger inmate population at the new Adult Detention Center.
- All Loudoun County Courts rely upon forensic mental health services for prompt evaluations and recommendations for judicial decision-making.
- A four to six week wait time for psychiatric medication services prolongs psychiatric symptoms and diminishes effectiveness of other immediate treatment services.
- Demand continues for "fast track" referrals to mental health services from other County agencies.

FY 2010 Goals

- Provide effective and timely mental health services to children, adolescents, adults, and their families.
- Provide effective and timely forensic MH/SA services for the criminal justice system.
- Implement Virginia Wounded Warrior Northern Virginia Program (VWW grant)



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Outpatient Services

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,477,761	\$2,587,523	\$2,963,390	\$3,125,000	\$3,321,000
Operations & Maintenance	642,383	571,150	653,408	573,000	618,000
Transfer To Central Service Fund	0	33,994	0	0	0
Total Expenditures	\$3,120,144	\$3,192,667	\$3,616,798	\$3,698,000	\$3,939,000
Revenues					
Charges For Services	\$236,322	\$236,331	\$256,863	\$251,000	\$251,000
Recovered Costs	354,744	402,552	374,603	389,000	458,000
State Categorical Aid	216,160	234,821	314,076	201,000	477,000
Federal Categorical Aid	52,704	78,520	120,217	20,000	66,000
Total Revenues	\$859,930	\$952,224	\$1,065,759	\$861,000	\$1,252,000
Total Local Tax Funding	\$2,260,214	\$2,240,443	\$2,551,039	\$2,837,000	\$2,687,000
FTE Summary	32.47	33.47	35.54	35.53	38.20



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Outpatient Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Reduce waiting times and demonstrate improvement in functioning of adults served.				
• Adults receiving medication within two weeks of referral	31%	20%	30%	30%
• Adults with improved functioning using the Global Assessment of Functioning scale	63%	59%	70%	70%
• Aftercare scheduled within seven days	66%	80%	80%	80%
• Number of adults receiving MH outpatient services	2,037	1,967	1,985	1,985
• Number of adults receiving psychiatric medication services	1,026	1,065	1,050	1,050
Objective: Reduce waiting times and demonstrate improvement in functioning of youth served.				
• Number of youth receiving MH outpatient services	479	405	415	485
• Number of youth receiving psychiatric medication services	157	184	190	223
• Youth receiving medication within two weeks of referral	19%	7%	20%	20%
• Youth scheduled for MH intake within 30 days	89%	78%	85%	85%
• Youth with improved functioning using the Global Assessment of Functioning scale	73%	78%	75%	75%
Objective: Comply with all court orders and provide MH/SA treatment for Adult Detention Center (ADC) referrals.				
• Court ordered evaluations completed on time	87%	95%	90%	90%
• Number of ADC inmates receiving MH/SA Services	208	305	300	300
• Number of court ordered and other evaluations	224	244	225	225



Mental Health, Mental Retardation & Substance Abuse Services

Parent Infant Education

Description

The Parent Infant Education (PIE) Division is mandated to provide or make available the 17 early intervention services as listed in the Federal Law, Part C of the Individuals with Disabilities Education Act to infants and toddlers aged 0-3 and their families. These services include but are not limited to occupational therapy, physical therapy, special instruction, vision services, nursing services, nutrition services, psychological services, service coordination, and family training via counseling and home visits. PIE directly provides speech, occupational and physical therapy, as well as special instruction to parents. Other services are provided through contracts. Each eligible child and family has an Individualized Family Service Plan (IFSP) developed by a team that includes therapists and the family. This plan delineates services that are necessary to assist that child and family in achieving the outcomes and priorities determined by the families.

Services are provided in the child's natural environment (home, daycare setting), with emphasis on training the primary caregivers on strategies to promote the child's development to the maximum extent possible. Most of the referrals to the PIE program come from physicians but other referring sources include Hospitals, Family Services, private providers and families themselves.

Budget Overview

FY 2010 Issues

- One of the fastest-growing segments of the population continues to be the 0-3 year old age group. Loudoun continues to have one of the highest birth rates in Virginia. The incidence of severe developmental disabilities such as autism has increased at a rate higher than population growth.
- Families are requesting more specialized services and the PIE program is working very hard to meet the needs with existing staff or through contractual relationships with service providers.
- Services must be provided in a timely manner and the program is required to meet a number of guidelines for service provision and documentation. PIE strives to provide quality services that affect the development of the children served and enhance the ability of parents to deal with their children's disabilities.

FY 2010 Goals

- Address the needs of all eligible children referred to the PIE Program.
- Minimize the effects of disabling conditions on children through PIE programmatic activities.
- Meet required Federal guidelines for the development of Individualized Family Services Plan (IFSP).

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,032,499	\$1,218,716	\$1,288,511	\$1,325,000	\$1,349,000
Operations & Maintenance	125,253	81,692	78,275	136,000	148,000
Transfer To Central Service Fund	0	29,420	0	0	0
Total Expenditures	\$1,157,752	\$1,329,828	\$1,366,786	\$1,461,000	\$1,497,000
Revenues					
Charges For Services	\$55,655	\$43,468	\$35,069	\$55,000	\$40,000
Recovered Costs	80,917	82,253	76,650	93,000	90,000
State Categorical Aid	163,825	205,042	205,042	205,000	205,000
Federal Categorical Aid	108,176	299,810	217,963	234,000	234,000
Total Revenues	\$408,573	\$630,573	\$534,724	\$587,000	\$569,000
Total Local Tax Funding	\$749,179	\$699,255	\$832,062	\$874,000	\$928,000
FTE Summary	14.00	14.00	14.00	14.00	14.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
Parent Infant Education

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: 100% of eligible families will have an Individual Family Service Plan developed within 45 days of referral.				
• Eligible families who have IFSP within 45 days	100%	100%	100%	100%
Objective: 100% of children will receive the services indicated on their Individual Family Service Plan.				
• Children who receive services on IFSP	100%	100%	100%	100%
• Number of children receiving ongoing services	317	334	350	370
• Total number of children who request PIE services	582	588	620	650



Mental Health, Mental Retardation & Substance Abuse Services

MR Group Home Services

Description

Group Home programs provide training, supervision and assistance with activities of daily living and opportunities for community access, based on the needs and desires of each resident. By assisting people with severe disabilities to establish community relationships, the consumer's quality of life is improved by creating bonds in the community. This process also increases the value placed on disabled individuals as citizens and neighbors.

The MR Group Home system is a mix of county-owned and operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian, and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, seven days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

Budget Overview

FY 2010 Issues

- With growth in the population needing services, there is a greater need for 24-hour supported housing. As the demand increases, the waiting list grows as does the length of time spent on the list.
- Changes in the distribution of Section 8 vouchers for people with Medicaid Waivers, which allow individuals to rent their own apartments, have made it difficult for individuals to obtain housing on their own.

FY 2010 Goals

- Enhance the quality of life in MR Group Homes through the development of supportive relationships within the community.
- Maximize the recovery rate of Medicaid Waiver Revenue
- Reduce the amount of time clients spend on the immediate need wait list.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$3,352,973	\$3,774,989	\$3,858,757	\$3,705,000	\$3,714,000
Operations & Maintenance	831,536	1,164,755	1,031,016	1,147,000	881,000
Transfer To Central Service Fund	35,477	12,423	0	0	0
Total Expenditures	\$4,219,986	\$4,952,167	\$4,889,773	\$4,852,000	\$4,595,000
Revenues					
Charges For Services	\$141,751	\$156,538	\$137,957	\$119,000	\$113,000
Miscellaneous Revenue	250	250	1,000	0	0
Recovered Costs	1,444,926	1,447,957	1,834,128	1,849,000	2,150,000
State Categorical Aid	291,220	293,550	312,242	301,000	320,000
Federal Categorical Aid	(6,440)	0	0	0	0
Total Revenues	\$1,871,707	\$1,898,295	\$2,285,327	\$2,270,000	\$2,583,000
Total Local Tax Funding	\$2,348,279	\$3,053,872	\$2,604,446	\$2,583,000	\$2,012,000
FTE Summary	61.85	60.92	56.39	56.39	56.39



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Group Home Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase the number of clients in directly operated Group Homes who develop relationships with people in the community.				
• Individual Service Plan objectives met	95%	89%	98%	98%
• Individuals who develop community relationships	20	22	25	29
• Total number of individuals served	32	32	29	29
Objective: MR directly operated residential group homes will recover 100% of hours billable to Medicaid.				
• MR residential group homes recovery rate	97%	99%	100%	100%
Objective: Reduce the number of people in immediate need who are waiting for group home slots.				
• Clients served in directly operated and vendor operated programs	56	56	60	60
• People waiting who are in immediate need of group home services	n/a	13	14	15



Mental Health, Mental Retardation & Substance Abuse Services

MH Day Support Services

Description

This program provides individualized supportive and rehabilitative services in a day-support/clubhouse setting (Friendship House) to persons with serious mental illness. Services include life skills training, community participation and integration activities, vocational assessment and training, job placement, medication monitoring, and family support and education. Other services provided include case management, advocacy, individual and group therapy, transportation, and crisis intervention.

Budget Overview

FY 2010 Issues

- Space at the Friendship House facility is 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 results in limited vocational opportunities and challenges in job placements.

FY 2010 Goals

- Provide educational programs to improve family understanding of serious mental illness and recovery.
- Endeavor to reduce the effects of serious mental illness and support client independence.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$632,062	\$782,319	\$810,640	\$812,000	\$898,000
Operations & Maintenance	90,034	116,759	132,402	76,000	89,000
Total Expenditures	\$722,096	\$899,078	\$943,042	\$888,000	\$987,000
Revenues					
Charges For Services	\$7,587	\$9,999	\$8,553	\$7,000	\$9,000
Miscellaneous Revenue	53	0	1,950	0	0
Recovered Costs	292,693	326,297	382,028	405,000	364,000
State Categorical Aid	0	0	14,813	0	0
Total Revenues	\$300,333	\$336,296	\$407,344	\$411,000	\$373,000
Total Local Tax Funding	\$421,763	\$562,782	\$535,698	\$477,000	\$614,000
FTE Summary	11.07	14.07	14.07	12.07	13.07



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Mental Health, Mental Retardation & Substance Abuse Services
MH Day Support Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Involve family members in Psychosocial Rehabilitation (PSR).				
• Number of family members involved in PSR activities	50	31	70	80
• Number of family members participating in education programs	53	28	57	60
Objective: Increase number served, timely service access and community participation by citizens with mental illness.				
• Clients achieving community participation goals	92%	90%	100%	100%
• Clients satisfied with services	96%	97%	100%	100%
• Intakes completed within one week	93%	100%	100%	100%
• Number of clients served by MH day support	105	110	120	130



Mental Health, Mental Retardation & Substance Abuse Services

MH/SA Prevention & Intervention Services

Description

Prevention and Community Outreach Services provide comprehensive prevention programs to children and adolescents who are at risk for substance abuse, gang involvement, violence, poor school performance and other mental health and social problems. Services are family focused and include case management to assure appropriate connection to other mental health, social and educational programs.

School-based programs, such as the Conflict Mediation Program and the Gang Prevention Program, are collaborative efforts with Loudoun County Public Schools. After school programs for elementary, middle, and high school students are provided both at schools and in the community, where youth receive academic support, participate in substance abuse, violence and gang prevention groups and take part in community service projects. After school programs are collaborative efforts with numerous public and private agencies and are highly reliant on volunteer staff. The community-based program to support youth and families is made possible through extensive public/private partnerships. Prevention staff also represents the Department of MH/MR/SA on numerous local, regional and State coalitions dedicated to mental health education and prevention of substance abuse and other high-risk behavior by youth.

Budget Overview

FY 2010 Issues

- The number of at-risk youth in schools and community is increasing with subsequent increases in substance abuse, gang involvement and bullying.
- Increases in the diversity of the County population require broader cultural competency and variety of language abilities.
- Lack of access for at-risk youth and their families to after school programs results in vulnerability to substance abuse and gang activity.

FY 2010 Goals

- Endeavor to increase resiliency and facilitate achievement of age-appropriate goals of at-risk youth.
- Address substance abuse, violence, gang involvement, and bullying among at-risk youth.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$397,559	\$517,602	\$635,386	\$718,000	\$667,000
Operations & Maintenance	56,042	77,698	119,432	118,000	118,000
Transfer To Central Service Fund	15,997	0	0	0	0
Total Expenditures	\$469,598	\$595,300	\$754,818	\$836,000	\$785,000
Revenues					
Miscellaneous Revenue	\$0	\$0	\$500	\$0	\$0
State Categorical Aid	2,443	47,128	50,861	68,000	68,000
Federal Categorical Aid	96,383	95,205	95,205	97,000	95,000
Total Revenues	\$98,826	\$142,333	\$146,566	\$165,000	\$163,000
Total Local Tax Funding	\$370,772	\$452,967	\$608,252	\$671,000	\$622,000
FTE Summary	7.00	7.00	10.00	10.00	9.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/SA Prevention & Community Outreach Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide case management to connect families with education, health and other social services.				
• Number of family members receiving case management	404	509	413	413
• Number of youth involved in positive alternative activities	122	136	140	140
• Number of youth receiving case management	122	124	125	125
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	210	323	286	286
• Number of youth served in the schools	1,591	1,710	800	600
• Youth in after school program who maintain/improve grades	63%	61%	70%	70%
• Youth who maintain/increase prevention skills	83%	84%	75%	75%



Mental Health, Mental Retardation & Substance Abuse Services

MR Employment and Day Support Services

Description

Employment Services and Day Support Services provide a range of support levels to help clients with mental illness and mental retardation retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services.

JobLink, operated by the MR Division, helps people obtain and retain regular jobs in the community using the individual supported competitive employment model. In this model, vocational specialists provide individual job development, placement, training, and limited follow-along services. JobLink serves people with mental retardation and/or serious mental illness. For people who need more support in order to work, group or enclave employment service is provided through a contractual arrangement with Every Citizen Has Opportunities (ECHO), Incorporated. ECHO contracts with businesses to provide services performed by small groups of clients under ECHO supervision.

Day Support is provided to more severely disabled clients and involves volunteer activities and other community activities. These services are provided through a contractual arrangement with St. Johns Community Services and through the Community Access Program (CAP), which is operated by the MR Division. CAP services are funded through reimbursement by the Medicaid Waiver program.

Some medically fragile clients need a program that focuses more on personal care matters such as range of motion exercises, assistance with eating, sensory stimulation, and nursing services. These specialized day services for the medically fragile are provided through a contractual agreement with ECHO, Inc.

Budget Overview

FY 2010 Issues

- The planning for transition of students from school services to adult services should be made more seamless.
- The JobLink program will maintain compliance with the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation standards. This accreditation was achieved in FY 08 but maintenance of accreditation will require significant further effort. Standards are revised periodically and must be implemented and documented accordingly.

FY 2010 Goals

- Address employment needs of eligible Loudoun County residents with disabilities.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,317,451	\$1,580,196	\$1,536,602	\$1,750,000	\$1,682,000
Operations & Maintenance	1,241,617	1,354,161	1,440,753	2,054,000	1,774,000
Transfer To Central Service Fund	0	29,420	16,211	0	0
Total Expenditures	\$2,559,068	\$2,963,777	\$2,993,566	\$3,804,000	\$3,456,000
Revenues					
Charges For Services	\$760	\$146	\$0	\$1,000	\$1,000
Recovered Costs	248,523	225,875	307,883	247,000	270,000
State Categorical Aid	50,191	44,295	57,802	78,000	51,000
Total Revenues	\$299,474	\$270,316	\$365,685	\$325,000	\$322,000
Total Local Tax Funding	\$2,259,594	\$2,693,461	\$2,627,881	\$3,479,000	\$3,134,000
FTE Summary	23.65	23.65	24.65	25.65	24.65



Loudoun County Government
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Mental Health, Mental Retardation & Substance Abuse Services
MR Employment and Day Support Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide effective employment services to eligible applicants.				
• Eligible applicants receiving services	98.00%	97.50%	100.00%	98.00%
• Employed clients working for 90 days or more	90.00%	89.25%	90.00%	90.00%
• Number of people served	160	185	175	175
• Value of average hourly earnings	\$1.35	\$1.25	\$1.40	\$1.40



Mental Health, Mental Retardation & Substance Abuse Services

MH Residential Services

Description

Mental Health Residential Services are provided in group homes, supervised apartments and private residences. Services are provided to individuals and their families who are experiencing serious mental illness, mental retardation and co-occurring mental illness and retardation. Services include intensive psychotherapy, psychiatric and nursing care, medication management, case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention are also provided. The program is available 24-hours a day through on-site supervision and on-call staff. Outreach services are also provided to homeless people and home bound elderly with serious mental illness.

Budget Overview

FY 2010 Issues

- The average time on the waiting list for Mental Health Residential Services continues to be two years.
- There are limited funding options for development of intensive MH residential programs.
- Despite limited State funding, pressure continues by the State to provide community-based residential and other services for hospitalized persons with serious mental illness.

FY 2010 Goals

- Clients with serious mental illnesses will be maintained in the community.
- The effects of mental illness and substance abuse for home-bound senior citizens will be reduced.
- The effects of mental illness and substance abuse upon homeless seriously mentally ill persons will be addressed.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$4,700,752	\$5,441,185	\$5,844,746	\$6,039,000	\$5,986,000
Operations & Maintenance	316,409	357,715	546,271	433,000	632,000
Total Expenditures	\$5,017,161	\$5,798,900	\$6,391,017	\$6,472,000	\$6,618,000
Revenues					
Charges For Services	\$156,361	\$184,935	\$127,579	\$211,000	\$195,000
Recovered Costs	447,497	497,861	874,443	822,000	711,000
State Categorical Aid	368,539	383,691	534,521	253,000	585,000
Federal Categorical Aid	0	0	21,312	0	0
Total Revenues	\$972,397	\$1,066,487	\$1,557,855	\$1,286,000	\$1,491,000
Total Local Tax Funding	\$4,044,764	\$4,732,413	\$4,833,162	\$5,186,000	\$5,127,000
FTE Summary	84.92	86.39	83.92	83.92	82.92



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH Residential Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide residential treatment services to eligible applicants.				
• Clients avoiding psychiatric hospitalization of longer than 15 days	100%	100%	100%	100%
• Number of adults awaiting MH residential services	58	52	65	75
• Number of clients served	95	98	105	105
Objective: Assess and refer home bound senior citizens to appropriate services within 2 weeks of request.				
• Assessments performed within two weeks	100%	100%	100%	100%
• Clients referred to MH or other services	70%	67%	100%	100%
• Number of clients served by senior outreach	32	37	37	42
Objective: Provide outreach to homeless mentally ill persons and connect to MH treatment services.				
• Number of homeless persons receiving PATH services	184	283	300	320
• PATH clients connected to MH treatment services	33	49	50	55
• Rating on annual State audit	98%	n/a	90%	90%
• Requests responded to within 48 hours	100%	100%	100%	100%



Mental Health, Mental Retardation & Substance Abuse Services

MR Case Management Services

Description

Case Management services ensure that individuals with mental retardation are properly connected and involved to maximize the opportunities for successful community living. Case Managers assist in gaining access to housing and jobs, social service benefits and entitlement programs, therapeutic supports, social and educational resources, and other supports essential to meeting basic needs. Individuals who are recipients of Medicaid benefits receive a full complement of case management support, such as interdisciplinary team planning, coordination of services, intake and assessments, advocacy and resource planning. Those who do not have Medicaid may also receive the same or similar service coordination based on need. In addition, those who are in need of emergency assistance, pre-admission and pre-discharge planning from State training centers or hospitals, or who are recipients of Medicaid services, are prioritized for case management assistance.

Budget Overview

FY 2010 Issues

- Many of the program's clients live with aging parents or caregivers who are unable to care for the consumer due to their own physical and/or medical problems. The critical need for alternative living arrangements for individuals with mental retardation will become a paramount concern as these parents become incapable of caring for their children. At the present time, there are limited alternatives available.
- The growing population of special education students with mental retardation graduating from the school system will need access to programs to maintain quality life.

FY 2010 Goals

- Endeavor to increase the availability of case management services to the adult population.
- Meet expectations of families and clients using case management services.
- Reduce the number of children waiting for case management services.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$607,745	\$663,631	\$742,308	\$717,000	\$854,000
Operations & Maintenance	39,164	41,321	69,303	66,000	71,000
Transfer To Central Service Fund	15,997	0	0	0	0
Total Expenditures	\$662,906	\$704,952	\$811,611	\$783,000	\$925,000
Revenues					
Charges For Services	\$116	\$823	\$712	\$1,000	\$1,000
Recovered Costs	373,517	390,633	471,994	468,000	468,000
Total Revenues	\$373,633	\$391,456	\$472,706	\$468,000	\$469,000
Total Local Tax Funding	\$289,273	\$313,496	\$338,905	\$315,000	\$456,000
FTE Summary	8.50	8.50	9.50	8.50	10.00



Loudoun County Government
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Mental Health, Mental Retardation & Substance Abuse Services
MR Case Management Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Case managers will be able to assess 30% of individuals on the program waiting list and put them on appropriate waiting lists for other services.				
• Number of adults awaiting case management services	59	37	55	55
• Number of adults receiving MR case management services	190	189	215	215
• People awaiting case management moved to appropriate lists	66%	70%	75%	75%
Objective: 85% of individuals surveyed report satisfaction with the impact of the program services and, as applicable, in response to case manager intervention to a crisis.				
• Clients/families satisfied with MR case management services	95%	95%	100%	100%
• Number of individuals served by MR case management	211	210	260	260
Objective: Assess children on the waiting list and add them to case loads as openings become available.				
• Average waiting time in years for MR CM services	1.50	1.00	1.00	1.00
• Number of children under 18 awaiting MR case management services	42	44	52	58
• Number of children under 18 receiving MR case management services	21	21	45	45



Mental Health, Mental Retardation & Substance Abuse Services

MR Community Support Services

Description

MR Community Support Services are provided through Adult Foster Care, Family Support, In-Home Support Services, and Consumer Directed Services. Services are designed to meet the assessed needs and desires of each client. The Adult Foster Care program provides clients with the opportunity to live in a family environment. This alternative is available to clients that require moderate personal care, and have moderate behavioral and medical needs. Potential families are screened and trained to become approved providers. Providers and clients are then matched through interviews and visits. Families are paid a stipend of \$1,300 per month with part of the stipend being paid by the client. In-Home Support staff work one-on-one with clients using individualized plans designed by the client and family to meet specific needs. Services include training, supervision, community integration, and personal care. Medicaid provides funding for these services.

Family Support assists families with costs related to the care of a disabled adult or child at home. Families can be reimbursed for the cost of equipment, supplies, medical care, and respite care. Consumer Directed Services empowers clients and families to hire and supervise their own support providers. Clients are able to receive respite, personal care, or companion services. Providers are paid directly by Medicaid.

Budget Overview

FY 2010 Issues

- There has been an increase in the number of people needing in-home services as well as an increase in time spent on the wait list.
- Only one private vendor is providing this service in Loudoun County at the present time.
- The department has experienced difficulty recruiting qualified applicants to staff this program.

FY 2010 Goals

- Provide access to the community for all clients during In-Home Support service hours.
- Provide more autonomy for families through consumer directed services.
- Provide alternative supported living arrangements for people with mental retardation so they may continue to live in a least restrictive environment.
- Provide eligible individuals the opportunity to live in a family environment.
- Reduce the wait list for In-Home Support Services.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$587,407	\$564,223	\$636,866	\$770,000	\$712,000
Operations & Maintenance	131,398	129,215	109,741	148,000	154,000
Transfer To Central Service Fund	13,997	0	0	0	0
Total Expenditures	\$732,802	\$693,438	\$746,607	\$918,000	\$866,000
Revenues					
Miscellaneous Revenue	\$6,526	\$3,392	\$5,673	\$2,000	\$2,000
Recovered Costs	177,144	181,788	254,843	181,000	211,000
State Categorical Aid	74,279	65,458	58,401	89,000	73,000
Total Revenues	\$257,949	\$250,638	\$318,917	\$271,000	\$286,000
Total Local Tax Funding	\$474,853	\$442,800	\$427,690	\$646,000	\$580,000
FTE Summary	14.50	12.50	12.83	12.03	11.03



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MR Community Support Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Assist in-home clients to participate in community activities of their choosing.				
• Clients consistently participating in community activities	9	12	14	14
Objective: Provide support to assist families to use consumer directed services.				
• Number of families enrolled in consumer directed services	32	35	42	42
Objective: Serve four more people per year through the In-Home Support Program.				
• Number of people receiving Medicaid Waiver in-home support	9	12	14	14
• Number of people requesting Medicaid Waiver in-home support	45	48	50	52



Mental Health, Mental Retardation & Substance Abuse Services

SA Residential Services

Description

The Substance Abuse Residential Treatment Program includes detoxification and residential treatment services that are purchased from private vendors and are supported by federal, State, and local funds. The Supervised Apartment Program serves eight clients in four leased apartments who are in need of a transitional sober living environment or transitioning back to the community after completing residential treatment. This 9 to 12-month program provides substance abuse treatment, crisis intervention, intensive case management and community supervision. Program participants are required to fully participate in treatment, attend Alcoholics Anonymous and/or Narcotics Anonymous, maintain employment and comply with random drug testing requirements.

Budget Overview

FY 2010 Issues

- Costs continue to rise for detoxification and treatment services purchased from private vendors.
- Quality assurance activities, including utilization review, clinical consultations and contracts management of vendor services, have increased requiring significant staff time commitment.
- Demand for supervised apartment program beds continues to increase as the apartments have become increasingly utilized by Drug Court participants.

FY 2010 Goals

- Achieve a satisfactory transition from residential to outpatient treatment for chemically dependent adolescents and adults.
- Provide transitional residential care for chemically dependent persons.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$85,913	\$98,734	\$104,696	\$100,000	\$101,000
Operations & Maintenance	183,935	212,702	192,565	160,000	210,000
Total Expenditures	\$269,848	\$311,436	\$297,261	\$261,000	\$311,000
Revenues					
Charges For Services	\$32,569	\$23,526	\$31,456	\$14,000	\$27,000
State Categorical Aid	0	0	49,059	0	49,000
Federal Categorical Aid	69,738	105,276	64,658	85,000	105,000
Total Revenues	\$102,307	\$128,802	\$145,173	\$99,000	\$181,000
Total Local Tax Funding	\$167,541	\$182,634	\$152,088	\$162,000	\$130,000
FTE Summary	1.00	1.00	1.00	1.00	1.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
SA Residential Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide detoxification and residential treatment to clients with substance use disorders.				
• Number of adolescents receiving residential treatment	8	5	8	8
• Number of adults receiving residential treatment	76	85	76	76
• Number of residential clients transitioning to outpatient	64	82	64	64
• Residential clients transitioning to outpatient	77%	80%	77%	77%
Objective: Support and facilitate client substance-free living, on-going employment, and Alcoholics Anonymous/Narcotics Anonymous participation.				
• Clients successfully completing the program	32%	33%	38%	38%
• Number of clients in apartment program for 60 or more days	16	18	16	16
• Number of persons successfully completing the program	5	6	6	6



Mental Health, Mental Retardation & Substance Abuse Services

SA Outpatient Services

Description

Substance Abuse Outpatient Services (SA) include evaluation, referral, case management, psychiatric and psychotherapy services. Treatment is provided through two separate tracks, one focusing on adolescents and the other on adults. Treatment is provided through individual, group, couples and family therapy, and supplemented by participation in self-help groups such as Alcoholics Anonymous, Narcotics Anonymous and Al-Anon. Treatment promotes family involvement as substance abuse is devastating not only to the individual but to the abuser's family. In order to maximize resources and accessibility, SA services are provided at both mental health centers, as well as at the Adult Detention Center (ADC), the Work Release Center, the Juvenile Detention Center (JDC), the Community Corrections Program (CCP), the Youth Shelter, and Loudoun County Middle and High Schools. Individuals who require detox or residential treatment are referred to contract private or public sector providers.

Budget Overview

FY 2010 Issues

- The economic downturn has increased demand for SA services, especially alcohol treatment.
- Loudoun County's continuing population growth is reflected in the growth of school populations and requests for services such as student assistance.
- Uncertainty of continued funding from the Federal government in support of the High Intensity Drug Trafficking Area (HIDTA) program threatens to undermine the department's ability to respond to the needs of substance abusers involved in the criminal justice system.
- The continued increase in the diversity of the County's population requires broader cultural competency and variety of language abilities among service providers.
- Increased costs are associated with increased number of drug tests performed.

FY 2010 Goals

- Provide mental health and substance abuse Student Assistance and Assessment (SAA) services including early intervention, evaluation and referral for Loudoun County Public Schools.
- Provide effective and timely substance abuse services to children, adolescents, adults and their families.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,437,553	\$1,711,402	\$1,750,196	\$2,023,000	\$1,990,000
Operations & Maintenance	216,794	231,409	223,389	263,000	242,000
Total Expenditures	\$1,654,347	\$1,942,811	\$1,973,585	\$2,285,000	\$2,232,000
Revenues					
Charges For Services	\$116,857	\$112,871	\$111,312	\$90,000	\$110,000
Miscellaneous Revenue	300	0	300	0	0
Recovered Costs	108,538	91,950	131,575	126,000	168,000
State Categorical Aid	482,385	501,155	516,903	506,000	516,000
Federal Categorical Aid	238,143	254,029	235,355	260,000	564,000
Total Revenues	\$946,223	\$960,005	\$995,445	\$983,000	\$1,358,000
Total Local Tax Funding	\$708,124	\$982,806	\$978,140	\$1,302,000	\$874,000
FTE Summary	25.20	24.20	23.20	25.87	25.20



Loudoun County Government
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Mental Health, Mental Retardation & Substance Abuse Services
SA Outpatient Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Achieve a rate of 80% of youth/family follow through on recommendations from Student Assistance and Assessment Services.				
• Number of youth receiving student assistance assessments	462	428	475	475
• Youth/families following recommendations	80%	82%	80%	80%
Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of adults treated.				
• Adults admitted for SA treatment within 30 days	90%	38%	75%	75%
• Number adults receiving assessment and/or treatment	1,573	1,206	1,315	1,315
• Treatment discharges abstinent more than 60 days	69%	73%	75%	75%
Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of youth treated.				
• Number of youth receiving SA outpatient services	579	554	485	485
• Treatment discharges abstinent more than 60 days	79%	70%	75%	75%
• Youth admitted for treatment within 30 days	100%	94%	100%	100%



Mental Health, Mental Retardation & Substance Abuse Services

MH/MR/SAS Administration

Description

MHMRSAS Administration provides direction and support for all department activities. Activities include policy development and implementation, capital planning and acquisition, human resources, customer service, financial management, information systems, facility management, program development and support, quality assurance and compliance with regulatory requirements (HIPAA, Human Rights, OSHA, and State licensure). In addition, Administration provides support to the Community Services Board (CSB).

Budget Overview

FY 2010 Issues

- The complexity of licensure regulations causes pressure on the division to provide quality administrative service.
- Improved access to timely and accurate data from the current data systems is needed for strategic planning, program management, quality assurance, and utilization review.
- The ability to maximize revenue while meeting the increasingly complex requirements of Medicaid and other third party payers is difficult with the current data system.
- There is an increasing complexity of reporting requirements for grants and state funding.
- The need to provide quality information to the CSB to enable members to make informed decisions is imperative.

FY 2010 Goals

- Maintain accurate, complete and auditable electronic and paper client and employee records that meet regulatory requirements.
- Facilitate MH/SA clinical services through efficient and effective MH/SA administrative support.
- Maintain regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure.
- Provide timely, effective and sound financial management.
- Complete deployment of the client data management system.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$3,114,297	\$3,197,310	\$3,524,895	\$3,776,000	\$3,662,000
Operations & Maintenance	167,560	183,048	326,606	319,000	304,000
Total Expenditures	\$3,281,857	\$3,380,358	\$3,851,501	\$4,096,000	\$3,966,000
 Total Local Tax Funding	 \$3,281,857	 \$3,380,358	 \$3,851,501	 \$4,096,000	 \$3,966,000
 FTE Summary	 45.42	 49.22	 48.62	 49.42	 48.92



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mental Health, Mental Retardation & Substance Abuse Services
MH/MR/SAS Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure that all records include the 10 critical regulatory requirements and that mandatory deadlines for each type of review are met.				
• Client records reviewed	n/a	n/a	10%	10%
• Client records reviewed that are in compliance	n/a	n/a	50%	65%
• Employee records reviewed	n/a	10%	10%	10%
• Employee records reviewed that are in compliance	n/a	n/a	50%	65%
• Error free Community Consumer Submission (CCS) reports submitted on time	100%	100%	100%	100%
Objective: Provide timely and effective customer service.				
• Client satisfaction with MH/SA administrative services	95%	96%	90%	90%
• MH/SA admission packets mailed w/in 24 hrs of request	99%	97%	95%	95%
• MH/SA medical records requests completed on time	100%	99%	100%	100%
Objective: Improve the safety and security of clients and employees through quality assurance activities such as training, inspections and site visits.				
• Number of safety inspection corrective action plans developed	6	17	8	8
• Number of safety inspections completed	20	17	30	30
• Staff in compliance with licensure mandated training	n/a	n/a	80%	85%
• Staff receiving mandated training within 30 days of employment	67%	49%	80%	85%
Objective: Maximize revenue and effectively manage expenditures.				
• Budgeted revenue collected	93%	97%	95%	95%
• Client accounts less than 120 days old	67%	67%	70%	70%
• Total billed charges collected	84%	81%	85%	85%



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Regional Organizations include a number of separate organizations in which the County is either a formulary-based member, or contributes as a funding resource. For example, the Metropolitan Washington Council of Governments is a multi-governmental organization that supports many of Loudoun County's planning efforts. The Northern Virginia Regional Park Authority, as another example, is a collective effort of all Northern Virginia governments to provide recreational and park opportunities for its member jurisdictions. Other organizations contribute to the education, health and/or well being of Loudoun citizens.

The County provides funding allocations to economic development, health and welfare, and recreation and cultural regional organizations based on available resources. Allocations 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.

For FY 10, the Board of Supervisors approved a new process for requests for funding in the categories of non-contractual regional organizations. This process was to be used for health and welfare, recreation and arts, and economic development organizations. This included an announcement of the application process open to non-profit organizations, a competitive, grant-like application process, review by committee, and development of specific funding recommendations by the committee for the County Administrator to include in this Adopted Fiscal Plan. Two teams reviewed three separate sets of applications for economic development and health/welfare and recreation/arts organizations. For FY 10, 40 applications were submitted requesting over \$2.0 million in funding.

FY 10 funding requests from non-formulary or non-contractual regional organizations were evaluated using the following factors:

- The organization's mission is consistent with the County's overall service mission.
- There is documented need for the organization's program or service.
- There are demonstrated positive results of the program or service.
- The program or service provides a direct benefit to Loudoun residents.
- The program or service enhances County functions.
- There are documented efforts by the organization to secure funding from other sources.
- The percentage of County funding to the organization's total funding is not excessive.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Operations & Maintenance	<u>\$4,293,900</u>	<u>\$4,446,381</u>	<u>\$4,613,815</u>	<u>\$4,411,359</u>	<u>\$3,602,921</u>
Total Expenditures:	\$4,293,900	\$4,446,381	\$4,613,815	\$4,411,359	\$3,602,921
Local Tax Funding:	\$4,293,900	\$4,446,381	\$4,613,815	\$4,411,359	\$3,602,921

FY 10 Board Action: The FY 10 Adopted Fiscal Plan for regional organizations totals \$3,602,921 which includes \$1,029,677 for contributions to local non-formulary organizations that do not have a government contract or agreement. Funding to support Leesburg Police Department School Resource Officers in LCPS is included for \$247,200. Organizations in which Loudoun is an active, formulary-based member and for which a formal contract/agreement for funding exists are funded at \$2,326,044. The FY 10 Adopted Fiscal Plan reduces funding in both categories from the FY 09 Adopted level. Detailed agency and contribution information for organizations funded in the FY 10 Adopted Fiscal Plan follows.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

CONTRACTUAL AGREEMENTS

Loudoun is a participating member of the following organizations and has a formal contract or agreement:

Agency Name: Birmingham Green

Northern Virginia Health Care Center Commission (Nursing Home Facility)

FY 09 Adopted: \$227,670

FY 10 Adopted: \$266,195

Birmingham Green Adult Care Residence (formerly the District Home)

FY 09 Adopted \$256,960

FY 10 Adopted \$308,352

Agency Description:

Birmingham Green provides nursing home services to indigent and low-income residents of the region. The organization provides nursing care with a 180 bed nursing home licensed by the Virginia Department of Health. The separate assisted living facility for adults is licensed by the Virginia Department of Social Services. This request will be used to cover operating costs for Loudoun residents under a service agreement. The cost is based on actual bed usage by Loudoun residents who are not covered by State General Assistance Grants. For FY 10, utilization by Loudoun residents is expected to be 26 at the nursing facility and 12 at the assisted living facility. Daily rates for the nursing facility are increasing from \$26 in FY 09 to \$28.60 in FY 10; daily rates for the assisted living facility are increasing from \$64 in FY 09 to \$70.40 in FY 10.

Agency Name: Metropolitan Washington Council of Governments (MWCOC)

FY 09 Adopted: \$191,201

FY 10 Adopted: \$227,967

Agency Description:

MWCOG is a regional organization of the Washington area's major local governments including the District of Columbia and Virginia 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 local contribution is based 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. For FY 10, MWCOG is holding member governments at the FY 09 rate, in recognition of the challenges created by the current economic climate. The FY 10 amount includes \$36,766 for the COG Environmental Fund.

Agency Name: Northern Virginia Community College

FY 09 Adopted: \$288,059

FY 10 Adopted: \$300,395

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 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 10 amount includes \$24,799 for operations and \$275,596 for capital expenses.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Northern Virginia Regional Commission

FY 09 Adopted: \$134,190

FY 10 Adopted: \$133,412

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 regional 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 10 adopted amount includes \$120,632 in general dues, \$8,310 for the Northern Virginia Waste Management Program, and \$4,470 for the Occoquan Watershed Management Program.

Agency Name: Northern Virginia Regional Park Authority

FY 09 Adopted: \$1,245,322

FY 10 Adopted: \$ 575,047

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. NVRPA earns 79% of its gross revenues for operations, relying on member jurisdictions to provide the remaining 21%. The amount requested from each jurisdiction is based on the most current population figures provided by the U. S. Census Bureau. Loudoun County has been a participating member jurisdiction since 1972. The FY 10 adopted amount is for the Operating Fund only and removes the \$716,508 for the Capital Fund.

Agency Name: Occoquan Watershed Monitoring Program

FY 09 Adopted: \$12,744

FY 10 Adopted: \$13,503

Agency Description: The Occoquan Watershed Monitoring Program is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality at the Occoquan Creek. The County's contribution is determined by a 1988 funding agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Peumansend Creek Regional Jail Authority Service Agreement:

FY 09 Adopted: \$459,081

FY 10 Adopted: \$413,173

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 has been donated by the Federal Government. The regional jail is a 350-bed facility, of which Loudoun has been allocated 40 beds. Each of the participating jurisdictions is committed to funding a portion of the capital and operating costs, based on the prorata share of the total costs of the facility. Revenue bonds were issued by the Authority to finance the capital costs of the facility. Beginning in FY 09, the County is billed annually for its prorata share of the operating costs, and will be responsible for paying for additional beds if it goes over its prorata share limit. The FY 10 amount reflects a 10% reduction from FY 09.

Agency Name: Town of Hamilton (Sewer)

FY 09 Adopted: \$88,000

FY 10 Adopted: \$88,000

Agency Description:

The contribution to the Town of Hamilton (Sewer) is considered a regional organization contribution. This contribution consists of the County's commitment to provide a portion of the Town of Hamilton's debt service on a \$2.8 million loan from the Virginia Department of Environmental Quality. The loan, which has an interest rate of three percent and a term of 20 years, is for the construction of sewer lines and improvements to the Hamilton Sewer plant.

TOWN OF LEESBURG SCHOOL RESOURCE OFFICERS

Agency Name: Town of Leesburg School Resource Officers

FY 09 Adopted: \$247,200

FY 10 Adopted: \$247,200

Agency Description:

The contribution to the Town of Leesburg for School Resource Officers (SROs) is considered a regional organization contribution. This contribution provides 50% of the cost for SROs at Simpson Middle School, Harper Park Middle School, Heritage High School, Loudoun County High School and Smart's Mill Middle School.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

ECONOMIC DEVELOPMENT

Agency Name: Greater Washington Initiative

FY 09 Adopted: \$0
FY 10 Adopted: \$5,000

Agency Description: The Greater Washington Initiative (GWI) is the regional economic development marketing organization representing Northern Virginia, Suburban Maryland and the District of Columbia. GWI markets Loudoun County's many business and lifestyle attributes to national and international business executives and site selection consultants through media relations, advertising, marketing events in the U.S. and Europe, and by conducting and distributing research. GWI works with the Department of Economic Development to facilitate visits by corporate decision makers who are evaluating locations for operations and facilities in the region. The Initiative was created in 1994 as a five-year marketing program and includes local government jurisdictions and private corporations. Adopted funding is for general operating costs.

Agency Name: Loudoun Small Business Development Center

FY 09 Adopted: \$122,714
FY 10 Adopted: \$111,328

Agency Description: The Loudoun County Small Business Development Center (SBDC) educates and assists small business owners in increasing their opportunity for entrepreneurial success. SBDC provides management counseling, technical assistance and training to businesses that need assistance, serves 25% of one-person businesses in the County and has the largest number of clients among all SBDCs in Northern Virginia. 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 2008, SBDC served 1,902 Loudoun residents through seminars and 439 through individual counseling. Funding from Loudoun County government supports staff salaries. County funds make up 68.6% of the organization's total annual budget through a combination of general funds and IDA funds (\$50,000). Adopted funding is for general operating costs.

Agency Name: Washington Airport Task Force

FY 09 Adopted: \$5,000
FY 10 Adopted: \$5,000

Agency Description: The Washington Airports Task Force is a non-profit corporation dedicated to increasing the region's international air service at Washington Dulles International Airport and making it a major international crossroads and gateway to the United States and the mid-Atlantic region. Adopted funding is for general operating costs.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

HEALTH AND WELFARE

Agency Name: American Red Cross of Loudoun County

FY 09 Adopted: \$5,000
FY 10 Adopted: \$25,000

Agency Description: The Red Cross of Loudoun County 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 08, the Red Cross assisted 96 Loudoun residents through disaster services and trained 4,828 Loudoun residents. However, last year, the Red Cross focused all resources on emergency services exclusively and all other services were terminated or outsourced. Adopted funding is to provide general support to the organization including possibly resuming training and certification.

Agency Name: Blue Ridge Speech and Hearing

FY 09 Adopted: \$120,857
FY 10 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 dysphagia (swallowing) treatment. These services are provided at little or no cost to those who are unable to afford them. The adopted funding is to off-set costs to Loudoun County residents.

Agency Name: Brain Injury Services, Inc.

FY 09 Adopted: \$19,149
FY 10 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 own goals and remain in the most integrated setting. Outcomes include employment, volunteer work and other meaningful productive activities in the community of the individual's choice. In the past few years, BIS has partnered with the Commonwealth of Virginia in providing space for State vocational rehabilitation staff to provide vocational services to Loudoun citizens with brain injuries. Adopted funding is for general operating costs.

Agency Name: Capital Hospice

FY 09 Adopted: \$7,468
FY 10 Adopted: \$10,000

Agency Description: Capital Hospice 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. Adopted funds are for the Patient Care Fund which financially supports hospice care for low-income or indigent patients.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Good Shepherd Alliance

FY 09 Adopted: \$70,000

FY 10 Adopted: \$60,000

Agency Description: The Good Shepherd Alliance (GSA) organization provides emergency housing, food, clothing, transportation, children's programs and counseling for the homeless of Loudoun County. It also operates a thrift store which helps the homeless, and those impoverished and having special needs with clothing, furniture and household items. During FY 08, the organization changed its mission to focus on homeless women and children, ceased operation of its drop-in day shelter and moved the headquarters of its operation from Leesburg to Ashburn. Adopted funding is for general operating costs.

Agency Name: La Voz of Loudoun

FY 09 Adopted: \$26,500

FY 10 Adopted: \$26,500

Agency Description: La Voz is a community-based organization that acts as a conduit between the Hispanic and immigrant populations, government agencies and other groups in order to promote self-sufficiency through outreach, education, advocacy, and programs that strengthen family networks. The organization works to unite the community by assisting immigrants and their families in the process of integration into the greater Loudoun community by stressing the values of financial planning, education and strong family networks for immigrant families to achieve success. La Voz uses County funds to pay for a part-time Executive Director for the organization.

Agency Name: Legal Services of Northern Virginia

FY 09 Adopted: \$80,031

FY 10 Adopted: \$80,031

Agency Description: Legal Services of Northern Virginia (LSNV) was established to serve individuals who, without legal assistance, face the loss or deprivation of a critical human need 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 08, LSNV handled 457 cases and assisted 1,121 County residents. Adopted funds are to support the expenses of the Loudoun office.

Agency Name: Loudoun Abused Women's Shelter/Loudoun Citizens for Social Justice

FY 09 Adopted: \$51,121

FY 10 Adopted: \$60,000

Agency Description: The mission of the Loudoun Abused Women's Shelter (LAWS) is to serve women and children who are victims of domestic violence, sexual assault, and child abuse and to advocate for women and children by educating the community about these issues and working towards the elimination of personal and societal violence. LAWS serves Loudoun residents at the shelter and at the Community Services Center in Leesburg with a 24-hour crisis line, shelter, food, emergency clothing, counseling, support groups, information and referral services, and advocacy. Free legal services and representation are provided for domestic violence, sexual assault, and stalking victims. The organization assisted 1,608 clients in FY 08. The adopted funding provides general organizational support. Local funding is also used a match for funds received from the Commonwealth of Virginia.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Loudoun Cares

FY 09 Adopted: \$77,250

FY 10 Adopted: \$50,000

Agency Description: Loudoun Cares provides a nonprofit health and human services center that includes comprehensive information and referral services benefiting Loudoun residents. The agency is working with twelve agency partners in efforts to relocate to a facility that would serve as a multi-tenant nonprofit center. Loudoun Cares has established the first local Information & Referral telephone help line for area residents requiring information about health and human service programs. In FY 08, the organization responded to 1,219 calls on its telephone help line. Adopted funding is for general operating support.

Agency Name: Loudoun Community Free Clinic

FY 09 Adopted: \$80,031

FY 10 Adopted: \$75,000

Agency Description: Loudoun Community Free Clinic provides healthcare for Loudoun County residents who do not have health insurance and do not qualify for Federal or State health care coverage. The Clinic works out of donated space and operates with volunteer physicians, nurses, phlebotomists, pharmacists, interpreters and admissions staff. The Clinic is open to patients two nights and one day per week. In FY 08, 900 patients were served. Adopted funding is for general operating support.

Agency Name: Loudoun Community Health Center

FY 09 Adopted: \$30,812

FY 10 Adopted: \$125,000

Agency Description: The Loudoun Community Health Center (LCHC) provide access to comprehensive, cost-effective primary and preventive health care and related social services to all residents of Loudoun County, especially the low-income, uninsured and under-insured. In FY 08, LCHC provided services to 4,200 individuals. Funding is requested for general operating support.

Agency Name: Loudoun Interfaith Relief

FY 09 Adopted: \$20,000

FY 10 Adopted: \$25,000

Agency Description: Loudoun Interfaith Relief (LIR) provides food pantry services to needy residents of Loudoun County. Established in 1991, LIR provided over 350,000 meals to more than 40,393 individuals in FY 08. An additional 12,583 pounds of food was given through the food sharing program. Adopted funding for FY 10 is to help cover operating expenses.

Agency Name: Loudoun Literary Council

FY 09 Adopted: \$7,123

FY 10 Adopted: \$7,123

Agency Description: The Loudoun Literacy Council provides language and literacy services, and is dedicated to enabling immigrants and native English speaking adults to learn and/or improve their ability to speak, read and write in English. The Council offers instruction to adults in English as a Second Language (ESL), GED preparation, Basic Literacy (grades 0-4), citizenship and health literacy. In FY 08, the Council served 399 adult students and 631 through the Family Literacy programs. Adopted funding is to support the ESL Classroom Program and the Individualized Tutoring Program.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Loudoun Volunteer Caregivers

FY 09 Adopted: \$29,664

FY 10 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 08, LVC served 175 Loudoun residents and provided 1,604 one-way medical transportation trips. Adopted funding is for general support.

Agency Name: Metropolitan Washington Ear

FY 09 Adopted: \$882

FY 10 Adopted: \$882

Agency Description: The Metropolitan Washington Ear provides free multimedia reading and information services to the residents of Loudoun County who are visually impaired or who have physical disabilities preventing them from reading printed material. Services provided include Dial-In Newspaper and Magazine Services, a 24-hour Radio Reading service, and Look-Up services for access to the Yellow Pages and the *Washington Post*. In FY 08, the organization served 26 Loudoun residents. Adopted funding is for general operations.

Agency Name: INMED Mother Net/Healthy Families Loudoun

FY 09 Adopted: \$53,354

FY 10 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 any number of social, ethnic, economic and situational risk factors that compromise their health and quality of life. INMED offers intensive case management and home visitation for high risk parents and support groups which are open to the Hispanic community. The family-centered preventive services offered encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. In FY 08, INMED served 765 Loudoun residents. The adopted funding will provide general operational support.

Agency Name: Northern Virginia Resource Center for the Deaf and Hard of Hearing

FY 09 Adopted: \$29,878

FY 10 Adopted: \$20,000

Agency Description: The Northern Virginia Resource Center for the Deaf empowers deaf and hard-of-hearing individuals and their families through services which include information, education, outreach, advocacy, and a community center. The County's contribution partially supports a contractual outreach position, materials, supplies, education and central office staff. In FY 08, the organization provided services to an estimated 900 Loudoun residents.

Agency Name: YMCA of Loudoun

FY 09 Adopted: \$46,482

FY 10 Adopted: \$20,000

Agency Description: The YMCA of Loudoun County provides community programs to help nurture the healthy development of children, encourage positive behavior and strengthen families. The organization served 8,000 Loudoun residents in FY 08. Adopted funding is to support the Big Friends program, an adult/child mentoring program for children aged 7 to 15 from single parent and/or dysfunctional families and related expenses.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

RECREATION AND CULTURE

Agency Name: All-Night Graduation Parties

FY 09 Adopted: \$5,000

FY 10 Adopted: \$5,000

Agency Description: This program provides graduating high school seniors with a safe, supervised all-night graduation celebration in an alcohol-free and drug-free environment. Activities, contests, prizes and food are offered to the students. The participating County high schools include Briar Woods, Broad Run, Freedom, Loudoun County, Loudoun Valley, Park View, Potomac Falls, Heritage, Dominion, and Stone Bridge. The adopted funding is \$500 for each school with a graduating senior class.

Agency Name: Loudoun Arts Council

FY 09 Adopted: \$8,300

FY 10 Adopted: \$5,000

Agency Description: The Loudoun Arts Council (LAC) promotes the development of artistic expression throughout the County. It advocates for and assists arts organizations and individual artists, providing education, information, research and communications. LAC sponsors Excellence in the Arts, the annual arts competition for high school sophomores, juniors and seniors in Loudoun County; ArtShare, a program which offers financial assistance to nonprofits organizations such as the Loudoun Symphony, the Travis Film Festival and Leesburg's First Friday monthly events. The adopted funding provides general support to the organization.

Agency Name: Loudoun Museum

FY 09 Adopted: \$230,250

FY 10 Adopted: \$115,000

Agency Description: Loudoun Museum preserves, protects and conserves the County's material heritage, serves as Loudoun's main artifact repository, provides access to collections for residents and the general public through displays and special programs, and functions as an educational resource center on local historic information. The Museum designs and markets programs for elementary and middle schools, and children's camps. The Town of Leesburg leases the Loudoun Street building and log cabin to the Museum for \$1.00 per year. The County's contribution supports staff and operational costs for the museum's operation.

Agency Name: Loudoun Symphony Association

FY 09 Adopted: Did not apply

FY 10 Adopted: \$2,500

Agency Description: The mission of Loudoun Symphony Association, Inc. is to present classical music, provide educational programs, and offer performing opportunities in Loudoun County. The organization holds eight full symphony concerts from October through May. Other events include a free Family Concert, chamber music concerts at Franklin Park, a symphony string workshop, outreach to preschool students, a series of senior outreach concerts, interactive educational concert programs for elementary students, and coordination of the Loudoun Symphony Youth Orchestra. Approximately 6,500 individuals participate in these events annually. Adopted funding is for general operating support.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

Agency Name: Purcellville Teen Center

FY 09 Adopted: \$20,000

FY 10 Adopted: \$15,000

Agency Description: The Purcellville Teen Center operates Friday nights from 9-11 p.m. in the Purcellville Skate Rink. The average weekly attendance is 100 middle school-age youth and 50 high school-age youth. The program is staffed by ten to fifteen volunteers each week. The adopted funding provides security officers for the event and helps to offset the rent of the facility.

Agency Name: Round Hill Arts Center

FY 09 Adopted: \$12,500

FY 10 Adopted: \$12,500

Agency Description: The mission of the Round Hill Arts Center is to foster appreciation for fine arts, and contemporary and traditional crafts, provide educational programming for children and adults, and offer opportunities for artists to develop their creative and professional skills. In FY 08, the Center had 4,132 Loudoun residents attending its programs. The organization received \$20,000 in TOT funds in FY 09 for building renovation. Adopted funding will provide general operating support, salaries for an Executive Director and Volunteer Coordinator, and a Pottery Class Manager position.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
Contractual Agreements					
Birmingham Green:					
Nursing Home Facility	\$ 158,824	\$ 189,231	\$ 210,816	\$ 227,670	\$ 266,195
Adult Care Residence	133,981	388,666	215,188	256,360	308,352
Metropolitan Wash Council of Governments	190,709	205,698	218,166	191,201	227,967
No. VA Community College	245,004	264,409	275,437	288,059	300,395
No. VA Regional Commission	108,638	131,285	130,283	134,190	133,412
No. VA Regional Park Authority	997,868	1,100,687	1,183,310	1,245,322	575,047
Peumansend Creek Regional Jail	551,084	563,501	581,248	459,081	413,173
Ocoquan Water Monitoring Program	11,189	11,943	12,744	12,744	13,503
Town of Hamilton Sewer District Contribution	88,000	88,000	88,000	88,000	88,000
Subtotal Contractual Agreements:	\$ 2,485,297	\$ 2,943,420	\$ 2,915,192	\$ 2,902,627	\$ 2,326,044
Leesburg Police School Resource Officers (SROs)	\$ 240,000	\$ 240,000	\$ 247,200	\$ 247,200	\$ 247,200
Economic Development					
Greater Washington Initiative	\$ 22,500	\$ 23,310	\$ 24,009	\$ 0	\$ 5,000
Loudoun Small Business Development Center	115,000	119,140	122,714	122,714	111,328
Washington Airports Task Force	15,000	15,000	15,000	5,000	5,000
Subtotal Economic Development:	\$ 152,500	\$ 157,450	\$ 161,723	\$ 127,714	\$ 121,328
Health & Welfare					
American Red Cross (Loudoun County Chapter)	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 25,000
Blue Ridge Speech & Hearing	113,260	117,337	120,857	120,857	80,000
Brain Injury Services	17,945	18,591	19,149	19,149	19,149
Capital Hospice	6,998	7,250	7,468	7,468	10,000
Good Shepherd Alliance	88,493	77,700	80,031	70,000	60,000
INMED Partnerships for Loudoun Mother Net/Healthy Families	50,000	51,800	53,354	53,354	40,000
La Voz	0	25,000	26,500	26,500	26,500
Legal Services of No. VA, Inc.	75,000	77,700	80,031	80,031	80,031
LAWS/LCSJ	47,908	49,632	51,121	51,121	60,000
Loudoun Cares, Inc.	25,000	75,000	77,250	77,250	50,000
Loudoun Childcare Network	16,500	0	0	0	0
Loudoun Community Health Center	N/A	N/A	N/A	30,812	125,000
Loudoun Free Clinic	75,000	77,700	80,031	80,031	75,000
Loudoun Interfaith Relief	N/A	N/A	N/A	20,000	25,000
Loudoun Literacy Council	6,676	6,916	7,123	7,123	7,123
Loudoun Volunteer Caregivers	27,800	28,800	29,664	29,664	29,664
Metropolitan Washington Ear	832	862	882	882	882
No. VA Family Services	35,000	45,000	46,350	46,350	0
No. VA Resource Center	28,000	29,008	29,878	29,878	20,000
Potomac Watershed Roundtable	1,500	0	0	0	0
YMCA of Loudoun	43,560	45,128	46,482	46,482	20,000
Subtotal Health & Welfare:	\$ 659,472	\$ 733,424	\$ 756,171	\$ 801,952	\$ 753,349



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

	<u>FY 06 Actual</u>	<u>FY 07 Actual</u>	<u>FY 08 Actual</u>	<u>FY 09 Adopted</u>	<u>FY 10 Adopted</u>
<u>Recreation/Culture</u>					
All-Night Graduation Party	\$ 4,000	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
Bluemont Concert Series	36,000	37,296	38,415	38,415	0
Boys & Girls Clubs	N/A	N/A	N/A	15,000	0
First Night Leesburg	2,250	2,331	2,401	2,401	0
Loudoun Arts Council	2,223	10,000	10,300	8,300	5,000
Loudoun Fair Associates	400	414	426	0	0
Loudoun Museum	232,241	298,046	306,987	230,250	115,000
Loudoun Symphony Assoc.	0	0	0	0	2,500
Public Private Facility Operations	459,517	0	0	0	0
Purcellville Teen Center	20,000	20,000	20,000	20,000	15,000
Round Hill Arts Center	N/A	N/A	N/A	12,500	12,500
Waterford Foundation	N/A	N/A	150,000	N/A	N/A
Subtotal Recreation/Culture:	\$ 756,631	\$ 372,087	\$ 533,529	\$ 331,866	\$ 155,000
Total Regional Organizations and Contributions	\$ 4,293,900	\$ 4,446,381	\$ 4,613,815	\$ 4,411,359	\$ 3,602,921



FY 2009 – 2010 LANDFILL FEE WAIVERS

JULY 1, 2008 – JUNE 30, 2010

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 current active fee waiver period is from July 1, 2008 through June 30, 2010. On December 4, 2007, the Finance/Government Services Committee reviewed and recommended 40 eligible applications for the FY 2009/10 landfill fee waiver program for approval by the full Board of Supervisors as part of the FY 09 Adopted Fiscal Plan. The Board adopted the Committee recommendation and approved two late applications. Organizations recommended for 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 09 is \$1,578,820 and \$1,708,865 for FY 10. Approximately 63.6% of the waivers recommended for FY 09/10 are for Loudoun County Government departments and agencies (including the Loudoun County Public School System), 10.5% for town governments, less than 1% for volunteer fire companies, 21.8% for other government entities (primarily the Virginia Department of Transportation), and 4% for nonprofit organizations.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

**FY 2009 – 2010 LANDFILL FEE WAIVERS
JULY 1, 2008 – JUNE 30, 2010**

Organizations	FY 09 Adopted	FY 10 Adopted
Loudoun County Government and Public Schools		
Loudoun Animal Care & Control	\$ 300	\$ 300
Loudoun General Services	242,100	267,900
Loudoun Solid Waste Management	149,160	149,160
Loudoun Parks & Recreation Dept.	48,600	53,100
Loudoun Sheriff's Community Workforce	2,550	2,835
Loudoun County Public Schools	511,012	562,112
Loudoun Office of Transportation	48,000	54,000
Subtotal Loudoun County Government and Public Schools:	\$ 1,001,722	\$ 1,089,407
Towns		
Town of Hamilton	\$ 9,600	\$ 11,220
Town of Hillsboro	300	300
Town of Leesburg	147,000	147,000
Town of Purcellville	12,000	13,200
Town of Round Hill	1,200	1,800
Subtotal Towns:	\$ 170,100	\$ 173,520
Loudoun Volunteer Fire and Rescue Companies		
Ashburn Volunteer Fire & Rescue Co.	\$ 480	\$ 480
Purcellville Volunteer Fire Co	120	120
Round Hill Volunteer Fire Co.	480	480
Philomont Volunteer Fire Co.	240	240
Subtotal Loudoun Volunteer Fire and Rescue Companies:	\$ 1,320	\$ 1,320
Other Government Entities		
Fairfax City Goose Creek Water Treatment Plant	\$ 240	\$ 240
Loudoun Co. Sanitation Authority (Loudoun Water Authority)	28,440	33,900
No. Va. Community College	960	1,200
No. Va. Regional Park Authority	4,860	5,220
VPI – Middleburg Agricultural Center (VA Tech. Univ.)	240	240
Virginia Department of Transportation	305,586	336,144
Federal Aviation Administration	240	240
Subtotal Other Government Entities:	\$ 340,566	\$ 377,184
Nonprofit Organizations		
Blossom & Bloom	\$ 60	\$ 60
Christmas in April	240	240
George C. Marshall International Center/Dodona Manor	270	270
Glaydin School & Camps	720	720
Good Shepherd Alliance	540	540
Graydon Manor	480	480
Highroad Program Center	1,440	1,440
Hillsboro Ruritan Club	6,000	6,000
Keep Loudoun Beautiful	798	660
Ladies Board - Loudoun Hospital Center	660	0
Loudoun Fair & Associates	792	792
Loudoun Abused Women Shelter	78	78
Loudoun Interfaith Relief, Inc.	60	60
Lucketts Ruritan Club	31,200	31,200
Middleburg Community Center	1,500	1,500
Notre Dame Academy	1,500	1,500
Salvation Army	18,000	21,000
Sterling Ruritan Club	240	360
Waterford Foundation	534	534
Subtotal Nonprofit Organizations:	\$ 65,112	\$ 67,434
Total Landfill Waivers:	\$ 1,578,820	\$ 1,708,865



NOTES



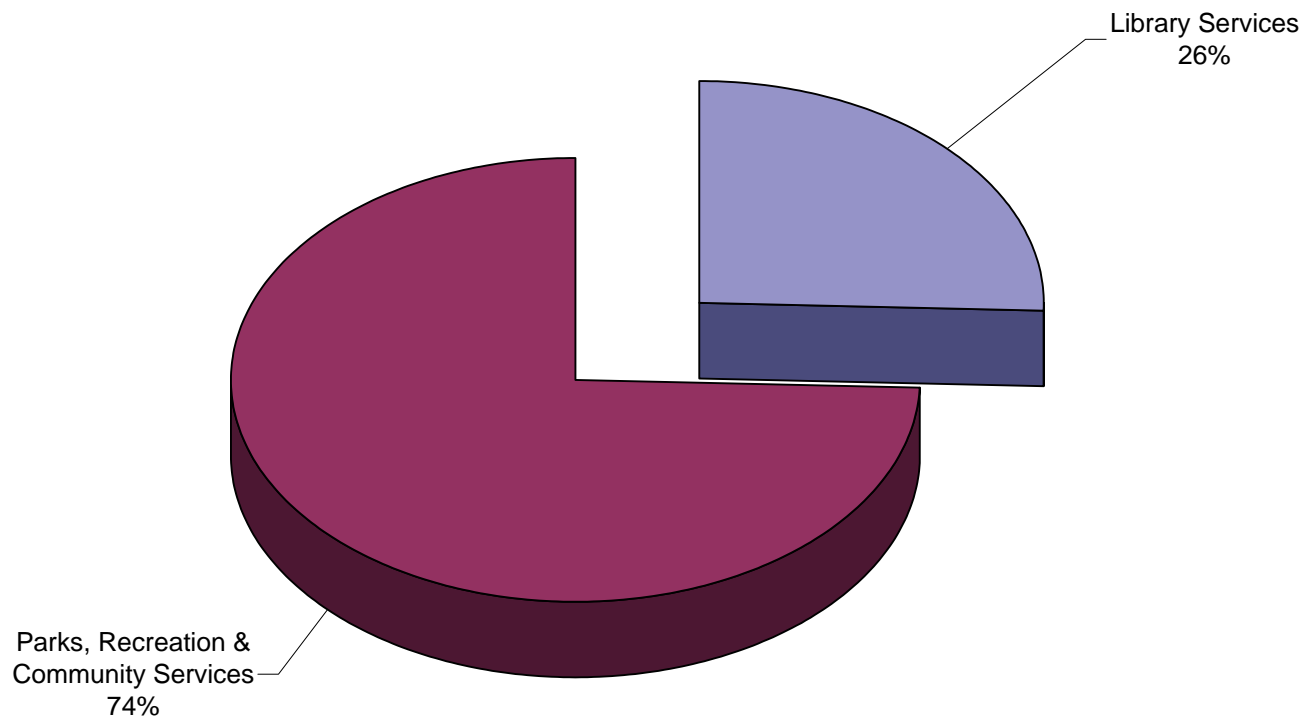
Parks, Recreation and Culture

PARKS, RECREATION AND CULTURE
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PARKS, RECREATION AND CULTURE FY 2010 ADOPTED EXPENDITURES



Parks, Recreation and Culture Historical Expenditures

<i>Parks, Recreation and Culture</i>	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Library Services	\$10,200,285	\$10,903,123	\$11,261,749	\$11,953,000	\$ 11,426,000
Parks, Recreation & Community Services	24,962,105	27,603,459	31,697,812	33,291,000	33,162,000
<i>Total Parks, Recreation and Culture</i>	<u>\$35,162,390</u>	<u>\$38,506,582</u>	<u>\$42,959,561</u>	<u>\$45,244,000</u>	<u>\$44,588,000</u>



NOTES



Library Services

Library Services

Support Services

Public Services

Administration



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Library Services

Mission Statement

The Loudoun County Public Library, the community's information center, provides free and equal access to innovative technologies and a full variety of library resources to enhance the quality of life and meet the informational, educational and cultural interests of the entire community.

Description

The Department of Library Services operates under the policy direction of the Library Board of Trustees, which is appointed by the Board of Supervisors. The department has three operational units: Support Services, Public Services and Administration. Administration supplies departmental direction, budget support and serves as the contact for the department. Public Services delivers services through seven branches, a mobile outreach service, and automated sources. The department's Support Services program provides all the necessary support.

Budget Overview

FY 2010 Issues

- Meeting community expectations and needs will be challenging during an economic slowdown.
- The expanded and renovated Rust Library will be opening in FY 10.
- State Aid continues to reduce contributions to libraries.
- The department will be implementing its new Strategic Plan during FY 10.

FY 2010 Major Goals

- Provide the most current and efficient technologies to allow all users the opportunity for maximum access to library resources.
- Implement the recommendations of the strategic planning process within a defined timeframe.
- Pursue other sources of revenue to enhance library services.
- Provide facilities and resources to meet the demand from the growth and diversity of the community.

FY 2009 Major Achievements

- Ranked number 10 in the Hennen American Public Library Ranking.
- Successfully opened the Rust Temporary location.
- Completed the expansion and renovation of the Rust Library
- Created library.loudoun.gov domain to increase access to library services.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Library Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$7,624,231	\$8,303,293	\$8,564,269	\$9,233,000	\$9,129,000
Operations & Maintenance	2,503,376	2,570,845	2,653,146	2,712,000	2,297,000
Capital Outlay & Capital Acquisitions	72,683	0	44,334	9,000	0
Transfer To Central Service Fund	0	28,985	0	0	0
Total Expenditures	\$10,200,290	\$10,903,123	\$11,261,749	\$11,955,000	\$11,426,000
Revenues					
Use Of Money & Property	\$26,758	\$25,712	\$32,582	\$18,000	\$18,000
Charges For Services	11,586	7,668	4,719	9,000	9,000
Miscellaneous Revenue	52,492	55,466	44,320	21,000	23,000
Recovered Costs	15	5,426	0	0	0
State Categorical Aid	222,559	239,861	228,664	227,000	227,000
Federal Categorical Aid	0	0	823	0	0
Other Financing Sources	0	512	0	0	0
Total Revenues	\$313,410	\$334,645	\$311,108	\$276,000	\$277,000
Local Tax Funding	\$9,886,880	\$10,568,478	\$10,950,641	\$11,679,000	\$11,149,000
FTE Summary	144.63	145.16	145.71	145.71	145.71

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Library Services includes a reduction of \$434,000 in Local Tax Funding. On April 15, 2009, the Library Board of Trustees applied the FY 10 reduction to various operations and maintenance expenditures categories spread across the department and by the reclassification of a position from the Specialist III to the Specialist II classification. The FY 10 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

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

Budget History

FY 07 Board Action: The Board added a 0.53 FTE for the After Hours Teen Center at Cascades Library.

FY 08 Board Action: The Board approved 0.54 FTE for two part-time positions at the After Hours Teen Center at Cascades Library.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Library Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Support Services	\$3,943,463	\$4,221,260	\$4,371,888	\$4,401,000	\$3,978,000
Public Services	5,996,868	6,417,199	6,617,546	7,268,000	7,159,000
Administration	259,959	264,664	272,315	286,000	289,000
Total Expenditures	\$10,200,290	\$10,903,123	\$11,261,749	\$11,955,000	\$11,426,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Support Services	\$223,674	\$246,938	\$230,616	\$227,000	\$227,000
Public Services	89,721	85,095	80,492	49,000	50,000
Administration	15	2,612	0	0	0
Total Revenues	\$313,410	\$334,645	\$311,108	\$276,000	\$277,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Support Services	\$3,719,789	\$3,974,322	\$4,141,272	\$4,174,000	\$3,751,000
Public Services	5,907,147	6,332,104	6,537,054	7,219,000	7,109,000
Administration	259,944	262,052	272,315	286,000	289,000
Total Local Tax Funding	\$9,886,880	\$10,568,478	\$10,950,641	\$11,679,000	\$11,149,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Support Services	24.45	25.75	28.82	28.86	28.77
Public Services	117.18	116.77	114.25	114.21	114.30
Administration	3.00	2.64	2.64	2.64	2.64
Total FTE	144.63	145.16	145.71	145.71	145.71



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Library Services Support Services

Description

Support Services provides the assistance necessary to deliver library services to the public. This includes the utilization of automated technologies to link customers to the information resources of the library, selecting, purchasing, cataloging and processing materials for branches, and operating the department's interlibrary loan service. Support Services plans all programs, solicits grants and performs public relations and public information functions to inform citizens about the services and programs provided by the library system. In addition, Support Services implements overall policy direction from the Library Board of Trustees, as well as coordination, planning and general management of the department, including human resources, training and accounting.

Budget Overview

FY 2010 Issues

- There is a need for sufficient materials in a variety of formats for the increasingly diverse population as recommended by the Strategic Plan.
- There is more demand for youth programs for a variety of audiences.
- There is a lack of funding to complete the transition to RFID technology to all branches.
- The need to replace an outdated automation system will necessitate exploration and possible procurement of a new product.

FY 2010 Goals

- Expand and refine the library collection to address public demand and the increasing diversity of the community.
- Seek funding support to increase youth programs and Summer Reading attendance.
- Explore funding opportunities to complete the transition to RFID technology.
- Monitor progress of the library automation system vendor's product development; explore trends in this area and if necessary assist DIT with the acquisition of a new library automation system.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,756,584	\$1,991,869	\$2,067,089	\$2,176,000	\$2,121,000
Operations & Maintenance	2,130,191	2,200,406	2,299,237	2,225,000	1,857,000
Capital Outlay & Capital Acquisitions	56,688	0	5,562	0	0
Transfer To Central Service Fund	0	28,985	0	0	0
Total Expenditures	\$3,943,463	\$4,221,260	\$4,371,888	\$4,401,000	\$3,978,000
Revenues					
Use Of Money & Property	\$0	\$2,202	\$1,129	\$0	\$0
Miscellaneous Revenue	1,115	1,549	0	0	0
Recovered Costs	0	3,326	0	0	0
State Categorical Aid	222,559	239,861	228,664	227,000	227,000
Federal Categorical Aid	0	0	823	0	0
Total Revenues	\$223,674	\$246,938	\$230,616	\$227,000	\$227,000
Total Local Tax Funding	\$3,719,789	\$3,974,322	\$4,141,272	\$4,174,000	\$3,751,000
FTE Summary	24.45	25.75	28.82	28.86	28.77



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Library Services
Support Services**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Meet the Planning for Library Excellence (PLE) and Department standard of three items per capita.				
• Loudoun County Public Library System collection size	606,235	569,918	641,001	647,166
• PLE and BOS standard achieved	74.50%	68.00%	74.60%	75.00%
• Recommended number of items per capita standards based on population	813,207	838,314	858,735	865,668
Objective: Increase the Library Services home page usage by 25% annually by initiating changes and updates to the pages to include more interactive features on the site, e.g. blogs, and augmented online catalog customer services.				
• Rate of increase of usage	41%	20%	25%	25%
• Web Page Usage	831,289	1,035,676	1,039,111	1,298,889
Objective: Increase the number of titles and usage of non-traditional materials (virtual resources) by providing materials to meet the growth in usage of e-books, databases and e-audiobooks by 5% annually.				
• Circulation of non-traditional materials	1,010,961	1,152,332	1,055,042	1,107,794
• Percentage growth from previous year	5%	12%	5%	5%
Objective: Increase the percentage of total materials circulated by self checkout methods to 40% systemwide. This will be encouraged through staff and public education and orientation, and reassignment of machines where appropriate.				
• Self checkout machine circulation percentage	13%	19%	30%	40%
Objective: Meet the needs and demands for more programming, literacy and reading opportunities for residents from birth to 14 years of age.				
• Attendance standard achieved by LCPL for children's program	n/a	n/a	167%	170%
• Loudoun County Public Library children's program attendance	n/a	n/a	96,192	90,000
• State of Virginia average of annual children's program attendance for population between 200,000 to 500,000	n/a	n/a	57,389	52,844



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Library Services Public Services

Description

Public Services are provided through seven branch libraries and a mobile outreach service. Library branches provide information and readers' advisory services, books, magazines and audiovisual items for informational and leisure reading, listening and viewing. The branches also provide information in local and remote databases, listening and viewing equipment, specialized materials, and equipment and services for customers with vision and hearing impairments. Computer access for Internet and personal data processing uses, educational and cultural programs for people of all ages and abilities, inter-branch loan and delivery within Loudoun's public library system and interlibrary loans of books from other libraries regionally and nationally at the request of County residents are provided. Material sharing with other libraries in the Metropolitan Washington Council of Governments is provided through reciprocal borrowing agreements. The mobile outreach service delivers materials for those who cannot easily access the branch libraries due to age or disability.

Budget Overview

FY 2010 Issues

- An 18% increase in circulation in the first quarter of FY 09, directly due to the economic downturn, is expected to continue for the foreseeable future.
- There is insufficient space in the branches to meet changing needs.

FY 2010 Goals

- Meet the increasing requests from customers and their service needs by providing new staff, reallocating current staff, and using new technologies to create more self service opportunities.
- Plan and budget for implementation of the Strategic Plan recommendations regarding the most effective use of existing library space.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$5,615,771	\$6,054,108	\$6,227,792	\$6,782,000	\$6,724,000
Operations & Maintenance	365,102	363,091	350,982	477,000	435,000
Capital Outlay & Capital Acquisitions	15,995	0	38,772	9,000	0
Total Expenditures	\$5,996,868	\$6,417,199	\$6,617,546	\$7,268,000	\$7,159,000
Revenues					
Use Of Money & Property	\$26,758	\$23,510	\$31,453	\$18,000	\$18,000
Charges For Services	11,586	7,668	4,719	9,000	9,000
Miscellaneous Revenue	51,377	53,917	44,320	21,000	23,000
Total Revenues	\$89,721	\$85,095	\$80,492	\$49,000	\$50,000
Total Local Tax Funding	\$5,907,147	\$6,332,104	\$6,537,054	\$7,219,000	\$7,109,000
FTE Summary	117.18	116.77	114.25	114.21	114.30



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Library Services
Public Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase the efficiency of public service staff by reconfiguring staffing hours and reassigning locations based on statistical analysis of hours and desk coverage.				
• Check in-Check out transactions per FTE	81,505	85,214	85,580	99,396
• Library visits per FTE	12,888	13,684	13,532	15,962
• Reference questions per FTE	3,683	3,886	3,867	4,532
Objective: Meet the Planning for Library Excellence (PLE) and Board of Supervisor's current standard of 0.6 square foot per capita by proactively updating the CIP and CNA.				
• County Population	271,177	278,591	283,387	288,556
• Facilities PLE and Board of Supervisors recommended standard based on population	167,267	167,663	171,747	173,134
• Facilities PLE and Board of Supervisors standard achieved	64%	64%	71%	71%
• Loudoun Library System actual square footage	107,400	107,400	122,400	123,400
Objective: Achieve the Planning for Library Excellence (PLE) and departmental staffing standard of one FTE per 1,392 residents.				
• Current staffing level	145.16	145.71	145.71	145.71
• Number of staff required to meet PLE standard	189.00	201.00	206.00	207.30
• Percentage of standard achieved	77%	72%	71%	70%



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Library Services Administration

Description

The primary function of Administration is to oversee the operation of the seven branches, Outreach Services and Support Services and to enact the policies of the Library Board of Trustees and County government mandates. Administration also manages the budget, human resources, and CIP operations and provides administrative support for public services.

Budget Overview

FY 2010 Issues

- The Division will be implementing the Strategic Plan recommendations during FY 10.
- The opening of Rust Library in summer 2009 will require the temporary library facilities to be closed and all materials to be moved. There is a need for additional staff to support the expanded Rust facility.

FY 2010 Goals

- Implement the recommendations of the Strategic Plan.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$251,876	\$257,316	\$269,388	\$276,000	\$284,000
Operations & Maintenance	8,083	7,348	2,927	10,000	5,000
Total Expenditures	\$259,959	\$264,664	\$272,315	\$286,000	\$289,000
Revenues					
Recovered Costs	\$15	\$2,100	\$0	\$0	\$0
Other Financing Sources	0	512	0	0	0
Total Revenues	\$15	\$2,612	\$0	\$0	\$0
Total Local Tax Funding	\$259,944	\$262,052	\$272,315	\$286,000	\$289,000
FTE Summary	3.00	2.64	2.64	2.64	2.64



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Library Services
Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Support and Assist the Board of Trustees to prioritize the remaining recommendations of the Strategic Plan.				
• Develop a prioritized list of remaining recommendations by February 2010 (percentage completed)	n/a	n/a	n/a	100%
Objective: Complete the two top priorities of the Strategic Plan selected by the Board of Trustees.				
• Establish a Library Foundation and Development Office by June 30, 2011 (percentage completed)	n/a	n/a	n/a	50%
• Establish an ongoing training program for the Library Board of Trustees based on the Strategic Plan by June 30, 2010.	n/a	n/a	n/a	100%



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 Service is to enhance the quality of life of all Loudoun County citizens by creating diverse recreational, educational, cultural, fitness, human service, and environmental opportunities while managing the County's natural resources.

Description

Parks, Recreation and Community Services provide 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, 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. 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 2010 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 must continue to be recognized as a valuable resource and supported in their efforts to provide high-quality services to the public.

FY 2010 Major Goals

- Continue to provide recreation and community services and manage properties with available resources.
- 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 its staff and its volunteer resources as its 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.
- Complete the renovations to E.E. Lake Store funded through Virginia Department of Transportation grants.
- Implement a department-wide strategic plan.

FY 2009 Major Achievements

- Developed several new youth programs and implemented the redesigned Youth After School activities program.
- Continued to develop new partnerships with other County departments, community organizations, businesses, and youth leagues to enhance services and facilities in partnership with community volunteers.
- Worked with the County's Youth Initiative to develop strategies and implement programs for youth development and outreach;
- Enhanced marketing to publicize the new Claude Moore Park Recreation Center.
- Upgraded the RecTrac, WebTrac and TeleTrac systems.
- Continued working with the Lovettsville community to enhance and plan for the Lovettsville Community Park.
- Completed the Visual and Performing Arts Center at Franklin Park, the Dulles South Multipurpose Center, and the renovation of Loudoun Valley Community Center.
- Completed the Sterling Boulevard beautification project with 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.



Parks, Recreation & Community Services

- Supported and/or sponsored 29 sports tournaments including approximately 1,000 teams with an estimated positive economic impact to the County in excess of \$5 million dollars in revenue.
- 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.
- Completed the Construction and the Design Standards Draft for PRCS facilities.
- Improved effectiveness of leadership team and reduced the department's turnover rate.
- Achieved the designation of the Arcola Slave Quarters as a Historical Registry Site and has been listed as a Virginia Historic Landmark.
- Coordinated the launch of the new NACO Prescription Drug Card Program for Loudoun County.
- Increased communications with Loudoun County Public Schools to improve utilization and operations.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Parks, Recreation & Community Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$18,105,950	\$19,912,529	\$23,291,590	\$25,858,000	\$25,565,000
Operations & Maintenance	5,672,408	7,195,089	7,842,728	7,430,000	7,597,000
Capital Outlay & Capital Acquisitions	983,187	404,597	498,508	0	0
Transfer To Central Service Fund	194,816	91,244	64,986	0	0
Total Expenditures	\$24,956,361	\$27,603,459	\$31,697,812	\$33,288,000	\$33,162,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$30,707	\$(527)	\$4,950	\$11,000	\$13,000
Use Of Money & Property	412,890	591,277	971,392	900,000	1,007,000
Charges For Services	9,993,088	10,343,959	12,145,098	13,561,000	14,141,000
Miscellaneous Revenue	339,217	181,076	233,938	89,000	89,000
Recovered Costs	242,159	268,448	257,956	296,000	907,000
State Categorical Aid	162,564	124,748	140,044	121,000	140,000
Federal Categorical Aid	784,089	619,280	353,482	267,000	290,000
Other Financing Sources	329,065	(194,828)	39,646	0	517,000
Total Revenues	\$12,293,779	\$11,933,433	\$14,146,506	\$15,245,000	\$17,104,000
Local Tax Funding	\$12,662,582	\$15,670,026	\$17,551,306	\$18,043,000	\$16,058,000
FTE Summary	428.65	476.65	494.84	496.52	489.44

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Parks, Recreation & Community Services includes reductions of 8.08 FTEs from the following areas: 2.00 FTEs for Customer Service Support in the Administration Office and Aging Services; 0.41 FTE for the Claude Moore Teen Program; 1.00 FTE for the support for Virginia Department of Transportation (VDOT), Capital Asset Preservation and community-funded projects; 2.67 FTEs for the Carver Adult Day Care Facility; and 2.00 FTEs for the Youth Outreach Staff Support and the Loudoun Youth Initiative Program. These reductions total to \$2,453,000 in local tax funding. The FY 10 Fiscal Plan includes enhancements to revenues through new and increased user fees for this department and it reflects the mid-year FY 09 transfer of the Loudoun Youth Initiative program (2.00 FTEs) into the department and the transfer of 1.00 FTE to the Department of Family Services. The FY 10 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.



Parks, Recreation & Community Services

Budget History

FY 06: The Board added 40.77 FTE for the expansion of programs in sports, youth and senior services, community centers and new facilities.

FY 06 Mid-Year: 0.93 FTE was transferred to the department from MHMRSA for an administrative assistant position. 1.00 FTE was added by the Board of Supervisors to provide outreach into the Spanish-speaking community for the YAS program.

FY 07: The Board added 53.07 FTE for full operations at the Carver Center and the Claude Moore Park Recreation Center, to expand the YAS and preschool programs, and to add an assistant park planner. 7.00 FTE was transferred to the new Office of Capital Construction.

FY 07 Mid-Year: The Board added 2.80 FTE for CASA and preschool staff. 5.20 FTEs were transferred to the Assessor's Office, Department of Information Technology, and Commissioner of the Revenue. 1.00 FTE was transferred from General Services. The CASA program was re-configured to create full time positions from existing FTEs with the net effect of eliminating 2.03 FTE.

FY 08: The Board added 21.19 FTE for maintenance services and teen, pre-school, summer camp and sports programs. Vacant revenue-neutral positions were re-assigned within revenue-neutral programs to meet demand with the net effect of eliminating 1.12 FTE, and 5.37 FTE were transferred to General Services, County Administration, Management and Financial Services, Extension Services, Family Services, and the Treasurer's Office.

FY 08 Mid-Year: The Board added 4.45 FTE for the Claude Moore Recreation Center.

FY 09: The board added 7.10 FTE, and eliminated 1.0 FTE from the Aging Services Division.

FY 09 Mid-Year: 2.00 FTE associated with the Youth Initiative were transferred from County Administration. 1.00 FTE was transferred to Family Services.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Parks, Recreation & Community Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Children's Programs	\$3,101,623	\$3,361,851	\$4,065,991	\$4,950,000	\$4,916,000
Maintenance Services	2,796,253	3,298,337	3,653,335	3,451,000	3,544,000
Sports	1,926,817	1,994,207	2,166,150	2,351,000	2,355,000
Parks	2,723,610	3,545,249	5,327,783	5,037,000	5,096,000
Community Centers	6,392,905	6,507,750	7,118,932	7,815,000	7,867,000
Adaptive Recreation	353,990	331,747	392,670	473,000	471,000
Aging Services	3,485,128	4,298,422	4,883,671	5,021,000	4,958,000
Youth Services	976,458	977,964	944,259	1,134,000	1,193,000
Facilities Planning & Development	1,553,251	870,333	586,373	440,000	347,000
Capital Projects-general	49,580	1,062	0	0	0
Administration	1,596,746	2,416,537	2,558,648	2,616,000	2,415,000
Total Expenditures	\$24,956,361	\$27,603,459	\$31,697,812	\$33,288,000	\$33,162,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Children's Programs	\$3,849,543	\$3,852,573	\$4,529,432	\$5,206,000	\$5,311,000
Maintenance Services	23,212	24,091	30,357	9,000	321,000
Sports	1,203,350	1,164,646	1,174,139	1,382,000	1,721,000
Parks	597,820	1,313,241	2,609,083	2,887,000	3,511,000
Community Centers	4,023,208	4,029,932	4,161,641	4,438,000	4,784,000
Adaptive Recreation	94,665	91,416	119,035	98,000	97,000
Aging Services	1,261,749	1,257,779	1,425,578	1,134,000	1,188,000
Youth Services	313,224	54,731	25,756	79,000	158,000
Facilities Planning & Development	653,585	354,776	46,202	11,000	13,000
Capital Projects-general	268,922	(218,280)	0	0	0
Administration	4,501	8,528	25,283	0	0
Total Revenues	\$12,293,779	\$11,933,433	\$14,146,506	\$15,245,000	\$17,104,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Children's Programs	\$(747,920)	\$(490,722)	\$(463,441)	\$(256,000)	\$(395,000)
Maintenance Services	2,773,041	3,274,246	3,622,978	3,441,000	3,223,000
Sports	723,467	829,561	992,011	969,000	634,000
Parks	2,125,790	2,232,008	2,718,700	2,150,000	1,585,000
Community Centers	2,369,697	2,477,818	2,957,291	3,377,000	3,083,000
Adaptive Recreation	259,325	240,331	273,635	375,000	374,000
Aging Services	2,223,379	3,040,643	3,458,093	3,887,000	3,770,000
Youth Services	663,234	923,233	918,503	1,055,000	1,035,000
Facilities Planning & Development	899,666	515,557	540,171	429,000	334,000
Capital Projects-general	(219,342)	219,342	0	0	0
Administration	1,592,245	2,408,009	2,533,365	2,616,000	2,415,000
Total Local Tax Funding	\$12,662,582	\$15,670,026	\$17,551,306	\$18,043,000	\$16,058,000



Loudoun County Government
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Parks, Recreation & Community Services

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Children's Programs	88.15	90.67	90.40	87.59	87.19
Maintenance Services	31.37	33.37	39.59	38.63	38.63
Sports	28.20	28.20	32.72	32.64	32.84
Parks	41.39	76.85	78.70	83.42	83.20
Community Centers	122.52	125.45	136.47	137.42	137.75
Adaptive Recreation	11.80	9.80	9.80	9.68	9.68
Aging Services	56.06	66.92	65.88	65.71	62.04
Youth Services	23.95	25.18	19.39	19.79	19.79
Facilities Planning & Development	10.00	4.00	4.00	4.00	3.00
Administration	15.21	16.21	17.89	17.64	15.32
Total FTE	428.65	476.65	494.84	496.52	489.44



Parks, Recreation & Community Services

Children's Programs

Description

Children's Programs provides a continuum of services for youth from kindergarten through high school. The primary programs in this division include After School Programs (CASA) and Camps, which were part of the Youth Services division prior to FY 07. The division offers a before-school program and a wide variety of after-school activities, holiday programs and summer programs that build leisure skills through diverse, developmentally appropriate recreational and educational activities. Children's Programs are designed to increase a child's respect for self and others, support self expression and promote a sense of community. All programs are offered to both the general population and children with special needs.

Budget Overview

FY 2010 Issues

- The CASA and Summer Camp programs need to be expanded in order to meet needs of the County's growing school-aged population.
- The CASA and Summer Camp programs must continue to hire and train quality supervisors and leaders to maximize program performance.

FY 2010 Goals

- Develop programs to keep pace with the needs of the County's growing population of children and families.
- Prepare staff to identify and adapt to changing community needs.
- Ensure that Children's Programs are more accessible to all families and children living in the County.
- Recruit, train and retain qualified staff to cover the large number of program sites.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,602,987	\$2,773,636	\$3,384,106	\$4,209,000	\$4,148,000
Operations & Maintenance	498,636	588,215	681,885	741,000	768,000
Total Expenditures	\$3,101,623	\$3,361,851	\$4,065,991	\$4,950,000	\$4,916,000
Revenues					
Charges For Services	\$3,849,193	\$3,852,573	\$4,529,367	\$5,206,000	\$5,311,000
Miscellaneous Revenue	350	0	25	0	0
Recovered Costs	0	0	40	0	0
Total Revenues	\$3,849,543	\$3,852,573	\$4,529,432	\$5,206,000	\$5,311,000
Total Local Tax Funding	\$(747,920)	\$(490,722)	\$(463,441)	\$(256,000)	\$(395,000)
FTE Summary	88.15	90.67	90.40	87.59	87.19



Loudoun County Government
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Parks, Recreation & Community Services
Children's Programs

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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 training to staff.				
• Customer satisfaction rate for Children's Programs	n/a	97%	90%	90%
• Number of hours provided of required state child care licensing training	2,112	3,264	3,168	3,217
• Number of staff trained annually to ensure safe recreational activities	88	136	132	140
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	87%	92%	92%	92%
• Number of CASA participants annually	1,622	1,896	1,911	1,947
• Number of CASA sites	36	37	40	41
• Number of children on waiting list for CASA	183	252	192	210
• Number of Specialty and Schools' Out Camp Participants	363	375	378	390
• Number of Summer Camp participants	900	950	950	970



**Loudoun County Government
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Parks, Recreation & Community Services Maintenance Services

Description

The Maintenance Services division performs daily, seasonal, corrective and preventative property and facility maintenance and repairs. 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. 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. Maintenance Services also provides assistance with set-up for special events, garbage collection at all non-staffed sites, and assists with renovation of facilities in cooperation with the Facility Development and Planning Division and the Department of General Services. The division coordinates snow removal of all County facilities, assists with debris removal during emergencies, and provides services in emergency response situations.

Budget Overview

FY 2010 Issues

- The division faces challenges in supporting the entire department with regular maintenance and keeping up with the high 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 Division with limited resources.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.

FY 2010 Goals

- Maintain current service levels with the addition of new proffered parks and athletic fields at new schools without additional operational supplies such as fertilizers, infield mix and field paint.
- Continue to support parks, community centers, and special events, in addition to performing the general tasks of conducting repairs and responding to maintenance calls.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,689,633	\$1,909,585	\$2,040,070	\$2,292,000	\$2,287,000
Operations & Maintenance	949,507	1,234,182	1,380,683	1,159,000	1,257,000
Capital Outlay & Capital Acquisitions	150,323	105,342	167,596	0	0
Transfer To Central Service Fund	6,790	49,228	64,986	0	0
Total Expenditures	\$2,796,253	\$3,298,337	\$3,653,335	\$3,451,000	\$3,544,000
Revenues					
Use Of Money & Property	\$9,651	\$8,953	\$10,906	\$2,000	\$2,000
Miscellaneous Revenue	3,400	0	0	0	0
Recovered Costs	10,161	7,138	19,451	7,000	319,000
Other Financing Sources	0	8,000	0	0	0
Total Revenues	\$23,212	\$24,091	\$30,357	\$9,000	\$321,000
Total Local Tax Funding	\$2,773,041	\$3,274,246	\$3,622,978	\$3,441,000	\$3,223,000
FTE Summary	31.37	33.37	39.59	38.63	38.63



Loudoun County Government
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Parks, Recreation & Community Services
Maintenance Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure clean and safe playground facilities.				
• Number of playground inspections completed	4,410	4,410	4,800	4,800
• Number of playgrounds	22	22	23	23
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	220	250	250	250
• Number of ball fields renovated	2	2	5	5
• Number of fields seeded and aerated	n/a	n/a	n/a	250
• Number of Maintenance Division man hours dedicated to maintaining athletic fields.	n/a	n/a	28,000	28,000
• Number of projects with assistance from sports leagues	n/a	n/a	n/a	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	n/a	n/a	10	10
• Number of Maintenance Division man hours to complete emergency management events.	n/a	n/a	5,000	5,000
• Number of Maintenance Division non-PRCS event setup and take downs or bus trips to support other county functions.	n/a	n/a	30	10
• Number of Maintenance man hours to complete event setups and take downs.	n/a	n/a	1,000	1,000
• Number of work orders completed in time requested.	1,400	1,400	1,400	1,400
• Number of work orders requested	1,450	1,450	1,400	1,400



Parks, Recreation & Community Services

Sports

Description

The Sports division is composed of the Youth Sports and Adult Sports programs. Youth Sports supports volunteer youth sports leagues, which include softball, baseball, basketball, volleyball, soccer, lacrosse, football, in-line hockey, golf, rugby, wrestling, field hockey, track and tennis. Youth Sports 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, Youth 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 youth recreational leagues such as providing certified coaches training, and enhances participants' abilities through specialized instructional programs, camps and clinics.

Adult sports activities within the County are coordinated through the Adult Sports program. This includes scheduling, supervising, coordinating and managing operations of different sports programs available to County adults and businesses. Currently, the division runs adult leagues for baseball, softball, basketball, soccer, flag football, and volleyball. In addition, it provides adult clinics, tournaments, and special events. The adult sports specialists act as the commissioners for each of these leagues and are responsible for all disciplinary actions taken within the league and 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 coordinates or assists others in the working with 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 2010 Issues

- Community demand for additional sports spaces and activities and services is difficult to meet without increases in local tax or other funding.
- Increases in new sports programs being developed in the County require the division to find additional space to meet the needs of the community.
- The department needs to continue to maximize the use of current resources to meet the growing demand for new, improved and specialized programs for participants in sports camps and clinics.
- The division will continue to focus on addressing the growing needs of both the adult and youth sports communities.
- The high level of community expectations for field quality, scheduling availability and flexibility is a major challenge in this tight fiscal climate.
- The excessive demand for field space by the leagues throughout the year leads to deterioration of field quality. This field demand makes it extremely difficult to take fields off line for renovation.

FY 2010 Goals

- Continue educating the public about specialty camps and clinics with no increases in funding for marketing.
- Manage the growing number of citizens participating in activities with limited new facilities.
- Coordinate the shared use of facilities between school athletics, leagues and instructional staff to meet the needs of both youth and adults with limited space availability.
- Continue to balance the demand for limited facility space between new and established sports organizations.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Parks, Recreation & Community Services

Sports

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,180,004	\$1,238,589	\$1,319,278	\$1,501,000	\$1,505,000
Operations & Maintenance	746,813	755,618	846,872	849,000	850,000
Total Expenditures	\$1,926,817	\$1,994,207	\$2,166,150	\$2,351,000	\$2,355,000
Revenues					
Use Of Money & Property	\$4,313	\$2,578	\$10,697	\$10,000	\$35,000
Charges For Services	1,143,263	1,123,658	1,096,817	1,372,000	1,386,000
Miscellaneous Revenue	15,412	1,344	200	0	0
Recovered Costs	17,744	22,143	26,779	0	300,000
Other Financing Sources	22,618	14,923	39,646	0	0
Total Revenues	\$1,203,350	\$1,164,646	\$1,174,139	\$1,382,000	\$1,721,000
Total Local Tax Funding	\$723,467	\$829,561	\$992,011	\$969,000	\$634,000
FTE Summary	28.20	28.20	32.72	32.64	32.84



Loudoun County Government
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Parks, Recreation & Community Services
Sports

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	213	294	200	150
• Number of participants in sports camps and clinics	7,620	8,285	8,500	8,500
• Percentage increase in participation	-18%	8%	3%	0%
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	n/a	2,250	1,200	1,800
• Number of tournament bids submitted	5	10	12	15
• Number of Tournaments hosted by PRCS sites	13	28	29	29
Objective: Provide high quality sports leagues and athletic opportunities for adults in Loudoun County.				
• Number of adults participating in adult sports leagues	9,871	10,386	10,000	10,000
• Number of leagues available for adult participation	88	90	91	90
• Number of teams participating in adult sports leagues	544	539	550	550
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	n/a	n/a	27,000	30,000
• Number of affiliated youth sports leagues	n/a	47	48	49
• Number of children participating in affiliated youth sports leagues	86,700	87,985	60,000	61,000



**Loudoun County Government
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Parks, Recreation & Community Services

Parks

Description

The Parks division manages the County's staffed parks, which include Claude Moore Park, Franklin Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. These parks include specialized facilities, including the Loudoun Heritage Farm Museum, the Franklin Park Performing and Visual Arts Center, and the Claude Moore Recreation Center. The Parks division provides a wide range of active and passive recreational opportunities to the public. It also provides youth and adult sports programs on over 28 ball fields, 11 of which are lighted. Parks manages many miles of hiking, running, and equestrian trails as well as several fishing ponds, memorial gardens, outdoor and indoor swimming pools, fitness areas, a gymnasium, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips to these facilities, allow citizens to experience diverse offerings of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits.

Budget Overview

FY 2010 Issues

- A growing and diverse population forces the division to balance requests for the use of facilities for active, passive, cultural and educational and recreation activities.
- The division must continue to create new and innovative ways to provide the same level of service to the growing community with limited resources.
- Additional recreational space is needed to meet increasing demand for adult active recreational pursuits.
- A competitive regional job market makes it essential to retain existing staff.

FY 2010 Goals

- 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 and marketing goals in order to meet revenue obligations.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,913,470	\$2,641,487	\$4,120,581	\$4,020,000	\$4,076,000
Operations & Maintenance	662,032	830,671	939,873	1,017,000	1,020,000
Capital Outlay & Capital Acquisitions	136,718	73,091	267,329	0	0
Transfer To Central Service Fund	11,390	0	0	0	0
Total Expenditures	\$2,723,610	\$3,545,249	\$5,327,783	\$5,037,000	\$5,096,000
Revenues					
Use Of Money & Property	\$71,153	\$214,531	\$564,722	\$528,000	\$446,000
Charges For Services	399,362	989,419	1,876,671	2,162,000	2,352,000
Miscellaneous Revenue	50,143	58,920	99,216	61,000	61,000
Recovered Costs	39,637	50,260	68,474	136,000	135,000
Other Financing Sources	37,525	111	0	0	517,000
Total Revenues	\$597,820	\$1,313,241	\$2,609,083	\$2,887,000	\$3,511,000
Total Local Tax Funding	\$2,125,790	\$2,232,008	\$2,718,700	\$2,150,000	\$1,585,000
FTE Summary	41.39	76.85	78.70	83.42	83.20



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Parks, Recreation & Community Services

Parks

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	283	89	335	400
• Number of daily and special event park visits annually	637,443	849,462	662,000	850,000
• Number of fitness, sports and skill development programs held annually in the Parks Division	49	26	70	70
• Number of nature programs held in the Parks Division	531	228	600	600
• Number of park program participants	25,303	32,354	25,500	33,000
• Number of swimming pool visits	80,954	53,045	81,000	81,000
• Number of volunteer hours donated for the Parks Division	24,062	19,357	21,000	21,000
• Number of work orders completed in the Parks Division	n/a	n/a	90	90
• Number of work orders requested	n/a	147	90	90
• Value of Parks Division Volunteer hours	\$481,721	\$387,527	\$420,420	\$420,420
Objective: Provide a wide variety of safe and healthy recreational opportunities at Claude Moore Recreation Center while remaining a revenue neutral operation.				
• Average number of daily rental reservations at CMRC	7	4	7	7
• Number of 25-pass swipe cards/punch cards purchased for the Recreation Center	n/a	996	1,716	2,000
• Number of all types of daily admissions to CMRC	470	751	800	800
• Number of annual adult daily admissions at the Recreation Center	8,055	7,595	8,216	8,200
• Number of annual memberships at CMRC	1,252	778	800	800
• Number of annual senior daily admissions at the Recreation Center	676	695	736	750
• Number of annual youth daily admissions at the Recreation Center	14,612	15,732	18,012	18,100
• Number of programs planned at CMRC	158	477	765	775
• Percentage of expenses recovered through revenue at the Recreation Center	38.00%	90.50%	100.00%	100.00%



Parks, Recreation & Community Services

Community Centers

Description

The Community Centers division consists of ten community centers located throughout the County, including the Dulles South Multipurpose Center, and the Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and Claude Moore Community Centers. The facilities include outdoor amenities such as playgrounds, small parks, pavilions, and ball fields, an outdoor swimming pool (Lovettsville), and an in-line hockey rink (Douglass). Community Center facilities provide a wide range of recreational, educational, and cultural opportunities as well as State licensed preschool and childcare programs to County citizens in cooperation with citizen volunteers, other department programs, County departments, the private sector and citizen advisory boards.

Budget Overview

FY 2010 Issues

- The County's growing and diverse population demands high-quality, high-value services that meet their varying needs.
- Design for the Bluemont and Lucketts Community Centers renovations began in FY 09 and will carry through into 2010.
- The customer base of three community centers that have been, or will be, relocated must be re-established. Bluemont was relocated to the Round Hill Center, but an alternate location for the Lucketts Community Center has not been secured which, if identified, could be staged to allow some of the programs to operate during construction.
- Staff training is needed in the areas of computerized registration process training, CPR, First Aid, and childcare as required by state licensing standards, and best practices for recreation programming,
- The demand for pre-school programs exceeds available space.
- Securing volunteers to fill the elected leadership positions for some advisory boards is becoming increasingly difficult.

FY 2010 Goals

- Secure alternative facilities for community centers that are undergoing renovations to ensure a continuation of some services and programs.
- Employ marketing strategies to encourage increased participation in fee-based programs and special events.
- Implement best practices for center management, licensed programs, fee-based activities and advisory boards.
- Surpass Virginia State standards for all licensed childcare programs and preschool programs.
- Maintain safety and security policies and procedures for management of facilities, staff, and participants.
- 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.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$5,614,790	\$5,651,631	\$6,130,862	\$6,796,000	\$6,855,000
Operations & Maintenance	769,408	840,641	988,070	1,019,000	1,012,000
Capital Outlay & Capital Acquisitions	8,707	15,478	0	0	0
Total Expenditures	\$6,392,905	\$6,507,750	\$7,118,932	\$7,815,000	\$7,867,000
Revenues					
Use Of Money & Property	\$248,724	\$281,629	\$259,532	\$281,000	\$445,000
Charges For Services	3,765,026	3,741,113	3,878,145	4,156,000	4,338,000
Miscellaneous Revenue	9,376	6,715	23,606	1,000	1,000
Recovered Costs	82	475	358	0	0
Total Revenues	\$4,023,208	\$4,029,932	\$4,161,641	\$4,438,000	\$4,784,000
Total Local Tax Funding	\$2,369,697	\$2,477,818	\$2,957,291	\$3,377,000	\$3,083,000
FTE Summary	122.52	125.45	136.47	137.42	137.75



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Parks, Recreation & Community Services
Community Centers

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Demonstrate the cost effectiveness of services offered at the community centers.				
• Average daily participant sessions	2,747	2,035	3,150	2,300
• Expenditure per participant	\$6.40	\$9.34	\$7.00	\$8.75
• Number of participant sessions per fiscal year	1,000,727	742,808	1,150,000	855,000
• Percentage rate of cost recovery	63%	60%	70%	65%
• Revenue per participant	\$4.02	\$5.60	\$6.27	\$6.00
Objective: Meet the demand for programs and services by increasing the number of programs offered and operated for each target age population.				
• Number of adults attending Community Center programs	557,666	400,481	555,000	550,000
• Number of Community Center programs offered to elementary school youth	1,481	1,219	1,405	1,450
• Number of Community Center programs offered to middle & high school youth	909	876	560	555
• Number of Community Center programs offered to preschool children	1,713	1,674	1,910	1,910
• Number of Community Center programs operated for adults	1,093	956	650	650
• Number of elementary school children attending Community Center programs	138,111	121,916	143,000	125,000
• Number of middle and high school children attending Community Center programs	65,352	53,055	66,000	60,000
• Number of preschool children attending Community Center programs	194,317	167,356	195,000	170,000
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	8,536	9,069	9,800	10,500
• Value of volunteer hours for Community Centers	\$170,897	\$181,561	\$196,196	\$210,210



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Parks, Recreation & Community Services
Adaptive Recreation

Description

The Adaptive Recreation division provides accessible programs and activities for County residents with cognitive and physical disabilities that include a State-licensed summer day camp for 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 the Loudoun Very Special Arts, Special Olympics and the Special Recreation Advisory Board for program implementation.

Budget Overview

FY 2010 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 2010 Goals

- Network with public school staff and enhance marketing to serve additional participants.
- Maintain ADA accommodations to support programs.
- Promote the inclusion of individuals with disabilities in countywide programs with limited resources.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$300,886	\$288,131	\$335,843	\$424,000	\$423,000
Operations & Maintenance	53,104	43,616	56,827	49,000	48,000
Total Expenditures	\$353,990	\$331,747	\$392,670	\$473,000	\$471,000
Revenues					
Charges For Services	\$92,886	\$84,279	\$114,171	\$98,000	\$97,000
Miscellaneous Revenue	1,779	7,108	4,824	0	0
Recovered Costs	0	29	40	0	0
Total Revenues	\$94,665	\$91,416	\$119,035	\$98,000	\$97,000
Total Local Tax Funding	\$259,325	\$240,331	\$273,635	\$375,000	\$374,000
FTE Summary	11.80	9.80	9.80	9.68	9.68



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Parks, Recreation & Community Services
Adaptive Recreation

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Expand and increase the number of programs operated for children and adults with disabilities.				
• Adaptive Recreation customer satisfaction rate	94.00%	97.75%	94.00%	94.00%
• Number of Adaptive Recreation preschool children participants	1,713	1,857	1,910	32 ¹
• Number of adult participants in Adaptive Recreation programs	2,464	2,542	2,700	376 ¹
• Number of elementary school Adaptive Recreation participants	1,471	1,500	1,530	120 ¹
• Number of high school Adaptive Recreation participants	827	890	935	128 ¹
• Number of hours of participation	14,889	14,928	15,673	16,456
• Number of middle school Adaptive Recreation participants	794	860	900	115 ¹
Objective: Maintain and increase program offerings by increasing volunteer staffing levels.				
• Number of volunteer hours for Adaptive Recreation	3,923	5,935	4,316	4,402
• Number of volunteers recruited	1,552	1,964	1,629	1,661
• Value of volunteer hours for Adaptive Recreation	\$78,538	\$118,759	\$86,406	\$88,128

¹ The department changed the way they count the data for these measures for the FY 2010 data presented, showing only the **unduplicated** number of participants. The data presented prior to FY 2010 are **duplicated** numbers of participants.



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Parks, Recreation & Community Services

Aging Services

Description

Aging Services, through the Area Agency on Aging (AAA), plans, coordinates and promotes 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 and Assistance, Tax Assistance, Medicare Counseling and Care Coordination programs. The Retired and Senior Volunteer Program (RSVP) provides volunteer placement, training and recognition opportunities. Aging Services also administers two full-service senior centers, two senior activity centers, a home-delivered meals program and seven congregate meal lunch programs. Additionally, Aging Services manages two adult day centers 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 needs and interests.

Budget Overview

FY 2010 Issues

- The diversity and needs of Loudoun County's senior population has changed dramatically in recent years. The emerging baby boom population of younger, more active seniors has begun to enter retirement. The needs of older adults are increasing and becoming more diverse as seniors continue to live longer.
- Population growth, newly-opened facilities and growing utilization of existing facilities require increasing coordination of resources.
- The aging population and current cohort of seniors require increasing prevention and wellness programming.

FY 2010 Goals

- Manage and deliver senior-related projects in various stages of development.
- 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 that includes both younger seniors and more frail older adults by seeking grants and increasing use of volunteers and partnerships.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,335,815	\$2,910,485	\$3,393,276	\$3,721,000	\$3,579,000
Operations & Maintenance	1,014,997	1,345,921	1,483,333	1,301,000	1,379,000
Capital Outlay & Capital Acquisitions	0	0	7,062	0	0
Transfer To Central Service Fund	134,316	42,016	0	0	0
Total Expenditures	\$3,485,128	\$4,298,422	\$4,883,671	\$5,021,000	\$4,958,000
Revenues					
Use Of Money & Property	\$79,049	\$83,586	\$125,535	\$79,000	\$79,000
Charges For Services	572,413	543,152	637,532	487,000	499,000
Miscellaneous Revenue	80,179	53,824	77,686	27,000	27,000
Recovered Costs	173,962	184,198	128,405	153,000	153,000
State Categorical Aid	107,314	123,748	140,044	121,000	140,000
Federal Categorical Aid	248,832	269,271	316,376	267,000	290,000
Total Revenues	\$1,261,749	\$1,257,779	\$1,425,578	\$1,134,000	\$1,188,000
Total Local Tax Funding	\$2,223,379	\$3,040,643	\$3,458,093	\$3,887,000	\$3,770,000
FTE Summary	56.06	66.92	65.88	65.71	62.04



Loudoun County Government
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Parks, Recreation & Community Services
Aging Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure quality programs and services at Senior Centers and Senior Activity Centers by providing a wide variety of programs.				
• Number of senior activities	355	1,898	4,500	4,500
• Number of Senior activity participants	4,054	23,416	60,800	61,000
• Number of Senior Center rentals	18	257	850	875
• Number of senior citizens trips	100	115	120	130
• Number of senior memberships	250	533	1,080	2,600 ¹
• Number of senior trip participants	n/a	n/a	5,055	5,700
Objective: Increase community awareness of Loudoun County Aging services by maintaining community outreach.				
• Number of Senior Services Volunteer hours	47,972	51,255	48,895	51,500
• Number of units of service provided to participants by AAA	447,190	517,635	435,540	520,000
• Value of service provided by volunteers	\$960,399	\$1,026,132	\$978,878	\$1,000,000
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	36,710	43,768	46,410	30,000
• Number of Central Kitchen meals	136,588	146,793	151,000	147,000
• Number of Information & Assistance contacts	49,078	40,223	40,800	41,000
• Number of one way trips for senior services participants	32,071	38,577	35,700	39,000
• Number of senior meals provided	100,187	113,344	117,300	114,000

¹ This is a new performance measure for FY 2010 and includes all senior centers. Prior years' data were only for the Carver Center.



Parks, Recreation & Community Services

Youth Services

Description

The Youth Services division consists of youth development and youth outreach programs that offer a wide variety of after-school, evening and weekend activities providing recreational, educational, cultural and prevention programming. Youth development services focus on prevention and leadership development activities; examples include the Red Ribbon and Blue Ribbon campaigns that concentrate on World AIDS, child abuse and neglect, awareness and prevention. Special interest clubs are designed to increase teen participation in physical, recreational and community focused programs that strengthen and increase their resilience, community awareness and development of positive values, interests, and skills. Other prevention activities include the Teen Services program and the Youth After School (YAS) programs. Youth outreach services focus on intervention activities for youth beginning to exhibit high-risk behaviors or those who may be most at-risk; examples include the WORK program, after-school clubs, football camp, evening teen clubs and the summer soccer series. These activities are intended to build individual strengths and self-confidence, teach life skills and personal responsibility, and provide safe opportunities for socializing. Youth outreach is also actively involved in youth gang prevention activities.

Budget Overview

FY 2010 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, 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 YAS program must develop strategies to accommodate continued increases in the number of youth interested in enrolling in the YAS program with its limited financial resources.
- Additional training is needed for staff in order to handle the changing needs of youth.

FY 2010 Goals

- Develop programs 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.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$813,016	\$797,283	\$821,172	\$1,012,000	\$1,010,000
Operations & Maintenance	163,442	180,681	123,087	123,000	183,000
Total Expenditures	\$976,458	\$977,964	\$944,259	\$1,134,000	\$1,193,000
Revenues					
Charges For Services	\$170,870	\$9,765	\$12,295	\$79,000	\$158,000
Miscellaneous Revenue	87,104	43,641	13,345	0	0
Recovered Costs	0	325	116	0	0
State Categorical Aid	55,250	1,000	0	0	0
Total Revenues	\$313,224	\$54,731	\$25,756	\$79,000	\$158,000
Total Local Tax Funding	\$663,234	\$923,233	\$918,503	\$1,055,000	\$1,035,000
FTE Summary	23.95	25.18	19.39	19.79	19.79



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Parks, Recreation & Community Services
Youth Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Increase engagement opportunities by providing a wide variety of attractive and safe recreational, cultural, and social opportunities for youth.				
• Teen destinations/centers supported by LYI	4	3	6	5
• Teen programs average weekly attendance	382	602	650	650
• Youth and family members attending Youth Fest	1,000	2,000	2,500	2,500
Objective: Promote belonging by fostering opportunities for youth to connect with people and places throughout the county.				
• Annual page visits to the loudounteen.org website	53,686	40,974	60,000	60,000
Objective: Encourage healthy living enhancing programs and services that support sound decisions about oneself and one's body.				
• Participants in prevention and awareness programs	5,450	8,000	9,000	6,000
• Prevention and awareness programs through LYI	8	12	15	3
Objective: Promote respect for others by promoting attitudes and skills helpful for quality human interactions within and across generations.				
• Participants in leadership development seminars	25	400	300	300
• Volunteer hours in community service projects	100	500	750	600
• Youth members in Youth Advisory Committee	35	300	500	400
Objective: Provide safe recreational activities for middle school aged children.				
• Average number of Middle School youth served per month	233	352	364	364
• Number of children on the YAS wait list	60	97	100	100
• Number of outreach programs offered	7	7	8	8
• Number of YAS programs offered/communities served	9	9	9	9
• Program utilization rate	100%	98%	100%	100%



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Parks, Recreation & Community Services
Youth Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
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	4,950	3,326	5,000	4,500
• Number of youth in WORK program	150	91	160	150
• Recidivism percentage rate of WORK program participants	2%	2%	2%	2%
• Value of community service work performed	\$99,099	\$66,587	\$100,100	\$90,090



Parks, Recreation & Community Services

Facilities Planning & Development

Description

Facilities Planning and Development reviews land development applications, implements proffers, assists with short and long range planning, and offers site specific design for PRCS facilities. The division supports the department through facility planning and design, proffer management, trail development, and project management activities, including some federal Transportation Enhancement program grant projects, and assists with small projects and donated enhancements and amenities.

Budget Overview

FY 2010 Issues

- The rapidly growing and increasingly diverse County population has resulted in an increased demand for facilities.
- Development of proffered facilities requires oversight and management.
- Staff will be redeployed from ongoing activities to assist in the development of a PRCS strategic plan to meet future needs of a dynamic, growing community.

FY 2010 Goals

- Provide information to department staff and assistance in creating long-range plans, including the PRCS strategic plan.
- Complete the department signage plan.
- Continue development of Potomac National Heritage Scenic Trail and develop volunteer programs to install signage and assist with maintenance of the trail.
- Identify partnerships to maximize the value and impact of tax dollars.
- Complete the Round Hill to Franklin Park Trail and successfully manage and oversee the transportation grant projects.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$611,749	\$336,962	\$382,620	\$397,000	\$304,000
Operations & Maintenance	254,063	322,685	147,232	43,000	43,000
Capital Outlay & Capital Acquisitions	687,439	210,686	56,521	0	0
Total Expenditures	\$1,553,251	\$870,333	\$586,373	\$440,000	\$347,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$30,707	\$(527)	\$4,950	\$11,000	\$13,000
Charges For Services	75	0	100	0	0
Miscellaneous Revenue	87,546	5,294	4,046	0	0
Federal Categorical Aid	535,257	350,009	37,106	0	0
Total Revenues	\$653,585	\$354,776	\$46,202	\$11,000	\$13,000
Total Local Tax Funding	\$899,666	\$515,557	\$540,171	\$429,000	\$334,000
FTE Summary	10.00	4.00	4.00	4.00	3.00



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Parks, Recreation & Community Services
Facilities Planning & Development

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: To assist department staff in strategic planning, project development and management, and planning processes.				
• Number of administrative and legislative applications	3	4	9	8
• Number of landscape/amenity improvement projects	2	1	8	7
Objective: To implement and manage new projects through partnerships, donations, grants and the Capital Asset Preservation Program (CAPP).				
• Number of active grant projects	5	5	4	2
• Number of CAPP projects approved	14	14	7	10
• Number of CAPP projects delivered	8	11	7	10
Objective: To increase public program space and recreational opportunities through proffer completion and delivery.				
• Number of proffered facilities delivered	5	3	3	2
• Number of proffered facilities under development	2	2	6	3
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)	30	70	60	30
• Number of legislative referrals (ZMAP, ZCPA, SPEX)	133	82	75	40



Parks, Recreation & Community Services

Administration

Description

The Administration program provides leadership, direction, oversight, management, technical assistance, contract management, staff training assistance and financial services support to eight divisions with approximately 246 regular full-time, 175 regular part-time and approximately 1,800 temporary seasonal staff for a total of 2,285 employees. Administration coordinates with other County departments including County Administration, Management and Financial Services, the Treasurer's Office, the Public Information Office, the Department of Information Technology, General Services, Family Services, the Office of Capital Construction, the Board of Supervisors and appointed advisory boards. Administration develops, reviews, revises and manages department-wide policies and procedures to ensure the divisions perform effectively and efficiently. This division also provides purchasing, marketing, automation, front counter and human resources support. Funding is centralized in this division for department training, the quarterly PRCS brochure, cell phones and maintenance service contracts to create efficiencies.

The division absorbed the County Government's Horticulture Program in FY 07, which provides planning, and implementation of horticultural, grounds and landscape maintenance services and improvement for county libraries, group homes, public safety centers and other government facilities.

Budget Overview

FY 2010 Issues

- Web-based marketing will need to be intensified due to the reduction in seasonal program guide mailings. Department plans to develop and implement E-Rec Newsletter at all facilities/programs.
- Decrease in one customer service position means additional customer service responsibilities will be placed on other staff members at the Department of Parks, Recreation and Community Services' Depot Court.
- Additional marketing resources must be used to communicate the wide variety of programs, activities and classes offered by all divisions to the public.
- Customer requests to have more automated services added to PRCS web registrations such as debit and auto billing, and web announcements and to receive announcements and news through the Web means that additional staff and resources are needed to fulfill these requests.
- The division must absorb County processes as they continue to be decentralized to the department level.
- The division will be responsible for providing grounds maintenance services for new and existing County facilities within its already limited horticultural program resources.
- Recruiting, hiring, and retaining qualified full-time, part-time and temporary staff for various positions continues to be an issue throughout the department.

FY 2010 Goals

- Develop additional web-based marketing strategies
- Provide ongoing leadership and development to the department
- Continue to guide and work through the development and implementation of the department's strategic plan.
- Continue to develop partnerships and seek alternative funding sources.
- Remain conservative and prudent with citizens' tax revenue funds which supports the department's locally tax funded programs.
- Maintain program and facility support in human resources, buying, receiving, marketing, public relations and automated systems to meet service demand.
- Cross-train staff to increase the potential for professional growth and continuity of service.
- Emphasize employee recruitment and retention as a major focus.
- Ensure all department divisions, facilities and program areas have created operations manuals to ensure consistency, quality and smooth continuity of services.



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Parks, Recreation & Community Services
Administration

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,043,600	\$1,364,740	\$1,363,782	\$1,487,000	\$1,378,000
Operations & Maintenance	553,146	1,051,797	1,194,866	1,129,000	1,037,000
Total Expenditures	\$1,596,746	\$2,416,537	\$2,558,648	\$2,616,000	\$2,415,000
Revenues					
Miscellaneous Revenue	\$3,928	\$4,230	\$10,990	\$0	\$0
Recovered Costs	573	3,880	14,293	0	0
Other Financing Sources	0	418	0	0	0
Total Revenues	\$4,501	\$8,528	\$25,283	\$0	\$0
Total Local Tax Funding	\$1,592,245	\$2,408,009	\$2,533,365	\$2,616,000	\$2,415,000
FTE Summary	15.21	16.21	17.89	17.64	15.32



Loudoun County Government
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Parks, Recreation & Community Services
Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: To attract and retain a quality workforce in order to deliver quality services to County citizens.				
• Number of employment ads	55	65	65	65
• Number of job fairs held	4	3	4	3
• Number of performance plans and assessments	1,200	670	1,260	670
• Number of Personnel Actions completed	2,069	2,065	2,275	2,065
• Number of special recognitions	60	57	60	57
Objective: Develop strategies for effective leadership for all managers and supervisors that targets building core competency skills to improve staff retention rates to ensure continuity of operations and succession planning.				
• Develop strategies for reducing employee turnover	6	4	5	4
• Full time employee turnover rate percentage	15.80%	3.40%	5.00%	3.40%
• Offer training opportunities for professional growth	3	55	55	55
Objective: Effectively manage contracted landscape maintenance and improvements to County owned facilities.				
• Number of sites mowed under turf maintenance contract	52	57	64	64
• Number of sites updated in tree inventory	n/a	n/a	10	10
• Percentage of OCC site plans reviewed as requested	n/a	100%	100%	100%
• Percentage of sites inspected quarterly	n/a	n/a	100%	100%
Objective: Increase exposure and utilization of the PRCS web site in order to promote on-line transactions.				
• Average monthly WebTrac transactions	958	1,388	1,357	1,700
• Average number of web site hits on PRCS main web pages	8,568	10,190	11,990	14,000
• Value of WebTrac transactions/year	\$2,490,654	\$3,274,969	\$3,100,000	\$3,600,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Parks, Recreation & Community Services
Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Increase the total number of RecTrac transactions and participation levels through increased marketing efforts.				
• Number of households in RecTrac	45,054	49,206	49,200	51,000
• Number of participant hours	2,835,651	2,751,340	3,500,000	3,500,000
• Number of program participants	74,633	93,493	103,000	105,000
• Number of programs offered	7,550	9,080	9,476	9,500
• Number of transactions	120,077	156,299	148,077	164,000
Objective: To ensure operational excellence in the procurement of goods and services to continually provide efficiency and effectiveness.				
• Number of purchase orders completed	976	1,037	1,040	1,040
• Number of turn around days for purchase orders	3.00	3.42	4.00	3.00
• Value of purchase orders	\$1,617,323	\$746,955	\$1,980,000	\$1,900,000
Objective: To implement and provide new partnerships and oversee existing partnerships and historic resources				
• Number of existing partnerships	n/a	12	19	9
• Number of historic properties which are administered by PRCS	6	6	5	5
• Number of partnerships under development	7	7	1	6



NOTES



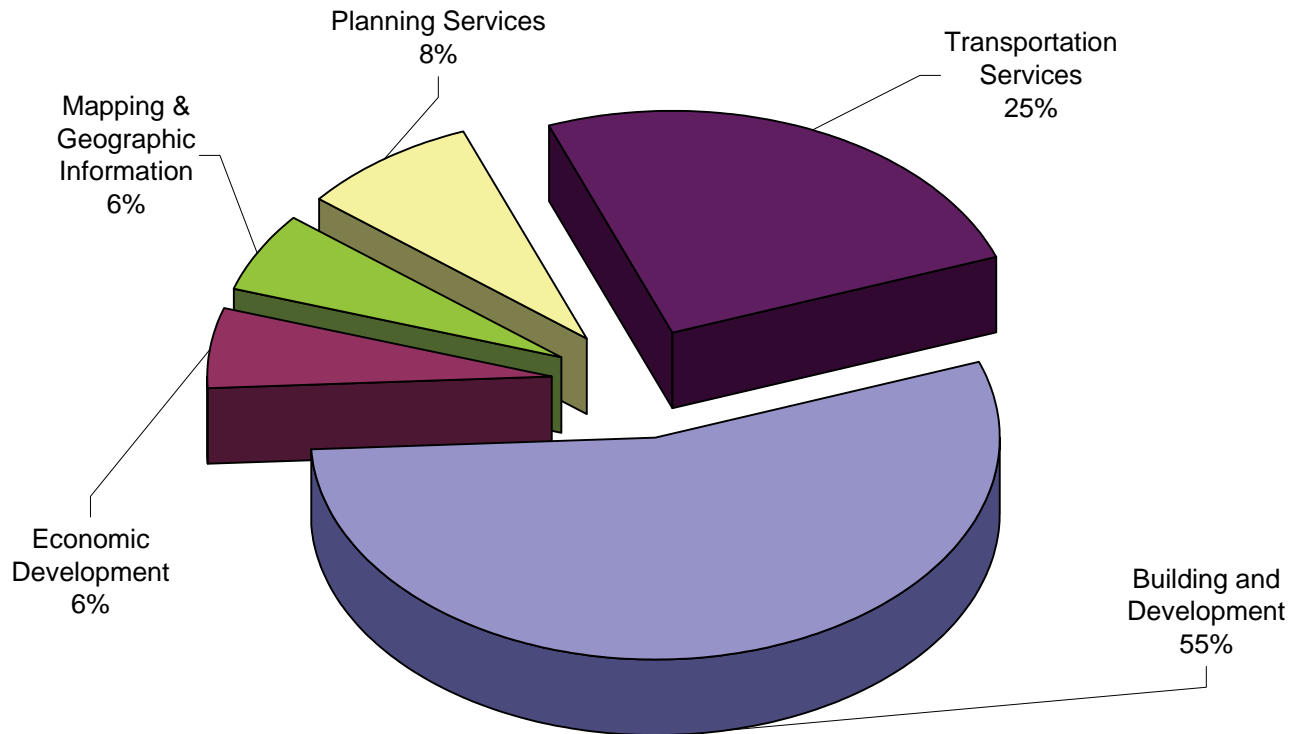
Community Development

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COMMUNITY DEVELOPMENT FY 2010 ADOPTED EXPENDITURES



Community Development Historical Expenditures

Community Development	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Building and Development	\$18,281,995	\$20,488,119	\$22,173,105	\$23,194,000	\$ 20,703,000
Economic Development	2,001,283	1,895,782	1,941,897	2,234,000	2,206,000
Mapping & Geographic Information	1,776,390	2,069,769	2,188,036	2,250,000	2,120,000
Planning Services	2,460,399	2,809,374	3,194,371	3,275,000	3,143,000
Transportation Services	5,823,475	7,510,080	8,851,480	9,266,000	9,587,000
Total Community Development¹	\$30,343,542	\$34,773,124	\$38,348,889	\$40,219,000	\$37,759,000

¹ In FY 10, the Office of Solid Waste Management will be consolidated with the Office of Capital Construction into a new department named Capital Construction & Solid Waste Management. Budget information and expenditure history of the two departments is provided in the *General Government Administration* section of this document.



NOTES



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 construction of public and private structures in the County by enforcing Best Engineering Practices and the Statewide Building Code during design and construction. The Department enhances the quality of life for all citizens through developing, administering and enforcing the County Zoning Ordinance, the Land Subdivision Ordinance, the Facilities Standards Manual and other construction enforcement ordinances.

Description

Building and Development oversees all phases of construction throughout the County including the subdivision and use of land, review/approval of designs and construction plans, construction inspections, and final occupancy approval. These services are provided by five divisions: Land Development Planning, Land Development Engineering, Zoning Administration, Building Code Enforcement and Permit Issuance/Department Management.

Budget Overview

FY 2010 Issues

- Ordinances and regulations promote the County's economic development strategy.
- Due to the downturn in the building industry, existing resources and staff may need to be cross-trained in and re-deployed to other department functions.
- Pro-active enforcement of ordinances addressing quality of life issues such as overcrowding and blighted properties may be further expanded beyond designated enforcement areas.
- Data regarding water quality and supply is emerging after years of empirical study, and must be analyzed and plans prepared and implemented for any action by the County to be effective.
- Major new environmental programs (e.g. limestone overlay district, water quality protection, mountain side overlay district, green building, etc.) at the local, state and federal level will require revised regulations and procedures to be drafted for the Board of Supervisors.

FY 2010 Major Goals

- Implement improved methods for processing land development applications including the use of technology (e.g. electronic filing and simplification of review).
- Continue to expand training opportunities to include the general public in order to improve community understanding of governing regulations of the Zoning Ordinance and other ordinances.
- Implementation of a new ministerial application fee schedule must be accomplished to ensure that fee revenue offsets the cost of Land Development Enforcement services as deemed appropriate by the Board of Supervisors.
- Complete mobilization of all building inspectors.
- Enable the public to access zoning, floodplains and soils mapping via the County's website.
- Complete and begin implementation of the comprehensive Watershed Management Plan.
- Enhance the County's ordinances in the areas of environment/energy business, and neighborhood safety and quality of life.

FY 2009 Major Achievements

- Accepted and processed over 35,000 building permits and 7,000 zoning permits.
- Accepted and processed over 1200 land development applications.
- Implemented major changes to the Zoning Ordinance, and updated the Zoning Map to reflect those changes.
- Conducted approximately 150,000 building code inspections.
- Implemented E-Permitting for no-fee permits, and conducted a pilot test on the electronic submission and tracking of land development applications.
- Participated in the completion of 52 miles of public roads that were accepted into the state maintenance program, exceeding the original goal of having 30 miles accepted.
- Continued the outstanding quality of the Erosion and Sediment Control Program.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Building & Development

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$16,443,931	\$18,957,690	\$20,143,104	\$21,001,000	\$19,259,000
Operations & Maintenance	1,685,673	1,511,918	2,009,186	2,355,000	1,444,000
Capital Outlay & Capital Acquisitions	15,938	0	13,985	88,000	0
Transfer To Capital Asset & Computer	0	0	6,830	0	0
Transfer To Central Service Fund	136,453	18,511	0	0	0
Total Expenditures	\$18,281,995	\$20,488,119	\$22,173,105	\$23,444,000	\$20,703,000
Revenues					
Other Local Taxes	\$(3,483)	\$0	\$0	\$0	\$0
Permits Privilege Fees & Reg Licenses	18,591,308	13,915,017	13,573,375	17,431,000	13,322,000
Fines & Forfeitures	19,707	20,094	20,198	20,000	11,000
Charges For Services	78,311	74,166	61,003	78,000	59,000
Miscellaneous Revenue	0	0	111	0	0
State Categorical Aid	2,877	0	0	0	0
Federal Categorical Aid	243,062	113,182	281,531	0	0
Other Financing Sources	0	0	78,153	98,000	0
Total Revenues	\$18,931,782	\$14,122,459	\$14,014,371	\$17,627,000	\$13,392,000
Local Tax Funding	\$(649,787)	\$6,365,660	\$8,158,734	\$5,817,000	\$7,311,000
FTE Summary	255.40	256.90	258.80	253.80	225.80

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Building and Development includes a reduction of 27.00 FTE and an increase of \$1,494,000 in Local Tax Funding. During FY 09, 1.00 FTE transferred to the Office of Capital Construction. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

- FY 06: The Board added 18.00 FTE for code enforcement, engineering, administration and zoning staff.
- FY 07: The Board added 2.50 FTE for an assistant GIS administrator and a part-time proffer compliance auditor.
- FY 07 Mid-year: 0.10 FTE was transferred to County Administration, 1.00 FTE was transferred from General Services, and the Board added 1.00 FTE for a water resources data manager.
- FY 09: The Board eliminated 4.00 FTE and associated operating expenditures from Building Code Enforcement and 1.0 FTE from Land Development Planning.

Resources in this department associated with management of the County's capital program have previously been budgeted in the Capital Projects Fund. Beginning in FY 09, these resources are located in the General Fund and are supported by a transfer from the Capital Projects Fund.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Land Development Planning	\$1,451,223	\$1,666,487	\$1,703,036	\$1,805,000	\$1,541,000
Land Development Engineering	4,812,481	5,480,808	6,330,215	6,318,000	6,206,000
Zoning Administration	1,823,748	2,092,247	2,343,163	2,701,000	2,556,000
Building Code Enforcement	7,565,077	8,147,648	8,478,688	9,098,000	7,215,000
B & D Project Management	0	68,920	78,739	0	0
Permit Issuance/Department Management	2,629,466	3,032,009	3,239,264	3,522,000	3,185,000
Total Expenditures	\$18,281,995	\$20,488,119	\$22,173,105	\$23,444,000	\$20,703,000

Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Land Development Planning	\$1,080,171	\$715,431	\$581,497	\$470,000	\$483,000
Land Development Engineering	3,192,548	2,393,629	2,398,307	2,330,000	1,916,000
Zoning Administration	329,801	148,525	162,183	294,000	225,000
Building Code Enforcement	13,277,853	8,328,650	7,648,057	11,213,000	7,763,000
B & D Project Management	0	0	78,153	0	0
Permit Issuance/Department Management	1,051,409	2,536,224	3,146,174	3,320,000	3,005,000
Total Revenues	\$18,931,782	\$14,122,459	\$14,014,371	\$17,627,000	\$13,392,000

Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Land Development Planning	\$371,052	\$951,056	\$1,121,539	\$1,336,000	\$1,058,000
Land Development Engineering	1,619,933	3,087,179	3,931,908	3,988,000	4,290,000
Zoning Administration	1,493,947	1,943,722	2,180,980	2,406,000	2,331,000
Building Code Enforcement	(5,712,776)	(181,002)	830,631	(2,115,000)	(548,000)
B & D Project Management	0	68,920	586	0	0
Permit Issuance/Department Management	1,578,057	495,785	93,090	203,000	180,000
Total Local Tax Funding	\$(649,787)	\$6,365,660	\$8,158,734	\$5,817,000	\$7,311,000

Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Land Development Planning	21.00	22.00	22.00	21.00	17.00
Land Development Engineering	63.80	61.80	63.80	63.80	63.80
Zoning Administration	26.60	28.10	28.00	29.00	28.00
Building Code Enforcement	102.00	102.00	102.00	98.00	80.00
B & D Project Management	1.00	1.00	1.00	0.00	0.00
Permit Issuance/Department Management	41.00	42.00	42.00	42.00	37.00
Total FTE	255.40	256.90	258.80	253.80	225.80



Building & Development Land Development Planning

Description

Land Development Planning provides technical review and oversight of land development related to subdivision applications to ensure conformance with adopted County, State and Federal regulations. Planners review subdivision applications and manage major development projects within the County to ensure compliance with regulations and policies adopted by the Board of Supervisors. The Customer Service Team responds to citizen concerns and questions related to specific applications and projects, interpret ordinances, and explain the County's Land Use policies. The program also prepares amendments to the subdivision ordinance and maintains the files and records for all Land Development applications.

Budget Overview

FY 2010 Issues

- The division is challenged by continuing to maintain files and records in a limited amount of space.
- As application submissions increase, the division will need to preserve timelines regarding project reviews.
- The response times to citizen inquiries will need to be sustained by reallocated resources within the division.

FY 2010 Goals

- Scan all land development files and maintain them as electronic files.
- Continue internal training programs to ensure consistent and timely application reviews.
- Continue training to be able to reallocate resources within the Division to accommodate demands.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,400,930	\$1,622,294	\$1,657,933	\$1,745,000	\$1,482,000
Operations & Maintenance	50,293	44,193	45,103	61,000	59,000
Total Expenditures	\$1,451,223	\$1,666,487	\$1,703,036	\$1,805,000	\$1,541,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$1,071,745	\$708,711	\$572,335	\$465,000	\$478,000
Charges For Services	8,426	6,720	9,162	5,000	5,000
Total Revenues	\$1,080,171	\$715,431	\$581,497	\$470,000	\$483,000
Total Local Tax Funding	\$371,052	\$951,056	\$1,121,539	\$1,336,000	\$1,058,000
FTE Summary	21.00	22.00	22.00	21.00	17.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development
Land Development Planning

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Improve customer service by returning all hotline calls within one business day.				
• Number of calls returned within one business day	3,087	2,801	3,100	2,910
• Number of hotline calls	4,012	3,121	3,200	3,000
• Percentage of calls returned within one business day	77.00%	89.30%	97.00%	97.00%
Objective: Improve quality of minimum submission checklist review to reduce the number of submission reviews and provide first review comments within 45 days.				
• Number of subdivision applications submitted	416	364	400	300
• Percentage of initial comment letters sent within 45 days	66%	79%	85%	90%
Objective: Complete initial setup of all Land Development Applications within two working days.				
• Number of checklists completed within two working days	995	1,096	900	810
• Percentage of checklists completed within two working days	77.00%	83.97%	86.00%	90.00%
• Total number of land development applications submitted	1,289	1,299	1,050	900



Building & Development

Land Development Engineering

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 2010 Issues

- Water quality and supply issues are increasingly complex to manage as they are regulated by at least five different departments and numerous external government agencies.
- Existing levels of staff support expended on processing land development applications continue to exceed land development fee revenue.
- Staff must implement and educate customers on new design requirements such as increased water quality permitting requirements and "green building" standards that will present additional challenges to applicants in designing economically feasible and fundable projects.

FY 2010 Goals

- Amplify the effectiveness of existing staff by taking advantage of available resources such as electronic plan submission and processing, increased coordination with the Engineers and Surveyors Institute, and regional standardization initiatives.
- Simplify review, processing and enforcement procedures to ensure consistency and predictability despite changing economies and conditions.
- Improve the use of established systems and forums, such as LMIS, and Active Citizen Response (ACR) system.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development
Land Development Engineering

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$4,193,588	\$5,095,762	\$5,638,314	\$5,787,000	\$5,831,000
Operations & Maintenance	618,893	385,046	671,086	480,000	375,000
Capital Outlay & Capital Acquisitions	0	0	13,985	51,000	0
Transfer To Capital Asset & Computer	0	0	6,830	0	0
Total Expenditures	\$4,812,481	\$5,480,808	\$6,330,215	\$6,318,000	\$6,206,000
Revenues					
Other Local Taxes	\$(3,483)	\$0	\$0	\$0	\$0
Permits Privilege Fees & Reg Licenses	2,949,892	2,280,172	2,115,957	2,330,000	1,916,000
Charges For Services	200	275	819	0	0
State Categorical Aid	2,877	0	0	0	0
Federal Categorical Aid	243,062	113,182	281,531	0	0
Total Revenues	\$3,192,548	\$2,393,629	\$2,398,307	\$2,330,000	\$1,916,000
Total Local Tax Funding	\$1,619,933	\$3,087,179	\$3,931,908	\$3,988,000	\$4,290,000
FTE Summary	63.80	61.80	63.80	63.80	63.80



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development

Land Development Engineering

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	13.10	52.39	23.55	26.00
• Number of performance bond agreements in default	337	252	292	263
Objective: Meet the state guidelines for Erosion and Sediment Control Permit inspection frequency of one visit every two weeks.				
• Average number of inspections per Erosion and Sediment Control Permit ¹	n/a	13.25	5.37	4.59
• Number of active grading permits	1,192	710	600	600
• Number of Erosion and Sediment Control Permit inspections conducted	8,840	9,409	9,000	9,000
• Percentage of inspections conducted on time	84.80%	94.10%	99.80%	99.89%
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 ¹	n/a	54	107	97
• Number of homeowner complaints	592	224	300	300
• Number of landslide and sinkhole complaints ¹	n/a	1	2	2
• Number of roads and sidewalks complaints ¹	n/a	53	117	105
• Number of stormwater management complaints ¹	n/a	97	321	289
• Number of tree complaints ¹	n/a	19	47	42
• Percentage of homeowner complaints per new home approval	22.00%	9.40%	18.00%	16.00%
Objective: Improve the processing time to approval of Ministerial Land Development applications (LDA) by reducing the processing time for two main types of LDAs: site plans (STPL) and construction plans and profiles (CPAP).				
• Average number of days to process CPAPs	310	325	279	251
• Average number of days to process site plans (STPL)	339.00	330.50	305.00	274.00
• Number of Construction Plans and Profiles (CPAPs)	186	157	160	165
• Number of site plans submitted (initial submissions only)	268	113	220	227

¹ This is a new measure for FY 08; prior year history is not available.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Building & Development Zoning Administration

Description

Zoning Administration staff administers and enforces the zoning standards and proffer language adopted by the Board of Supervisors by updating the zoning map and responding to referrals on ZMAP, CPAM, ZCPA, SPEX and proffer amendments from Planning Services, and site plan applications from the Engineering Division. Staff enforces the Zoning Ordinance by educating the public and, where necessary, issuing notices of violation to secure compliance with applicable ordinances and proffers, which may include legal prosecution. Staff provides support to the Board of Supervisors in preparing amendments to the Revised Zoning Ordinance and staff reports for proffer appeals. Staff also supports the Board of Zoning Appeals by reporting applications for variances, special exceptions and appeals as mandated by State Code. Staff also responds to citizen inquiries in writing, by e-mail or by telephone.

Budget Overview

FY 2010 Issues

- This division will play a much larger role in addressing overcrowding and other quality of life issues as the scope of zoning inspections is increased in a move toward greater proactive enforcement.
- Non-fee based initiatives predominate in determining staffing levels for all zoning ordinance enforcement, as well as ordinance revisions.
- Establish priorities for ZOAMS, particularly environmental/energy issues, business enhancement and community public safety and improvements.

FY 2010 Goals

- Continue to provide training to groups outside the Zoning Division and for the private sector on the provisions of the new zoning ordinance.
- Continue incremental improvement in meeting established timelines for review of fee-based applications.
- Further automate the proffer review and audit process to make it more adaptable for use.
- Implement an enforcement program that is based on the results of the test programs run in FY 09 should the BOS implement a more proactive effort.
- Draft and process amendments to the County's Zoning Ordinance as directed by the Board of Supervisors.
- Meet the challenge of administering several ordinances as applied to individual properties county-wide.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,698,374	\$1,951,858	\$2,214,260	\$2,519,000	\$2,428,000
Operations & Maintenance	125,374	121,878	128,903	160,000	128,000
Capital Outlay & Capital Acquisitions	0	0	0	21,000	0
Transfer To Central Service Fund	0	18,511	0	0	0
Total Expenditures	\$1,823,748	\$2,092,247	\$2,343,163	\$2,701,000	\$2,556,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$310,094	\$128,431	\$141,959	\$177,000	\$214,000
Fines & Forfeitures	19,707	20,094	20,198	20,000	11,000
Charges For Services	0	0	26	0	0
Other Financing Sources	0	0	0	98,000	0
Total Revenues	\$329,801	\$148,525	\$162,183	\$294,000	\$225,000
Total Local Tax Funding	\$1,493,947	\$1,943,722	\$2,180,980	\$2,406,000	\$2,331,000
FTE Summary	26.60	28.10	28.00	29.00	28.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development Zoning Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide support to the Board of Zoning Appeals by processing appeals and variances within the state-mandated 90 day guidelines.				
• Number of Board of Zoning Appeals applications	14	26	30	30
• Percentage of appeals and variances responded to within State mandated guidelines	100%	100%	100%	100%
• Process Zoning complaints within established timeframes ¹	n/a	n/a	90%	100%
Objective: Improve timelines for legislative referrals by providing referrals within established 30-60 days timeframes.				
• Average number of days to provide legislative referral ¹	n/a	n/a	44	45
• Number of legislative referral applications ¹	n/a	n/a	131	131
• Number of pre-applications	120	120	116	116
• Percentage of referrals provided within timeline	50%	66%	60%	60%
Objective: Enforce provisions of the Zoning Ordinance and Property Maintenance Code in accordance with established Board of Supervisor's policy.				
• Average number of days from acceptance of a complaint to inspection	2	2	2	2
• Number of overcrowding complaints	216	465	350	400
• Percentage of inspections resulting in an overcrowding violation ¹	n/a	n/a	10%	10%
• Percentage of overcrowding violations brought into compliance without a court order ¹	n/a	n/a	95%	95%
Objective: Respond to written correspondence and site plan referrals within four weeks.				
• Average number of days to respond to Zoning Correspondence application ¹	n/a	n/a	30	35
• Number of site plans submitted (includes initial and subsequent submissions)	553	482	410	410
• Number of Zoning Correspondence applications	345	331	330	330
• Percentage of applications responded to within four weeks	73.00%	61.50%	65.00%	65.00%
• Percentage of applications responded to within the legal guideline of 90 days ¹	n/a	n/a	80%	80%
• Percentage responded to within established timeframe	76.00%	84.25%	84.25%	84.25%

¹ This is a new measure for FY 09; prior year history is not available.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development Building Code Enforcement

Description

The Building Code Enforcement program protects the public's health, safety and welfare through enforcement of the minimum structural, electrical, mechanical, plumbing, gas and fire protection standards of the Virginia Uniform Statewide Building Code.

Budget Overview

FY 2010 Issues

- A new State Code was adopted in Spring 2008, including 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 is impacted by larger homes, new technologies, and additional inspection requirements that require more time per inspection and allow for fewer inspections per inspector.

FY 2010 Goals

- Successfully train and maintain qualified staff.
- Refine present systems to minimize the time required to address customer complaints even as increasing numbers of new owners demand greater levels of attention.
- Complete implementation of building inspector mobilization so that inspectors are able to manage and complete their work at the inspection site.
- Reduce the backlog of open permits.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$6,628,420	\$7,275,391	\$7,402,568	\$7,560,000	\$6,442,000
Operations & Maintenance	784,266	872,257	1,076,120	1,522,000	773,000
Capital Outlay & Capital Acquisitions	15,938	0	0	15,000	0
Transfer To Central Service Fund	136,453	0	0	0	0
Total Expenditures	\$7,565,077	\$8,147,648	\$8,478,688	\$9,098,000	\$7,215,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$13,277,853	\$8,328,650	\$7,648,057	\$11,213,000	\$7,763,000
Total Revenues	\$13,277,853	\$8,328,650	\$7,648,057	\$11,213,000	\$7,763,000
Total Local Tax Funding	\$(5,712,776)	\$(181,002)	\$830,631	\$(2,115,000)	\$(548,000)
FTE Summary	102.00	102.00	102.00	98.00	80.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development
Building Code Enforcement

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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	n/a	n/a	1.20	1.20
• Number of plans submitted for review	21,099	9,166	9,500	9,500
• Percentage of plans reviewed within 10 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	25.30	32.20	31.69	23.76
• Cross-trained inspectors ¹	n/a	n/a	27%	36%
• Number of failed inspections	47,232	43,293	36,000	36,000
• Number of fully mobilized inspectors ¹	n/a	60	60	45
• Number of inspections performed	200,476	158,930	150,000	150,000
Objective: Resolve Building Code-related complaints and respond to inquiries in a timely manner.				
• Number of code-related inquiries per year	2,109	1,833	1,500	1,500
• Number of complaints received per year ¹	n/a	100	110	100
• Percentage of complaints resolved within 10 working days	71.00%	73.88%	72.00%	72.00%
• Percentage of complaints responded to within 24 hours	98%	98%	98%	98%

¹ This is a new measure for FY 09; prior year history is not available.



Building & Development

Permit Issuance/Department Management

Description

The Permit Issuance and Department Management program issues building, zoning and grading permits, collects proffers attached to new construction, manages performance bonds related to land development, and performs the administrative services related to these functions. This program receives and processes all permit applications, issues all permits, collects cash proffers and accepts bonds. This program also provides information to the public on zoning, permits, inspections, proffers, bonds and other land development activities, and performs administrative functions such as human resources management and purchasing.

Budget Overview

FY 2010 Issues

- Staff will continue to evaluate and adjust customer service procedures and resources, incorporating efficiencies to better serve customers.
- An online permit system will be implemented requiring staff training while continuing to deliver the same high level of service to walk-in customers.
- Multiple zoning ordinances and increasing number of sign permit package make processing permits more difficult and time consuming.

FY 2010 Goals

- Continue to provide excellent customer service for permits while complying with multiple zoning ordinances.
- Implementation of online e-permitting system and incorporate bond stand-alone computer records into LMIS.
- Maintain a well-trained staff to continue excellent customer service while undergoing major changes of processes and procedures.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,522,619	\$2,943,720	\$3,151,585	\$3,390,000	\$3,076,000
Operations & Maintenance	106,847	88,289	87,679	132,000	109,000
Total Expenditures	\$2,629,466	\$3,032,009	\$3,239,264	\$3,522,000	\$3,185,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$981,724	\$2,469,053	\$3,095,067	\$3,247,000	\$2,951,000
Charges For Services	69,685	67,171	50,996	73,000	54,000
Miscellaneous Revenue	0	0	111	0	0
Total Revenues	\$1,051,409	\$2,536,224	\$3,146,174	\$3,320,000	\$3,005,000
Total Local Tax Funding	\$1,578,057	\$495,785	\$93,090	\$203,000	\$180,000
FTE Summary	41.00	42.00	42.00	42.00	37.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Building & Development
Permit Issuance/Department Management

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Issue permits requiring plans review over the counter and via the internet.				
• Number of Building/Zoning permits issued	50,451	43,868	36,000	40,000
• Number of No-Fee permits issued	13,825	11,478	12,000	16,200
• Percentage of E-permitting programming completed	90.00%	90.50%	95.00%	100.00%
• Percentage of staff trained to implement e-permitting	40%	50%	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	255.00	197.75	150.00	150.00
• Average number of seconds callers are on hold	50.00	43.25	35.00	30.00
• Number of hang-ups per day	23	12	10	8
Objective: Manage grading, performance bond, and proffer collection linked to development projects.				
• Value of cash proffers collected with zoning permits ¹	n/a	n/a	\$10,000,000	\$8,000,000
• Value of grading bonds managed ¹	n/a	n/a	\$80,000,000	\$84,000,000
• Value of performance bonds approved ¹	n/a	n/a	\$1,100,000,000	\$740,000,000

¹ This is a new measure for FY 09; prior year history is not available.



NOTES



Economic Development

Mission Statement

The Department of Economic Development encourages and supports continued business investment in Loudoun and the development of a community recognized as one of the top 20 places in the United States. This is done in concert with key partners of the County. The Department's mission and work are guided by the Board's Economic Development Strategic Plan, adopted in 2004. The Plan envisions a county with an innovative, globally competitive economy known for its favorable business environment, exceptional quality of place, and strong sense of community.

Description

The Board of Supervisors' Economic Development Strategic Plan identifies five goals to implement with the assistance of its community and regional partners. These include: 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 maintaining the County's sound fiscal health.

Recognizing these strategic goals, the Department: leads the County's overall economic development team in implementing the Board of Supervisors' strategy; manages projects that support the Strategic Plan and provides strategic advice on economic development to the Board and partner organizations; works to enhance Loudoun's three distinct geographies (suburban communities, towns, and rural areas) as attractive places for residents, employees, visitors and businesses; provides tailored site selection and business expansion services; markets Loudoun to existing and prospective businesses; and produces high quality research, information, and web content for its customers including citizens, businesses/rural enterprises, prospects, media, and County government.

To engage the civic entrepreneurial spirit and talent of its citizens and business leaders in implementing the economic development plan and building a "top twenty" community, the Department supports six public-private partnerships: the Economic Development Commission, the Rural Economic Development Council, Loudoun Places (formerly Main Street Loudoun), the Design Cabinet, the Science and Technology Cabinet, and the CEO Cabinet.

Budget Overview

FY 2010 Issues

- With the world in the midst of an unprecedented financial crisis and the nation's economy in a recession, it will be important for the Board and Department to work with its partner organizations such to positively support the business community, keep it connected with County's leadership, and, where possible, to work proactively with the community's business and civic leadership to moderate the effects of negative economic change locally and in the region.
- Looking ahead to the next economic expansion, the Department will encourage business investment in Loudoun by increasing its current effort to build relationships inside clusters and with powerful influencers on business decisions such as site selection consultants. In addition, the Department will focus on creating national media relationships that yield stories in key business and trade publications and on websites. The Department plans to use its staff flexibly by shifting them to activities that will position the County best for the next economic expansion.

FY 2010 Major Goals

Business Development

- Identify new, qualified business leads, especially in target clusters.
- Build new relationships within target clusters and identify opportunities that support business growth.
- Meet with site selection consultants who influence business decisions.
- Encourage the Virginia Economic Development Partnership to increase support for business investment in Loudoun's target clusters.
- Begin the process of developing a new five-to-ten year rural economic development strategy as a follow-up to the 1998 strategy, "The 200,000 Acre Solution."

Partnerships, Communications & Strategic Research

- Leverage relationships with key partners to increase awareness of the positive business climate in Loudoun.
- Provide support services to the "Loudoun Places" partnership during its first full year.
- Further develop the Department website, biz.loudoun.gov, to support business growth.
- Position Loudoun more effectively by coordinating the branding of Loudoun with marketing partners, including Loudoun Convention and Visitor Association (LCVA).



Loudoun County Government FY 2010 Adopted Fiscal Plan

Economic Development

- Develop relationships with regional and national media to get stories in key magazines and newspapers.
- Complete an initial benchmarking study of Loudoun against peer communities.
- Plan for the next upturn in the business cycle, with support from partnerships.

Special Projects

- Continue to support the development of a George Mason University-Northern Virginia Community College campus in Loudoun.
- Implement the new partnership with the Loudoun County Chamber of Commerce, including a briefing center located in the Chamber's headquarters.

FY 2009 Major Achievements

- With support from the Board of Supervisors and state of Virginia, succeeded in attracting Raytheon Corporation to create a major hub in Loudoun.
- Focused on business development on target industry clusters including dedicated staff for Information Communications Technology (ICT) and Federal Government Contractors and Aerospace. Prepared an RFP to issue for a Europe-based, contractor to attract foreign-owned business to Loudoun.
- Increased Loudoun's visibility as a place for doing business by being a major sponsor at Mid-Atlantic Bio conference, the Urban Land Institute's Urban Marketplace, the Loudoun Small Business Awards; and by marketing Loudoun at key technology conferences.
- Participated in feasibility and planning efforts in support of potential new campuses for George Mason University and Northern Virginia Community College in Loudoun.
- Managed contract for the County wayfinding system; contractor has completed design, implementation, plan, and cost estimates.
- Coordinated Design Cabinet assistance to the Belfort Park area.
- Met with the brokers from eight commercial real estate companies to answer questions about Loudoun and encourage business development; held three business park meetings with tenants.
- Converted the Department's monthly newsletter, "LoCoMotion," from a hardcopy newsletter to an electronic format provided through an email system to a list of about 2,000 subscribers and growing.
- Provided assistance to the Economic Development Commission on a number of projects, including an update of their report on the role of business revenues in County finances.
- Worked with the "Main Street Loudoun" partnership to reform it into "Loudoun Places" with a new mission and officers; and, assisted "Loudoun Places" in launching their first summit on forming business associations.
- Proposed new partnerships with the Washington Redskins in concert with partners.
- Presented a 10-year rural progress report to the Board of Supervisors, including projections that the rural economy has doubled; this will be verified when the results of the 2007 Agricultural Census are released.
- Coordinated several special events, including: seventh "VIP Event"; fourth annual "Rural Innovation Forum" with more than 125 attendees; and the fifth Loudoun Design Awards.
- Supported business growth through: developing a pilot office and industrial land database that will be searchable online; creating a new listing of small spaces on the Department's website; updating the "Guide to Doing Business", the "Annual Growth Summary", and creating a "Guide to Starting a Non-Profit", all of which are now available electronically and in print via www.lulu.com.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Economic Development

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,321,398	\$1,249,790	\$1,396,544	\$1,575,000	\$1,680,000
Operations & Maintenance	679,888	645,796	531,823	661,000	526,000
Capital Outlay & Capital Acquisitions	0	0	13,530	0	0
Total Expenditures	\$2,001,286	\$1,895,586	\$1,941,897	\$2,235,000	\$2,206,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$16,364	\$5,016	\$6,596	\$8,000	\$16,000
Charges For Services	1,050	50	10	0	0
Miscellaneous Revenue	3,000	0	0	0	0
Recovered Costs	8,772	0	0	0	368,000
Other Financing Sources	50,176	66,933	72,786	547,000	233,000
Total Revenues	\$79,362	\$71,999	\$79,392	\$555,000	\$617,000
Local Tax Funding	\$1,921,924	\$1,823,587	\$1,862,505	\$1,681,000	\$1,589,000
FTE Summary	16.77	16.77	15.77	16.77	17.77

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Economic Development includes a reduction of \$92,000 in Local Tax Funding. Three Rural Program FTEs are funded by restricted Transient Occupancy Tax funds as part of Core Tourism Services allocation to the LCVA, and the International Cluster Program is funded by restricted Transient Occupancy Tax (TOT) (nonrecurring) fund balance. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06: The Board of Supervisors added 0.77 FTE for an agricultural enterprise manager.

FY 07 Mid-Year: A 1.00 FTE demographer position was transferred to Management & Financial Services.

FY09: The Board of Supervisors added 1.00 FTE, from the General Fund, for a business development manager.

FY 09 Mid-Year: The Board added 1.00 FTE for an Industry Cluster Analyst.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Economic Development

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Economic Development	\$2,001,286	\$1,895,586	\$1,941,897	\$2,235,000	\$2,206,000
Total Expenditures	\$2,001,286	\$1,895,586	\$1,941,897	\$2,235,000	\$2,206,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Economic Development	\$79,362	\$71,999	\$79,392	\$555,000	\$617,000
Total Revenues	\$79,362	\$71,999	\$79,392	\$555,000	\$617,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Economic Development	\$1,921,924	\$1,823,587	\$1,862,505	\$1,681,000	\$1,589,000
Total Local Tax Funding	\$1,921,924	\$1,823,587	\$1,862,505	\$1,681,000	\$1,589,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Economic Development	16.77	16.77	15.77	16.77	17.77
Total FTE	16.77	16.77	15.77	16.77	17.77



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Economic Development

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Maintain and support a prosperous business environment by executing business retention, expansion and attraction programs.				
• Marketing pieces distributed	79,344	116,426	200,000	71,500
• Number of current active prospects in pipeline	72	84	80	98
• Number of customers and clients assists ¹	n/a	n/a	n/a	4,200
• Number of visits to existing businesses to build new/renew relationships	155	116	210	300
• Ombudsman assistance (total number of projects assisted)	83	90	65	75
• Unique website user sessions ¹	n/a	n/a	n/a	82,427
Objective: Maintain Loudoun's high quality of place by leveraging Loudoun civic entrepreneurs to implement strategic initiatives.				
• Dollar-equivalent contribution of Volunteer Time for members of EDC, REDC, CEO Cabinet, Design Cabinet & Science Cabinet ¹	n/a	n/a	n/a	\$447,750
• Number of meetings for all partnerships and associations	147	89	120	155
Objective: Contribute to Loudoun's sound fiscal health.				
• Assessed value of the commercial tax base (\$ Billion)	\$10.009	\$11.362	\$12.226	\$12.572
• New jobs	3,784	5,461	3,000	2,600
• Square feet of commercial and industrial permitted	3,637,430	5,077,398	3,250,000	2,000,000
Objective: Make Loudoun a favored visitor destination by marketing and promoting rural events.				
• Total number of days Farmers Markets are open	188	164	192	216
• Total number of grape bearing acres in Loudoun	290	302	314	326
• Total number of wineries in Loudoun	15	19	21	25
Objective: Drive to be a recognized center for innovation by developing industry clusters.				
• Forums and events attended to develop targeted clusters ¹	n/a	n/a	5	62
• Targeted marketing campaigns ¹	n/a	n/a	8	14

¹ This is a new measure for FY 09; prior year history is not available.



NOTES



Mapping & Geographic Information

Mapping & Geographic Information

Public Information

System Development & Support

Land Records Development & Analysis

Land Records Maintenance



Mapping & Geographic Information

Mission Statement

The mission of the office is to improve the efficiency and effectiveness of Loudoun County Government by providing core services on the County's Geographic Information System that ensure current and accurate land-related information for County government agencies and the County's residents and businesses.

Description

The Office of Mapping and Geographic Information develops, maintains, analyzes, and distributes Loudoun County's land based (mapped) information. Public Information staff assists citizens and businesses at the office's public counter and responds to requests for maps and spatial data. The System Development and Support staff maintains the Geographic Information System (GIS) software and ensures that the system's users have access to the information and the tools they need to accomplish their work. Land Records Development and Analysis staff compiles new data as needed by County agencies and provides analyses and maps to assist the County in formulating policies and managing programs. Land Records Maintenance staff develops and maps new addresses, streets, and parcels on an hourly basis and transmits these and other data to Land Management Information System (LMIS), E-911, and other databases. The LMIS Steering Committee provides general direction for the office's programs.

Budget Overview

FY 2010 Issues

- Web mapping has become vital to many of the County's residents and businesses, and changes in GIS technology have allowed for improvements in Web based services; many new applications come with a mapping component.
- Reprogramming the web mapping services, supporting the maintenance and distribution of regional public safety data for E-911, using web-based tools, completing metadata to support data distribution, evolving database support for new web based applications, and developing better web services for the private sector will be department issues in FY 10.
- The office will test a variety of strategies for ensuring continued operations including approaches in telecommuting and data retention.
- The operation of a GIS requires the recruitment and retention of a highly technical staff. A major issue in the office is recruitment for the most technical positions. As the GIS software continues to evolve, another major challenge will be to continue to maintain proficiencies and to retain staff.
- The office provides internal support to many County agencies. The experience of the office in this area will be to use the improvements to the GIS software to focus on improved visualization, output quality, and spatial modeling.
- The office's ability to implement technology initiatives is dependent upon the Department of Information Technology.

FY 2010 Major Goals

- Reprogram the web mapping services to take advantage of new technology and improve data distribution.
- Apply the new tools of the upgraded GIS to improve data maintenance processes, quality control, reporting, and web based distribution of spatial data.
- Develop spatial data and applications that support the County's business practices.
- Revise data distribution and web services to better support private sector information needs.
- Use the upgraded GIS to improve mapping and spatial modeling services.

FY 2009 Major Achievements

- Convened the third GIS forum to improve coordination between the public and private sectors.
- Completed metadata for most of the County's data layers.
- Began supporting Automatic Vehicle Locator (AVL), Customer Response Management (CRM), and Reverse 911.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mapping & Geographic Information

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,550,091	\$1,794,171	\$1,866,717	\$1,989,000	\$1,932,000
Operations & Maintenance	226,297	275,598	301,319	259,000	188,000
Capital Outlay & Capital Acquisitions	0	0	20,000	0	0
Total Expenditures	\$1,776,388	\$2,069,769	\$2,188,036	\$2,248,000	\$2,120,000
Revenues					
Charges For Services	\$86,012	\$67,230	\$53,318	\$67,000	\$68,000
Miscellaneous Revenue	0	0	0	5,000	5,000
Total Revenues	\$86,012	\$67,230	\$53,318	\$72,000	\$73,000
Public Safety Communications Fund¹	\$116,829	\$26,728	\$0	\$0	\$0
Local Tax Funding	\$1,573,547	\$1,975,811	\$2,134,718	\$2,176,000	\$2,047,000
FTE Summary	23.80	23.80	23.80	23.80	22.80

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Mapping & Geographic Information includes reductions of 1.00 FTEs from front counter support with an associated decrease in local tax funding of \$65,000, as well as a \$67,000 reduction in base map spatial data maintenance. The FY 2010 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

None.

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mapping & Geographic Information

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Public Information	\$239,750	\$251,026	\$251,431	\$271,000	\$184,000
System Development & Support	640,633	740,270	793,937	772,000	719,000
Land Records Development & Analysis	392,009	501,955	519,019	555,000	573,000
Land Records Maintenance	503,996	576,518	623,649	651,000	644,000
Total Expenditures	\$1,776,388	\$2,069,769	\$2,188,036	\$2,248,000	\$2,120,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Public Information	\$86,012	\$67,230	\$53,318	\$72,000	\$73,000
Land Records Maintenance	116,829	26,728	0	0	0
Total Revenues	\$202,841	\$93,958	\$53,318	\$72,000	\$73,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Public Information	\$153,738	\$183,796	\$198,113	\$198,000	\$111,000
System Development & Support	640,633	740,270	793,937	772,000	719,000
Land Records Development & Analysis	392,009	501,955	519,019	555,000	573,000
Land Records Maintenance	387,167	549,790	623,649	651,000	644,000
Total Local Tax Funding	\$1,573,547	\$1,975,811	\$2,134,718	\$2,176,000	\$2,047,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Public Information	3.90	3.10	3.10	3.10	2.10
System Development & Support	5.40	7.20	6.20	6.20	6.20
Land Records Development & Analysis	7.30	6.30	7.30	7.30	7.30
Land Records Maintenance	7.20	7.20	7.20	7.20	7.20
Total FTE	23.80	23.80	23.80	23.80	22.80



Mapping & Geographic Information Public Information

Description

The Public Information Program began in 1990 when the first GIS public access terminal was installed at the front counter of the former Department of Natural Resources. A part of the administrative division of the department at the time, the program was responsible for the sale of maps and answering the public's land related questions. In FY 99, the program assumed responsibility for distributing GIS data in response to Freedom of Information Act requests. Today the 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 office maintains a map and information review and sales counter, and provides responses to inquiries on properties and their characteristics (parcel boundaries, soils, floodplains, etc.). A large portion of the information and assistance provided is focused on helping the public comply with floodplain and mountainside ordinances, zoning regulations, and other community development requirements. Staff routinely assists the public in researching and understanding the characteristics of land using GIS and the Land Management Information System (LMIS). Staff also plots maps, photocopies plats, and writes data to CD-ROM and DVD for sale to customers. This program is responsible for servicing the printers and plotters of the office and for most of the administrative functions.

Budget Overview

FY 2010 Issues

- New web-based mapping tools and functionality will become available through Web LOGIS resulting in increased calls for help desk support from both the public and County staff.

FY 2010 Goals

- Maintain a high level of service to the public by answering questions, distributing maps, and producing and distributing spatial data. Training material and courses for the new Web LOGIS will be redeveloped to help the public and staff make effective use of the new technology.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$203,010	\$217,838	\$229,678	\$238,000	\$155,000
Operations & Maintenance	36,740	33,188	21,753	33,000	29,000
Total Expenditures	\$239,750	\$251,026	\$251,431	\$271,000	\$184,000
Revenues					
Charges For Services	\$86,012	\$67,230	\$53,318	\$67,000	\$68,000
Miscellaneous Revenue	0	0	0	5,000	5,000
Total Revenues	\$86,012	\$67,230	\$53,318	\$72,000	\$73,000
Total Local Tax Funding	\$153,738	\$183,796	\$198,113	\$198,000	\$111,000
FTE Summary	3.90	3.10	3.10	3.10	2.10



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mapping & Geographic Information
Public Information

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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)	6.77	6.75	6.60	6.70
• Number of new users trained	46	46	50	20
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	466	359	410	240
• Number of parcel/address maps produced and distributed	24,248	10,738	5,500	5,450
• Number of phone calls received	3,985	2,920	3,100	2,700
• Number of walk-in customers	4,609	3,783	4,200	3,820
• Overall customer service response rating (scale of 1-5)	5	5	5	5
• Requested plotted and copied maps	15,137	17,559	16,500	12,000



Mapping & Geographic Information System Development & Support

Description

The System Development and Support Program provides the critical services and products that have supported the functions of the GIS since the system was installed in 1986. The program provides data management, 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, 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 2010 Issues

- The GIS as a whole is a complex system that requires an increasing level of expertise to maintain and improve its many components.
- The programmer/analysts in this program are particularly difficult to recruit and retain.
- The demand for web-based mapping services has increased substantially in many different service areas.
- The County's legacy systems for GIS services must continually be maintained and analyzed for redevelopment to keep pace with changing technologies.

FY 2010 Goals

- Reprogram and replatform web services to improve data distribution, public access, and response to the County's business needs.
- Manage GIS and web related technologies in conjunction with other County IT system improvements.
- Develop automated checks and reporting to monitor the quality of the County's corporate GIS data.
- Improve the performance of the GIS through analyses of processes, enhanced database management, monitoring, and improving data maintenance processes.
- Improve staff training to keep abreast of software upgrades and changing technology.
- Continue to integrate the GIS with other county systems to improve information accessibility and accuracy and reduce costs.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$471,680	\$562,606	\$555,734	\$616,000	\$630,000
Operations & Maintenance	168,953	177,664	218,203	156,000	89,000
Capital Outlay & Capital Acquisitions	0	0	20,000	0	0
Total Expenditures	\$640,633	\$740,270	\$793,937	\$772,000	\$719,000
 Total Local Tax Funding	 \$640,633	 \$740,270	 \$793,937	 \$772,000	 \$719,000
 FTE Summary	 5.40	 7.20	 6.20	 6.20	 6.20



Loudoun County Government
FY 2010 Adopted Fiscal Plan

**Mapping & Geographic Information
System Development & Support**

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure that critical geospatial data are stored and accessible by managing SDE database and security.				
• Data sets managed in Spatial Database Engine	184	230	215	240
Objective: Maintain GIS functionality to a level that supports all users of the Loudoun County GIS.				
• Average number of internet visits per day	1,056.00	1,133.33	1,100.00	1,300.00
• Average number of intranet visitors per day	136.00	129.67	150.00	155.00
• Number of software upgrades managed.	21	119	40	120
Objective: Provide sufficient trained staff to support both internal GIS users and external users (web based customers).				
• Number of applications supported	5	16	15	23
• Number of calls for support	335	222	335	460
• Number of users supported	204	217	200	250



Mapping & Geographic Information Land Records Development & Analysis

Description

This program provides internal GIS services to County agencies and the Board of Supervisors. These services are undertaken to either create or improve a process or service or to provide information for a policy or service delivery decision. The primary services of the program are data development, selected data maintenance, software tool development, data analysis, documentation, and training. Data development to improve services and answer policy questions began when the County purchased the GIS in 1986 and continues today. A major goal of both the County's 1993 GIS Strategic Plan and the 1995 Land Records Management Plan was the development and maintenance of core data to support the County's business practices. Staff in this program has developed most of the spatial data sets used by the County and its citizens on a daily basis. Data maintenance assistance is provided to County agencies that lack the resources or technical expertise to maintain spatial data. Software tool development assistance is provided to assist departments in maintaining or using spatial data in their service programs. Tools are developed through a process of consultation with the end user, programming, testing, and documentation. Data analysis produces information in the form of maps, tables, and graphs to assist the Board and County departments in decision making. The program provides training to County staff on understanding data, developing spatial queries, and using the GIS software. The program also manages the contracts that maintain the most important of the County's core GIS data, the base map. All of the other mapped layers are registered to this map that is maintained by the private sector.

Budget Overview

FY 2010 Issues

- As GIS is increasingly used to manage service delivery across the County, this program must respond across its full range of services including data analysis, spatial modeling, training, and quality control of the base map. Strong project management has become increasingly important to ensure that priority demands are met.
- The County must maintain the highest competency in technology if it is to respond to advanced policy issues and to maintain existing programs

FY 2010 Goals

- Adapt new technology to support sophisticated data modeling, visualization, and improved cartographic output while maintaining service levels. Additional analytical and management tools will be developed to help other departments to better manage their programs.
- Coordinate more closely with the County's towns and other agencies to jointly maintain public safety, utility, and other data.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$381,451	\$479,540	\$502,443	\$532,000	\$551,000
Operations & Maintenance	10,558	22,415	16,576	23,000	22,000
Total Expenditures	\$392,009	\$501,955	\$519,019	\$555,000	\$573,000
 Total Local Tax Funding	 \$392,009	 \$501,955	 \$519,019	 \$555,000	 \$573,000
 FTE Summary	 7.30	 6.30	 7.30	 7.30	 7.30



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mapping & Geographic Information Land Records Development & Analysis

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 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)	n/a	6.56	6.20	6.50
• Number of new users trained	46	26	50	76
Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.				
• Number of applications developed	9	15	19	16
• Number of maps developed	206	207	250	330
• Number of spatial models developed	9	2	10	10
Objective: Develop new data sets as needed and develop new maintenance processes that support county business practices.				
• Number of data layers developed	21	16	40	16
• Number of data layers edited	196	15	60	35
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)	55	64	70	75
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	40.14	172.00	130.00	70.00



Mapping & Geographic Information Land Records Maintenance

Description

Parcels, addresses, and street centerlines are core land records databases used to reference and link nearly all of the County's information resources. Most of the County's services are developed and maintained for buildings with addresses or for parcels. Since parcels are always changing, buildings are routinely built and demolished, and new streets constructed, these core services and databases must be constantly maintained.

The data maintenance process is usually part of the subdivision process and begins when the division enforces Chapter 1020 of the County Code by working closely with developers to name new streets. At the subdivision approval stage, surveys are normally delivered electronically from private sector surveying and engineering firms, and the parcel data is incorporated into the County's parcel layer at recordation. The street centerlines are used to assign addresses according to Chapter 1026 (Addressing of Premises) of the County Code, ensuring that addresses are unique and accurate.

Upon recordation, each new parcel is overlaid on 23 other mapped layers and a database is compiled that documents the amount of floodplain, type of zoning, etc. A similar process occurs in addressing which compiles the full address including the zip code. These two databases are then transferred to the Land Management Information System (LMIS), managed by the Department of Information Technology, where the base for land records information is provided, and the congregate data are used in the issuance of building and other permits. LMIS transfers the data to the County's Computer Aided Mass Appraisal (CAMA) system. New address, street centerline, and nine other spatial data layers are uploaded to Computer Aided Dispatch (CAD) and other public safety systems. Data is transferred to the Citizens Response Management System (CRM), the Office of Transportation Services (Air Track), Virginia's Emergency Operations Center, public and private utilities, and the U.S Postal Service.

Budget Overview

FY 2010 Issues

- There are continuing challenges in recruiting and retaining qualified technical staff and to ensure a timely and accurate product.
- The purchase of additional application software with a GIS component may require adapting some maintenance processes.
- Daily coordination with the private sector is essential to the success of this program.
- Maintaining access to current GIS technology is critical.

FY 2010 Goals

- Because so many other programs and services, including building permits and E-911, rely on the prompt and accurate creation and transmittal of these data sets, the data maintenance processes must be constant, fast, and accurate. Improvements to the GIS software are permitting the program to continue to improve the data maintenance and quality control processes so as to better support LMIS and other systems.
- Adapt data models to coordinate database structures with surrounding counties and the state, while continuing to maintain support for CAD.
- Develop a web service to facilitate standardization of parcel and address data across the County's computer systems and services.
- Develop a vehicle routing tool for county staff to save both time and fuel.
- Design a web interface for the digital submission of plats to improve coordination with the private sector.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mapping & Geographic Information
Land Records Maintenance

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$493,950	\$534,187	\$578,862	\$604,000	\$596,000
Operations & Maintenance	10,046	42,331	44,787	47,000	48,000
Total Expenditures	\$503,996	\$576,518	\$623,649	\$651,000	\$644,000
 Public Safety Communications Fund¹	 \$116,829	 \$26,728	 \$0	 \$0	 \$0
Total Local Tax Funding	\$387,167	\$549,790	\$623,649	\$651,000	\$644,000
 FTE Summary	 7.20	 7.20	 7.20	 7.20	 7.20

¹ Effective January 1, 2007, the General Assembly eliminated the E-911 Fee and Consumer's Utility Tax on telephones, replacing it with a uniform Statewide Communications tax. Expenditures previously associated with the Public Safety communications tax. Expenditures previously associated with the Public Safety Communications Fund are now included in the General Fund.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Mapping & Geographic Information
Land Records Maintenance

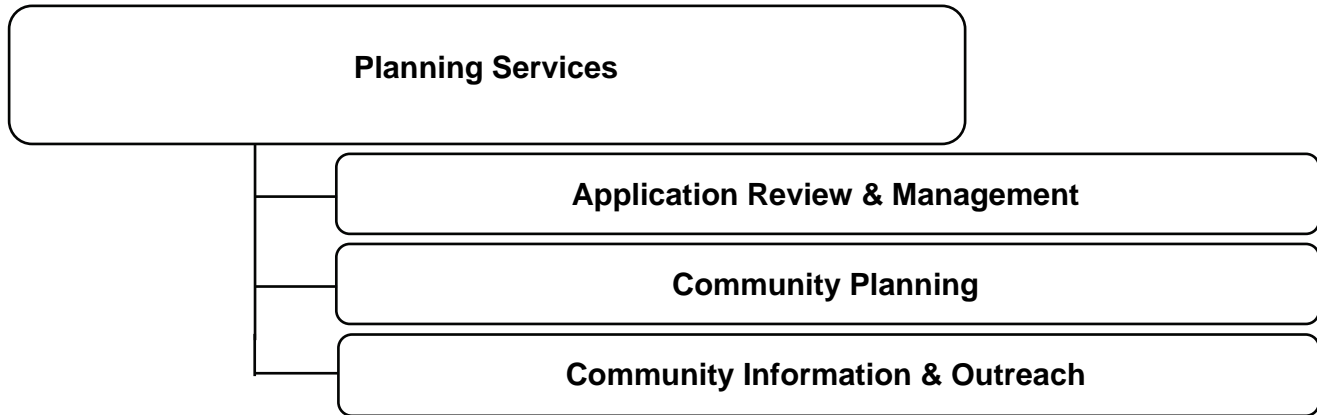
Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline so as to improve data accessibility and functionality.				
• Number of miles of street centerline transferred	56.25	50.07	77.00	40.00
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	3,428	2,776	3,300	880
• Number of addressing customer calls	1,039	894	930	470
• Number of data update or correction projects	11	34	15	45
• Number of miles of new public roads added to the database.	56.25	50.07	100.00	40.00
• Number of plats mapped, scanned, and transferred to LMIS	503	379	470	360
• Number of record plat and site plans addressed	56	45	70	64
• Number of spatial and tabular updates to supported applications	743	406	820	676
• Number of street name referrals	722	547	522	496
• Number of updates to computer programs	0	41	10	60



NOTES



Planning Services





Planning Services

Mission Statement

The Planning Department assists the Planning Commission, Board of Supervisors, and citizens in the development of policies that guide the use of land, the provision of facilities and infrastructure and protect environmental, historical, and transportation resources. The department reviews applications such as rezonings, special exceptions and certificates of appropriateness to determine their consistency with plans and ordinances, and works with applicants to seek solutions that are compatible with County policies. The department also prepares planning reports and studies for citizen boards and commissions.

Description

Planning Services programs are largely mandated by the Code of Virginia (Section 15.2, Chapter 22 - "Planning, Subdivision of Land and Zoning"). These sections require jurisdictions to prepare and maintain a current comprehensive plan and, if they choose, adopt a zoning ordinance to regulate land development. Loudoun meets this mandate and maintains staff resources to conduct the public review process and analyze various land use, environmental and fiscal studies that form the plan and keep it current. Likewise, by virtue of the County's Zoning Ordinance, staff adheres to State and local requirements for reviewing and processing land development applications and activities. Planning Services includes three divisions: Application Review and Management, which oversees legislative land development applications; Community Planning, which oversees the policy development process; and Community Information and Outreach, which assists the public and supports community outreach with respect to environmental compliance.

Budget Overview

FY 2010 Issues

- While the accelerated pace of development activity has slowed, overall department workload remains at high levels. The Board of Supervisors acted on 83 cases in FY 08 and has acted on 14 cases through the 1st quarter of FY 09.
- The Department expects to continue work with the Board to prioritize the 3 active and 7 in queue plan amendments in FY 10.
- The frontline customer service staff responds to inquiries, general requests for information, and Freedom of Information Act requests 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.
- Significant staff time is required to respond to Freedom of Information Act requests and provide general litigation support.
- The department must continue to support the work efforts of the Planning Commission and the Historic District Review Committee.
- Cooperative planning efforts with Loudoun's seven incorporated towns will be limited.
- Retention and recruitment of a professionally qualified workforce to manage and review complex planning projects and land development applications are ongoing challenges.
- Professional associations have increased educational and training requirements to obtain and maintain certifications.

FY 2010 Major Goals

- Continue to process land development applications in accordance with County and State regulations and improve the timeliness and effectiveness of the development review process.
- Support the implementation of community plans and other strategic planning activities by developing and coordinating community outreach efforts.
- Expand citizen involvement at the direction of the Board in planning and development initiatives through a comprehensive public outreach program.
- Implement area and strategic planning processes in accordance with Board priorities and County and State regulations.
- Support the program implementation of various policy initiatives such as affordable housing.
- Coordinate planning with the County's Towns, including initiatives in the Joint Land Management Areas of Purcellville and Leesburg.
- Support other County divisions and departments, the Loudoun County Public Schools, neighboring jurisdictions, State agencies and the Federal government to ensure their projects and activities are consistent with the County's Comprehensive Plan.
- Continue limited support and coordination with local and regional agencies such as Metropolitan Council of Governments (COG), Metropolitan Washington Airports Authority (MWAA) and Northern Virginia Regional Commission (NVRC).



Planning Services

FY 2009 Major Achievements

- The department held 33 pre-application conferences through the 1st quarter of FY 09 and has 129 total active cases.
- The department is reviewing plan amendments in accordance with Board priorities; eight were completed during FY 08 and one is anticipated to be completed in FY 09.
- There were 2,056 customer requests for assistance at the front counter along with 7,284 phone and email inquiries in FY 08.
- The Historic District Guidelines have been revised and updated for the Board of Supervisors' consideration.
- The Department received an award from the Association for the Preservation of Virginia Antiquities for the "The Loudoun County Historic District Website".



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Planning Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$2,237,560	\$2,590,808	\$2,851,686	\$3,023,000	\$2,892,000
Operations & Maintenance	222,838	218,566	342,685	250,000	251,000
Total Expenditures	\$2,460,398	\$2,809,374	\$3,194,371	\$3,273,000	\$3,143,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$702,387	\$143,108	\$230,273	\$332,000	\$571,000
Charges For Services	2,878	1,676	2,229	4,000	3,000
Recovered Costs	0	460	0	0	0
Federal Categorical Aid	0	10,000	23,400	0	0
Total Revenues	\$705,265	\$155,244	\$255,902	\$336,000	\$574,000
Local Tax Funding	\$1,755,133	\$2,654,130	\$2,938,469	\$2,937,000	\$2,569,000
FTE Summary	28.00	31.00	31.00	31.00	30.00

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for Planning Services includes the reduction of 1.00 FTE and the associated local tax funding of \$78,000. Increases in legislative fees have also reduced local tax funding by \$238,000. The FY 10 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 levels.

Budget History

FY 06 Mid-year: 2.00 FTE were added and 1.00 FTE was converted from a long-term temporary to a full-time position in Application Review & Management in response to an increase in land development caseloads.

FY 09: Adopted revenue amounts reflect the expected level of land development activity.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Planning Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Application Review & Management	\$1,287,707	\$1,483,209	\$1,689,391	\$1,788,000	\$1,736,000
Community Planning	558,587	577,354	638,358	695,000	673,000
Community Information & Outreach	614,104	748,811	866,622	790,000	734,000
Total Expenditures	\$2,460,398	\$2,809,374	\$3,194,371	\$3,273,000	\$3,143,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Application Review & Management	\$539,957	\$119,698	\$185,272	\$260,000	\$494,000
Community Planning	2,466	1,040	872	4,000	3,000
Community Information & Outreach	162,842	34,506	69,758	72,000	77,000
Total Revenues	\$705,265	\$155,244	\$255,902	\$336,000	\$574,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Application Review & Management	\$747,750	\$1,363,511	\$1,504,119	\$1,528,000	\$1,242,000
Community Planning	556,121	576,314	637,486	691,000	670,000
Community Information & Outreach	451,262	714,305	796,864	718,000	657,000
Total Local Tax Funding	\$1,755,133	\$2,654,130	\$2,938,469	\$2,937,000	\$2,569,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Application Review & Management	14.10	17.20	17.50	17.50	16.90
Community Planning	6.90	6.40	6.30	6.30	6.10
Community Information & Outreach	7.00	7.40	7.20	7.20	7.00
Total FTE	28.00	31.00	31.00	31.00	30.00



Planning Services

Application Review & Management

Description

The Application Review and Management (ARM) program ensures that legislative development applications, such as rezonings and special exceptions, are submitted to and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State requirements. The program provides a forum for the public review of land development proposals and provides the Planning Commission and Board of Supervisors with a professional analysis of the implications of each application on County services, existing development, adopted plans, utilities and fiscal resources.

Planners supporting the ARM program oversee development applications through the legislative review process. ARM planners are the community's point of contact for issues arising with each application. Planners ensure the consistent and current interpretation of the Comprehensive Plan and proffer policies in the development review process. Planners conduct meetings, consult with landowners and coordinate discussions between applicants and the various agencies reviewing their proposals. ARM planners distill the review of land use applications into staff reports and committee items and present them to both the Board and Planning Commission. They also maintain and support the department's Land Management Information System (LMIS) databases. Staff assigned to this program supports the Planning Commission by maintaining their schedule and records while providing policy and administrative support. Staff also provides administrative and professional support to the Historic District Review Committee.

Budget Overview

FY 2010 Issues

- The number of pre-application conferences, which serves as a barometer of application activity is expected to reach 106, reflecting a continuous trend of exceeding 100 per year.
- While the number of new cases accepted continues to decline from the FY 05 high of 177 cases, the number of total active cases for the year is expected to remain near 100 as processing continues on existing cases.
- Planners in other divisions occasionally are assigned to manage development applications; however, this is expected to be held to a minimum during FY 10 as the active caseload returns to budgeted workload levels.

FY 2010 Goals

- Continue to process land development applications in accordance with County and State regulations.
- Continue to provide administrative support to the Planning Commission.
- Continue to identify and seek improvements to the development review process including reducing use of paper in report production by using electronic public packets and using the Internet for public file access.
- Provide assistance or management support on non-application related planning assignments.
- Process Certificate of Appropriateness (CAPP) applications in accordance with Historic District Guidelines and County and State Regulations.
- Support the Historic District Review Committee in providing advice to the Planning Commission and the Board of Supervisors on the preservation and protection of County historic resources.
- Review nominations and revisions to the Historic Overlay Districts.
- Ensure resources to maintain professional certifications in light of new continuing education requirements.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Planning Services
Application Review & Management

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,160,954	\$1,394,392	\$1,579,636	\$1,682,000	\$1,629,000
Operations & Maintenance	126,753	88,817	109,755	106,000	107,000
Total Expenditures	\$1,287,707	\$1,483,209	\$1,689,391	\$1,788,000	\$1,736,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$539,545	\$119,062	\$183,915	\$260,000	\$494,000
Charges For Services	412	636	1,357	0	0
Total Revenues	\$539,957	\$119,698	\$185,272	\$260,000	\$494,000
Total Local Tax Funding	\$747,750	\$1,363,511	\$1,504,119	\$1,528,000	\$1,242,000
FTE Summary	14.10	17.20	17.50	17.50	16.90



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Planning Services
Application Review & Management

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure that legislative development applications, such as rezonings and special exceptions, are submitted and reviewed by the Board of Supervisors and the Planning Commission in compliance with County and State Code requirements.				
• Number of active cases	162	99	135	96
• Number of legislative cases accepted	128	98	100	100
• Number of pre-application conferences	125	127	106	106
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	116	84	50	70
• Number of Planning Commission hearings	12	11	14	12
• Number of Planning Commission meetings	25	26	36	36
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	25	30	29	29
• Number of CAPP applications submitted	24	30	30	30
• Number of Historic District Review Committee meetings	12	12	11	12



Planning Services Community Planning

Description

The Community Planning program supports the Board of Supervisors in developing land use and growth management policies by conducting research and analyses, preparing policy options and managing the public process. During the policy development process, staff organizes community meetings, forums and workshops to identify issues, serves as the community's point of contact, advises the Planning Commission and Board on approaches for resolving issues, and provides technical and administrative support. Staff reviews development proposals for consistency with Comprehensive Plan policy. The Community Planning program supports the plan development and amendment process, and determines the need for Commission Permits and compliance with State and Federal environmental regulations such as Environmental Impact Statement (EIS) reviews. Due to the increased legislative caseload and the time required to process current plan amendments, staff resources to review and process newly initiated Comprehensive Plan amendments have been limited.

Budget Overview

FY 2010 Issues

- The Community Planning program will continue to work on policy initiatives in accordance with Board priorities.
- The Community Planning program will continue to manage the public review process for plans and plan amendments previously initiated and/or in queue as prioritized by the Board.

FY 2010 Goals

- Implement area, strategic and amendment planning processes in accordance with Board of Supervisors' priorities.
- Provide planning support to other County divisions and departments, as well as other government agencies to ensure consistency with the Comprehensive Plan.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$499,335	\$555,691	\$609,264	\$627,000	\$605,000
Operations & Maintenance	59,252	21,663	29,094	68,000	68,000
Total Expenditures	\$558,587	\$577,354	\$638,358	\$695,000	\$673,000
Revenues					
Charges For Services	\$2,466	\$1,040	\$872	\$4,000	\$3,000
Total Revenues	\$2,466	\$1,040	\$872	\$4,000	\$3,000
Total Local Tax Funding	\$556,121	\$576,314	\$637,486	\$691,000	\$670,000
FTE Summary	6.90	6.40	6.30	6.30	6.10



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Planning Services
Community Planning

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: To support 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	8	6	7	4
• Number of plans/amendments completed/or action taken	5	3	6	4
• Number of plans/amendments in queue	9	10	8	4
• Number of plans/amendments initiated	3	4	1	3
Objective Involve citizens in the planning process through community meetings, and forums while advocating for the County's policies on regional and local planning matters, and provide consistent and current interpretations of the Comprehensive Plan and proffer policies in the development review process.				
• Number of community outreach programs and opportunities	133	98	100	100



Planning Services

Community Information & Outreach

Description

The Community Information and Outreach (CIO) Program provides front counter and frontline customer service for the entire department. Staff responds to inquiries and requests for information from the general public, applicants, and County officials. Staff develops printed materials and web-based tools to educate the public about land use planning and heritage and environmental resource management. Staff conducts outreach efforts to inform the public on land use policies and planning processes and programs. Staff develops and coordinates community outreach efforts that engage the public on the implementation of community plans and other strategic planning activities. Staff provides technical support to the Board in its service on regional committees including the Metropolitan Washington Airport Authority (MWAA), the Committee on Noise Abatement and Aviation at National and Dulles Airports (CONAANDA), state committees, and committees associated with the Council of Governments (COG). Staff coordinates with other jurisdictions including towns and adjoining counties to implement and ensure consistency with the adopted Comprehensive Plan policy. Staff also provides advice and support to the Board of Supervisors through the County Administrator on environmental issues. Assistance is provided to the Planning Commission in its review of the Capital Needs Assessment and the Capital Improvements Program. Staff coordinates mutual planning issues with the Loudoun Water, Loudoun County Public Schools and other local and internal agencies. Reviews are provided for land development applications in neighboring jurisdictions and on federal projects. CIO works with Loudoun's towns on cooperative planning efforts such as the Loudoun Places Program, Joint Review Committees and jurisdictional issues.

Budget Overview

FY 2010 Issues

- Respond to inquiries, general requests for information, and Freedom of Information Act requests 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 planning and administrative coordination with local and regional agencies will continue to be an important component of the program's work (i.e., Loudoun Water, towns, Loudoun County Public Schools, etc.).
- Anticipated discussion of potential changes to several town and county jurisdictional boundaries will require work on annexation agreements and/or boundary line adjustments.
- Increase efforts to work with property owners in the County's historic districts.

FY 2010 Goals

- Support the implementation of community plans and other strategic planning activities by developing and coordinating community outreach efforts.
- Provide limited planning support to other County departments and divisions, the Loudoun County Public Schools, Loudoun's towns, neighboring jurisdictions, and State and federal agencies to ensure consistency with the Comprehensive Plan.
- Establish and conduct community education strategies related to County land use policies, historic districts, heritage resources, and environmental resource management.
- Promote effective communication with the public through the website and printed materials.
- Assist the general public and clients by responding to inquiries and providing planning information, additional application forms, schedules and other materials.
- Respond to customer service requests in a timely, accurate and efficient manner.
- Provide support on County-wide initiatives in the areas of automation, management, and human resources.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Planning Services
Community Information & Outreach

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$577,271	\$640,725	\$662,786	\$714,000	\$658,000
Operations & Maintenance	36,833	108,086	203,836	76,000	76,000
Total Expenditures	\$614,104	\$748,811	\$866,622	\$790,000	\$734,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$162,842	\$24,046	\$46,358	\$72,000	\$77,000
Recovered Costs	0	460	0	0	0
Federal Categorical Aid	0	10,000	23,400	0	0
Total Revenues	\$162,842	\$34,506	\$69,758	\$72,000	\$77,000
Total Local Tax Funding	\$451,262	\$714,305	\$796,864	\$718,000	\$657,000
FTE Summary	7.00	7.40	7.20	7.20	7.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Planning Services
Community Information & Outreach

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Provide planning and environmental support to other departments, divisions, Loudoun County Public Schools, neighboring jurisdictions, and State and federal agencies to achieve coordinated planning while ensuring consistency with the Comprehensive Plan.				
• Number of planning/implementation support meetings	255	208	250	250
• Participate in regional meetings	20	10	20	10
Objective: Respond to inquiries and provide information to the general public, local and State government agencies, and other clients at the front counter to ensure the accurate flow of information on growth and development activity in the County.				
• Number of front counter customer assistance requests	2,165	2,056	2,200	2,200
• Number of telephone inquiries/comments and email inquiries	7,703	7,284	7,600	8,000
Objective: Conduct community education strategies related to County land use policies, historic districts, heritage resources, and environmental resource management.¹				
• Educational materials produced	n/a	2	6	2
• Meetings attended	n/a	1	12	20
• Number of community outreach and educational meetings	40	8	45	40
• Training sessions conducted	n/a	2	12	12
Objective: Develop and coordinate community outreach efforts that engage the public on the implementation of community plans and other strategic planning efforts.²				
• Project documents	n/a	n/a	3	3
• Project Team meetings	n/a	n/a	109	109
• Public/stakeholder meetings	n/a	n/a	23	23

¹ Approximately 0.30 FTE of division resources are associated with participation in regional meetings/activities with organizations such as the Metropolitan Washington Council of Governments, Northern Virginia Regional Commission, Metropolitan Washington Airport Authority and the Committee on Noise Abatement and Aviation at National and Dulles Airports, and associated committees and task forces.

² This is a new measure for FY 09; prior year history is not available.



NOTES



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 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 02 as a separate agency, incorporating former components of the departments of Planning and General Services. Transportation Services handles matters relating to the County's intermodal transportation system, including transit and road development, pedestrian and bicycle accommodations, traffic improvement implementation and County transit and commuter services planning and management. Staff represents the County in regional and local transportation matters, and serves as the referral agency on transportation-related land development applications.

Budget Overview

FY 2010 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.
- Transportation Services must respond to concerns raised by communities affected by construction of or improvements to transportation facilities.
- The current economic climate has made monies for transportation projects scarcer. Transportation Services is continuously seeking funding for County road and transit projects from federal sources, state sources, local bonds and proffers.

FY 2010 Major Goals

- 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 the Virginia Department of Transportation and the Department of Rail and Public Transportation, the development community, Homeowner Associations (HOAs), educational and health organizations, and businesses on innovative solutions and partnerships to further needed highway and transit projects.
- Increase resident awareness of transportation issues and potential solutions through communication and educational opportunities.
- Monitor the implementation of the State's 2008 transportation plan.
- Complete construction and open the first County-owned Park-and-Ride in Leesburg (691 spaces) for the residents of Loudoun County.
- Develop a plan to expand capacity and provide permanent Park-and-Ride lot facilities to serve western, central and southern areas of the County.
- Present the Countywide Transportation Plan, inclusive of the Countywide Transit Plan, for consideration and adoption by the Planning Commission and the Board of Supervisors.
- Develop an action and funding plan for a Commuter Bus maintenance and storage facility on County-owned property purchased in FY 08.

FY 2009 Major Achievements

- Completed and presented the Draft 2008 Countywide Transportation Plan document was to the Planning Commission for consideration.
- Continued work with the Transit Plan Advisory Committee and consultant on development of the Countywide Transit Plan.
- Completed the conceptual design for an interchange at the intersection of Routes 50 and 606.
- Issued Requests for Proposals and awarded conceptual design contracts for the intersection of Routes 7 and 659 project and the intersection of Routes 7 and 690 project.
- Completed the Route 15 Lucketts Safety Improvements Project Preliminary Field Inspection and the Route 7 Traffic Operations project design.
- 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.
- Implemented a plan to accommodate the rapidly increasing demand on commuter bus service.



Transportation Services

- Obtained state capital funding to purchase three additional commuter coaches.
- Acquired, completed improvements and commenced bus operations from the Ashburn North Park-and-Ride Lot.
- Acquired and designed the Park-and-Ride Lot at Scott Jenkins Memorial Park to serve commuters from western Loudoun County.
- Developed the scope of an RFP for a state funded routing and scheduling software package for commuter bus service in collaboration with a state consultant.
- Completed the planning and implementation of the all-day Metrorail connecting service from the Lansdowne area to West Falls Church, a public-private venture funded by a federal grant combined with subsidies from the Howard Hughes Medical Institute and George Washington University, and operated by Virginia Regional Transit.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Transportation Services

Departmental Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$1,167,832	\$1,481,002	\$1,715,203	\$1,875,000	\$1,747,000
Operations & Maintenance	4,212,033	5,595,468	6,702,667	6,487,000	6,977,000
Transfer To General D/S Fund	443,610	433,610	433,610	899,000	863,000
Total Expenditures	\$5,823,475	\$7,510,080	\$8,851,480	\$9,261,000	\$9,587,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$186,050	\$16,246	\$45,458	\$72,000	\$154,000
Charges For Services	2,273,040	2,971,356	3,732,616	3,801,000	3,801,000
Miscellaneous Revenue	14,506	34,000	34,000	34,000	34,000
State Categorical Aid	1,133,420	1,063,410	1,302,708	1,043,000	1,043,000
Federal Categorical Aid	66,400	82,596	106,326	227,000	227,000
Other Financing Sources	688,500	1,469,386	1,656,479	2,576,000	3,045,000
Total Revenues	\$4,361,916	\$5,636,994	\$6,877,587	\$7,752,000	\$8,304,000
Local Tax Funding	\$1,461,559	\$1,873,086	\$1,973,893	\$1,509,000	\$1,283,000
FTE Summary	15.00	18.00	18.77	18.77	16.77

FY 2010 Board Action

The FY 10 Adopted Fiscal Plan for The Office of Transportation Services includes reductions of 2.00 FTEs, with an associated decrease in local tax funding of \$87,000. The FY 10 Fiscal Plan has no compensation increases for employees and eliminates the County's deferred compensation match; health insurance premiums have been held at FY 09 level.

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

Budget History

FY 06 Mid-Year: The Board of Supervisors added 2.00 FTEs, a transportation planner to review land development applications and a grant-funded employer outreach specialist.

FY 07: The Board of Supervisors added 1.00 FTE for a transportation engineer to manage preliminary engineering of CIP transportation projects, including local road and bond projects.

FY 07 Mid-Year: The Board of Supervisors added 0.77 FTE for a highways and transportation planning manager.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Transportation Services

Expenditures by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Transit & Commuter Services	\$4,666,067	\$5,794,021	\$7,411,178	\$7,689,000	\$8,150,000
Highways/Transportation	1,157,408	1,716,059	1,440,302	1,572,000	1,437,000
Total Expenditures	\$5,823,475	\$7,510,080	\$8,851,480	\$9,261,000	\$9,587,000
Revenues by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Transit & Commuter Services	\$4,174,066	\$5,560,688	\$6,832,129	\$7,680,000	\$8,150,000
Highways/Transportation	187,850	76,306	45,458	72,000	154,000
Total Revenues	\$4,361,916	\$5,636,994	\$6,877,587	\$7,752,000	\$8,304,000
Local Tax Funding by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Transit & Commuter Services	\$492,001	\$233,333	\$579,049	\$9,000	\$0
Highways/Transportation	969,558	1,639,753	1,394,844	1,500,000	1,283,000
Total Local Tax Funding	\$1,461,559	\$1,873,086	\$1,973,893	\$1,509,000	\$1,283,000
Staffing Summary by Program	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Transit & Commuter Services	4.50	5.00	5.00	5.00	5.00
Highways/Transportation	10.50	13.00	13.77	13.77	11.77
Total FTE	15.00	18.00	18.77	18.77	16.77



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Transportation Services Transit & Commuter Services

Description

Transit and Commuter Services oversees public transportation planning in the County, manages the County's commuter bus program, and encourages the single 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 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 2010 Issues

- Increased regional road congestion 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.

FY 2010 Goals

- Complete a Countywide Transit Plan that details a twenty-year operational and financial plan.
- Acquire a route and scheduling software package with state capital funding.
- Work within the land development application process to acquire and/or develop transit infrastructure, such as Park-and-Ride lots and bus shelters.
- Establish a Transportation Demand Management (TDM) menu of options in the land development process.
- Continue outreach efforts with Loudoun County employers to encourage results-oriented TDM programs at employment sites.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$366,468	\$416,527	\$435,217	\$447,000	\$449,000
Operations & Maintenance	3,855,989	4,943,884	6,542,351	6,343,000	6,838,000
Transfer To General D/S Fund	443,610	433,610	433,610	899,000	863,000
Total Expenditures	\$4,666,067	\$5,794,021	\$7,411,178	\$7,689,000	\$8,150,000
Revenues					
Charges For Services	\$2,273,040	\$2,971,296	\$3,732,616	\$3,801,000	\$3,801,000
Miscellaneous Revenue	14,506	34,000	34,000	34,000	34,000
State Categorical Aid	1,131,620	1,063,410	1,302,708	1,043,000	1,043,000
Federal Categorical Aid	66,400	82,596	106,326	227,000	227,000
Other Financing Sources	688,500	1,409,386	1,656,479	2,576,000	3,045,000
Total Revenues	\$4,174,066	\$5,560,688	\$6,832,129	\$7,680,000	\$8,150,000
Total Local Tax Funding	\$492,001	\$233,333	\$579,049	\$9,000	\$0
FTE Summary	4.50	5.00	5.00	5.00	5.00



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Utilize available state funding to acquire additional commuter coaches in accordance with the multi-year service plan.				
• Amount of total funding required	\$898,934	\$990,322	\$1,549,500	\$3,500,000
• Number of buses acquired	2	2	3	7
• Percentage State funding acquired	24.80%	77.00%	60.00%	60.00%
• State funding acquired	\$223,300	\$738,083	\$929,700	\$2,100,000
Objective: Achieve annual increases in commuter bus ridership, rideshare database participants and employer outreach participants.				
• Annual bus ridership	652,347	777,273	750,000	1,050,000
• Number of employer outreach participants	95	97	110	115
• Number of single occupancy vehicle miles saved by Commuter Bus service	21,867,046	6,257,149	25,704,319	32,692,560
• Number of tons of airborne particulate matter reduced by Commuter Bus service	22.13	22.30	25.95	33.02
Objective: Maintain a high level of customer service and communication by responding to telephone calls and email within 24 hours, preparing mailings as requested (directing customers to department website when possible), and participating in transportation fairs.				
• Number of email inquiries	6,658	8,026	7,000	7,700
• Number of informational packets mailed to citizens	867	1,021	500	500
• Number of telephone inquiries	7,522	7,836	7,000	7,500
• Number of transportation fairs staffed	12	19	20	25



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Transportation Services
Transit & Commuter Services

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Ensure an adequate number of Park-and-Ride Lots and spaces to serve Loudoun County through leases, donations, proffers, and/or purchase by the County government.				
• Number of Park-and-Ride Lots acquired	1	1	2	3
• Number of Park-and-Ride Lots in the Ashburn planning district	5	7	8	9
• Number of Park-and-Ride Lots in the Dulles planning district	1	1	1	2
• Number of Park-and-Ride Lots in the Leesburg planning district	2	2	2	2
• Number of Park-and-Ride Lots in the Potomac planning district	4	4	4	4
• Number of Park-and-Ride Lots in the Route 7 West planning district	2	2	2	3
• Number of Park-and-Ride Lots in the Sterling planning district	2	2	2	2
• Number of parking spaces available	2,075	1,556	2,700	3,400



Transportation Services

Highways/Transportation Planning/Administration

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 state feasibility studies and plays a role in project review, traffic analyses and interchange designs for projects along major corridors, such as Routes 7, 15, 28 and 50, as well as other roads throughout the County.

Budget Overview

FY 2010 Issues

- The Highways and Transportation Planning division faces an increasing demand for transportation mobility despite a continued and increasing shortfall in state funding.
- Safety on roads with a high level of vehicular traffic needs to be improved for quality of life.
- The division staff will continue to provide oversight for the design and construction of transportation projects in coordination with other County departments in accordance with the 2006 Loudoun County Road Bond referendum.

FY 2010 Goals

- Facilitate the incorporation of alternative modes into the transportation network.
- Respond to developer-initiated requests in a timely and efficient manner while adhering to Countywide Transportation Plan requirements.
- Develop context-sensitive transportation improvements that address quality of life and safety issues, while still meeting the requirements to accommodate high traffic volumes on the existing road network.
- Maximize available funding sources to ensure the completion of needed improvements.

Program Financial Summary	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Personnel	\$801,364	\$1,064,475	\$1,279,986	\$1,428,000	\$1,298,000
Operations & Maintenance	356,044	651,584	160,316	144,000	139,000
Total Expenditures	\$1,157,408	\$1,716,059	\$1,440,302	\$1,572,000	\$1,437,000
Revenues					
Permits Privilege Fees & Reg Licenses	\$186,050	\$16,246	\$45,458	\$72,000	\$154,000
Charges For Services	0	60	0	0	0
State Categorical Aid	1,800	0	0	0	0
Other Financing Sources	0	60,000	0	0	0
Total Revenues	\$187,850	\$76,306	\$45,458	\$72,000	\$154,000
Total Local Tax Funding	\$969,558	\$1,639,753	\$1,394,844	\$1,500,000	\$1,283,000
FTE Summary	10.50	13.00	13.77	13.77	11.77



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Transportation Services

Highways/Transportation Planning/Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Deliver accurately and timely all required Board items.				
• Number of Board Items (including committee, regular business meeting, public hearing, etc.) completed	64	60	55	60
• Percentage of reviews completed and delivered within required deadline	100%	100%	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.				
• Number of legislative applications	n/a	n/a	102	102
• Number of ministerial applications	n/a	n/a	94	100
Objective: Respond to residents' transportation safety concerns such as traffic calming, signage, road maintenance, planned road network, and residential and commercial parking issues through coordination with VDOT, Department of Building and Development, HOAs, developers and others.				
• County traffic signal projects monitored	7	0	8	8
• Developer traffic signals monitored	25	28	20	20
• Developer-initiated warrant studies monitored	20	11	12	12
• Number of County traffic signal project contracts administered	12	11	15	15
• Number of project-related community information sessions	2	2	5	5
• Number of transportation issues addressed by OTS, including those requiring comments and/or approval from other agencies	n/a	96	80	80
• Number of transportation issues raised by County residents and businesses	n/a	78	85	85
• Number of transportation issues, including traffic signals, presented to the Board of Supervisors for action	n/a	14	11	11
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	126	280	150	150
• Number of telephone inquiries on highway issues	1,057	651	950	950
• Number of walk-in requests for assistance	361	264	400	400
• Percentage of inquiries responded to by the end of the business day received	100%	100%	100%	50%



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Transportation Services
Highways/Transportation Planning/Administration

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Objective: Perform oversight and management of preliminary engineering of County and VDOT administered road projects.				
• Number of projects	10	19	25	20
• Percentage of projects completed on schedule and within budget	90%	80%	75%	60%
Objective: Perform analysis of transportation-related impacts of proposed General Assembly legislation within timeframe requested by the County liaison to the General Assembly.				
• Number of reviews of State legislative items requested by the General Assembly liaison	237	24	150	25
• Percentage of legislative items reviewed	100%	100%	100%	100%
Objective: Obtain funds from sources including the Congestion Mitigation and Air Quality Improvement program (CMAQ) and the Regional Surface Transportation program (RSTP) for local transportation and infrastructure projects.				
• Amount of CMAQ/RSTP funding available	\$67,140,000	\$65,860,000	\$64,000,000	\$64,000,000
• Amount of CMAQ/RSTP funding distributed to County	\$8,340,000	\$8,400,000	\$7,000,000	\$7,000,000



NOTES



Miscellaneous

MISCELLANEOUS SUMMARY

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Non-Departmental	Page 6 – 1
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**Loudoun County Government
FY 2010 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.

Major Expenditures and Transfers	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Annual Leave Payoff (Termination) ¹	\$ 498,612	\$ 518,128	\$ 628,641	\$ 370,000	\$ 600,000
Exceptional Achievement Awards ¹	307,400	235,799	169,566	500,000	250,000
Personnel Vacancy Savings ¹	(11,284,570)	(10,806,674)	(11,199,846)	(12,235,000)	(10,500,000)
Retiree Health Insurance ²	910,703	1,085,478	1,296,027	2,000,000	2,000,000
Tax relief - Elderly and Handicapped ³	4,822,176	4,877,934	6,071,909	6,800,000	7,700,000
Training and Professional Development ¹	131,844	115,272	80,915	100,000	288,000
Interest Expense	82,047	109,665	125,606	250,000	250,000
Computer Hardware and Software ⁴	766,900	1,721,500	1,949,084	1,312,000	700,000
Contingency for Litigation ⁵	271,010	630,502	1,324,886	1,500,000	1,500,000
Contingency for Fuel Increases	0	0	0	500,000	0
Contingency for On-site Septic Systems	0	0	0	100,000	100,000
Transfer to Self-Insurance Fund	1,400,000	1,500,000	2,000,000	2,300,000	2,500,000
Deferred Compensation Match	0	0	0	0	(1,500,000)

DESCRIPTION OF MAJOR EXPENDITURES AND TRANSFERS

Annual Leave Payoff (Termination). Payout of annual leave balances upon employees' departure from employment is included in the Non-Departmental budget and allocated to departments' personnel budgets as needed. The Adopted FY 10 Fiscal Plan increases this allowance due to the reductions in force.

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 values and rewards its employees. The FY 10 Adopted Fiscal Plan reduces this by 50%.

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 10 Adopted Fiscal Plan includes the vacancy savings estimate of \$10,500,000 in response to current and anticipated trends. Certain approved, vacant, and frozen positions have been removed from the department where previously assigned, and are being held in the Human Resources Division until reassignment is made. Currently there are six such positions for which no funds are budgeted.

Retiree Health Insurance. Beginning in FY 08, expenditures associated with the cost of County retiree health insurance coverage are budgeted in the Non-Departmental Expenditures budget. These expenses were previously budgeted in the Department of Management and Financial Services. Expenditures in this category have grown in concert with increased health insurance costs and the growing population of County retirees.

Compensation. The FY 10 Adopted Fiscal Plan does not include a recommended workforce compensation increase, and eliminates the County's 457 retirement account match (\$520 per participating employee). It is anticipated the County will remain competitive with neighboring jurisdictions (Arlington, Fairfax, Prince William Counties and the City of Alexandria), as most

¹ Expenditures in the annual leave payoff, exceptional achievement award, personnel vacancy savings and training & professional development categories are incurred in each agency's budget. Prior year actuals are shown for illustrative purposes only.

² Retiree health insurance expenditures were included in Management & Financial Services' budget prior to FY 08. Prior year actuals are shown for illustrative purposes only.

³ FY 09 and FY 10 figures are estimates incorporated into the budget forecast for real property tax revenue.

⁴ 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.

⁵ Funding from the Litigation Contingency is allocated to the Office of the County Attorney as needed, subject to Board approval. Prior year information consists of the total amount transferred each year.



Loudoun County Government FY 2010 Adopted Fiscal Plan

comparators are not recommending a compensation increase in their FY 10 fiscal plans. The Consumer Price Index for the Baltimore-Washington region as of September 2008 totaled 5.5%. Federal Government employees located in the region received a 4.78% average pay increase in January 2009. The State of Virginia did not grant an increase in December 2008.

Training and Professional Development. The Board eliminated \$300,000 in discretionary travel and professional development from department budgets during the FY 05 budget process and established a centrally managed resource to be managed by the County Administrator. The FY 10 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.

Computer Hardware and Software. Scheduled replacement of computer hardware and software is included in the Non-Departmental Expenditures budget and managed centrally by the Department of Information Technology. The County historically planned for personal computer replacement on a five-year cycle and accelerated the schedule to a four-year cycle beginning in FY 07, which is more reflective of current life cycle expectations. The FY 10 Adopted Fiscal Plan returns the replacement cycle to its historic five-year span due to funding constraints, and includes funding for replacement of public safety laptops and the overall transition toward laptops as part of the County's telework initiative. In FY 09, this replacement allowance is included in the Computer System Replacement Fund, a subfund of the County Capital Asset Preservation Program.

Contingencies. The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in the Non-Departmental Expenditures budget. The FY 10 Adopted Fiscal Plan continues the established practice of budgeting a litigation contingency and provides \$1.5 million for potential litigation expenses. The adopted fiscal plan also includes \$100,000 for an on-site sewer contingency for the initiation of a sewer inspection program. Funding from the contingencies is allocated as needed, subject to Board approval.

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.

Deferred Compensation Match. Loudoun County offers all regular employees and full-time, long-term temporary employees the option of participating in the Deferred Compensation Plan. Employees can contribute a portion of his/her salary, via payroll deduction and on a tax-deferred basis. Currently, the County matches employee contributions, dollar for dollar, up to a maximum of \$20 per pay period. The FY 10 Adopted Fiscal Plan eliminates the County match to employee contributions to deferred compensation plans.



Glossary

GLOSSARY
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GLOSSARY OF TERMS

501(c)3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adjusted Gross Income	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Annual Budget	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the county government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assess	To place a value on property for tax purposes.
Assessed Valuation	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
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.
Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.



GLOSSARY OF TERMS

Bond	A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.
Bond Rating	The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.
BPOL	Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.
Budget	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.
Budget Calendar	Schedule of key dates which a government follows in the preparation and adoption of the budget.
Capital Asset Replacement Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
Capital 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 year which may be used to make payments in the current fiscal year. This is also referred to as the beginning fund balance.
CDBG	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.
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.



GLOSSARY OF TERMS

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	Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.
Department	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Division	Major organizational subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
Enhancement	"Enhancement" is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.
Enterprise Funds	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
Equalization	An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.



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Expenditures	Decreases in net financial resources not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fire/Emergency Services Tax District	A special revenue fund established by the Board of Supervisors in 2007 to provide a dedicated funding mechanism for career and volunteer fire and rescue operations in Loudoun County. The Fire/EMS District is primarily funded by a separate tax rate on real property.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.



GLOSSARY OF TERMS

General Plan	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
Goals	A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions (e.g., "minimize unemployment among disadvantaged youth").
Grant	A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.
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.
Levy	The imposition of taxes for the support of government activities.
Liabilities	Obligations incurred in past or current transactions requiring present or future settlement.
Liquidity	Funds consisting, or capable, of ready conversion into cash.
Local Gasoline Tax	This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from 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.



GLOSSARY OF TERMS

Modified Accrual Basis of Accounting	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
Non-Revenue Receipt	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
Object Classification	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
Objective	A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
Overmatch	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
Parcel Mapping	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
Pay-As-You-Go	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
Pay-For-Performance	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Performance Measures	Data collected to assess a program's progress toward achieving established objectives and goals.
Personal Property	A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.
Policy	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
Private Contributions/Donations	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.



GLOSSARY OF TERMS

Proffer	An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.
Property Tax Rate	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
Proposed Fiscal Plan	A plan of financial operations submitted by the County Administrator to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management. The document is commonly referred to as the proposed budget.
Proprietary Fund Types	Funds that account for County activities which are similar to private sector businesses. These funds measure net income, financial position and changes in financial position.
Prorate Tax System	A system in which taxes are assessed proportionally during the year.
Public Service Property	Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
Referendum	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
Regional Organization	Organizations to which the County is either a member or contributes as a funding source.
Resolution	A formal expression of opinion will, or intent voted by an official body or assembled group.
Revenue	An increase in assets or financial resources. Revenue types are from local sources, from the Commonwealth of Virginia, the Federal Government, and from Non-Revenue Receipts (other Financing Sources).
Revolving Loan Fund	A fund established by the Board of Supervisors for County Government, School, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.
Rollback taxes	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
Short-Term Debt	Debt with a maturity of less than one year after the date of issuance.
Special District	An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are the Fire/EMS Tax District, the Route 28 Special Improvement District and the Dulles Industrial Park Waster and Sewer District.



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Special Revenue Funds	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
State Compensation Board	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
Task Force	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
Tax Base	The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.



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

- *All County Government Departments, with particular thanks to County Administration, Capital Construction, 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, 2008. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan and as a communication device.

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



LOUDOUN COUNTY MISSION

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

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



MAP OF LOUDOUN COUNTY





HISTORY OF LOUDOUN COUNTY

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

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

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

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

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

Today, Loudoun County is a growing, dynamic County of more than 285,000 people. Loudoun is known for its beautiful scenery, rich history, comfortable neighborhoods, and high quality public services.

COUNTY PROFILE

Loudoun County is located 25 miles west of Washington, DC, in the Washington Metropolitan Area. Since the construction of the Dulles International Airport, new business and residential development have dominated the County's historically agricultural economy. Loudoun County's population nearly doubled in the 1990s; since 2000, Loudoun County has been the fifth fastest growing county in the United States. The County's economy continues to grow, and is responsible for a considerable share of northern Virginia's job growth during the past few years. Several major companies in the telecommunications, information and airline industries are located in the County. Known for its outstanding public school system, the County provides a mix of suburban and rural living to its residents.

County Population*	288,556	Land Area (square miles)	520
Adjusted Gross Income****	\$116,861	Unemployment Rate***	2.8%
Median Household Income**	\$107,207	Total Employment*	158,819
Public School Enrollment*	59,490	New Commercial Permits***	5,177,989 sf.
Cost Per Pupil*	\$12,565	New Residential Permits***	2,391 units
County & School Employees*	12,413	Office/Industrial Vacancy Rate***	15.7%

* Forecast FY 10

**Calendar Year 2007

***Calendar Year 2008

****Calendar Year 2006

TOP 10 REAL PROPERTY TAX PAYERS (2009 VALUE)

	% of Tax Base
America Online/Time Warner	0.61%
Verizon Business (formerly MCI WorldCom)	0.57%
Dulles Town Center Mall, LLC	0.52%
Virginia Electric & Power Company	0.43%
Toll Road Investors Partnership II, LP	0.38%
VISA USA, Inc.	0.37%
Smith, Verlin W et al. Trustees	0.28%
Verizon Virginia, Inc.	0.23%
Brambleton Group, LLC	0.22%
Chelsea GCA Realty Partnership, LP	0.22%

TOP 10 EMPLOYERS (SECOND QUARTER 2008)

	# of Employees
Loudoun County Public Schools	5,000+
America Online/Time Warner	1,000-4,999
Loudoun County	1,000-4,999
Inova Loudoun Hospital	1,000-4,999
M.C. Dean, Inc.	1,000-4,999
Orbital Sciences Corporation	1,000-4,999
United Air Lines, Inc.	1,000-4,999
US Airways Express	1,000-4,999
U.S. Postal Service	1,000-4,999
Verizon Business	1,000-4,999

PROJECTED FY 10 MAJOR OPERATING INDICATORS

FUNCTION	INDICATOR
GENERAL GOVERNMENT ADMINISTRATION	
<i>County's bond ratings</i>	
Moody's	Aaa
Standard and Poor's	AAA
Fitch	AAA
Energy cost per square foot of owned space	\$ 2.85
Major computer availability	99.95%
JUDICIAL ADMINISTRATION	
Number of Deed book recording	400,000
PUBLIC SAFETY	
<i>Sheriff's Office</i>	
Average response time for emergency calls	9:00 min
Average response time for non-emergency calls	11:15 min
<i>Fire and Rescue Services</i>	
Number of emergency medical incidents responded	17,763
HEALTH AND WELFARE	
Number of senior meals provided	114,000
Number of age appropriate vaccinations provided	11,045
Number of Loudoun residents in the Medical Reserve Corps	950
PARKS, RECREATION, AND CULTURE	
Annual park visits	850,000
Number of adults participating in adult sports leagues	10,000
Number of children participating in youth sports	91,000
COMMUNITY DEVELOPMENT	
Number of plans submitted for review	9,500
Square feet of commercial and industrial permits	2,000,000
Number of subdivision applications submitted	300
EDUCATION (LOUDOUN COUNTY PUBLIC SCHOOLS)	
Per Pupil Expenditures	\$ 12,565



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Capital Improvement Program

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Capital Improvement Program

Purpose of the Capital Improvement Program

An effective capital improvement program promotes measured planning of a municipality's future capital facilities needs and identifies the optimal approach to meet those needs. 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 Board adoption of a six-year Capital Improvement Program (CIP). The adopted CIP is reviewed in the second year of the biennium, and amended as necessary to reflect changing circumstances and priorities. Typically, only projects that have been identified in the CNA are included in the CIP.

As a planning and development tool, the CIP ensures that capital improvements are coordinated and well-timed to maximize County financial resources and minimize short-term solutions. As a financial plan, the CIP facilitates land acquisition, major 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 operating budget in subsequent years. In summary, the CIP provides a six-year forecast of General Government and Loudoun County 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. The CIP, in conjunction with agency service plans, the Fiscal Impact Model, the Capital Needs Assessment, and the General Plan, develops and tracks the County's capital inventory for current and future fiscal years. This process attempts to address and plan for projected capital expenditure needs associated with new development. This section provides detailed information on the County's Capital Improvement Program for Fiscal Years 2009-2014.

The CIP Process

Similar to the CNA, the CIP is developed and adopted biennially, with the six-year period moving out two years every other fiscal year. FY 09 is the first year of the biennium, with FY 07-08 no longer included and FY 13-14 added. In FY 10, the CIP will encompass FY 09-14, with FY 09 reflecting prior appropriations, FY 10 adopted appropriations, and the FY 11-14 planning years showing projects for future appropriations. At its July 3, 2007 business meeting, the Board of Supervisors unanimously adopted the Revised FY 2009 - FY 2018 Capital Needs Assessment, with amendments that inform the development of the Capital Improvement Program.

The annual CIP process begins approximately 10 months before the Board of Supervisors adopts the annual County budget. County departments submit proposed CIP requests, which include project scope, justification, cost estimates and discussion of alternatives to the Office of Capital Construction in consultation with the Department of Management and Financial Services. 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 final review. The County Administrator forwards the recommended CIP to the Board of Supervisors in February with his proposed fiscal plan. A parallel process of CIP project development occurs within the School System, with review and approval of a proposed CIP 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 year. Funding decisions on the CIP are made in conjunction with decisions regarding the County's operating budget in March/April of each calendar year. Final authority to spend public funds for purposes specified in the County operating and capital budgets is accomplished through the adoption of an appropriations resolution by the Board of Supervisors.

Understanding the CIP

The FY 09-14 Capital Improvement Program is summarized in the *Capital Improvement Program Summary* table in this section of the budget document, along with a summary appropriation and financing table for both the County and School project sections. The IRS-required *Notice of Intent* regarding financing and an update on *Previously Authorized Projects* is also included in this section.

Capital projects are described in detail in the County and School project sections of this document. Summary appropriation and financing schedules for each functional area precede individual project pages which provide specifics on each capital project,



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

including funding and expenditures for each year of the six-year period, and any prior year allocations made by the Board. The prior allocation column includes funding approved by the Board of Supervisors through FY 08 for projects included in the adopted CIP. The final column of each project page represents future fiscal years (FFY), reflecting project estimates beyond the six-year period. Estimated operations and maintenance costs have been included on most detailed project pages to illustrate their full impact. Land acquisition costs, design, construction and equipment procurement expenses, and operations and maintenance expenses for both County and School facilities have been held constant for FY 10 – FY 11 and adjusted by 5.0% annually to account for market inflation for the FY 12 – FY 14 planning period.

Project operating and maintenance 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 period.

School facility operating costs are based on the School Board FY 10 adopted budget. 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 purposes of the capital plan the County calculates per-pupil costs using the School Board-adopted total operating budget for the School System, including the cost of capital bus leases. The County's per-pupil cost, based upon that methodology and the adopted fiscal plan, is \$12,565 in FY 10.

Capital Improvement Program Summary

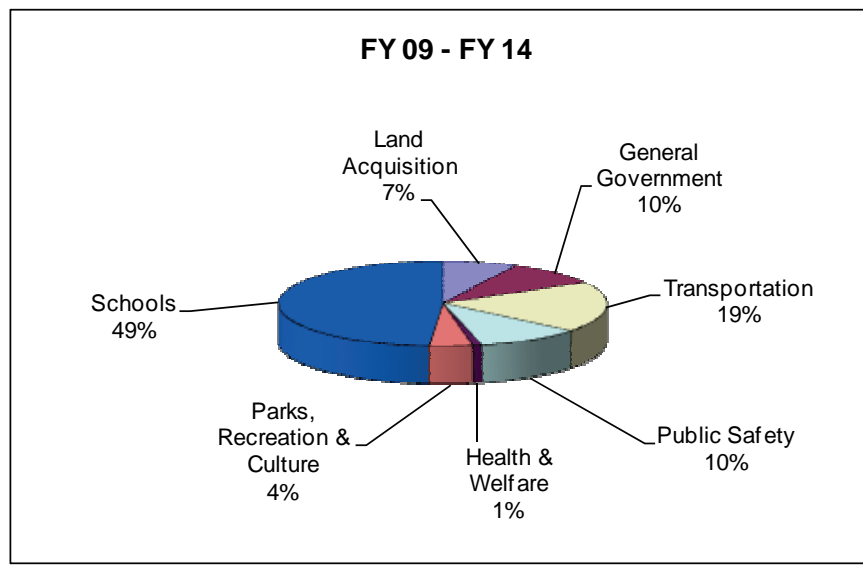


Figure 7 - 1. Adopted FY 09-14 Capital Improvement Program

The *Capital Improvement Program Summary* summarizes the FY 09-14 Capital Improvement Program for the General County Government and School System by functional area and funding source. The *Capital Improvement Program Summary* table also illustrates prior and future capital expenditures for projects included in the FY 09-14 Capital Improvement Program. The amount of expenditures for the six-year CIP totals \$1.4 billion. Schools construction and renovation remains a significant spending category at \$664.7 million. The six-year plan also includes \$69.3 million in planned school site acquisitions. School expenditures total \$734 million or 52.4% of the planned capital expenditures over the six-year planning period.

The remaining capital project expenditures consist of General Government projects, which include three major projects during the six-year planning period: Dulles Corridor Rapid Transit (\$240 million), the Government Administrative Center Phase I (\$71 million) and the Courts Complex – Phase III (\$28.5 million). These three projects total \$339.5 million, representing 24.2% of the FY 09-14 capital budget. The remaining capital project expenditures planned in the FY 09-14 CIP total \$291.4 million, and generally address service demands due to the County's increasing population.



Loudoun County Government FY 2010 Adopted Fiscal Plan

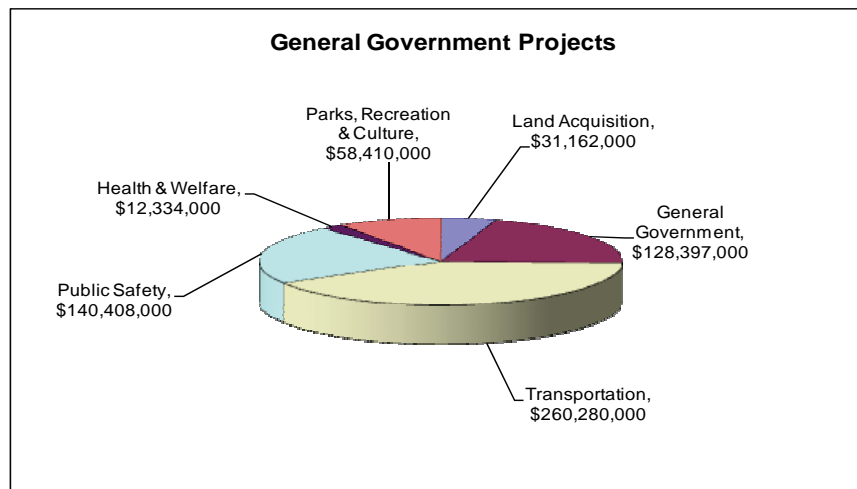


Figure 7 - 2. FY 09 - 14 Adopted Capital Improvement Program
Year 1 and Year 2 (FY 09-FY10) Only

Year 1 of the Adopted CIP (FY 09) was funded at \$239.7 million, which included \$112.7 million for public schools (including land acquisition), \$40 million for Dulles Corridor Rapid Transit, \$35.3 million for Public Safety facilities, and \$58.2 million for General Government projects.

Year 2 of the Adopted CIP (FY10) is to be funded at \$57.9 million representing a 75% reduction in capital fund expenditures from the previous FY 10 planning budget in the Adopted CIP (FY 09). The reductions reflect the changing financial conditions the County is encountering in its general fund revenue forecasts. The capital plan has been adjusted accordingly. The Loudoun County School Board did not recommend any school capital projects be funded in FY 10 due to the potential impacts to the operating budget in the FY 10 – FY 11 planning years. The General Government Projects proposed have minimal or no operating budget impacts and are mostly investment in the County's infrastructure.

County Capital Projects. The County Capital Program consists of 53 projects totaling \$701.3 million, and includes land acquisition costs for both the County and the Schools. The County CIP consists of two major expenditure categories: Transportation and Public Safety projects totaling \$400.6 million or 57% of the six-year capital expenditures.

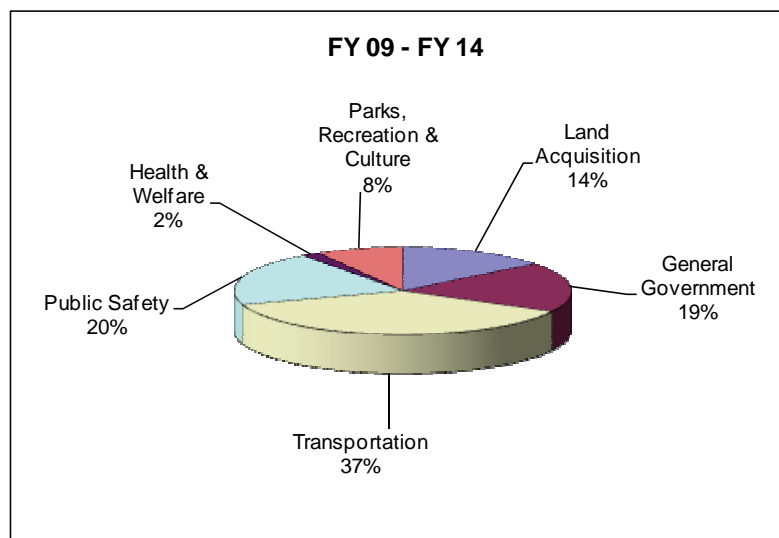


Figure 7 - 3. County Capital Projects FY 09-14 CIP by Functional Area

Land Acquisition. Historically, land acquisition for capital projects has been primarily dependent upon the ready availability of proffered sites. When proffered sites are not available, land purchases become a necessary feature of the CIP. The Land Acquisition functional area includes land acquisition funding for both the County and Schools during the six-year planning



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period. The co-location of County and School capital facilities remains a guiding policy for the Board of Supervisors in its land acquisition program. A total of \$100.4 million is included in the Proposed FY 09-14 Capital Plan for site acquisitions. A combination of CIP fund balance, lease/purchase, local tax funding, proffers and State Grant funding is used to acquire land sites. The land acquisition schedule will be re-evaluated in FY 10 pending the Board of Supervisors review of the Capital Facility Standards, the Land Matrix Team developing a strategic land acquisition plan, and the Loudoun County Public Schools adjustment of attendance boundaries.

General Government. The General Government functional area includes nine projects during the six-year planning period. The County Administrator and the Office of Capital Construction and Solid Waste Management provide project management direction for these facilities. The General Government projects that are part of the proposed CIP are:

• Capital Project Management	\$ 26.5 million
• Government Administrative Center – Phase I	\$ 71.0 million
• Storm Water Management	\$ 14.2 million
• Woods Road Landfill Site Development	\$ 1.8 million
• Woods Road Landfill Leachate Transmission	\$ 1.2 million
• Woods Road Landfill Cell 1A Construction	\$ 7.2 million
• Woods Road Landfill Sequence III Closure	\$ 2.2 million
• Woods Road Landfill Sequence IV Closure	\$ 5.1 million
• Woods Road Landfill Maintenance Shop	\$ 25,000

Capital Project Management and Solid Waste Management. Capital Project Management is provided by several County departments. The Office of Capital Construction and Solid 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, the Department of Management and Financial Services, and the Department of Building and Development provide technical reviews and determinations to insure that projects advance appropriately. These positions are supported by local tax funding in the Capital Projects Fund and are included in their departments' respective operating budget. Additional information on the Office of Capital Construction and Solid Waste Management, as well as the Office of the County Attorney, the Department of Management and Financial Services, and the Department of Building and Development may be found in the operating budget section of this document.

Government Administrative Center – Phase I. The Capital Improvement Program has included funding for future government administrative space since FY 01, with the objective of reducing leased facilities by consolidating County offices into owned space. This project envisions a government campus which will include office, customer service, program, public meeting, conference, information technology and building support space, along with the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles. Phase I is proposed to start in FY 12, pending direction by the Board of Supervisors on the development schedule for the Government Administrative Center.

Storm Water Management. This project funds the County storm water management program to meet the Environmental Protection Agency's Phase II stormwater discharge permit requirements, which stipulate the repair, maintenance, and restoration of County-owned stormwater infrastructure.

Solid Waste Management. These projects continue the Solid Waste Management Plan's scheduled cell development and closure activities at the Woods Road Landfill. Work on the Woods Road landfill began in FY 07 and continues through the construction of Cell 1A. Closure of Sequence III and IV in the current section of the landfill will also be completed during this planning period. The Leachate Transmission Project replaces the current "pump and haul" system for transporting landfill leachate from the Loudoun County Solid Waste Management Facility to the Broad Run discharge manhole on Loudoun County Parkway. 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.

Transportation. The Transportation functional area includes five projects, including two regional park-and-ride lots, the Dulles Corridor Rapid Transit project, Commuter Transit Buses, Allder School Road improvements and Woods Road Realignment, for a total of \$260.2 million over the six-year planning period. The Office of Transportation Services and the Office of Capital Construction will provide project management direction for these facilities. The Transportation projects that are part of the proposed CIP are:

• Commuter Transit Buses	\$ 10.2 million
• Dulles Corridor Rapid Transit	\$ 240.0 million
• Regional Park-and-Ride Lot (2)	\$ 2.8 million
• Allder School Road Paving	\$ 6.5 million
• Woods Road (Rt. 771) Realignment	\$ 750,000

Commuter Transit Buses. This provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 04, when the first 22 buses were



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acquired. The current operating plan acquires two transit buses annually through the six-year capital planning period, subject to actual State Capital Grant awards. The FY 10 adopted budget includes funding to purchase seven buses. Three buses are planned for purchase to support the County's transit operations. Two of these buses are the regular scheduled annual purchases and one bus is proposed for the reserve fleet as a back-up vehicle to support transit operations. Four buses are planned for purchase as a part of the Dulles Rail Congestion Relief project, which uses bus transit to relieve road congestion in Northern Virginia.

Dulles Corridor Rapid Transit. State, regional and local authorities have jointly proposed an extension of rapid transit service along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project would involve a 23-mile Metrorail extension via Tyson's Corner and Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). MWAA received final design approval for Phase I from the Federal Transit Administration (FTA) on May 12, 2008. Right-of-way acquisitions are proceeding 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. Congressional review has been completed with final approval and release of the federal funds by the FTA. Construction of the Phase I Rail Project is proposed to start in 2009, with a tentative completion date of March 2013.

Park-and-Ride Lots. The Adopted CIP includes two park-and-ride projects, which are currently managed by the County's Office of Transportation Services. These projects add park-and-ride lots for commuter use in the Town of Hamilton and the Ashburn area. The new projects are funded through a combination of local tax funding, Gas Tax and State transportation grant funding.

Allder School Road Paving. This project provides for the paving of Allder School Road (Route 711) from Woodgrove Road (Route 719) to Hillsboro Road (Route 690). This project will provide access to the planned Woodgrove High School (HS-3) at the County-owned Fields Farm property, located south of Allder School Road (Route 711) and east of Hillsboro Road (Route 690).

Woods Road (Rt. 771) Realignment. This project provides for the design of an alignment to relocate Woods Road at such time as the expansion of the County's Landfill operations requires its realignment.

Public Safety. The Public Safety functional area includes thirteen projects programmed by the Courts, Office of the Sheriff and the Department of Fire, Rescue and Emergency Management Services. The Office of Capital Construction and Solid Waste Management will manage the development and construction of these projects.

Courts. The Church Street Parking lot was completed in FY 09. The Courts Complex (Phase III) 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 120,000 square feet for courtroom and judicial offices, with sufficient parking for Court-owned and visitor vehicles. The Public Inebriate Center is planned as an approximately 3,000 square foot, minimum 10-bed facility located in close proximity to the new Adult Detention Center south of Leesburg, with operating costs estimated to be lower than housing the same population at the Adult Detention Center

• Church Street Parking Lot	\$ 100,000
• Courts Complex (Phase III)	\$ 28.5 million
• Public Inebriate Center	\$ 1.8 million

Sheriff's Office. The adopted CIP includes \$3.7 million for Phase II of the Adult Detention Center, which completes the funding for the project in preparation for occupancy in FY 10. The expansion includes approximately 124,000 square feet of additional space and renovates approximately 9,400 square feet of existing space. The facility will accommodate an inmate population of 460 at completion. A Western Loudoun Sheriff's Substation is also planned in the CIP, to replace currently leased space in the Town of Round Hill.

• Adult Detention Center (Phase II only)	\$ 3.7 million
• Western Loudoun Sheriff's Substation	\$ 7.6 million

Fire and Rescue. The CIP includes construction of four new Fire/Rescue stations and renovations of existing volunteer stations to meet life/safety, OSHA, and other regulations, and ensure continuing functionality. This project presents a plan for facility renovation costs across the entire fire/rescue system in an attempt to address the EMSSTAR Study recommendations and the County's strategic plan for its Fire and Rescue system. A project to fund annual purchases of Fire/Rescue capital vehicles is also included.

• Aldie Fire/Rescue Station	\$ 7.7 million
• Kirkpatrick Farms (West) Fire/Rescue Station	\$ 9.8 million
• Leesburg South Fire/Rescue Station	\$ 10.2 million
• Rt.9/Rt.671 Fire/Rescue Station	\$ 5.3 million
• Fire Station Renovations	\$ 23.5 million
• Fire/Rescue Capital Apparatus	\$ 21.6 million



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Combined Public Safety Facilities. The Public Safety Firing Range project is a partnership between Loudoun County, the Metropolitan Washington Airports Authority and the Northern Virginia Criminal Justice Academy to construct a training facility on the Dulles Airport property. The facility would provide for the firearms training needs of the participating organizations over the next 20 years, and would replace the County's current leased facility, which has limited service capacity and lifecycle use.

- Public Safety Firing Range\$ 9.0 million

Other. The Juvenile Detention Center was included in the Public Safety Master Plan adopted by the Board of Supervisors on November 8, 2006. The Juvenile Detention Center project would replace the existing facility, which will be unable to continue as a juvenile detention facility given its proximity to the future expanded footprint of the Adult Detention Center. The Department of Family Services manages this facility.

- Juvenile Detention Center\$ 11.6 million

Health and Welfare. The Health and Welfare functional area includes twelve projects planned by the Department of Mental Health, Mental Retardation and Substance Abuse Services, and the Department of Family Services. The Office of Capital Construction and Solid Waste Management will manage the development and construction of these projects.

Department of Family Services. The Emergency Homeless Shelter Expansion replaces the current Woods Road property, which is not available for long-term use due to the loss of access to potable water by FY 10. This project adds approximately 9,000 square feet to the existing Transitional Shelter. The Transitional Homeless Shelter provides a long-term (up to two years) 45-bed shelter facility for individuals and families, with staff available to provide supportive services to the residents.

- Transitional Homeless Shelter.....\$ 2.9 million
- Emergency Homeless Shelter – Expansion\$ 2.3 million

Department of Mental Health, Mental Retardation and Substance Abuse Services (MH/MR/SAS). The adopted capital plan includes the purchase or construction of ten residential living facilities during the current planning period to serve MH/MR/SAS clients. MR/MR/SAS has reviewed its service model for residential services, and has incorporated the results of its review into the adopted CIP, which increases vendor-operated facilities and opts for purchases of facilities versus construction.

- Mental Health Townhouse/Condominiums.....\$ 850,000
- Mental Health Supported Living Residence.....\$ 570,000
- Mental Health Townhouses (Dulles South)\$ 1.2 million
- Mental Health/Medically Fragile Supported Living Residence.....\$ 1.7 million
- Mental Retardation Group Home (Round Hill).....\$ 43,000
- Mental Retardation Group Home (South Riding).....\$ 595,000
- Mental Retardation Group Home (Stone Ridge).....\$ 570,000
- Mental Retardation Townhouse/Condominium (Ashburn).....\$ 550,000
- Mental Retardation Townhouse/Condominiums #1.....\$ 538,000
- Mental Retardation Townhouse/Condominiums #2.....\$ 538,000

Parks, Recreation and Culture. There are six projects in the Parks, Recreation and Culture category, which includes facilities programmed by the Department of Library Services, and the Department of Parks, Recreation and Community Services. The Office of Capital Construction and Solid Waste Management will manage the development and construction of these projects.

Parks, Recreation and Community Services. The Community Center Renovations project refurbishes and repairs the Bluemont, Lucketts, Sterling, Lovettsville and Philomont Community Centers, bringing them into compliance with current building and occupancy codes, Federal mandates, maintenance and programmatic requirements. Phase I of the Dulles Multipurpose Center opened in FY 2009. The funding proposed during the six-year planning period is for Phase II, which expands the facility by approximately 80,000 gross square feet, adding recreation and fitness areas, program facilities and an aquatics center. In FY 09, two mid-year park land capital projects were approved by the Loudoun County Board of Supervisors amending the FY 09 capital plan. The Hal and Berni Hanson Regional Park and Scott Jenkins Memorial Park land acquisitions approved and funding appropriated for the initial development of the Scott Jenkins Memorial Park. Cash Proffer contributions totaling \$250,000 were appropriated in FY 10 to complete a Master Plan for the development of the Hal and Berni Hanson Regional Park.

- Dulles Multipurpose Center (Phase II only)\$ 29.8 million
- Community Center Renovations.....\$ 12.5 million
- Hal & Berni Hanson Regional Park\$ 250,000
- Scott Jenkins Memorial Park.....\$ 1.7 million

Libraries. The Gum Spring Library building space has been proffered. Per the proffer statement, the conveyance of the building space to the County is dependent upon a set number of building permits issued. Until that trigger is satisfied, construction



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activities are on hold. The space design is 100% complete. In FY 10, the use of \$250,000 in cash proffers was approved to purchase collection materials for the Ashburn Library.

- Gum Spring Library\$ 8.7 million
- Ashburn Library\$ 250,000

Loudoun County Public School Projects. The proposed FY 09-14 Capital Improvement Program (CIP) includes fifteen capital projects, including eight new elementary schools, two new middle schools and two new high schools, including the new Advanced Technology Academy. Renovations to the Charles S. Monroe Technology Center and Park View High School are also included. Of the total adopted School CIP, 34.9% goes toward construction and renovation of elementary schools, 16.4% for middle schools, and 48.8% for high schools. The Loudoun County School Board adopted an FY 10 CIP on January 13, 2009, that deferred any capital facility development of schools in FY 10.

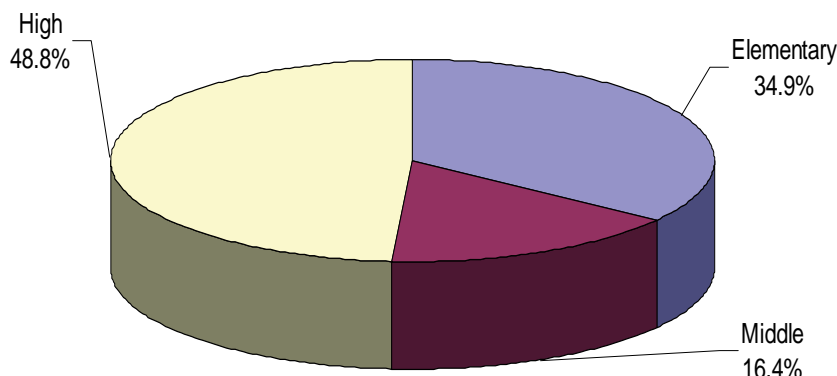


Figure 7 - 4. Schools by Type

Elementary School Projects. The Elementary School functional area includes eight new school construction projects totaling \$231.9 million during the six-year planning period:

- (ES-14) Brambleton Elementary School.....\$ 30.4 million
- (ES-15) Leesburg Area Elementary School.....\$ 30.4 million
- (ES-16) Moorefield Station Elementary School\$ 26.9 million
- (ES-20) Ashburn/Dulles Area Elementary School\$ 22.9 million
- (ES-21) Ashburn/Dulles Area Elementary School\$ 28.7 million
- (ES-22) Ashburn/Dulles Area Elementary School\$ 32.7 million
- (ES-23) Ashburn/Dulles Area Elementary School\$ 32.7 million
- (ES-24) Leesburg Area Elementary School.....\$ 26.9 million
- (ES-25) Western Loudoun Area Elementary School\$ 26.9 million

Middle School Projects. The Middle School functional area includes two new school construction projects \$104.5 million during the six-year planning period:

- (MS-6) Ashburn/Dulles Area Middle School\$ 53.0 million
- (MS-7) Ashburn/Dulles Area Middle School\$ 55.7 million

High School Projects. The High School functional area includes five new school construction projects, including the Advanced Technology Academy which will replace the Charles S. Monroe Technology Center, the renovation of the Charles S. Monroe Technology Center and Park View High School, totaling \$324.0 million during the six-year planning period:

- (HS-6) Dulles Area High School I\$ 106.8 million
- (HS-7) Dulles Area High School II\$ 83.3 million
- Advanced Technology Academy\$ 95.7 million
- Park View School Renovation\$ 2.9 million
- Charles C. Monroe Technology Center Conversion\$ 35.4 million



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New School Openings. The Loudoun County Public Schools (LCPS) estimate that elementary schools will open two years after funds are appropriated, and middle and high schools will open three years after appropriation. Applying this methodology to the Proposed FY 09-14 CIP, an estimated 10 schools will open during the six-year planning period; this includes schools funded in prior Adopted Capital Improvement Programs. This aggressive construction schedule is in response to the County's ever-increasing student population. LCPS estimates that the student population will reach 71,740 by the FY 2013-14 school year, adding an additional 14,731 students to the school system during the six-year planning period.

Summary of Board of Supervisors' Changes to the Proposed CIP (February 2009)

The Adopted CIP (April 2009) with its \$1.36 billion in combined general government and school expenditures has \$2.7 million less in total projected expenditures than the proposed CIP (February 2009). The Board of Supervisors decreased the general government portion of the Proposed CIP by \$2.7 million in total expenditures for the six-year period.

Changes to General Government CIP. The Board of Supervisors reduced the general government portion by a series of reductions and additions to the six-year plan. Funding for Public Safety projects was reduced by eliminating the purchase of a fire and rescue engine by \$670,000 and approving a reduction in the Rt. 9/Rt.671 Fire and Rescue Station of \$3.3 million through an adaptive reuse of an existing structure on the future station's property. The Board of Supervisors also increased funding in the six-year plan with the addition of a project to design a realignment of Woods Road (Rt. 771) in the amount of \$750,000 and approving the use of \$250,000 in cash proffers for the purchase of collection materials at the Ashburn Library.

Changes in Debt Financing. The amount of Debt Financing in the Adopted CIP reflects a \$12 million decrease from what was projected in the Proposed CIP. This lesser reliance on debt issuance resulted from a lower interest rate and the timing of the maturity structure from the 2009A Bond sale.

Funding the CIP

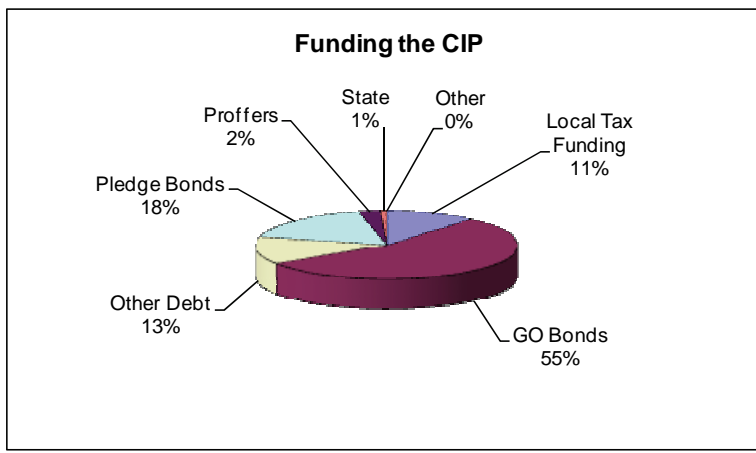


Figure 7 - 5. FY 09 – FY 14 Funding Sources

The CIP is financed through a number of cash and debt instruments during the six-year planning period. These include local tax funding from the General Fund, either from budgeted tax revenues or fund balance, currently authorized bond financing, lease/purchase financing, Industrial Development Authority bond financing, pledge bonds, intergovernmental aid (e.g., State contributions for school construction), gifts and donations, user fees, and developer contributions or proffers in the form of dedicated land, in-kind services, or cash.

"Pay-as-you-go" Local Tax Funding. The Board of Supervisors' fiscal policy has a goal of 10% "pay-as-you-go" funding in financing the County's capital facility needs. Local tax funding, which is often referred to as "pay-as-you-go" funding, denotes monies from the General Fund, e.g., when the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. The adopted FY 09-14 CIP includes \$150.9 million in local tax funding (including fund balance) to offset the cost of both General Government and School capital projects. In the six-year plan, over 50% of the capital projects will include some local funds and 11% percent of total CIP expenditures will be offset by "pay-as-you-go" funding during the six-year CIP period.



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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 proposed FY 09-14 CIP.

Pledge Bond Financing. Pledge bond financing for the Dulles Corridor Rapid Transit Project will be secured with Business/Professional/Occupational Licenses (BPOL) tax revenue in the respective fiscal year issued.

Intergovernmental Aid. The proposed FY 09-14 CIP includes \$10.5 million in intergovernmental funds from the Commonwealth of Virginia.

Developer Contributions (Proffers). Developer contributions, also known as proffers, offset 2% of estimated capital expenditures over the six-year planning period. Proffers are typically cash amounts, 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 from by-right). This change in development of land may result in land use patterns that generate significant capital facility costs. For example, if a developer is awarded a rezoning that changes the use of land parcels from commercial to residential use, housing units will more than likely be constructed on the parcels in the future. These new residential units will generate the need for County services and capital facilities such as schools, parks, libraries, and other facilities. Therefore, the development community offers contributions to help offset these future capital costs.



Capital Improvement Program Summary
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Functional Area	# Projects in FY 09-14	Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Total
Land Acquisition	--	\$ 194,590	\$ 15,620	\$ -	\$ 38,544	\$ 12,884	\$ 17,914	\$ 15,500	\$ 100,462	\$ 84,885	\$ 379,937
General Government	8	25,675	19,918	6,413	6,363	18,722	53,414	24,582	129,412	159,607	314,694
Transportation	7	19,110	44,780	44,200	47,700	41,200	41,200	41,200	260,280	-	279,390
Public Safety	16	91,805	35,268	6,875	31,550	25,586	32,783	8,346	140,408	268,567	500,780
Health and Welfare	12	185	4,279	-	4,300	3,160	595	-	12,334	12,055	24,574
Parks, Recreation and Culture	10	12,155	14,098	500	14,045	-	29,767	-	58,410	78,273	148,838
GEN GOVT SUBTOTAL	53	\$ 343,520	\$ 133,963	\$ 57,988	\$ 142,502	\$ 101,552	\$ 175,673	\$ 89,628	\$ 701,306	\$ 603,387	\$ 1,648,213

Functional Area	# Projects in FY 09-14	Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Total
Elementary Schools	8	\$ 960	\$ 22,960	\$ -	\$ 53,860	\$ 28,740	\$ 60,890	\$ 65,454	\$ 231,904	\$ 112,737	\$ 345,601
Middle Schools	2	-	-	-	-	53,062	55,705	-	108,767	65,919	174,686
High Schools	5	-	83,254	-	98,550	106,838	35,444	-	324,086	126,720	450,806
SCHOOLS SUBTOTAL	15	\$ 960	\$ 106,214	\$ -	\$ 152,410	\$ 188,640	\$ 152,039	\$ 65,454	\$ 664,757	\$ 305,376	\$ 971,093

CIP GRAND TOTAL	68	\$ 344,480	\$ 240,177	\$ 57,988	\$ 294,912	\$ 290,192	\$ 327,712	\$ 155,082	\$ 1,366,063	\$ 908,763	\$ 2,619,306
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Fund Codes	Revenue Source	Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Total
\$ - Local Tax Funds	Local Tax Funding	\$ 75,695	\$ 16,926	\$ 5,913	\$ 36,247	\$ 32,048	\$ 33,923	\$ 25,886	\$ 150,943	\$ 125,251	\$ 351,889
GO - G O Bond	General Obligation Bond	90,935	129,305	4,620	168,415	195,735	179,269	62,180	\$ 739,524	368,123	\$ 1,198,582
FB	Fund Balance	-	2,308	200	-	-	-	-	\$ 2,508	-	\$ 2,508
GT, TF	Gas Tax/Transportation Fund	-	1,000	-	-	-	-	-	\$ 1,000	-	\$ 1,000
S - State Grant	Slate Grant	15,749	6,428	3,120	-	-	-	-	\$ 9,548	-	\$ 25,297
P - Proffers	Proffers (C.L.I)	66,440	864	500	27,550	-	3,808	2,500	\$ 35,222	80	\$ 101,742
VP - Pledge Bonds	VA Public School Auth Bonds	2,390	-	-	-	-	-	-	-	-	\$ 2,390
PB - Pledge Bonds	Pledge Bonds	-	40,000	40,000	40,000	40,000	40,000	40,000	\$ 240,000	-	\$ 240,000
F - Fees	Fees	10,980	2,725	300	-	1,500	-	-	\$ 4,525	-	\$ 15,505
Other Debt	Debt Financing	82,291	35,018	3,335	22,700	20,909	70,712	24,516	\$ 177,190	415,309	\$ 674,790
Sale	Sale of Land	-	5,000	-	-	-	-	-	\$ 5,000	-	\$ 5,000
Gifts	Gifts & Donations	-	603	-	-	-	-	-	\$ 603	-	\$ 603
Totals		\$ 344,480	\$ 240,177	\$ 57,988	\$ 294,912	\$ 290,192	\$ 327,712	\$ 155,082	\$ 1,366,063	\$ 908,763	\$ 2,619,306



General Government Summary
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Functional Area	# Projects in FY 09-14	Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Total
Administration	--	\$ 194,590	\$ 15,620	\$ -	\$ 38,544	\$ 12,884	\$ 17,914	\$ 15,500	\$ 100,462	\$ 84,885	\$ 379,937
General Government	8	25,675	19,918	6,413	6,363	18,722	53,414	24,582	129,412	159,607	314,694
Transportation	7	19,110	44,780	44,200	47,700	41,200	41,200	41,200	260,280	-	279,390
Public Safety	16	91,805	35,268	6,875	31,550	25,586	32,783	8,346	140,408	268,567	500,780
Health and Welfare	12	185	4,279	-	4,300	3,160	595	-	12,334	12,055	24,574
Parks, Recreation and Culture	10	12,155	14,098	500	14,045	-	29,767	-	58,410	78,273	148,838
GRAND TOTAL	53	\$ 343,520	\$ 133,963	\$ 57,988	\$ 142,502	\$ 101,552	\$ 175,673	\$ 89,628	\$ 701,306	\$ 603,387	\$ 1,648,213

Fund Codes	Revenue Source		Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 75,695	\$ 14,757	\$ 5,913	\$ 29,077	\$ 22,863	\$ 25,794	\$ 22,612	\$ 121,016	\$ 100,335	\$ 297,046
GO - GO Bond	General Obligation Bond	GO	\$ 90,935	25,260	4,620	23,175	16,280	35,359	-	\$ 104,694	87,663	\$ 283,292
FB	Fund Balance	CIPFB	\$ -	2,308	200	-	-	-	-	\$ 2,508	-	\$ 2,508
GT, TF	Gas Tax/Transportation Fund	GT/TF	\$ -	1,000	-	-	-	-	-	\$ 1,000	-	\$ 1,000
S - State Grant	State Grant	S	\$ 15,749	6,428	3,120	-	-	-	-	\$ 9,548	-	\$ 25,297
P - Proffers	Proffers (C.L.I.)	P	\$ 66,440	864	500	27,550	-	3,808	2,500	\$ 35,222	80	\$ 101,742
VPSA - Bonds	VA Public School Auth Bonds	VPSA	\$ 1,430	-	-	-	-	-	-	\$ -	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	\$ -	40,000	40,000	40,000	40,000	40,000	40,000	\$ 240,000	-	\$ 240,000
F - Fees	Fees	F	\$ 10,980	2,725	300	-	1,500	-	-	\$ 4,525	-	\$ 15,505
Other Debt	Debt Financing	Debt	\$ 82,291	35,018	3,335	22,700	20,909	70,712	24,516	\$ 177,190	415,309	\$ 674,790
Sale	Sale of Land	Sale	\$ -	5,000	-	-	-	-	-	\$ 5,000	-	\$ 5,000
Gifts	Gifts & Donations	Gifts	\$ -	603	-	-	-	-	-	\$ 603	-	\$ 603
Totals			\$ 343,520	\$ 133,963	\$ 57,988	\$ 142,502	\$ 101,552	\$ 175,673	\$ 89,628	\$ 701,306	\$ 603,387	\$ 1,648,213



Schools Summary
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Functional Area	# Projects in FY 09-14	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Total
Elementary Schools	8	\$ 960	\$ 22,960	\$ -	\$ 53,860	\$ 28,740	\$ 60,890	\$ 65,454	\$ 231,904	\$ 112,737	\$ 345,601
Middle Schools	2	-	-	-	-	53,062	55,705	-	108,767	65,919	174,686
High Schools	5	-	83,254	-	98,550	106,838	35,444	-	324,086	126,720	450,806
SCHOOLS SUBTOTAL	15	\$ 960	\$ 106,214	\$ -	\$ 152,410	\$ 188,640	\$ 152,039	\$ 65,454	\$ 664,757	\$ 305,376	\$ 971,093

Fund Codes	Revenue Source		Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Total
\$ - Local Tax Funds	Local Tax Funding	\$	-	\$ 2,169	\$ -	\$ 7,170	\$ 9,185	\$ 8,129	\$ 3,274	\$ 29,927	\$ 24,916	\$ 54,843
GO - G O Bond	General Obligation Bond	GO	-	104,045	-	145,240	179,455	143,910	62,180	634,830	280,460	915,290
VPSA - Bonds	VA Public School Authority	VPSA	960	-	-	-	-	-	-	-	-	960
	Totals		\$ 960	\$ 106,214	\$ -	\$ 152,410	\$ 188,640	\$ 152,039	\$ 65,454	\$ 664,757	\$ 305,376	\$ 971,093



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Schedule of Financing and Referenda

The following projects are scheduled for general obligation bond financing requiring referendum.

There are no projects proposed for general obligation bond financing in FY 10:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2009	<u>General Government</u>	
	<i>Subtotal, General Government</i>	\$ 0
	<u>Schools</u>	
	<i>Subtotal, Schools</i>	\$ 0
	Total November 2009 Referendum	\$ 0

The following projects are planned for future general obligation bond financing requiring referenda and are as follows:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2010	<u>General Government</u>	
	Fire Station Renovations – II	\$ 14,780,000
	Kirkpatrick Farms Fire & Rescue Station	9,800,000
	<i>Subtotal, General Government</i>	<i>\$ 24,580,000</i>
	<u>Schools</u>	
	Advanced Technology Academy	\$ 91,335,000
	Moorefield Station Elementary School (ES-16)	25,615,000
	Leesburg Area Elementary School (ES-15)	25,615,000
	Park View High School Science Lab Renovation	2,675,000
	<i>Subtotal, Schools</i>	<i>\$ 145,240,000</i>
	Total November 2010 Referendum	\$ 169,820,000
November 2011	<u>General Government</u>	
	Leesburg South Fire & Rescue Station	\$ 10,200,000
	<i>Subtotal, General Government</i>	<i>\$ 10,200,000</i>
	<u>Schools</u>	
	Ashburn/Dulles Area Elementary School (ES-21)	\$ 27,305,000
	Ashburn/Dulles Area Middle School (MS-6)	50,655,000
	Dulles Area High School I (HS-6)	101,495,000
	<i>Subtotal, Schools</i>	<i>\$ 179,455,000</i>
	Total November 2011 Referendum	\$ 189,655,000
November 2012	<u>General Government</u>	
	Dulles Multi-Purpose Center - Phase II	\$ 25,960,000
	<i>Subtotal, General Government</i>	<i>\$ 25,960,000</i>
	<u>Schools</u>	
	Brambleton Area Elementary School (ES-14)	\$ 28,660,000
	Leesburg Area Elementary School (ES-15)	28,660,000
	Charles S. Monroe Technology Center - Conversion	33,670,000
	Ashburn/Dulles Area Middle School (MS-7)	52,920,000
	<i>Subtotal, Schools</i>	<i>\$ 143,910,000</i>
	Total November 2012 Referendum	\$ 169,870,000

**FY 2010-2014 Planning Period**

Total Bond Referenda	\$ 591,525,000
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<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2008	<u>General Government</u>	
	Western/Neersville Fire & Rescue	\$ 8,585,000
	<i>Subtotal, General Government</i>	<u>\$ 8,585,000</u>
	<u>Schools</u>	
	Ashburn/Dulles Area Elementary School (ES-20)	\$ 21,810,000
	Dulles Area High School II (HS-7)	<u>82,235,000</u>
	<i>Subtotal, Schools</i>	<u>\$ 104,045,000</u>
	Total November 2008 Referendum	\$ 112,630,000
November 2007	<u>General Government</u>	
	Aldie Fire/Rescue Station	\$ 8,300,000
	Fire Station Renovations	10,000,000
	Eastern Loudoun Sheriff's Substation	5,360,000
	Western Loudoun Sheriff Substation	8,330,000
	Community Center Renovations	13,510,000
	Gum Spring Library	<u>7,130,000</u>
	<i>Subtotal, General Government</i>	<u>\$ 52,630,000</u>
	<u>Schools</u>	
	Land Acquisition: 2 Elementary Schools, 1 High School	<u>\$ 15,475,000</u>
	<i>Subtotal, Schools</i>	<u>\$ 15,475,000</u>
	Total November 2007 Referendum	\$ 68,105,000
November 2006	<u>General Government</u>	
	North Street Building Renovation	\$ 9,330,000
	Land Acquisition: 3 Public Safety Facilities	<u>3,450,000</u>
	<i>Subtotal, General Government</i>	<u>\$ 12,780,000</u>
	<u>Transportation Projects</u>	
	Loudoun County Parkway Interchange	\$ 38,000,000
	<i>Transportation Project Design:</i>	
	Route 50 / Route 606 Interchange	3,300,000
	Widening Route 50 Eastbound	2,100,000
	Route 7 / Route 659 Interchange	4,500,000
	Four-laning Route 659 Gloucester to Greenway	2,600,000
	Sycolin Road Overpass	300,000
	Route 7 / Route 690 Interchange	<u>500,000</u>
	<i>Subtotal, Transportation Projects</i>	<u>\$ 51,300,000</u>



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2006	<u>Schools</u>	
	Dulles South Area Elementary School (ES-18)	\$ 19,750,000
	Ashburn Area Elementary School (ES-19)	19,750,000
	Leesburg Area High School (HS-5)	74,770,000
	Middle School Renovations, Phase II	12,440,000
	Land Acquisition: 2 middle schools, 1 high school	<u>43,285,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 169,995,000</i>
	Total November 2006 Referendum	\$ 234,075,000
November 2005	<u>General Government</u>	
	Purcellville Fire & Rescue Station	\$ 8,030,000
	<i>Subtotal, General Government</i>	<i>\$ 8,030,000</i>
	<u>Schools</u>	
	Harmony Site Elementary School (ES-4)	\$ 16,300,000
	LV Estates II Site Elementary School (ES-17)	16,300,000
	Arcola Elementary School (replacement facility)	19,305,000
	Hillsboro Elementary School Renovation	2,420,000
	Rolling Ridge Elementary School Renovation	12,960,000
	Sugarland Elementary School Renovation	13,950,000
	Dulles Area Middle School (MS-5)	35,705,000
	Western Loudoun Area High School (HS-3)	<u>63,500,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 180,440,000</i>
	Total November 2005 Referendum	\$ 188,470,000
November 2004	<u>General Government</u>	
	Dulles South Multi-Purpose Center	\$ 9,000,000
	Loudoun Valley Community Center Renovation	3,730,000
	Lovettsville Park	1,300,000
	Franklin Park Performing Arts Center	<u>1,400,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 15,430,000</i>
	<u>Schools</u>	
	Brambleton Area Elementary School (ES-9)	\$ 12,935,000
	Ashburn/Dulles Middle School (MS-4)	25,445,000
	Middle School Renovations	31,625,000
	Loudoun County High School Renovation	10,055,000
	School Land Sites (2 elementary, 2 middle)	<u>12,545,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 92,605,000</i>
	Total November 2004 Referendum	\$ 108,035,000
November 2003	<u>General Government</u>	
	Brambleton Fire/Rescue/Sheriff Station	\$ 8,630,000
	Lansdowne Fire/Rescue/Sheriff Station	<u>5,895,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 14,525,000</i>
	<u>Schools</u>	
	Belmont Area Elementary School (ES-6)	\$ 13,325,000
	Leesburg Area Elementary School (ES-13)	<u>14,065,000</u>
	<i>Subtotal, Schools</i>	<i>\$ 27,390,000</i>
	Total November 2003 Referendum	\$ 41,915,000
November 2002	<u>General Government</u>	
	Dulles/Route 28 Fire/Sheriff Station	\$ 8,805,000
	<i>Subtotal, General Government</i>	<i>\$ 8,805,000</i>



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2002	<u>Schools</u>	
	South Riding Area High School (HS-2)	\$ 52,050,000
	Brambleton Area High School (HS-4)	52,930,000
	Broad Run High School Renovation/Addition	<u>13,875,000</u>
	<i>Subtotal, Schools</i>	\$ 118,855,000
	Total November 2002 Referendum	\$ 127,660,000
November 2001	<u>General Government</u>	
	Rust Library Addition/Renovation	\$ 7,885,000
	Eastern Loudoun Recreation Center	17,000,000
	Carver School Rehabilitation	5,350,000
	Central Loudoun Regional Park (Philip A. Bolen)	<u>16,260,000</u>
	<i>Subtotal, General Government</i>	\$ 46,495,000
	<u>Schools</u>	
	Countryside Elementary School (ES-5)	\$ 12,560,000
	Ashburn Area Elementary School (ES-10)	12,560,000
	Leesburg Area Elementary School (ES-11)	12,560,000
	Mountain View Elementary School (ES-12)	14,060,000
	Mercer Middle School (MS-3)	12,120,000
	Round Hill Elementary Addition	855,000
	Lovettsville Elementary Addition	7,265,000
	Park View High School Renovations	10,690,000
	Portable Classrooms	<u>470,000</u>
	<i>Subtotal, Schools</i>	\$ 83,140,000
	Total November 2001 Referendum	\$ 129,635,000
November 2000	<u>General Government</u>	
	Public Safety Center – Broadlands	\$ 3,005,000
	<i>Subtotal, General Government</i>	\$ 3,005,000
	<u>Schools</u>	
	South Riding Elementary School (ES-2)	\$ 11,665,000
	Forest Ridge Elementary School (ES-3)	11,050,000
	Lansdowne Middle School (MS-1)	24,645,000
	Leesburg Area Middle School (MS-2)	25,145,000
	Seneca Ridge High School (HS-1)	41,710,000
	Middle School Parking Lots	400,000
	Middle School Improvement	<u>5,250,000</u>
	<i>Subtotal, Schools</i>	\$ 119,865,000
	Total November 2000 Referendum	\$ 122,870,000

The following projects are planned to be financed through Debt Financing during the six-year planning period and do not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2009	<u>General Government</u>	
	Landfill Sequence III Closure	\$ 1,950,000
	Landfill Woods Road Cell 1A Construction	5,715,000
	Landfill Woods Road Site Development	<u>1,790,000</u>
	<i>Subtotal, General Government</i>	\$ 9,455,000
	Total 2009 Virginia Resources Authority Financing	\$ 9,455,000
FY 2012	<u>General Government</u>	
	Landfill Sequence IV Closure	\$ 3,630,000
	<i>Subtotal, General Government</i>	\$ 3,630,000
	Total 2012 Virginia Resources Authority Financing	\$ 3,630,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

The following projects were approved in previous years for Virginia Public School Authority bonds and did not require a referendum.

<u>Prior Year</u>	<u>Project</u>	<u>Amount</u>
FY 2008	<u>Schools</u>	
	Moorefield Station Elementary School (ES-16)	\$ 960,000
	<i>Subtotal, Schools</i>	\$ 960,000
	Total 2008 Virginia Public School Authority Financing	\$ 960,000
FY 2007	<u>Schools</u>	
	Western Loudoun (HS-3)	\$ 1,200,000
	<i>Subtotal, Schools</i>	\$ 1,200,000
	Total 2007 Virginia Public School Authority Financing	\$ 1,200,000
FY 2005	<u>Schools</u>	
	Hamilton Elementary School Renovation	\$ 3,280,000
	Middle School Renovations	5,300,000
	Loudoun County High School Renovations	<u>7,195,000</u>
	<i>Subtotal, Schools</i>	\$ 15,775,000
	Total 2005 Virginia Public School Authority Financing	\$ 15,775,000
FY 2004	<u>Schools</u>	
	Brambleton Area Elementary School (ES-7)	\$ 15,126,000
	Kirkpatrick Farms Elementary School (ES-8)	<u>15,565,000</u>
	<i>Subtotal, Schools</i>	\$ 30,691,000
	Total 2004 Virginia Public School Authority Financing	\$ 30,691,000
FY 2002	<u>Schools</u>	
	School Administration Building	\$ 26,095,000
	Mercer Middle School (MS-3)	<u>15,000,000</u>
	<i>Subtotal, Schools</i>	\$ 41,095,000
	Total 2002 Virginia Public School Authority Financing	\$ 41,095,000
FY 2000	<u>Schools</u>	
	John W. Tolbert, Jr. Elementary School (ES-1)	\$ 12,060,000
	<i>Subtotal, Schools</i>	\$ 12,060,000
	Total 2000 Virginia Public School Authority Financing	\$ 12,060,000

The following projects are planned to be financed through capital or lease financing during the six-year planning period and do not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2009-14	<u>General Government</u>	
	Adult Detention Center Expansion	\$ 3,660,000
	Computer System Replacement Fund	58,300,000
	Courts Center Expansion - Phase 3	28,500,000
	Fire & Rescue Vehicles	21,685,000
	Government Administrative Center – Phase I	71,000,000
	Juvenile Detention Center Expansion	11,600,000
	Land Acquisition	5,830,000
	Transit Buses	<u>7,080,000</u>
	<i>Subtotal, General Government</i>	\$ 207,655,000
	<u>Schools</u>	
	School Vehicle Lease	\$ 51,000,000
	<i>Subtotal, Schools</i>	\$ 51,000,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Total FY 2009-14 Lease/Purchase Financing	\$ 258,655,000
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The following projects were approved in previous years for lease/purchase financing and did not require a referendum.

<u>Prior Year</u>	<u>Project</u>	<u>Amount</u>
FY 2006	<u>General Government</u>	
	Commuter Transit Buses	\$ 1,500,000
	Fire & Rescue Capital Vehicles	<u>2,165,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 3,665,000</i>
	Total 2006 Lease/Purchase Financing	\$ 3,665,000
FY 2005	<u>General Government</u>	
	Commuter Transit Buses	\$ 335,000
	<i>Subtotal, General Government</i>	<i>\$ 335,000</i>
	Total 2005 Lease/Purchase Financing	\$ 335,000
FY 2004	<u>General Government</u>	
	Commuter Transit Buses	\$ 3,726,000
	<i>Subtotal, General Government</i>	<i>\$ 3,726,000</i>
	Total 2004 Lease/Purchase Financing	\$ 3,726,000
FY 2003	<u>General Government</u>	
	Adult Detention Center	\$ 22,680,000
	Public Safety Administration Building	<u>12,310,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 34,990,000</i>
	Total 2003 Lease/Purchase Financing	\$ 34,990,000

The following project is planned to be financed through Industrial Development Authority bonds during the six-year planning period and does not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2009-2014	<u>General Government</u>	
	Alder School Road	\$ 5,750,000
	Public Safety Firing Range	<u>9,000,000</u>
	<i>Subtotal, General Government</i>	<i>\$ 14,750,000</i>
	Total FY 2009-14 Industrial Development Authority Financing	\$ 14,750,000

The following project is planned to be financed through pledge bonds/other debt financing during the six-year planning period and does not require a referendum.

<u>Planned</u>	<u>Project</u>	<u>Amount</u>
FY 2009-2014	<u>General Government</u>	
	Dulles Corridor Rapid Transit	\$ 240,000,000
	<i>Subtotal, General Government</i>	<i>\$ 240,000,000</i>
	Total FY 2009-14 Pledge Bond/Other Debt Financing	\$ 240,000,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Loudoun County Capital Improvement Program

Impact on Future Debt Ratios (1)

Adopted FY 10 - 14 Capital Improvement Program

	FY 10	FY 11	FY 12	FY 13	FY 14
Beginning Net Tax Supported Debt	\$1,170,940,385	\$1,259,026,925	\$1,395,474,530	\$1,517,131,774	\$1,627,855,699
New Debt Issued	182,125,000	247,565,000	241,545,000	238,605,000	239,055,000
Retired Debt (Old)	(94,038,460)	(97,967,395)	(92,262,756)	(85,581,075)	(83,155,699)
Retired Debt (New)	0	(13,150,000)	(27,625,000)	(42,300,000)	(57,630,000)
Ending Net Tax Supported Debt	\$1,259,026,925	\$1,395,474,530	\$1,517,131,774	\$1,627,855,699	\$1,726,125,000
Population	288,556	293,961	299,816	306,441	314,012
Public School Enrollment	59,490	62,341	65,400	68,623	71,740
Estimated Property Value (in Millions)	\$59,940	\$56,205	\$59,698	\$64,293	\$67,917
Per Capita Income	\$51,552	\$53,558	\$55,340	\$57,012	\$58,752
Expenditures (in Thousands)	\$1,632,000	\$1,632,000	\$1,714,000	\$1,800,000	\$1,890,000
Debt Service	\$149,903,652	\$175,571,326	\$194,028,033	\$208,989,318	\$229,196,749
Ratios:					
Debt to Estimated Property Value (3.0%)	2.29%	2.48%	2.54%	2.53%	2.54%
Debt to Per Capita Income (8.0%)	8.46%	8.86%	9.14%	9.32%	9.36%
Debt Service to Expenditures (10.0%)	9.19%	10.76%	11.32%	11.61%	12.13%
Debt Payout Ratio (> 60%)	70.66%	70.08%	70.13%	70.59%	71.67%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)					
Debt Issuance Limit:					
Debt Issuance Permitted	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Projected Debt To Be Issued	\$132,670,000	\$167,565,000	\$197,915,000	\$198,605,000	\$199,055,000
Affordability Index: (2)					
Outstanding Debt Permitted	\$1,302,485,890	\$1,346,578,971	\$1,420,401,888	\$1,510,358,800	\$1,590,452,825
Projected Outstanding Debt	\$1,259,026,925	\$1,395,474,530	\$1,517,131,774	\$1,627,855,699	\$1,726,125,000
Overlapping Debt: (3)					
Overlapping Debt Permitted	\$542,370,000	\$554,350,000	\$589,190,000	\$634,850,000	\$670,780,000
Projected Overlapping Debt	\$195,775,000	\$187,390,000	\$178,152,000	\$168,240,000	\$157,294,000
(1) Debt includes general obligation bond and appropriation based financing.					
(2) Affordability Index is the weighted average of Debt Per Capita (20%) / Debt To Estimated Property Value (45%) / Debt to Per Capita Income (35%).					
(3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy guidelines is 1% of Estimated Property Value					



Notice of Intent

Notice evidencing the intent to reimburse under Federal Treasury Regulations Section 1.103-18 (the "Reimbursement Regulation"), certain capital improvements expenditures incurred in anticipation of financing such costs with the issuance of bonds.

The Board of Supervisors of the County of Loudoun, Virginia (the "County"), has determined in connection with adoption of the County's Capital Improvement Program that it is necessary and desirable to undertake certain capital improvements consisting of the projects and estimated costs described in this Adopted Capital Improvement Program and other funds with financing as indicated on the Schedule of Major Financing – Fiscal Years 2010-2014 in the maximum amount of \$1,148,895,000. 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, if needed, under the Reimbursement Regulations, capital expenditures paid by the County (including expenditures previously paid by the County to the extent permitted by law) in connection with the projects before the issuance of the Bonds. The County intends that adoption of this Notice as part of the adoption of the Capital Improvement Program be considered as "official intent" within the meaning of Treasury Regulations Section 1.103-18 promulgated under the Internal Revenue Code of 1986, as amended.

Effective Date. This intent shall be in full force and effect with adoption of the Capital Improvement Program.

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 2010 Adopted Fiscal Plan

Schedule of Major Financings
Adopted FY 09 - FY 14 Amended 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 10-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 10	FY 11	FY 12	FY 13	FY 14	
General Obligation Bonds or Appropriation Based:											
Dulles/Route 28 Fire/Sheriff Station	7,900,000	7,505,000	2003	8,805,000	Nov. 02	(1)	7,505,000	0	0	0	
Brambleton Area Fire/Sheriff Station	10,760,000	2,630,000	2004	8,630,000	Nov. 03	(1)	2,630,000	0	0	0	
Fire Station Renovations - I	10,000,000	5,500,000	2007	10,000,000	Nov. 07	(1)	5,500,000	0	0	0	
Aldie Fire & Rescue Station	8,300,000	5,305,000	2008	8,300,000	Nov. 07	(1)	5,305,000	0	0	0	
Western Loudoun Sheriff Substation	8,330,000	6,330,000	2008	8,330,000	Nov. 07	(1)	3,715,000	2,615,000	0	0	
Community Center Renovations	13,510,000	8,810,000	2008	13,510,000	Nov. 07	(1)	0	5,500,000	3,310,000	0	
Gum Spring Library	10,500,000	1,990,000	2008	7,130,000	Nov. 07	(1)	0	1,990,000	0	0	
Route 9/Route 671 Fire & Rescue Station	5,800,000	3,285,000	2009	5,285,000	Nov. 08	(1)	3,285,000	0	0	0	
Transit Buses	7,200,000	6,000,000	2009	0	Not Required	(2)	1,200,000	1,200,000	1,200,000	1,200,000	
Fire & Rescue Vehicles	18,305,000	18,305,000	2009	0	Not Required	(2)	2,255,000	3,910,000	4,105,000	4,310,000	
Computer System Replacement Fund	40,000,000	40,000,000	2008	0	Not Required	(2)	25,000,000	4,000,000	1,000,000	5,000,000	
Landfill Sequence III Closure	1,950,000	1,950,000	2010	0	Not Required	(2)	1,950,000	0	0	0	
Landfill Woods Road Cell 1 Construction	5,715,000	5,715,000	2010	0	Not Required	(2)	5,715,000	0	0	0	
Landfill Woods Road Site Development	1,790,000	1,790,000	2010	0	Not Required	(2)	1,790,000	0	0	0	
Alder School Road Paving	6,500,000	5,750,000	2010	0	Not Required	(2)	0	5,750,000	0	0	
Juvenile Detention Center Expansion	11,600,000	11,600,000	2011	0	Not Required	(2)	0	8,000,000	3,600,000	0	
Courts Center Expansion - Phase 3	28,500,000	28,500,000	2011	0	Not Required	(2)	0	4,000,000	12,000,000	11,000,000	
Public Safety Firing Range	9,000,000	9,000,000	2011	0	Not Required	(2)	0	8,000,000	1,000,000	0	
Fire Station Renovations - II	16,570,000	14,780,000	2011	14,780,000	Nov. 10		0	3,000,000	10,000,000	1,780,000	
Kirkpatrick Farms Fire & Rescue Station	9,800,000	9,800,000	2011	9,800,000	Nov. 10		0	4,000,000	3,500,000	2,300,000	
Leesburg South Fire & Rescue Station	10,200,000	10,200,000	2012	10,200,000	Nov. 11		0	0	2,000,000	4,000,000	
Landfill Sequence IV Closure	3,630,000	3,630,000	2012	0	Not Required	(2)	0	0	3,630,000	0	
Government Administrative Center - Phase 1	71,000,000	71,000,000	2012	0	Not Required	(2)	0	0	23,200,000	31,100,000	
Dulles Multi-Purpose Center - Phase II	29,767,000	17,000,000 *	2013	25,960,000	Nov. 12		0	0	10,000,000	7,000,000	
Road Projects	51,300,000	3,800,000	2007	51,300,000	Nov. 06	(1)	0	3,800,000	0	0	
Dulles Rail	240,000,000	240,000,000	2010	0	Not Required	(2)	40,000,000	80,000,000	40,000,000	40,000,000	
SUBTOTAL - General Government											
	637,927,000	540,175,000		182,030,000			105,850,000	135,580,000	108,350,000	79,910,000	



Schedule of Major Financings Adopted FY 09 - FY 14 Amended 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 10-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 10	FY 11	FY 12	FY 13	FY 14	
General Obligation Bonds or Appropriation Based:											
Dulles Area MS (MS-5)	39,675,000	28,705,000	2006	35,705,000	Nov. 05	(1)	10,000,000	14,000,000	4,705,000	0	0
Western Loudoun HS (HS-3) Road Improvements	3,300,000	3,300,000	2009	0	Not Required	(2)	3,300,000	0	0	0	0
Land & Infrastructure - (2) ES - (1) HS	15,475,000	15,475,000	2008	15,475,000	Nov. 07	(1)	15,475,000	0	0	0	0
School Vehicle Lease	42,500,000	42,500,000	2008	0	Not Required	(2)	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Ashburn/Dulles Area ES (ES-20)	22,960,000	21,810,000	2009	21,810,000	Nov. 08	(1)	14,000,000	7,810,000	0	0	0
Dulles Area High School II (HS-7)	83,254,000	82,235,000	2009	82,235,000	Nov. 08	(1)	25,000,000	24,000,000	31,235,000	2,000,000	0
Park View HS Science Lab Renovation	2,860,000	2,675,000	2011	2,675,000	Nov. 10		0	2,675,000	0	0	0
Moorefield Station Elementary School (ES-16)	26,930,000	25,615,000	2011	25,615,000	Nov. 10		0	15,500,000	7,150,000	2,965,000	0
Leesburg Area Elementary School (ES-24)	26,930,000	25,615,000	2011	25,615,000	Nov. 10		0	15,500,000	7,150,000	2,965,000	0
Advanced Technology Academy	95,675,000	91,335,000	2011	91,335,000	Nov. 10		0	24,000,000	32,000,000	20,000,000	15,335,000
Ashburn/Dulles Area ES (ES-21)	28,740,000	27,305,000	2012	27,305,000	Nov. 11		0	0	8,830,000	10,235,000	8,240,000
Ashburn/Dulles Area MS (MS-6)	53,062,000	50,655,000	2012	50,655,000	Nov.11		0	0	13,625,000	20,375,000	16,655,000
Dulles Area High School I (HS-6)	106,838,000	91,495,000 *	2012	101,495,000	Nov. 11		0	0	20,000,000	25,080,000	46,415,000
Brambleton Elementary School (ES-14)	30,445,000	14,000,000 *	2013	28,660,000	Nov. 12		0	0	0	7,000,000	7,000,000
Leesburg Area Elementary School (ES-15)	30,445,000	14,000,000 *	2013	28,660,000	Nov. 12		0	0	0	7,000,000	7,000,000
CS Monroe Tech Center Conversion	35,444,000	19,000,000 *	2013	33,670,000	Nov. 12		0	0	0	7,000,000	12,000,000
Ashburn/Dulles Area MS (MS-7)	55,705,000	37,000,000 *	2013	52,920,000	Nov. 12		0	0	0	15,000,000	22,000,000
Brambleton Elementary School (ES-22)	32,727,000	8,000,000 *	2014	31,090,000	Nov. 13		0	0	0	0	8,000,000
Ashburn/Dulles Area ES (ES-23)	32,727,000	8,000,000 *	2014	31,090,000	Nov. 13		0	0	0	0	8,000,000
SUBTOTAL						76,275,000	111,985,000	133,195,000	128,120,000	159,145,000	
GRAND TOTAL						182,125,000	247,565,000	241,545,000	238,605,000	239,055,000	
Notes on Potential Referendum Dates and Projects:											
* Remaining amount to be financed after 2014											
(1) General obligation bond financing previously approved at referendum											
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources											



Previously Authorized Projects

General Government

Willisville On-Site Wastewater Treatment Project. A community wastewater treatment and disposal system to serve eleven properties in the Willisville community was constructed and completed in May 2007. Loudoun Water (formerly known as the Loudoun County Sanitation Authority) owns and maintains the system through a cooperative service agreement with the County. The Board of Supervisors authorized conveyance of the treatment plant site to Loudoun Water in January 2007.

Government Support Center Infrastructure. This project provides construction of capital infrastructure and any associated road improvements identified in the Loudoun County Government Support Center Master Plan, the Countywide Transportation Plan, and the Town of Leesburg's Water and Sewer Master Plan for necessary access to the Town of Leesburg's utility services, as designated by the Board of Supervisors. The County anticipates a Summer 2009 construction award for the water and sewer infrastructure work.

Lower Sycolin Sewer Pump Station. This project constructs the Lower Sycolin Road Sewer Pump Station through a partnership with the Town of Leesburg. The design phase is underway and a 2012 construction completion date is anticipated.

Transportation

Hibbs Bridge. This project restores and improves the existing historic stone arch bridge located on Snickersville Turnpike, Route 734, between Philomont and Mountville. Construction was completed in calendar year 2007.

Ashburn North Park-and-Ride Lot. The land for this project was purchased in calendar year 2008. The purchased site included a paved parking lot which requires minimal improvements to put into service as a park-and-ride lot to serve Ashburn area commuters. The lot provides 265 parking spaces and will open for service in late Spring 2009.

Leesburg Park-and-Ride. This park-and-ride lot is located at the Government Support Center off Sycolin Road in Leesburg. A construction contract was awarded in calendar year 2008 with completion scheduled for January 2010.

HS-3 (Woodgrove HS) Off-Site Road Improvements. The Board of Supervisors authorized the design and construction phases of this project to begin in January 2009. The Loudoun County Public School Construction Division will be project manager for these improvements and coordinate their construction with the construction schedule for Woodgrove High School. Project completion is projected in the Fall of 2010.

Eastern Route 7 Safety Projects. This project consists of several small projects that make up the Eastern Route 7 Safety Project. Currently these projects are in the final phase of design with construction contract award planned for the summer of 2009. The Office of Transportation Services is responsible for the design phase, and the Office of Capital Construction is responsible for the construction phase.

Road Projects – Design Route 50 and Route 606 (Loudoun County Pkwy) Interchange. The conceptual design for this project is completed and the final design phase is proposed to begin in FY 11.

Road Projects – Design Widening of Route 50 from Route 742 (Poland Rd) to Fairfax County. The Virginia Department of Transportation has assumed responsibility for project delivery. The project is expected to go out to bid in 2010.

Road Projects – Design Route 7 and Route 659 (Belmont Ridge Rd) Interchange. This project is in design with anticipated design completion in calendar year 2009.

Road Projects – Design 4-laning of Route 659 (Belmont Ridge Rd) from Gloucester Pkwy to Dulles Greenway. The Virginia Department of Transportation has assumed responsibility for project delivery. The project was completed in Fall 2008.

Road Projects – Design Sycolin Rd Overpass at Route 7/Rt 15 Bypass. The Virginia Department of Transportation has assumed responsibility for project delivery. The project is expected to be put out to bid in 2012 or 2013.

Road Projects – Design Route 7 and Route 690 (Hillsboro Rd) Interchange. An Intersection Justification Report must be prepared for Federal level review and approval for access, as Route 690 overpasses Route 7 (Bypass). The design phase for this project is scheduled for FY 11.

Road Projects – Construction of Route 7 and Route 607 (Loudoun County Pkwy) Interchange. The County awarded a construction contract in December 2008 with completion scheduled for summer 2010.

Road Projects – Waxpool Road. This project has been renamed the Waxpool Road project. A combination of proffers and revenue sharing are funding this project, which is currently in design. This project is expected to go to bid in Spring 2009.

Sycolin Road Improvements. Design is complete. The County awarded a construction contract in Fall 2008 with completion scheduled for January 2010.



Public Safety

Courtroom Additions. The County completed the construction of a new 83,000 square-foot courthouse with eight courtrooms and ten judges' chambers in FY 04. A second phase of construction included space for two additional courtrooms and was opened for use December 2007.

Brambleton Fire/Rescue/Sheriff Station. This project constructs a Fire/Sheriff Station of approximately 23,000 square feet on a proffered site in the Brambleton service area of the County. The design for this project is complete. The construction phase of this project is deferred pending Board of Supervisors direction during the FY 10 budget deliberations.

Dulles/Route 28 Fire/Rescue/Sheriff Station. This project constructs a Fire/Sheriff Station of approximately 13,000 square feet in the Route 28/Dulles corridor to serve public safety needs along Route 28. The design process has been deferred until the acquisition of a suitable site.

Eastern Loudoun Sheriff's Substation. This project constructs a sheriff's substation of approximately 18,000 square feet on a 4-acre parcel located beside Rolling Ridge Elementary School in Sterling. A construction contract was awarded in Fall 2008 with completion scheduled in February 2010.

Lansdowne Fire/Rescue Station. This project constructs an 11,000 square-foot Fire/Rescue/Sheriff Station in the Lansdowne area. Design for this project is 100% complete. A construction contract was awarded in Fall 2008 with occupancy scheduled for July 2009.

Moorefield Station Fire/Rescue Station. This project constructs an 11,125 square-foot Fire/Rescue/Sheriff Station in the Moorefield Station development, on a proffered four-acre site. While the land has not yet been conveyed to the County, the design was completed in December 2006. The proffered parcel will require construction of a road to access the site. Construction award is scheduled for Spring 2009 with completion in Spring 2010.

Rt. 9/Rt.671 Fire/Rescue Station. This project constructs a 13,000 square-foot fire and rescue station to replace the Neersville Fire & Rescue Station. Land was purchased in calendar year 2008. The design phase is scheduled to begin in Spring 2009.

Purcellville Fire/Rescue Station. This project constructs a Fire/Rescue Station of approximately 23,000 square feet in the Purcellville area to replace Volunteer Stations #2 and #14, which had undergone temporary repairs in the interim until the new station is constructed. Construction began in January 2008 with completion scheduled for Spring 2009.

South Riding Fire/Sheriff Station. A Fire/Sheriff Station of approximately 23,000 square feet has been constructed in the Dulles South subarea to serve the public safety needs of the Dulles South region. The station opened in May 2007.

Health and Welfare

Mental Health Group Homes (2) Mirror Ridge. The Department of Mental Health, Mental Retardation and Substance Abuse Services built two homes in the Potomac Planning Subarea. Both projects are completed and the homes are occupied.

Youth Shelter. This project constructs a staff-secured youth shelter of approximately 8,000 square feet on a four-acre site. The licensed facility will accommodate up to twelve beds. This project will supplement the County's existing 12-bed youth shelter and will serve clients ages 11-17 who have been referred by the Departments of Family Services and Mental Health, Mental Retardation and Substance Abuse Services. This project is in the design phase with construction award planned for Summer 2009.

Parks, Recreation and Culture

Carver School Rehabilitation. This project renovated the 60-year-old Carver School building, located in the Town of Purcellville, to serve as a Senior Activity Center. The project was completed and opened in March 2007.

Claude Moore Park Recreation Center. This two-phase project constructed a 100,000 square-foot recreation center located in the Sterling Subarea Planning District. Phase I opened to the public in March 2007. Phase II constructed a community center addition to replace the Sterling Annex and opened in Fall 2007.

Dulles South Multi-Purpose Center, Phase I. This two-phase project constructs a recreation/community center modeled after the Claude Moore Park Recreation Center in Sterling. Phase I includes construction of 23,900 gross square feet of community center and multi-purpose areas, including necessary infrastructure for the entire 91,300 gross-square-foot facility. The contract for Phase I was awarded in April 2007 and construction was completed in 2008. Occupancy occurred Summer 2008. Design of Phase II, which adds a recreation center, competition pool, leisure pool, lockers, fitness area, gymnasium and program space, is complete.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Eastern Loudoun Respite Center. This project constructs a 4,000 gross-square-foot one-story building to be located on a seven-acre site at Bles Park. This facility will provide a licensed adult day care program for up to 30 clients with memory loss and/or chronic physical disabilities. The funding for this project was re-programmed to the Carver Center project in FY 05 and was restored from FY 05 Fund Balance in mid-FY 06. The design for this project is 95% complete. Final design and construction has been deferred pending Board of Supervisors direction during the FY 10 budget deliberations.

Edgar Tillet Memorial Park. This project is a proffered park site with the initial phase of ball fields and parking lot built by the developer. All construction is complete, with the exception of the restroom/concession stand. The park opened to league play in Fall 2006.

Franklin Park Performing Arts Center. The facility is currently operational and occupied. The installation of air conditioning at the center was completed in September 2008.

Loudoun Valley Community Center Renovation. This project renovates the existing 12,490 square-foot community center in Purcellville by updating all building systems to current codes, making cosmetic improvements, and addressing programmatic issues. Renovation was completed in August 2008.

North Street Administration. This project renovates the 34,000 square-foot former LCPS Administration building in Leesburg, which is currently being leased by the County. The FY 06 adopted budget included funding for the design of the renovation, which provides space for a senior center, offices for the Aging Services Division of Parks, Recreation and Community Services and Library Administration and Support Services. The Board of Supervisors appropriated funding for construction and furnishings in FY 07. The design is 95% complete. The land use special exception has been approved, the project is scheduled to go out to bid in late Spring 2009, and the project is estimated to be completed in Summer 2010.

Philip A. Bolen Memorial Park. This project constructs a regional park with both active and passive recreation amenities to serve central Loudoun. A construction contract was awarded in December 2008 with completion planned for Summer 2010.

Rust Library Expansion. This project constructs a 15,000 square-foot expansion to Rust Library which enlarges the children's and circulation areas. Design is 100% complete and construction in progress. The construction phase is estimated to be completed in April 2009 with a re-opening of the Library planned for July 2009.

Softball Field Lighting at Fields Farm. This project installs lighting for two softball fields located on the southern portion of the County-owned Fields Farm, north of Purcellville. The Upper Loudoun Youth Football League (ULYFL) has an agreement with the County to build a stadium with access and parking, a practice field, and two softball fields (including rough grading and seeding) on the site. The ULYFL has also offered to provide backstops and infields as a donation.

Woodgrove Park. Design documents for the construction of a restroom facility/concession stand and the provision of utilities to the site are complete. An invitation-for-bid was advertised for construction, but the three bids received exceeded the budget. Value engineering efforts have not produced viable options, and alternatives are being considered.

Elementary Schools

Kenneth W. Culbert Elementary School (Harmony Intermediate School Site) (ES-4). This new elementary school will be an estimated 90,050 square feet located on a site of approximately 20 acres adjacent to Harmony Intermediate School. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2005. Due to site difficulties, the opening of Kenneth W. Culbert Elementary School has been delayed and is now scheduled to open Fall 2009.

Creighton's Corner Elementary School (Brambleton) (ES-9). This new elementary school is an estimated 90,050 square feet located on a proffered site of approximately 15-20 acres within the Brambleton development. This school is being designed for an anticipated 875 students in grades K through 5. Referendum date was November 2004. Creighton's Corner Elementary School opened Fall 2008.

Sycolin Creek Elementary School (Red Cedar) (ES-13). This 84,000 square-foot elementary school with a 750-student program capacity was approved for general obligation bond financing on the November 2003 referendum. Sycolin Creek Elementary School opened in Fall 2007.

Rosa Lee Carter Elementary School (Loudoun Valley Estates II/Ashburn) (ES-17). This new elementary school is an estimated 90,050 square feet located on a proffered site of approximately 15-20 acres adjacent to the Loudoun Valley Estates II development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2005. Rosa Lee Carter Elementary School opened in Fall 2007.

New Arcola Elementary School (Stone Ridge). This new elementary school is an estimated 90,050 square feet and is located on a proffered site of approximately 15-20 acres within the Stone Ridge development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2005. New Arcola Elementary School opened in Fall 2007.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Liberty Elementary School (South Riding Station) (ES-18). This new elementary school will be an estimated 90,050 square feet located on a proffered site of approximately 15-20 acres within the South Riding Station development. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2006, and the school opened Fall 2008.

Steuart W. Weller Elementary School (ES-19). This new elementary school will be an estimated 90,050 square feet located on a site of approximately 15-20 acres in Ashburn. This school will be designed for an anticipated 875 students in grades K through 5. Referendum date was November 2006, and the school opened Fall 2008.

Rolling Ridge Elementary School Renovation. This project included the addition of a full-size gymnasium, six classrooms, fire suppression and sprinkler systems. The facility's heating, ventilation, air conditioning, mechanical and electrical systems were upgraded. Referendum date was November 2005. The project was completed by Fall 2007.

Sugarland Run Elementary Renovation. This project added a full-size gymnasium, nine classrooms, fire suppression and sprinkler systems. The facility's heating, ventilation, air conditioning, mechanical and electrical systems were upgraded. Referendum date was November 2005. The project was completed by Fall 2007.

Middle Schools

Stone Hill Middle School (Loudoun Valley Estates II/Ashburn) (MS-4). This new middle school is an estimated 168,780 square feet and is located on a proffered site of approximately 35 acres in the Loudoun Valley Estates II development. The school is designed for an anticipated 1,350 students in grades 6 through 8. Referendum date was November 2004. Stone Hill Middle School opened in Fall 2007.

Middle School (Dulles Area) (MS-5). This new middle school will be an estimated 168,780 square feet located on a site of approximately 35 acres in the Dulles South area, either proffered or purchased. The school will be designed for an anticipated 1,350 students in grades 6 through 8. Referendum date was November 2005. Due to site acquisition difficulties, the opening of MS-5 has been delayed to open Fall 2011.

Middle School Renovations (Phase II). This project includes the renovation of art rooms, improvements to the cafeteria, and upgrades to the auditorium and media center. Referendum date was November 2006, and the project was completed Fall 2008.

High Schools

High School (Western Loudoun) (HS-3). This new high school will be an estimated 263,000 square feet located on County-owned property (Fields Farm Tract) north of Purcellville. The school will be designed for an anticipated 1,600 students in grades 9 through 12. Referendum date was November 2005. This project will begin construction in Spring 2009 and is now scheduled to open Fall 2010.

High School (Leesburg) (HS-5). This new high school will be an estimated 279,000 square feet located on a purchased site of approximately 60 acres in Leesburg. The school will be designed for an anticipated 1,800 students in grades 9 through 12. Referendum date was November 2006, and the school is currently under construction and is scheduled to open Fall 2010.



COUNTY CAPITAL PROJECTS





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General Government Summary
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Functional Area	# Projects in FY 09-14	Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Total
Administration	--	\$ 194,590	\$ 15,620	\$ -	\$ 38,544	\$ 12,884	\$ 17,914	\$ 15,500	\$ 100,462	\$ 84,885	\$ 379,937
General Government	8	25,675	19,918	6,413	6,363	18,722	53,414	24,582	129,412	159,607	314,694
Transportation	7	19,110	44,780	44,200	47,700	41,200	41,200	41,200	260,280	-	279,390
Public Safety	16	91,805	35,268	6,875	31,550	25,586	32,783	8,346	140,408	268,567	500,780
Health and Welfare	12	185	4,279	-	4,300	3,160	595	-	12,334	12,055	24,574
Parks, Recreation and Culture	10	12,155	14,098	500	14,045	-	29,767	-	58,410	78,273	148,838
GRAND TOTAL	53	\$ 343,520	\$ 133,963	\$ 57,988	\$ 142,502	\$ 101,552	\$ 175,673	\$ 89,628	\$ 701,306	\$ 603,387	\$ 1,648,213

Fund Codes	Revenue Source		Prior FY	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 75,695	\$ 14,757	\$ 5,913	\$ 29,077	\$ 22,863	\$ 25,794	\$ 22,612	\$ 121,016	\$ 100,335	\$ 297,046
GO - GO Bond	General Obligation Bond	GO	\$ 90,935	25,260	4,620	23,175	16,280	35,359	-	\$ 104,694	87,663	\$ 283,292
FB	Fund Balance	CIPFB	\$ -	2,308	200	-	-	-	-	\$ 2,508	-	\$ 2,508
GT, TF	Gas Tax/Transportation Fund	GT/TF	\$ -	1,000	-	-	-	-	-	\$ 1,000	-	\$ 1,000
S - State Grant	State Grant	S	\$ 15,749	6,428	3,120	-	-	-	-	\$ 9,548	-	\$ 25,297
P - Proffers	Proffers (C.L.I.)	P	\$ 66,440	864	500	27,550	-	3,808	2,500	\$ 35,222	80	\$ 101,742
VPSA - Bonds	VA Public School Auth Bonds	VPSA	\$ 1,430	-	-	-	-	-	-	\$ -	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	\$ -	40,000	40,000	40,000	40,000	40,000	40,000	\$ 240,000	-	\$ 240,000
F - Fees	Fees	F	\$ 10,980	2,725	300	-	1,500	-	-	\$ 4,525	-	\$ 15,505
Other Debt	Debt Financing	Debt	\$ 82,291	35,018	3,335	22,700	20,909	70,712	24,516	\$ 177,190	415,309	\$ 674,790
Sale	Sale of Land	Sale	\$ -	5,000	-	-	-	-	-	\$ 5,000	-	\$ 5,000
Gifts	Gifts & Donations	Gifts	\$ -	603	-	-	-	-	-	\$ 603	-	\$ 603
Totals			\$ 343,520	\$ 133,963	\$ 57,988	\$ 142,502	\$ 101,552	\$ 175,673	\$ 89,628	\$ 701,306	\$ 603,387	\$ 1,648,213



NOTES



COUNTY CAPITAL PROJECTS

ADMINISTRATION



Administration
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Administration	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
Administration	Land Acquisition Fund - Co	\$ 79,085	\$ 9,100	\$ -	\$ 11,874	\$ 3,774	\$ 3,914	\$ 2,500	\$ 31,162	\$ -	\$ 110,247
Administration	Land Acquisition Fund - Sch	115,505	6,520	-	26,670	9,110	14,000	13,000	69,300	84,885	269,690
	Administration Totals	\$ 194,590	\$ 15,620	\$ -	\$ 38,544	\$ 12,884	\$ 17,914	\$ 15,500	\$ 100,462	\$ 84,885	\$ 379,937

Fund Codes	Revenue Source	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 50,285	\$ 3,270	\$ -	\$ 19,379	\$ 12,884	\$ 17,914	\$ 13,000	\$ 66,447	\$ 84,885	\$ 201,617
GO - G O Bond	General Obligation Bond	GO	78,275	-	-	-	-	-	-	-	-	\$ 78,275
FB	Fund Balance	CIPFB	-	1,922	-	-	-	-	-	1,922	-	\$ 1,922
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	State Grant	S	-	4,598	-	-	-	-	-	4,598	-	\$ 4,598
P - Proffers	Proffers (C, L, I)	P	64,600	-	-	19,165	-	-	2,500	\$ 21,665	-	\$ 86,265
VPSA - Bonds	VA Public School Auth Bonds	VPSA	1,430	-	-	-	-	-	-	-	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	-	-	-	-	-	-	-	-	-	-
Other Debt	Debt Financing	Debt	-	5,830	-	-	-	-	-	5,830	-	\$ 5,830
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	-	-	-
Gifts	Gifts & Donations	Gifts	-	-	-	-	-	-	-	-	-	-
	Totals		\$ 194,590	\$ 15,620	\$ -	\$ 38,544	\$ 12,884	\$ 17,914	\$ 15,500	\$ 100,462	\$ 84,885	\$ 379,937



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

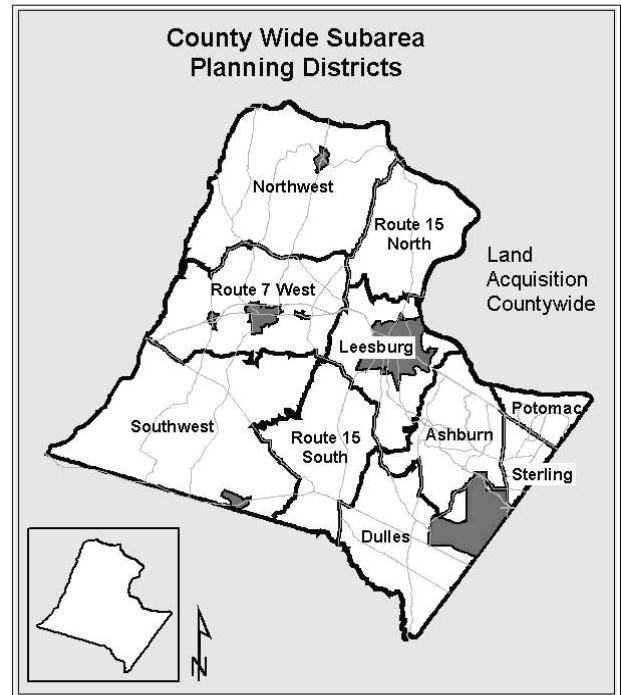
Land Acquisition Fund

Project Description

Historically, land acquisition for capital projects has been dependent upon proffered land sites. In recent years, the supply of proffered sites has decreased and 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 02 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.

There are no land purchases planned for FY 10, to reflect the proposed deferral of both general government and school capital projects to the FY 11 – FY 14 planning period. The Board of Supervisors and School Board took actions in FY 09 that make the land acquisitions proposed in the FY 11 – FY 14 period place holders pending a thorough review of the land acquisition plan during FY 10. The Board of Supervisors initiated a review of the Capital Facility Standards that will inform the re-development of a strategic land acquisition plan for the FY 11 – FY 16 Capital Improvement Program. The Board of Supervisors also tasked the Land Acquisition Matrix Team to complete a review of available land parcels in the planning subareas scheduled for capital facility development and to develop a strategic land acquisition plan with co-location of county/school facility opportunities. In addition, the Loudoun County School Board has initiated school attendance boundary reviews that will redefine where schools are to be planned in the FY 11 – FY 16 planning period. A revised land acquisition plan will be developed in FY 10 for the Board of Supervisors review during their FY 11 budget cycle.



Funding

Land acquisition for the planning period is funded with a combination of local tax funding, fund balance, proffers, state grants (lottery), and debt financing.

Operating Impact

Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$4.5 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Land Acquisition	194,590	15,620	0	38,544	12,884	17,914	15,500	100,462	84,885	379,937
Total Cost	194,590	15,620	0	38,544	12,884	17,914	15,500	100,462	84,885	379,937
Local Tax Funding	50,285	3,270	0	19,379	12,884	17,914	13,000	66,447	84,885	151,332
Fund Balance	0	1,922	0	0	0	0	0	1,922	0	1,922
VPSA	1,430	0	0	0	0	0	0	0	0	1,430
GO Bonds	78,275	0	0	0	0	0	0	0	0	78,275
Proffers (Cash)	1,855	0	0	0	0	0	0	0	0	1,855
State Grant Program	0	4,598	0	0	0	0	0	4,598	0	4,598
Lease/Purchase	0	5,830	0	0	0	0	0	5,830	0	5,830
Proffers (Land)	62,745	0	0	19,165	0	0	2,500	21,665	0	84,410
Total Financing	194,590	15,620	0	38,544	12,884	17,914	15,500	100,462	84,885	379,937
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	1,626	1,584	1,541	1,498	6,249		
Total Impact		0	0	1,626	1,584	1,541	1,498	6,249		



NOTES



COUNTY CAPITAL PROJECTS

GENERAL GOVERNMENT



General Government
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

General Government		Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
General Govt	Capital Project Mgmt Support	\$,FB,Debt	\$ 9,595	\$ 4,708	\$ 4,113	\$ 4,113	\$ 4,319	\$ 4,535	\$ 4,762	\$ 26,550	\$ -	\$ 36,145
General Govt	Govt Administrative Ctr (Ph I)	Debt	-	1,278	-	-	6,773	46,129	16,820	\$ 71,000	-	\$ 71,000
General Govt	Govt Administrative Ctr (Ph II)	Debt	-	-	-	-	-	-	-	-	84,000	\$ 84,000
General Govt	Storm Water Management	\$	5,100	1,750	2,000	2,250	2,500	2,750	3,000	\$ 14,250	-	\$ 19,350
General Govt	Consolidated Shops & Whse	Debt	-	-	-	-	-	-	-	-	30,635	\$ 30,635
General Govt	East Community Services Ctr	Debt	-	-	-	-	-	-	-	-	37,272	\$ 37,272
General Govt	East Vehicle Support Facility	\$	-	-	-	-	-	-	-	-	3,850	\$ 3,850
General Govt	West Vehicle Support Facility	\$	-	-	-	-	-	-	-	-	3,850	\$ 3,850
General Govt	WR Landfill Site Development	F,Debt	9,855	1,791	-	-	-	-	-	\$ 1,791	-	\$ 11,646
General Govt	WR Landfill Leachate Trans	F	-	1,200	-	-	-	-	-	\$ 1,200	-	\$ 1,200
General Govt	WR Landfill Cell IA Construct	F,Debt	-	7,216	-	-	-	-	-	\$ 7,216	-	\$ 7,216
General Govt	WR Landfill Seq III Closure	F,Debt	-	1,950	300	-	-	-	-	\$ 2,250	-	\$ 2,250
General Govt	WR Landfill Seq IV Closure	F,Debt	-	-	-	-	5,130	-	-	\$ 5,130	-	\$ 5,130
General Govt	WR Landfill Maintenance Shop	F	1,125	25	-	-	-	-	-	\$ 25	-	\$ 1,150
General Govt Totals			\$ 25,675	\$ 19,918	\$ 6,413	\$ 6,363	\$ 18,722	\$ 53,414	\$ 24,582	\$ 129,412	\$ 159,607	\$ 314,694

Revenue Source		Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 14,695	\$ 6,258	\$ 5,913	\$ 6,363	\$ 6,819	\$ 7,285	\$ 7,762	\$ 40,400	\$ 7,700	\$ 62,795
GO - G O Bond	General Obligation Bond	GO	-	200	-	-	-	-	-	\$ 200	-	\$ 200
FB	Fund Balance	CIPFB	-	-	200	-	-	-	-	\$ 200	-	\$ 200
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	State Grant	S	-	-	-	-	-	-	-	-	-	-
P - Profers	Profers (C.L.I)	P	-	-	-	-	-	-	-	-	-	-
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	-	-	-
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	10,980	2,725	300	-	1,500	-	-	\$ 4,525	-	\$ 15,505
Other Debt	Debt Financing	Debt	-	10,735	-	-	10,403	46,129	16,820	\$ 84,087	151,907	\$ 235,994
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	-	-	-
Gifts	Gifts & Donations	Gifts	-	-	-	-	-	-	-	-	-	-
Totals			\$ 25,675	\$ 19,918	\$ 6,413	\$ 6,363	\$ 18,722	\$ 53,414	\$ 24,582	\$ 129,412	\$ 159,607	\$ 314,694



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Capital Project Management

Project Description

Capital Project Management is provided by several County departments, with the Office of Capital Construction and Solid Waste Management functioning as the principal staff contact.

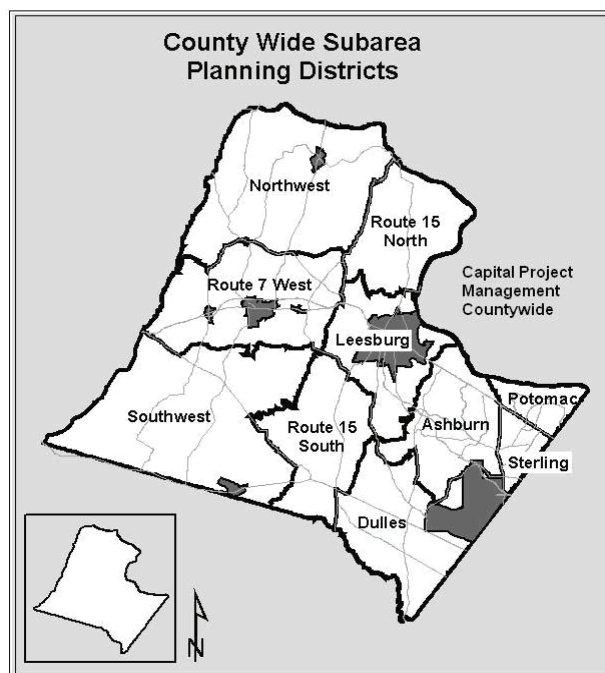
The Office of Capital Construction was established as a distinct County Department in FY 07 by combining resources from the County's Departments of General Services and Parks, Recreation and Community Services. By consolidating resources from several departments within the County, the Office of Capital Construction combined the in-depth knowledge of projects within those departments with the comprehensive procedures necessary to develop a more efficient approach to capital project management. The Office of Capital Construction serves as the principal staff point of contact for matters relating to the County's capital projects, including land acquisition, design and engineering, construction management and project support.

In FY 10, the Office of Solid Waste Management will be merged into the Office of Capital Construction, to create the Office of Capital Construction and Solid Waste Management.

Resources in the Office of the County Attorney, the Department of Building and Development, and the Department of Management and Financial Services provide support to insure that projects advance appropriately. These positions are supported by local tax funding from the Capital Projects Fund and are included in their departments' respective operating budget.

As a cost saving and efficiency measure, the County Administrator initiated a mid-year reorganization that consolidated the capital planning and budget functions from various departments to the Office of Capital Construction and Solid Waste Management. The new Capital Planning and Budget Division is staffed by 3.0 FTE transferred from County Administration (1.0 FTE), Management and Financial Services (1.0 FTE), and Building and Development (1.0 FTE).

Additional information on the Office of Capital Construction and Solid Waste Management, the Office of the County Attorney, the Department of Building and Development, 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, proceeds from general obligation bonds and CIP fund balance.

Operating Impact

Operations & Maintenance

Capital Project Management expenses are estimated at \$26.4 million over the six-year planning period.

Debt Service

Capital Project Management is partially funded with proceeds from general obligation bonds and CIP fund balance; debt service expense incurred is included in the Debt Service Fund, page 8-1.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Operating Support (Staffing)	6,408	3,639	3,456	3,456	3,629	3,810	4,001	21,991	0	28,399
Professional Services	806	584	338	338	355	373	391	2,379	0	3,185
Operations and Maintenance	2,381	485	319	319	335	352	370	2,180	0	4,561
Total Cost	9,595	4,708	4,113	4,113	4,319	4,535	4,762	26,550	0	36,145
Local Tax Funding	9,595	4,508	3,913	4,113	4,319	4,535	4,762	26,150	0	35,745
Debt Financing & CIP FB	0	200	200	0	0	0	0	400	0	400
Total Financing	9,595	4,708	4,113	4,113	4,319	4,535	4,762	26,550	0	36,145

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	4,708	4,113	4,113	4,319	4,535	4,762	26,550
Total Impact	4,708	4,113	4,113	4,319	4,535	4,762	26,550



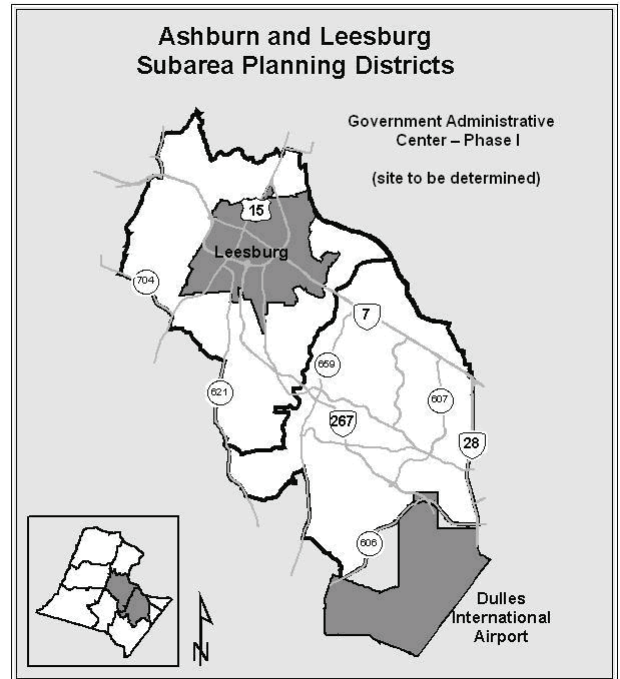
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Government Administrative Center – Phase I

Project Description

The Capital Improvement Program has included funding for future government administrative space since FY 01, with the objective of reducing leased facilities by consolidating County offices into owned space. This project is an approximately 250,000 square-foot office building for the County's general government agencies, which are currently housed in the Government Center in the Town of Leesburg. Vacating the Government Center facility will make room for the Courts Support agencies, and relieve overcrowding at the current Courts Complex.

The County envisions a government campus that is aesthetically designed, welcoming, and easily accessible with a high utilization rate by its occupants and citizens. This project will include the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles, along with additional land to accommodate another 300,000 square feet for future space requirements in Phase II. When Phase II is completed, the campus will include office, customer service, program, public meeting, conference, information technology and building support space. Facilities for food service and employee fitness will be included as part of the future County buildings, or within walking distance.



Current Status

On September 5, 2006, the Board of Supervisors authorized the County Administrator to develop a Request for Partnership Proposal (RFPP), as allowed under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA), for a Government Administrative Center. The Board of Supervisors reviewed proposals in FY 08 and authorized three proposals to move to a detailed submission phase of the PPEA process in FY 09. The Board of Supervisors suspended the PPEA process in the fall of 2008 due to the County's fiscal condition. The FY 10 Proposed CIP defers this project to the FY 12 planning period. The deferral to FY 12 could impact the PPEA proposer's willingness to continue in the detailed phase of the PPEA process. The Board of Supervisors may need to terminate the current PPEA process and initiate a new planning process pending a final decision on when this project is considered for development.

Funding

This project will be funded through debt financing, as provided under PPEA guidelines.

Operating Impact

Operations & Maintenance

Should the Board of Supervisors proceed with this project, operating and maintenance impacts will be developed as specific building, space utilization and operating plans are finalized.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$9.9 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	1,278	0	0	5,722	0	0	7,000	0	7,000
Furniture, Fixtures & Equip	0	0	0	0	0	1,250	4,750	6,000	0	6,000
Construction	0	0	0	0	1,051	44,879	12,070	58,000	0	58,000
Total Cost	0	1,278	0	0	6,773	46,129	16,820	71,000	0	71,000
Debt Financing	0	1,278	0	0	6,773	46,129	16,820	71,000	0	71,000
Total Financing	0	1,278	0	0	6,773	46,129	16,820	71,000	0	71,000
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	638	3,259	6,022	9,919		
Total Impact		0	0	0	638	3,259	6,022	9,919		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Government Administrative Center – Phase II

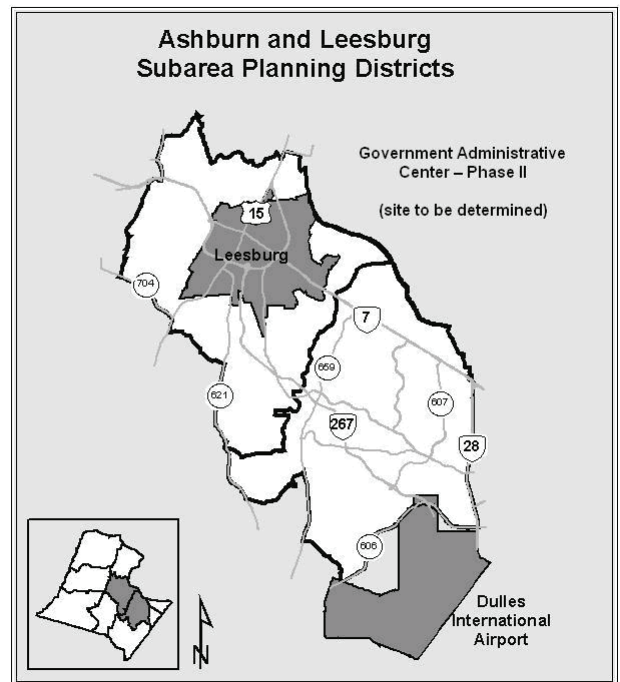
Project Description

The Capital Improvement Program has included funding for future government administrative space since FY 01, with the objective of reducing leased facilities by consolidating County offices into owned space. This project is an approximately 300,000 square-foot office building on the same campus as the facility constructed by the capital project Government Administrative Center – Phase I. This facility will accommodate any remaining County general government support agencies and certain units of the County's human/community services agencies currently housed in a variety of leased facilities.

The County envisions a government campus that is aesthetically designed, welcoming, easily accessible and with a high utilization rate by its occupants and citizens. When Phase II is complete, this campus will include the necessary infrastructure, landscaping, and sufficient parking facilities for County-owned and visitor vehicles; office, customer service, program, public meeting, conference, information technology and building support space. Facilities for food service and employee fitness will be included either as part of the County buildings or within walking distance.

Current Status

Phase II of the Government Administrative Center has been deferred to a future fiscal year. This project timeline is contingent upon the Board of Supervisors determining the project development schedule for the Government Administrative Center – Phase I project.



Funding

This project will be funded through debt financing, as provided under PPEA guidelines.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in a future fiscal year.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	8,000	8,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	7,000	7,000
Construction	0	0	0	0	0	0	0	0	69,000	69,000
Total Cost	0	0	0	0	0	0	0	0	84,000	84,000
Debt Financing	0	0	0	0	0	0	0	0	84,000	84,000
Total Financing	0	0	0	0	0	0	0	0	84,000	84,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

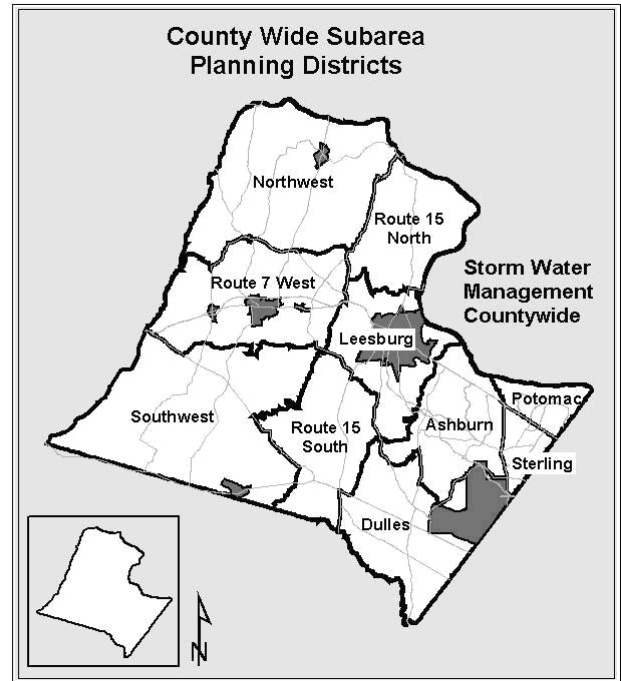
Storm Water Management

Project Description

The County continually maps and surveys its storm water infrastructure as inventory is added to the County's portfolio through new development as part of its standard maintenance regimen. The County has also developed and implemented an overall storm water management program to meet the Environmental Protection Agency's Phase II stormwater discharge permit restrictions, which require the repair, maintain, and restoration of County-owned stormwater 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 extended across the planning continuum.

The infrastructure survey and the strategic plan identified restoration and storm water management activities to be supported by these capital funds. 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.



Current Status

The Department of General Services is implementing action items identified in the storm water management strategic plan, which was completed in mid-2007, as noted above.

Funding

This project is funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of General Services manages this program. Personnel and operations expenses are estimated at \$1.58 million over the six-year 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 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Facilities Construction	5,100	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	19,350
Total Cost	5,100	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	19,350
Local Tax Funding	5,100	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	19,350
Total Financing	5,100	1,750	2,000	2,250	2,500	2,750	3,000	14,250	0	19,350
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		240	252	252	265	278	292	1,579		
Total Impact		240	252	252	265	278	292	1,579		



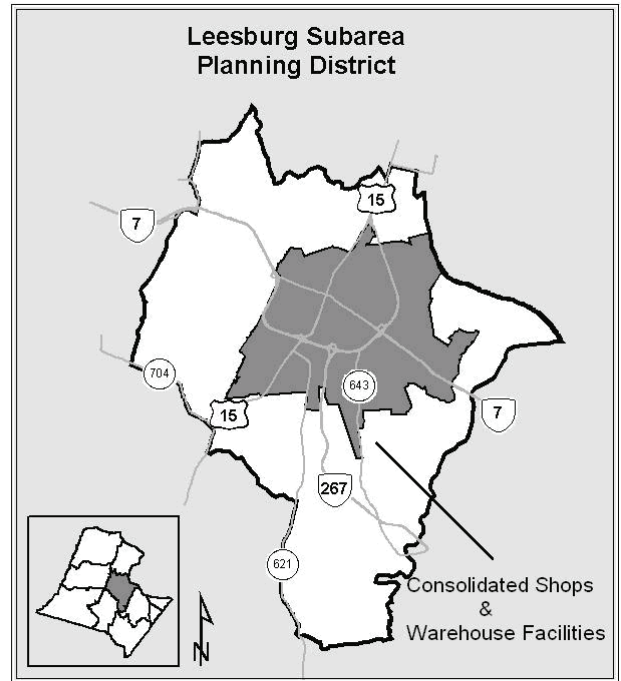
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Consolidated Shops & Warehouse Facilities

Project Description

The Consolidated Shops & Warehouse Facilities will house the entire Department of General Services' facility and public works support space. The facilities will include shop and inside storage areas for technicians providing countywide mechanical, building and security systems; public works infrastructure maintenance, and associated crew meeting, workstation and support spaces. Functional, secure warehousing areas will include surplus material awaiting disposition, the County's surplus store, secured storage for high-value items, voting machine storage, staging areas for project materials, climate-controlled space for the storage of archived records and needed public safety storage space. Outside material staging areas and protective equipment storage areas will also be included.

A 15-acre buildable site 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. The proposed 60,000 square foot structure will provide a minimum 24-foot interior clearance height to accommodate high bay maintenance and storage activities. The building design will present an attractive facade along the frontage and shall be comparable to similarly-sized and located commercial properties in Loudoun County.



Current Status

Potential sites for this project will be considered during the facility planning stage of both the Government Administrative Center project and the Cangiano Property (Leesburg) Master Plan, along with other prospective County locations, to ensure optimal placement of County services and administrative support offices.

Funding

This project will be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	3,618	3,618
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	2,895	2,895
Construction	0	0	0	0	0	0	0	0	24,122	24,122
Total Cost	0	0	0	0	0	0	0	0	30,635	30,635
Debt Financing	0	0	0	0	0	0	0	0	30,635	30,635
Total Financing	0	0	0	0	0	0	0	0	30,635	30,635



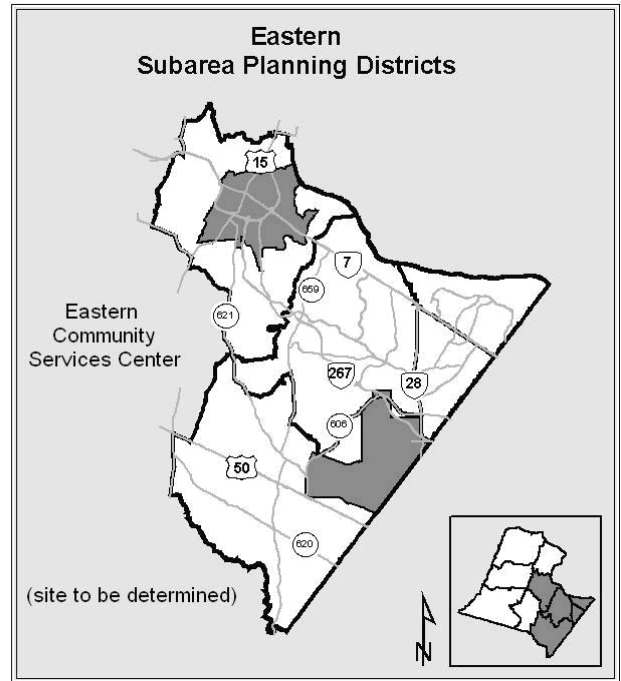
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Eastern Community Services Center

Project Description

The Eastern Community Services Center will house essential human services agencies including Family Services, Mental Health/Mental Retardation/Substance Abuse Services, Health Services and the Juvenile Court Services Unit. There is a separate project identified in the Capital Needs Assessment for an Eastern Health Clinic; this function is anticipated to be co-located with the other human services functions in the Eastern Community Services Center.

The 5-acre (buildable) site design will feature well-landscaped parking bays with sufficient parking to accommodate the anticipated occupant and visitor requirements. The proposed 73,000 rentable square foot structure will accommodate administrative and health care functions. Functionality, materials and finishes will be comparable to a Class-A commercial office building. The building design will present an attractive image along the frontage comparable to similar sized and located commercial properties in Loudoun County. The necessary information technology infrastructure must be part of the building design. Modular office systems, private office furnishings and the required medical equipment for health clinic functions will be included in the furniture, fixtures and equipment budget.



Current Status

Potential sites for this project will be considered during the facility planning stage with prospective eastern County locations, to ensure optimal placement of County services and administrative support offices.

Funding

This project will be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	4,402	4,402
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,522	3,522
Construction	0	0	0	0	0	0	0	0	29,348	29,348
Total Cost	0	0	0	0	0	0	0	0	37,272	37,272
Debt Financing	0	0	0	0	0	0	0	0	37,272	37,272
Total Financing	0	0	0	0	0	0	0	0	37,272	37,272



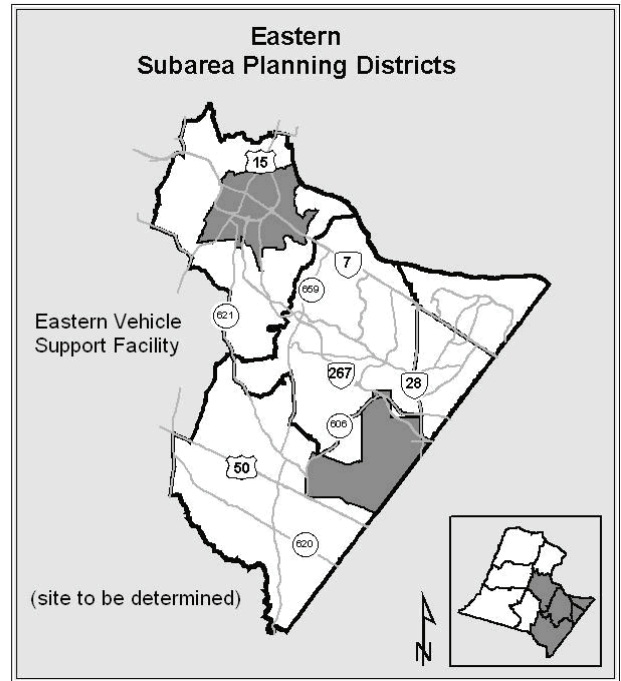
Eastern Vehicle Support Facility

Project Description

The Eastern Vehicle Support Facility project will provide for a satellite fueling and light maintenance facility for County 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 for these uses and will require a special exception zoning application. The site design will feature landscaped parking bays and incorporate the environmental management requirements for an industrial use facility, including storm water run-off mitigation. The facility will accommodate the needed 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 required at this satellite facility.

A 3,000 square foot covered fueling facility and a 5,300 square foot maintenance building will be constructed of architecturally compatible materials and accommodate the vehicle functions. The building design will present an attractive facade along the 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 two building designs. All equipment for the maintenance facility will be included in the furniture, fixtures and equipment budget.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service expense will be incurred.

Current Status

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.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	462	462
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	364	364
Construction	0	0	0	0	0	0	0	0	3,024	3,024
Total Cost	0	0	0	0	0	0	0	0	3,850	3,850
Local Tax Funding	0	0	0	0	0	0	0	0	3,850	3,850
Total Financing	0	0	0	0	0	0	0	0	3,850	3,850



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

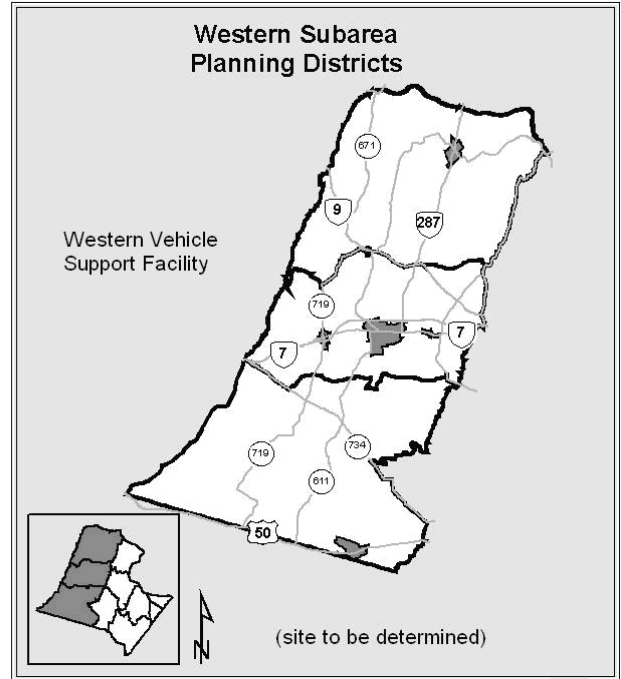
Western Vehicle Support Facility

Project Description

The Western Vehicle Support Facility project will provide for a satellite fueling and light maintenance facility for County 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 for these uses and will require a special exception zoning application. The site design will feature landscaped parking bays and incorporate the environmental management requirements for an industrial use facility, including storm water run-off mitigation. The facility will accommodate the needed 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 required at this satellite facility.

A 3,000 square foot covered fueling facility and a 5,300 square foot maintenance building will be constructed of architecturally compatible materials and accommodate the vehicle functions. The building design will present an attractive facade along the 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 two building designs. All equipment for the maintenance facility will be included in the furniture, fixtures and equipment budget.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service expense will be incurred.

Current Status

Potential sites for this project will be considered during the facility planning stage with prospective western County locations to ensure optimal placement of County/School support facilities.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	462	462
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	364	364
Construction	0	0	0	0	0	0	0	0	3,024	3,024
Total Cost	0	0	0	0	0	0	0	0	3,850	3,850
Local Tax Funding	0	0	0	0	0	0	0	0	3,850	3,850
Total Financing	0	0	0	0	0	0	0	0	3,850	3,850



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

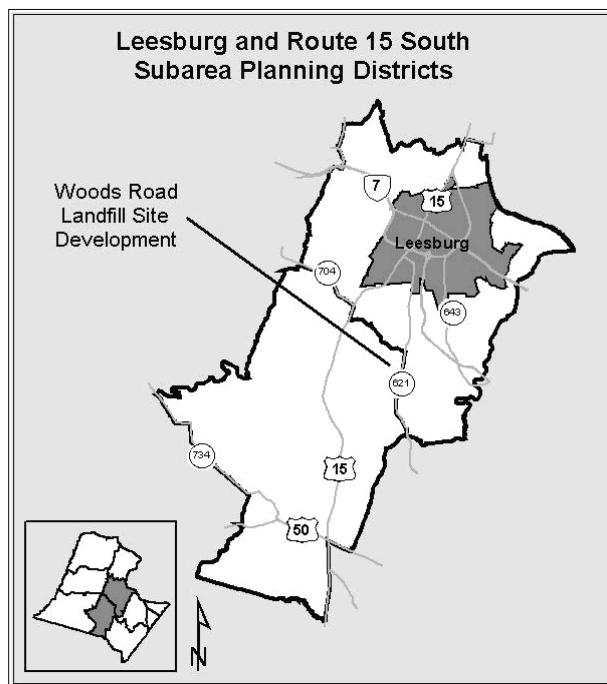
Woods Road Landfill Site Development

Project Description

This project funds engineering services and construction to maintain available disposal capacity at the Loudoun County Landfill. Preliminary site work for the construction of berms and storm water management facilities is included in the scope. Completion of this project by the end of FY 09 is necessary to ensure uninterrupted operations. The project also includes necessary improvements to Route 621 (Evergreen Mills Road) to improve access to the Woods Road portion of the landfill.

Current Status

The Board of Supervisors awarded an excavation contract to American Infrastructure in April 2008. The contractor achieved substantial completion of the excavation and construction of berms in December 2008 in preparation for the Cell 1A construction project. The support infrastructure facilities planned for the citizen convenience center are scheduled for completion in the summer of 2009.



Funding

This project is funded with a combination of landfill fees and debt financing. Bonds for the financed portion of the project are scheduled for issuance in FY 09.

Operating Impact

Operations & Maintenance

The Office of Capital Construction and Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Solid Waste Management.

Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$763,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	175	0	0	0	0	0	0	0	0	175
Const of Site Infrastructure	9,680	1,791	0	0	0	0	0	1,791	0	11,471
Total Cost	9,855	1,791	0	0	0	0	0	1,791	0	11,646
Landfill Fees	9,855	0	0	0	0	0	0	0	0	9,855
Debt Financing	0	1,791	0	0	0	0	0	1,791	0	1,791
Total Financing	9,855	1,791	0	0	0	0	0	1,791	0	11,646
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	49	186	181	176	171	763		
Total Impact		0	49	186	181	176	171	763		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

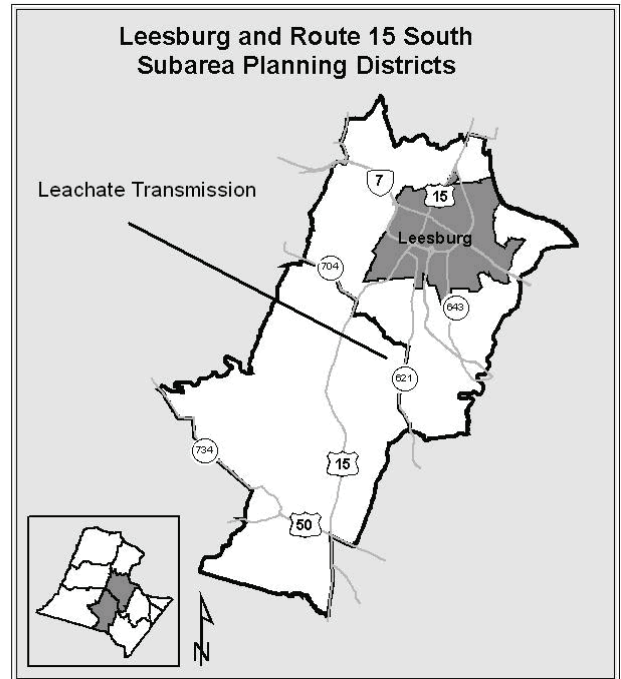
Woods Road Landfill Leachate Transmission

Project Description

This project replaces the current "pump and haul" system for transporting landfill leachate from the Loudoun County Solid Waste Management Facility (LCSWMF) to the Broad Run discharge manhole on Loudoun Parkway. The project includes construction and construction oversight engineering for a dual unit 10,000 gallons-per-day industrial wastewater pump station at the site of the current LCSWMF leachate treatment system, and a 4,450 foot force main from the pump station to the nearest Loudoun County Sanitation Authority (LCSA) sanitary sewer manhole on the Sycolin Creek Elementary School property across Route 621 from the LCSWMF. Existing pumps in the current system will be evaluated and replaced as necessary and environmental status monitoring equipment for the pump station will be provided. This pump and haul approach was necessary from the initiation of leachate control systems at the LCSWMF in 1984, as there was no sewer line available to the landfill facility, and on-site treatment and discharge is not possible due to the Dulles Watershed Policy. The construction of the Red Cedar Subdivision and the Sycolin Elementary School extended LCSA collection lines within a reachable distance of the LCSWMF.

Current Status

This project is in final design, with invitations to bid released in Spring 2009. The project alignment crosses Loudoun County Public Schools' property and the County is finalizing easement and maintenance agreements with Loudoun County Public Schools. Construction award is scheduled for Summer of 2009 with substantial completion anticipated in the Fall of 2009.



Funding

This project is funded by landfill fees.

Operating Impact

Operations & Maintenance

The Office of Capital Construction and Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Capital Construction and Solid Waste Management. This project is expected to reduce a number of operating and maintenance expenses, including the on-road liability and associated costs for leachate hauling, as well as the need for a tanker trailer and respective staffing. The elimination of leachate hauling will allow the reassignment of vehicles and vehicle operators to other critical functions in facility operation such as transport of recyclable materials.

Debt Service

This project is funded through landfill fees; therefore no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Const of Site Infrastructure	0	1,200	0	0	0	0	0	1,200	0	1,200
Total Cost	0	1,200	0	0	0	0	0	1,200	0	1,200
Landfill Fees	0	1,200	0	0	0	0	0	1,200	0	1,200
Total Financing	0	1,200	0	0	0	0	0	1,200	0	1,200



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

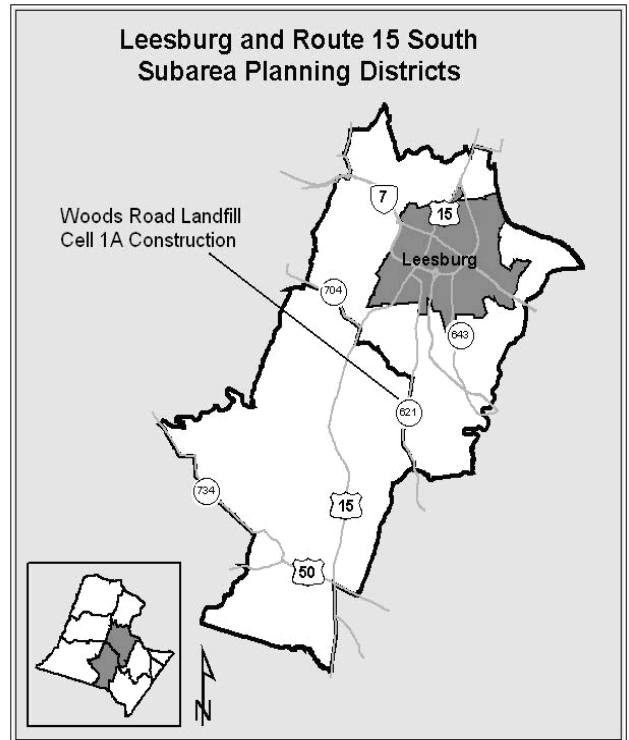
Woods Road Landfill Cell 1A Construction

Project Description

This project includes funding for engineering and construction services to maintain available disposal capacity at the Loudoun County landfill. This project includes constructing Cell 1A on the Woods Road portion of the landfill. Construction of this cell by the end of FY 09 is necessary to ensure uninterrupted operations. This project will be coordinated with Sequence III Closure Construction to realize cost savings and economies of scale. These savings are reflected in the two projects' respective budgets.

Current Status

Design began in July 2008, with invitations to bid to be released in Spring 2009. Construction is forecast to be complete by Summer 2009.



Funding

This project is funded with a combination of landfill fees and debt financing. Bonds for the financed portion of the project are scheduled for issuance in FY 09.

Operating Impact

Operations & Maintenance

The Office of Capital Construction and Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Capital Construction and Solid Waste Management.

Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$2.4 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	200	0	0	0	0	0	200	0	200
Const of Site Infrastructure	0	7,016	0	0	0	0	0	7,016	0	7,016
Total Cost	0	7,216	0	0	0	0	0	7,216	0	7,216
Landfill Fees	0	1,500	0	0	0	0	0	1,500	0	1,500
Debt Financing	0	5,716	0	0	0	0	0	5,716	0	5,716
Total Financing	0	7,216	0	0	0	0	0	7,216	0	7,216
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	157	591	576	560	544	2,428		
Total Impact		0	157	591	576	560	544	2,428		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

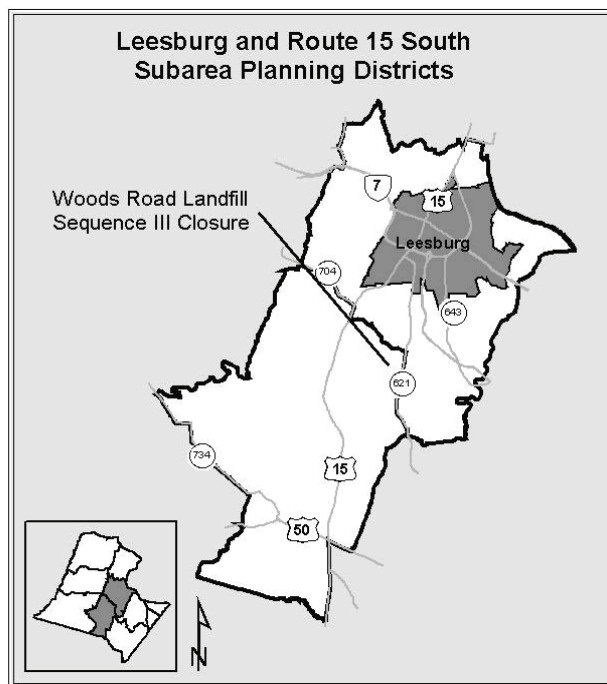
Woods Road Landfill Sequence III Closure

Project Description

This project includes funding for design, cap and closure construction of 9.3 acres of the existing Sequence III landfill disposal unit. Virginia Solid Waste Regulations require that this construction project commence within 180 days of reaching design grade, which is anticipated sometime in Spring 2008. This project includes final cap and cover, extension of the landfill gas collection system in the closure area, and installation of storm drainage features within the closure area. This project will be coordinated with Cell IA construction to realize cost savings and economies of scale. These savings are reflected in the two projects' respective budgets.

Current Status

Design will begin in July 2008, with invitations to bid to be released in Spring 2009. Substantial completion of this capital project is expected by Fall 2009.



Funding

This project is funded with a combination of landfill fees and debt financing. Bonds for the financed portion of the project are scheduled for issuance in FY 09.

Operating Impact

Operations & Maintenance

The Office of Capital Construction and Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Capital Construction and Solid Waste Management.

Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$830,000 over the six-year planning period.

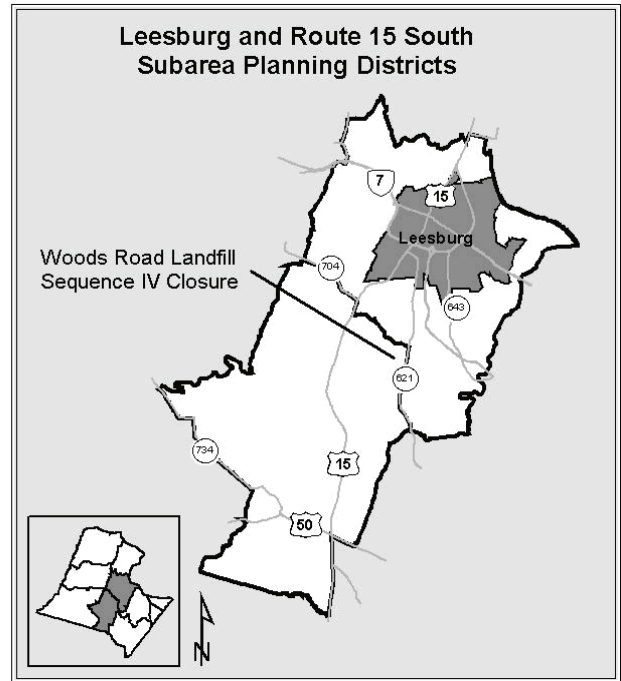
Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	150	0	0	0	0	0	150	0	150
Const of Site Infrastructure	0	1,800	300	0	0	0	0	2,100	0	2,100
Total Cost	0	1,950	300	0	0	0	0	2,250	0	2,250
Landfill Fees	0	0	300	0	0	0	0	300	0	300
Debt Financing	0	1,950	0	0	0	0	0	1,950	0	1,950
Total Financing	0	1,950	300	0	0	0	0	2,250	0	2,250
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	54	205	194	194	183	830		
Total Impact		0	54	205	194	194	183	830		



Woods Road Landfill Sequence IV Closure

Project Description

This project includes funding for engineering design costs and closure construction of 16 acres at the existing landfill disposal unit. Virginia Solid Waste Regulations require that this construction project commence within 180 days of reaching design grade, which is anticipated sometime in Spring 2011. This project includes final cap and cover, extensions of the landfill gas collection system in the closure area, and installation of storm drainage features within the closure area. This project will entirely close the existing landfill disposal unit, which began operations in 1971.



Funding

This project will be funded with a combination of landfill fees and debt financing. Bonds for the financed portion of the project are scheduled for issuance in FY 12.

Operating Impact

Operations & Maintenance

The Office of Capital Construction and Solid Waste Management manages the Woods Road Landfill facility. Operating costs for landfill operations are revenue-neutral, by Loudoun County Board of Supervisors' policy, and fully offset by fee collections by the Office of Capital Construction and Solid Waste Management.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$840,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	150	0	0	150	0	150
Const of Site Infrastructure	0	0	0	0	4,980	0	0	4,980	0	4,980
Total Cost	0	0	0	0	5,130	0	0	5,130	0	5,130
Landfill Fees	0	0	0	0	1,500	0	0	1,500	0	1,500
Debt Financing	0	0	0	0	3,630	0	0	3,630	0	3,630
Total Financing	0	0	0	0	5,130	0	0	5,130	0	5,130
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	100	375	365	840		
Total Impact		0	0	0	100	375	365	840		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

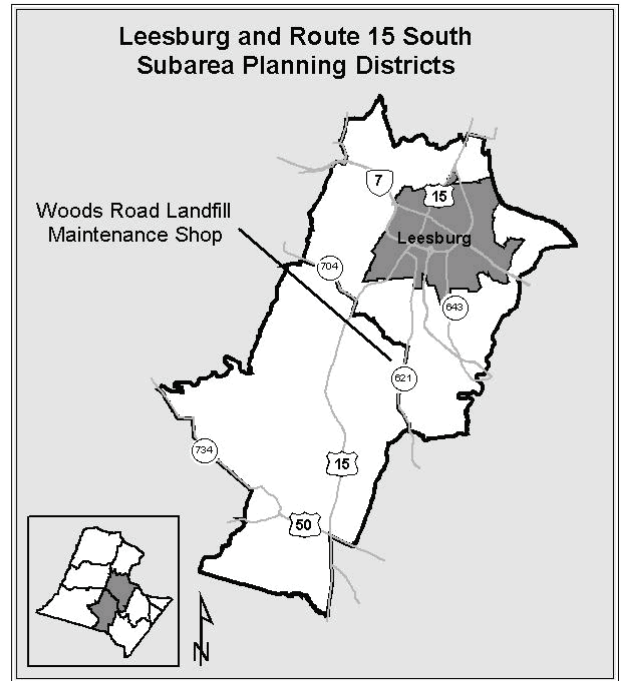
Woods Road Landfill Maintenance Shop

Project Description

This project includes funding for the construction of a one-story 3,956 square-foot mechanic shop at the Solid Waste Management Facility to replace the existing mechanic shop. The existing mechanic shop is in need of substantial maintenance and repair costs, and replacement has been determined to be the most cost effective option.

Current Status

Design is at 95%. The construction contract is expected to go out for bid in Spring 2009, with occupancy expected by Fall 2009.



Funding

This project is funded by landfill fees.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations is nominal, and will be incorporated into the facility's base operating budget as required.

Debt Service

This project is funded by landfill fees; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Construction	1,125	25	0	0	0	0	0	25	0	1,150
Total Cost	1,125	25	0	0	0	0	0	25	0	1,150
Landfill Fees	1,125	25	0	0	0	0	0	25	0	1,150
Total Financing	1,125	25	0	0	0	0	0	25	0	1,150



COUNTY CAPITAL PROJECTS

TRANSPORTATION



Transportation
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

<i>Transportation</i>		Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
Transportation	Commuter Transit Buses	S,Debt	\$ 16,235	\$ 1,200	\$ 4,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 10,200	\$ -	\$ 26,435
Transportation	Dulles Corridor Rapid Transit	PB	-	40,000	40,000	40,000	40,000	40,000	40,000	\$ 240,000	-	\$ 240,000
Transportation	Regional Park & Ride Lots	S	2,875	2,830	-	-	-	-	-	\$ 2,830	-	\$ 5,705
Transportation	Alder School Road Paving	\$,Debt	-	750	-	5,750	-	-	-	\$ 6,500	-	\$ 6,500
Transportation	Woods Road (Rte 771) Realignmt	\$	-	-	-	750	-	-	-	\$ 750	-	\$ 750
Transportation Totals			\$ 19,110	\$ 44,780	\$ 44,200	\$ 47,700	\$ 41,200	\$ 41,200	\$ 41,200	\$ 260,280	\$ -	\$ 279,390

Fund Codes	Revenue Source	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	-	\$ 750	\$ -	\$ 750	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	1,000	-	-	-	-	-	\$ 1,000	-	\$ 1,000
S - State Grant	State Grant	S	11,149	1,830	3,120	-	-	-	-	\$ 4,950	-	\$ 16,099
P - Profers	Profers (C.L.I)	P	-	-	-	-	-	-	-	\$ -	-	\$ -
VP SA - Bonds	VA Public School Auth Bonds	VP SA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	40,000	40,000	40,000	40,000	40,000	40,000	\$ 240,000	-	\$ 240,000
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	7,961	1,200	1,080	6,950	1,200	1,200	1,200	\$ 12,830	-	\$ 20,791
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	\$ -	-	\$ -
Gifts	Gifts & Donations	Gifts	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals			\$ 19,110	\$ 44,780	\$ 44,200	\$ 47,700	\$ 41,200	\$ 41,200	\$ 41,200	\$ 260,280	\$ -	\$ 279,390



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

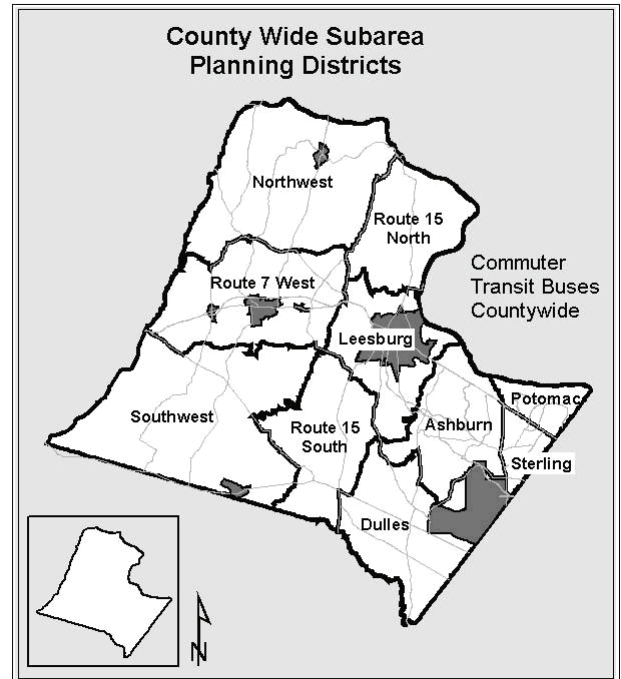
Commuter Transit Buses

Project Description

This project provides for the acquisition of transit buses in support of the County's commuter bus service. The transit bus acquisition schedule was approved by the Board of Supervisors in FY 04, when the first 22 buses were purchased. The current operating plan procures two transit buses yearly through the six-year capital planning period, subject to actual State Capital Grant awards.

State Grant funds may be available each fiscal year toward the purchase price of the transit buses. Actual State grant funds received for this program are shown as a prior allocation. There is no attempt to project possible future State funding levels over the six-year planning period. This project page forecasts the potential debt financing amounts the County should assure if the current acquisition plan remains in place.

The FY 10 Adopted budget includes funding to purchase seven buses. Three buses are planned for purchase to support the County's transit operations. Two of these buses are the regularly scheduled annual purchases and one bus is proposed for the reserve fleet as a back-up vehicle to support transit operations. Four buses are planned for purchase as a part of the Dulles Rail Congestion Relief project. Funding for the buses includes a combination of debt financing, cash proffers, State Capital Grants and Dulles Rail Project funding.



Funding

The commuter bus program is funded through a combination of fare revenues, cash proffers, State capital and operating assistance, and gasoline tax revenues. There is no impact on local tax funding.

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 on the Commuter Transit Buses is scheduled for procurement in the six-year CIP period to begin in FY 11, and is estimated at \$2.4 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Bus Acquisition	16,235	1,200	4,200	1,200	1,200	1,200	1,200	10,200	0	26,435
Total Cost	16,235	1,200	4,200	1,200	1,200	1,200	1,200	10,200	0	26,435
State Capital Assistance	8,274	0	3,120	0	0	0	0	3,120	0	11,394
Lease/Purchase	7,961	1,200	1,080	1,200	1,200	1,200	1,200	7,080	0	15,041
Total Financing	16,235	1,200	4,200	1,200	1,200	1,200	1,200	10,200	0	26,435
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	269	491	704	912	2,376		
Total Impact		0	0	269	491	704	912	2,376		



Dulles Corridor Rapid Transit

Project Description

State, regional and local authorities have jointly proposed an extension of rapid transit service along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project would involve a 23-mile Metrorail extension via Tyson's Corner and Dulles Airport that would terminate at the Dulles Greenway and Ryan Road (Route 772). Phase 1 would implement Metrorail service past Tyson's Corner with an interim terminus at Wiehle Avenue in Fairfax County. Phase 2 would complete the project, bringing Metrorail to Route 772 by 2015. The entire project would include a rail yard near Dulles Airport and a total of 12 stations, including four stations in the Tyson's Corner area.

The Metropolitan Washington Airports Authority (MWAA) submitted a proposal on December 20, 2005, to transfer responsibility for the Dulles Toll Road (DTR) and the Metrorail extension from the State of Virginia to MWAA. The proposal, which was approved by the State on March 27, 2006, will allow MWAA to expedite the development of the rapid transit project and ensure its financial viability. Subsequently, in December 2006, the Dulles Toll Road Transfer Agreement was signed by DTR and MWAA.

Funding for the project would be provided by the Federal and State governments, as well as the counties of Fairfax and Loudoun and the Metropolitan Washington Airports Authority, through a series of intergovernmental and local funding agreements. As currently envisioned, implementation of Phase 1 is estimated to cost approximately \$2.67 billion, assuming the Federal government provides its share of expenditures on an as-needed basis. Phase 2, which is currently in preliminary engineering, is estimated to total \$2.5 billion per the Project Environmental Impact Statement. Loudoun County's share is currently estimated to total \$240 million.

Current Status

The Virginia Department of Rail and Public Transportation (VDRPT) completed Preliminary Engineering for the Wiehle Avenue Extension (Phase 1) in June 2006. In December 2006, Phase 2 Preliminary Engineering was completed to the 65% level. On March 30, 2007, VDRPT announced the successful negotiation of a \$1.6 billion design-build agreement with Dulles Transit Partners, LLC for final design and construction of Phase 1. 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 the Metropolitan Washington Airports Authority (MWAA) for the purpose of constructing Metrorail to Loudoun County.

On April 30, 2008, the FTA sent the required 10-day notification to Congress asserting its intention to move the Dulles Corridor Rapid Transit project into the Final Design stage of the FTA's New Starts Process. Simultaneously, the 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. During its FY 09 budget deliberations, the Board reduced the FY 09 appropriation for this project, as planned in FY 08, to \$40 million, and increased the planned FY 14 appropriation to \$40 million to better match the expected funding requirements.

MWAA received final design approval for Phase I from the Federal Transit Administration (FTA) on May 12, 2008. Right-of-way acquisitions are proceeding 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. Congressional review is expected to be completed on March 6, 2009 and final approval and release of the federal funds by the FTA to follow. Construction of the Phase I Rail Project is proposed to start in March 2009 with tentative completion date for March 2013.

Wiehle Avenue Station (Exterior View)



Funding

The Federal Transit Administration, the State 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%. Rail project funding is contingent upon the execution of a full funding agreement with the Federal Transit Administration. Loudoun County's contributions towards Phase 2 construction is anticipated to begin in FY 10, with the estimated share to be funded through the sale of pledge bonds, with Business/Professional/Occupational Licenses tax revenues as the underlying credit or other financing sources the County deems appropriate. An appropriation for the first \$40 million debt offering was included in the FY 09 Adopted Fiscal Plan, however no debt issuance has occurred.

Operating Impact

Operations & Maintenance

The project's Environmental Impact Statement estimates that the County's share of operating costs would total about \$8 million during the first year of operation. The current planned development of the Dulles Rapid Transit project would not require the County to provide operating subsidies until operations have been extended to Route 772 in 2015. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

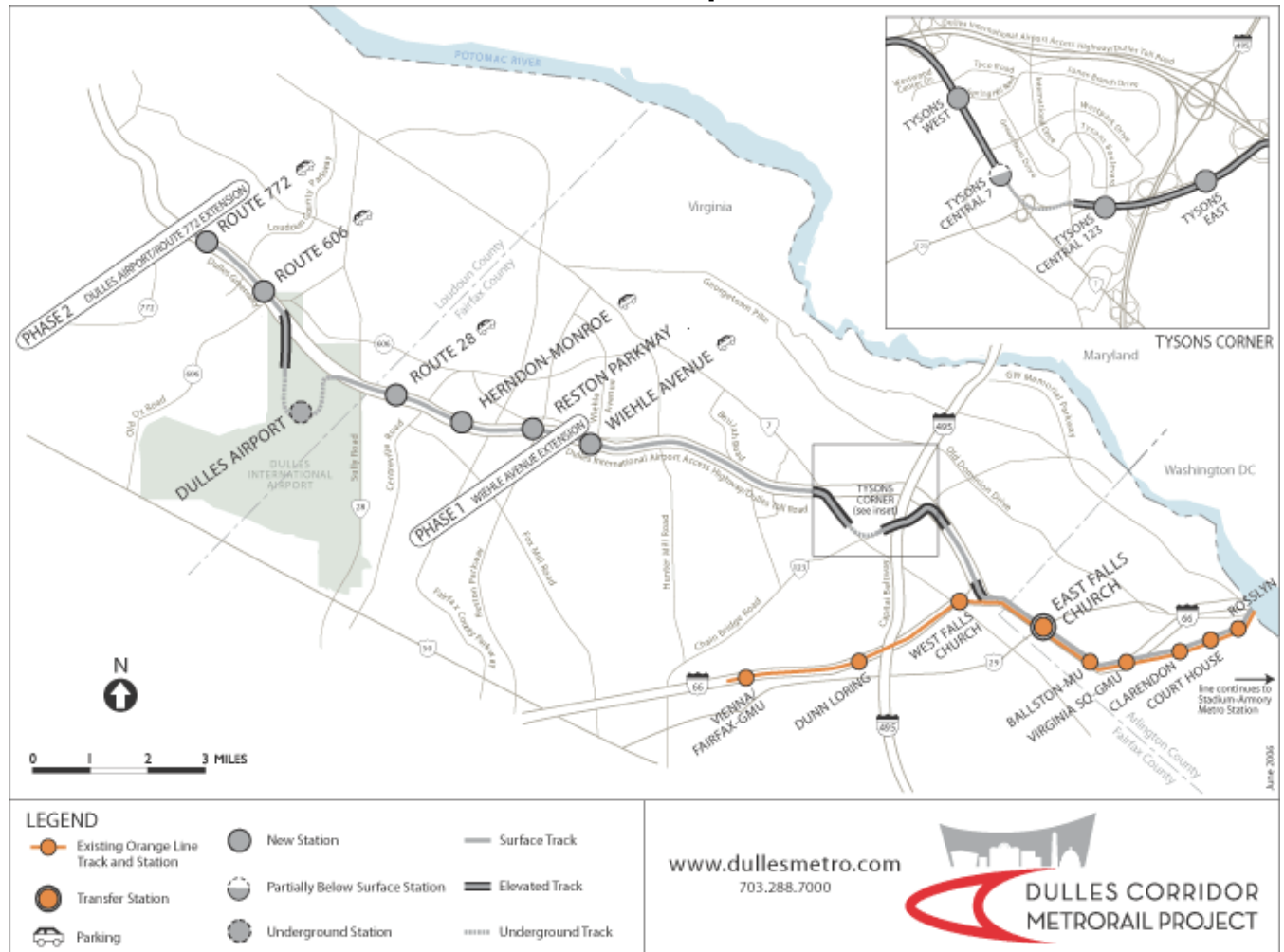
Debt Service

In FY 02, 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 11, and is estimated at \$53.2 million over the six-year planning period.



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Dulles Corridor Rapid Transit



Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Payment to Regional Org	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
Total Cost	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
Pledge Bonds/Other Financing	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
Total Financing	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000	0	240,000
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	4,200	12,490	16,360	20,120	53,170		
Total Impact		0	0	4,200	12,490	16,360	20,120	53,170		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Regional Park-and-Ride Lots

Project Description

This project provides for the acquisition of property and construction of several regional park-and-ride lots in various locations in Loudoun County. The Adopted FY 09-18 Capital Needs Assessment has identified the need for nine suburban regional park-and-ride lots by FY 18. During the FY 09-14 capital planning period, six suburban regional park-and-ride lots are scheduled for development:

Purcellville Area Park-and-Ride Lot

Acquires property to construct a 150 to 250-space parking lot in the Purcellville area to replace the temporary lots.

Ashburn North Park-and-Ride Lot

The Board of Supervisors acquired a 4.96-acre site on Russell Branch Parkway in FY 2009. The parcel provides a park-and-ride lot to serve the Ashburn area commuter bus patrons. The lot is planned to be operational in Spring 2009.

Hamilton Park-and-Ride Lot

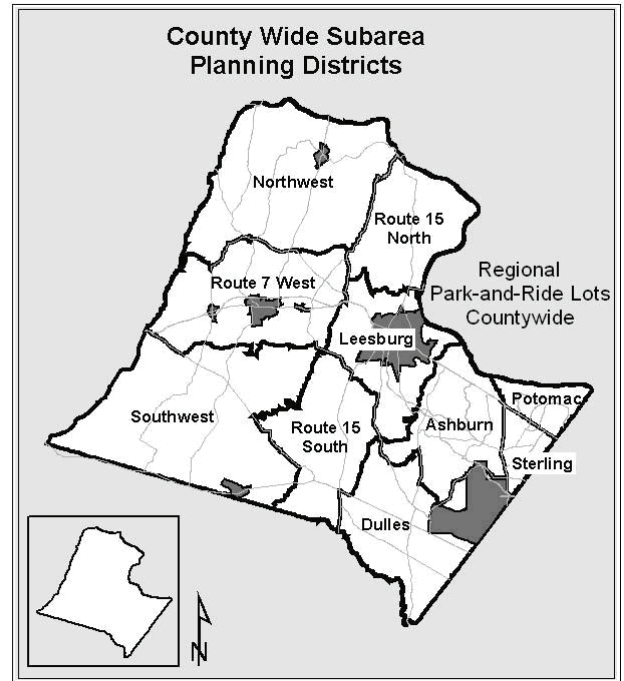
The Board of Supervisors acquired a 33-acre site between Route 7 and Dry Mill Road in FY 2009. The parcel co-locates a park-and-ride lot to serve the Hamilton area with the planned Scott Jenkins Memorial Park. The Board of Supervisors appropriated \$1,000,000 in gas tax funding to design and construct the park-and-ride lot infrastructure to serve the Hamilton/Purcellville commuter bus patrons. The lot is planned to be operational in January 2010.

Round Hill Park-and-Ride Lot

Constructs a 75-space surface parking lot on a proffered site (ZMAP-1989-0004) on Evening Star Drive in the Round Hill area in a future fiscal year.

Arcola Area Park-and-Ride Lot

Arcola Center has proffered a parcel for a park-and-ride lot to serve the Arcola/Rt.50 corridor. The development of the lot will occur in a future fiscal year pending the build-out of the Arcola Center development.



Funding

These projects are 80% funded by Federal Congestion Mitigation/Air Quality grants passed through the State; the remaining 20% match is funded by the Virginia Department of Transportation.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are estimated at \$49,000 over the six-year planning period.

Debt Service

This project is financed with federal and state funds and grants; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	430	80	0	0	0	0	0	80	0	510
Const of Site Infrastructure	2,445	2,750	0	0	0	0	0	2,750	0	5,195
Total Cost	2,875	2,830	0	0	0	0	0	2,830	0	5,705
State Capital Assistance	2,575	430	0	0	0	0	0	430	0	3,005
Gas Tax/Transportation Fund	0	1,000	0	0	0	0	0	1,000	0	1,000
State Grant Program	300	1,400	0	0	0	0	0	1,400	0	1,700
Total Financing	2,875	2,830	0	0	0	0	0	2,830	0	5,705
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	7	10	10	11	11	49		
Total Impact		0	7	10	10	11	11	49		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

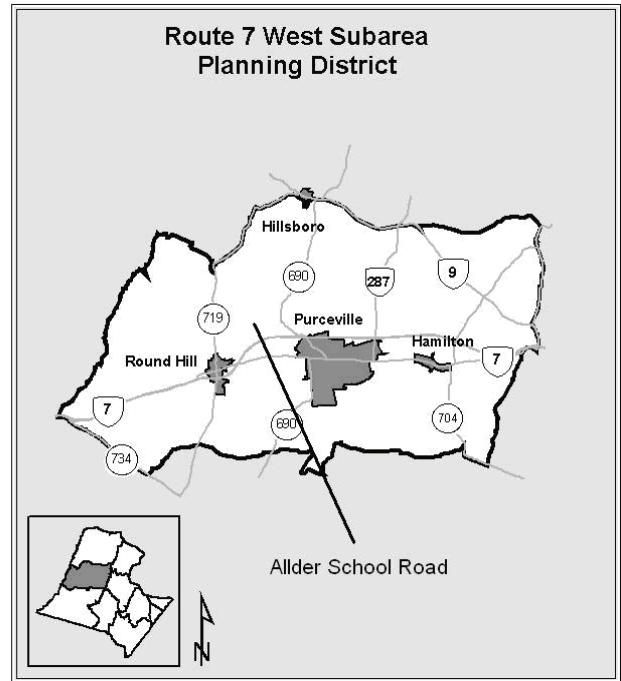
Alder School Road Paving

Project Description

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 (Route 711) is unpaved from its intersection with Woodgrove Road (Route 719) to approximately 0.3 miles west of its intersection with Hillsboro Road (Route 690). The road averages 18 feet in width and has no shoulders. The 0.3 mile paved section of Alder School Road averages 20 feet in width and has two- to four-foot wide shoulders. Within the project is a 21-foot wide, 16-foot long bridge which carries Alder School Road (Route 711) over South Fork Catoctin Creek. Virginia Department of Transportation (VDOT) maintenance records show this bridge was replaced in 1996 and is in good condition.

This project will provide safe access to the planned Woodgrove High School (HS-3) site, located south of Alder School Road (Route 711) and east of Hillsboro Road (Route 690) at the County-owned Fields Farm property. The new high school will draw students from the Round Hill area, and an improved Alder School Road (Route 711) will accommodate the expected traffic from school buses, students driving their own vehicles, and staff. A reconstructed and paved roadway with appropriate lane widths, shoulders, turn lanes, and roadside drainage will improve safety and operations along the roadway. VDOT has confirmed that relatively inexpensive modifications to the existing bridge can increase its width enough to provide 11-foot travel lanes and one- to two-foot-wide shoulders.

By improving this stretch of road, traffic traveling to HS-3 from Round Hill would be able to bypass downtown Purcellville, alleviating the effect of additional school-related traffic on the town.



Current Status

The Board of Supervisors released funds to begin the concept design for this project in January 2009. The Adopted FY 10 capital plan uses \$5,750,000 in debt financing in FY 11 to fund the design completion, required right-of-way/easement acquisitions and construction for the road improvements.

Funding

This project will be funded with debt financing.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

Debt service for Alder School Road paving is forecast to begin in FY 11, and is estimated at \$1.9 million over the six-year CIP planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	750	0	1,250	0	0	0	2,000	0	2,000
Construction of Roads	0	0	0	4,500	0	0	0	4,500	0	4,500
Total Cost	0	750	0	5,750	0	0	0	6,500	0	6,500
Local Tax Funding	0	750	0	0	0	0	0	750	0	750
Debt Financing	0	0	0	5,750	0	0	0	5,750	0	5,750
Total Financing	0	750	0	5,750	0	0	0	6,500	0	6,500
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	158	598	577	567	1,900		
Total Impact		0	0	158	598	577	567	1,900		



Woods Road (Route 771) Realignment

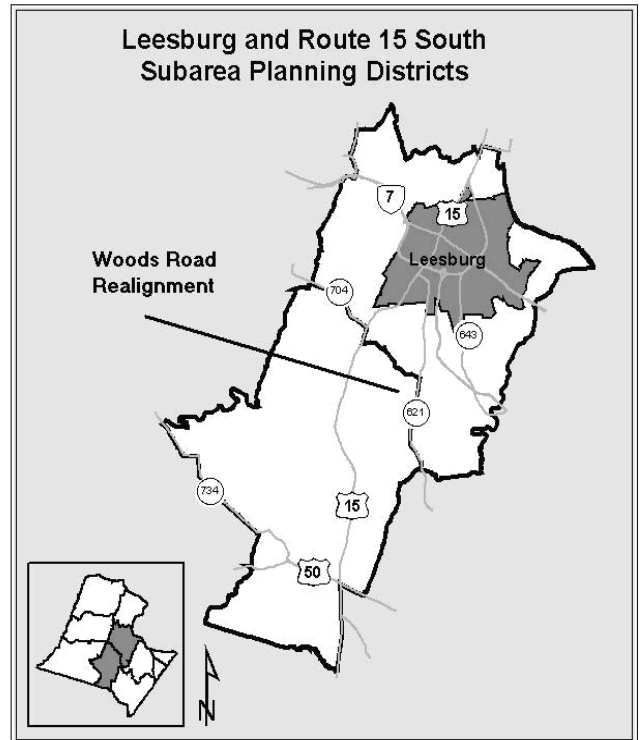
Project Description

This project provides for the design of the relocation of the Woods Road to satisfy permit requirements for future landfill operations at the Loudoun County Solid Waste Management Facility. The permit requires the existing Woods Road to be realigned to allow necessary setback and clearances for construction of Phase II at the landfill.

While the actual construction of the relocated road is not needed by the landfill operation for a number of years, there are significant land use, environmental and right-of-way issues that must be resolved in order to delineate the future road alignment. The community is also interested in a final determination of the alignment for the relocation and resolution of several other easement issues on the Banshee Reeks property south of the landfill.

Originally, the design and construction of this project was funded as part of the adopted FY 09 - FY 14 Secondary Road Six Year Plan through VDOT. Due to revenue reductions in transportation funding, the Commonwealth Transportation Board revised the plan, and the local secondary road budgets were reduced.

The design of this project will take up to one year to complete, and will be required to confirm environmental components, easement and right-of-way requirements and a detailed construction cost estimate. The County will work with the Virginia Outdoors Foundation (VOF) to identify property subject to VOF easements and other impacts.



Funding

This project is proposed to be funded with local tax funding.

Operating Impact

Operations & Maintenance

There will be no projected road maintenance expense for the County, as the road would be constructed to VDOT standards and subsequently become part of the VDOT system for maintenance.

Debt Service

This project is to be funded with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	750	0	0	0	750	0	750
Total Cost	0	0	0	750	0	0	0	750	0	750
Local Tax Funding	0	0	0	750	0	0	0	750	0	750
Total Financing	0	0	0	750	0	0	0	750	0	750



COUNTY CAPITAL PROJECTS

PUBLIC SAFETY



Public Safety
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Public Safety	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
Courts	\$	2,135	100	\$	-	\$	-	\$	100	\$	2,235
Courts	Debt	-	-	-	1,641	5,396	19,277	2,186	28,500	-	28,500
Courts	Courts Complex (Phase III)	-	-	-	-	-	-	-	-	4,000	4,000
Courts	Courts Complex - Harrison St Bldg	-	-	-	-	-	-	-	-	-	8,300
Fire & Rescue	Aldie Fire/Rescue Station	630	7,670	-	-	-	-	-	7,670	-	9,470
Fire & Rescue	East Route 606 (Sta 29) F/R Sta	-	-	-	-	-	-	-	-	-	9,800
Fire & Rescue	Kirkpatrick Farms (West) F/R Sta	-	-	-	800	9,000	-	-	9,800	-	10,200
Fire & Rescue	Leesburg South F/R Station	-	-	-	-	800	9,400	-	10,200	-	5,800
Fire & Rescue	Route 9/Route 671 F/R Station	515	665	4,620	-	-	-	-	5,285	-	26,570
Fire & Rescue	Fire Station Renovations	3,090	2,000	-	15,000	6,480	-	-	23,480	-	30,643
Fire & Rescue	Fire/Rescue Capital Apparatus	8,960	3,378	2,255	3,724	3,910	4,106	4,310	21,683	-	23,770
Fire & Rescue	Emergency Call Center (911)/EOC	-	-	-	-	-	-	-	-	28,900	28,900
Fire & Rescue	F/R Support Services Facility	-	-	-	-	-	-	-	-	-	41,809
Fire & Rescue	F/R Training Facilities	-	-	-	-	-	-	-	-	-	90,000
Sheriff's Office	Adult Detention Center (Ph I, II, III)	70,425	3,660	-	-	-	-	-	3,660	90,000	164,085
Sheriff's Office	West Loudoun Sheriff's Substation	750	7,580	-	-	-	-	-	7,580	-	8,330
Sheriff's Office	Sheriff's Administration Center	-	-	-	-	-	-	-	-	61,100	61,100
Sheriff's Office	Public Safety Firing Range	5,300	9,000	-	-	-	-	-	9,000	-	11,600
Family Services	Juvenile Detention Center	-	1,215	-	10,385	-	-	-	11,600	-	1,850
Courts	Public Inebriate Center	-	-	-	-	-	-	1,850	1,850	-	9,518
Animal Care & Control	Eastern Loudoun Animal Shelter	-	-	-	-	-	-	-	-	-	500,780
Public Safety Totals											
		\$ 91,805	\$ 35,268	\$ 6,875	\$ 31,550	\$ 25,586	\$ 32,783	\$ 8,346	\$ 140,408	\$ 268,567	\$ 500,780

Fund Codes	Revenue Source	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	10,195	\$ 100	\$	-	\$	-	\$ 1,850	\$ 1,950	\$	12,145
GO - G O Bond	General Obligation Bond	GO	2,680	17,915	4,620	15,800	16,280	9,400	-	64,015	9,470	76,165
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	State Grant	S	4,600	-	-	-	-	-	-	-	-	4,600
P - Proffers	Proffers (C.L.I.)	P	-	-	-	-	-	-	-	-	-	-
VP - Bonds	VA Public School Auth Bonds	VP	-	-	-	-	-	-	-	-	-	-
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	-	-	-	-	-	-	-	-	-	-
Other Debt	Debt Financing	Debt	74,330	17,253	2,255	15,750	9,306	23,383	6,496	74,443	259,097	407,870
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	-	-	-
Gifts	Gifts & Donations	Gifts	-	-	-	-	-	-	-	-	-	-
Totals												
			\$ 91,805	\$ 35,268	\$ 6,875	\$ 31,550	\$ 25,586	\$ 32,783	\$ 8,346	\$ 140,408	\$ 268,567	\$ 500,780



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Church Street Parking Lot

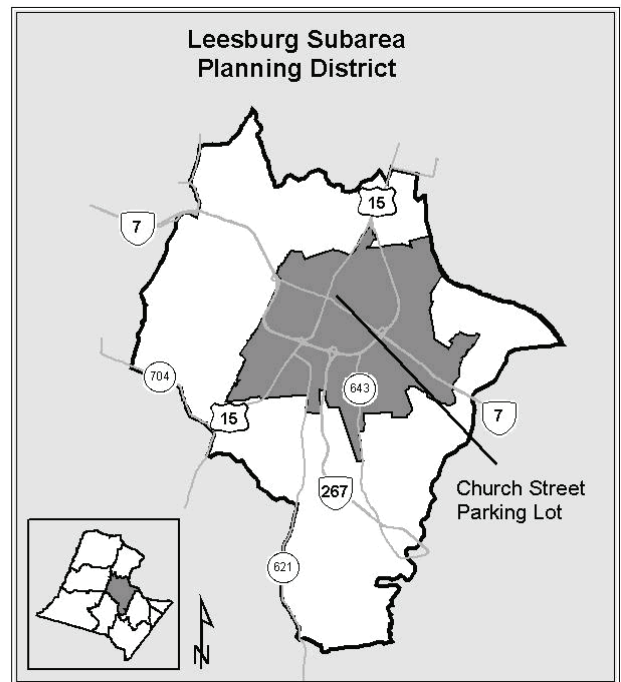
Project Description

This project provides for the construction of a parking lot on the site of the former Adult Detention Center in the Town of Leesburg. The former Adult Detention Center has been demolished.

The scope of work includes paving and associated storm water management, landscaping and lighting improvements. The project will provide a total of 246 parking spaces for use by the Courts upon completion.

Current Status

Archaeological and environmental studies have been completed. Hazardous material abatement has already begun at the site of the former Adult Detention Center. A temporary parking lot was completed in December of 2008, as an interim parking lot for court use.



Funding

This project is funded with local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses, which consist of general maintenance and lighting expenses, are estimated at \$38,000 over the six-year planning period.

Debt Service

This project is funded by local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	420	0	0	0	0	0	0	0	0	420
Furniture, Fixtures & Equip	0	100	0	0	0	0	0	100	0	100
Construction	1,715	0	0	0	0	0	0	0	0	1,715
Total Cost	2,135	100	0	0	0	0	0	100	0	2,235
Local Tax Funding	2,135	100	0	0	0	0	0	100	0	2,235
Total Financing	2,135	100	0	0	0	0	0	100	0	2,235

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	7	7	8	8	8	38
Total Impact	0	7	7	8	8	8	38



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

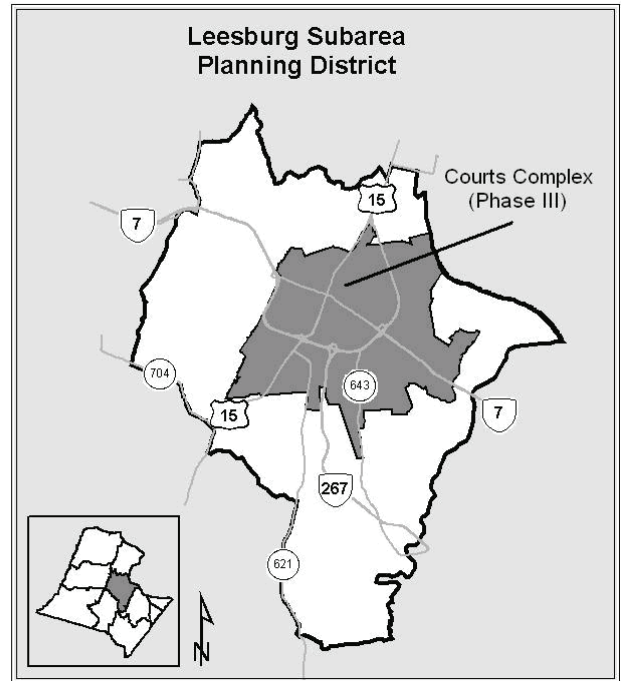
Courts Complex (Phase III)

Project Description

This project provides for the construction of a new facility for the General District Court and the Clerk of the Court administrative support functions. The increasing pace of development activity in Loudoun County has led to a higher level of population at an earlier time than the data available in 1997 would have suggested. This increase in the volume and pace of growth impacts judicial system demands for service (caseload), judgeship requirements, staff needs and ultimately space requirements. Phases I and II of the Courts Complex expansion included renovation of the old courts and administration buildings, and construction of new court facilities from FY 98 through FY 04. Phase III of the Courts Complex will be built on the site of the former Adult Detention Center.

Current Status

A Courts Facility Assessment and Expansion Plan has been developed to define the scope of the Phase III Courts Complex expansion.



Funding

This project will be funded through debt financing, as provided under Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA).

Operating Impact

Operations & Maintenance

Operating and maintenance expenses are forecast to begin in FY 14, and are forecast at \$823,200 over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$5.9 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,641	837	0	0	2,478	0	2,478
Furniture, Fixtures & Equip	0	0	0	0	0	0	1,239	1,239	0	1,239
Construction	0	0	0	0	4,559	19,277	947	24,783	0	24,783
Total Cost	0	0	0	1,641	5,396	19,277	2,186	28,500	0	28,500
Debt Financing	0	0	0	1,641	5,396	19,277	2,186	28,500	0	28,500
Total Financing	0	0	0	1,641	5,396	19,277	2,186	28,500	0	28,500

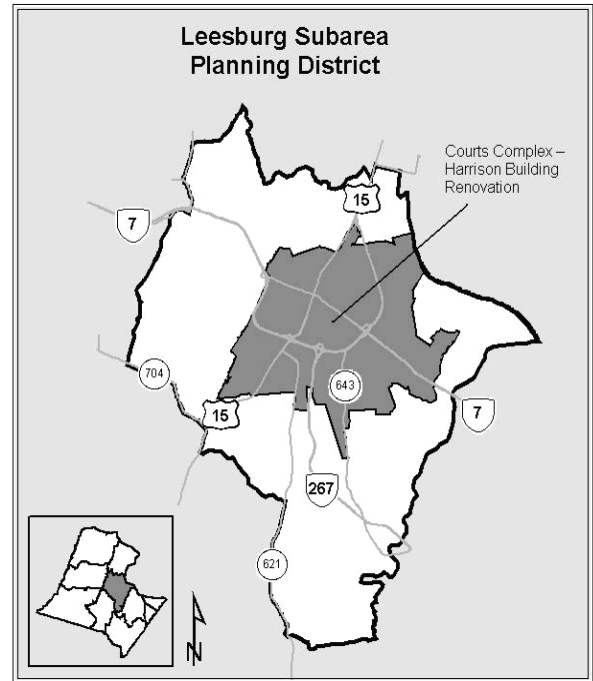
Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	0	823	823
Debt Service	0	0	110	745	1,950	3,056	5,861
Total Impact	0	0	110	745	1,950	3,879	6,684



Courts Complex – Harrison Building Renovation

Project Description

This project provides for the renovation of the Government Center facility on Harrison Street in the Town of Leesburg to accommodate the Court Support agencies. The existing occupants of the Government Center facility would be relocated to a new Government Administrative Center (see Government Administrative Center – Phase I capital project sheet in the General Government Section of the CIP). Design of the facility has been deferred to a future fiscal year pending the development schedule of the Government Administrative Center.



Funding

This project will be funded through debt financing, as provided under Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA).

Operating Impact

Operations & Maintenance

Operating and maintenance expenses are forecast to begin in a future fiscal year.

Debt Service

Debt service is forecast to begin in a future fiscal year.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	230	230
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	830	830
Const of Existing Bldgs	0	0	0	0	0	0	0	0	2,940	2,940
Total Cost	0	0	0	0	0	0	0	0	4,000	4,000
Debt Financing	0	0	0	0	0	0	0	0	4,000	4,000
Total Financing	0	0	0	0	0	0	0	0	4,000	4,000



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Aldie Fire/Rescue Station

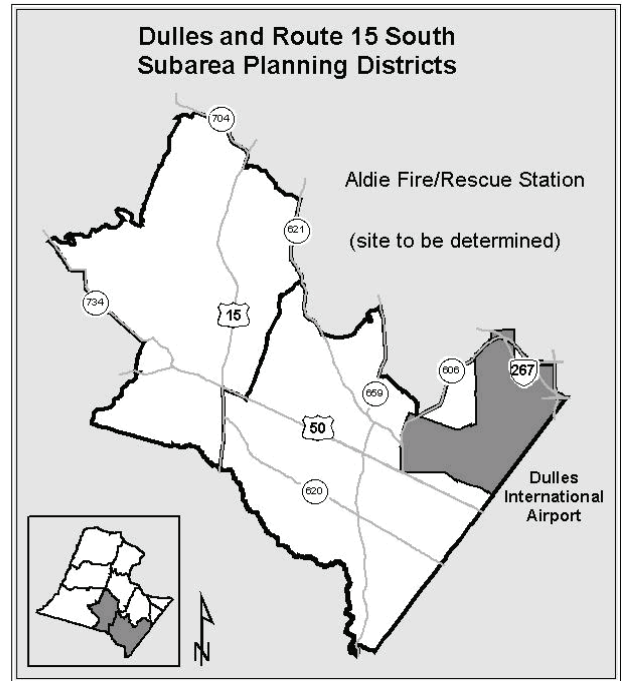
Project Description

This project provides for the construction of a fire and rescue station at an appropriately zoned five-acre site in the Aldie service area. This service area is currently served by the Aldie Volunteer Fire Company 7 Station, which is in close proximity to a floodplain that results in facility flooding. The Aldie Fire/Rescue Station replaces the current facility, and will address future projected service demands in the Aldie/Route 50 area.

The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The fire and rescue station will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, offices and a repair shop.

Current Status

The County purchased a site for this facility in the Fall of 2008. The design contract is expected to go to bid in Spring 2009, with occupancy expected in FY 11.



Funding

The fire/rescue station is funded through general obligation bonds. Loudoun County voters approved bonds in November 2006 for the land acquisition expense, and in November 2007 for engineering services and construction costs.

Operating Impact

Operations & Maintenance

County Fire and Rescue personnel will be transferred from the current Aldie facility. Incremental operations and maintenance expenses are forecast to begin in FY 11 and are estimated at \$1.2 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$2.6 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	630	0	0	0	0	0	0	0	0	630
Furniture, Fixtures & Equip	0	1,800	0	0	0	0	0	1,800	0	1,800
Construction	0	5,870	0	0	0	0	0	5,870	0	5,870
Total Cost	630	7,670	0	0	0	0	0	7,670	0	8,300
GO Bonds	630	7,670	0	0	0	0	0	7,670	0	8,300
Total Financing	630	7,670	0	0	0	0	0	7,670	0	8,300

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	270	284	298	313	1,165
Debt Service	0	0	692	670	643	626	2,631
Total Impact	0	0	962	954	941	939	3,796



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

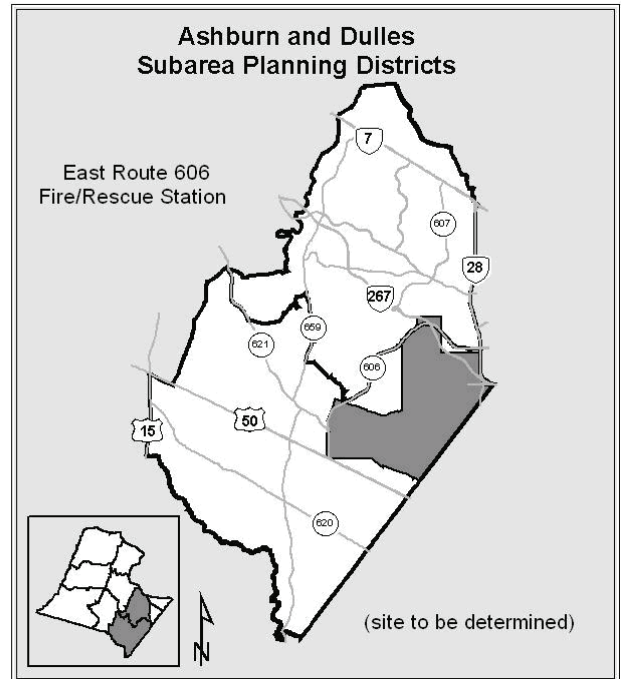
East Route 606 (Station 29) Fire/Rescue Station

Project Description

This project constructs a fire/rescue station at an appropriately zoned five-acre site in the Dulles or Ashburn Planning Subarea in Loudoun County. The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire/rescue station is anticipated, with 24-hour, 7-day-a-week pumper, ambulance, and potential aerial truck coverage by career staff.

Current Status

While the East Route 606 Fire/Rescue Station is planned for future fiscal years, there is an allowance for land acquisition expense during the six-year planning period.



Funding

This project will be financed with general obligation bonds which will be placed on a future referendum for voter approval.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,020	1,020
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,050	1,050
Construction	0	0	0	0	0	0	0	0	7,400	7,400
Total Cost	0	0	0	0	0	0	0	0	9,470	9,470
GO Bonds	0	0	0	0	0	0	0	0	9,470	9,470
Total Financing	0	0	0	0	0	0	0	0	9,470	9,470



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

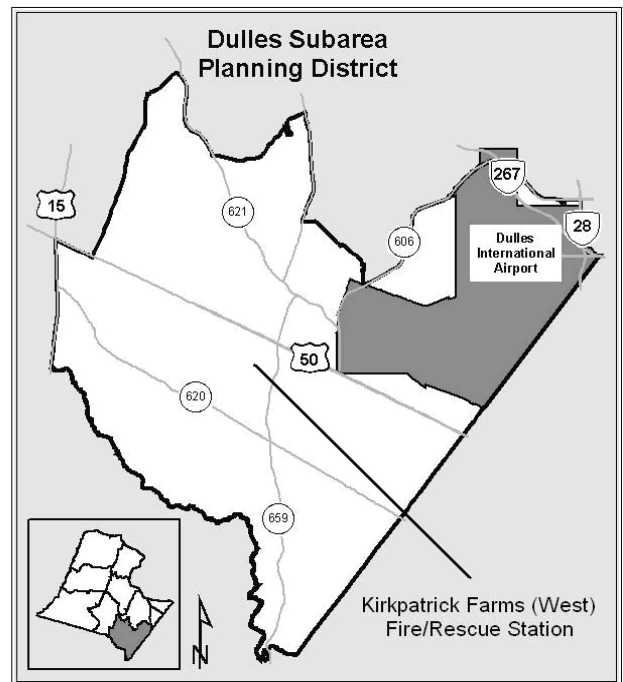
Kirkpatrick Farms (West) Fire/Rescue Station

Project Description

This project provides for the construction of a fire/rescue station at an appropriately zoned five-acre site in the Dulles Subarea Planning District. The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The facility will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. Staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

Current Status

The County has requested conveyance of the land proffer. The design process is planned to begin in Spring 2011. The facility will be ready for occupancy in Spring 2014.



Funding

This project will be financed with general obligation bonds. Bonds for the financed portion of the project are proposed for placement on the November 2010 referendum. Land will be acquired via proffer (Kirkpatrick West - ZMAP-2002-0001).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$3.3 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$2.8 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	800	0	0	0	800	0	800
Furniture, Fixtures & Equip	0	0	0	0	2,400	0	0	2,400	0	2,400
Construction	0	0	0	0	6,600	0	0	6,600	0	6,600
Total Cost	0	0	0	800	9,000	0	0	9,800	0	9,800
GO Bonds	0	0	0	800	9,000	0	0	9,800	0	9,800
Total Financing	0	0	0	800	9,000	0	0	9,800	0	9,800

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	1,605	1,685	3,290
Debt Service	0	0	110	511	1,009	1,188	2,818
Total Impact	0	0	110	511	2,614	2,873	6,108



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

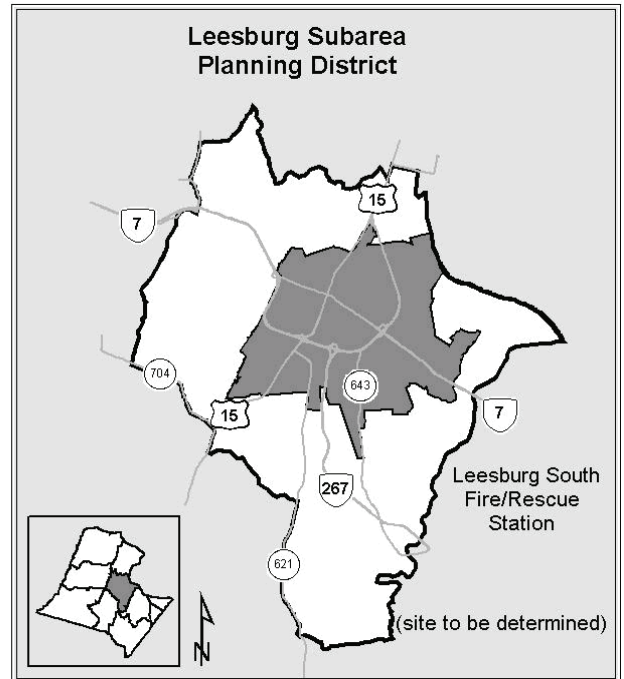
Leesburg South Fire/Rescue Station

Project Description

This project constructs a fire/rescue station at an appropriately zoned five-acre site in the Leesburg Subarea Planning District in Loudoun County. The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The fire/rescue station will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. A combination of career and volunteer staffing for the fire/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 potential land sites for this project.



Funding

This project will be financed with general obligation bonds on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$1.6 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$1.1 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	800	0	0	800	0	800
Furniture, Fixtures & Equip	0	0	0	0	0	3,000	0	3,000	0	3,000
Construction	0	0	0	0	0	6,400	0	6,400	0	6,400
Total Cost	0	0	0	0	800	9,400	0	10,200	0	10,200
GO Bonds	0	0	0	0	800	9,400	0	10,200	0	10,200
Total Financing	0	0	0	0	800	9,400	0	10,200	0	10,200
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	0	1,605	1,605		
Debt Service		0	0	0	55	317	732	1,104		
Total Impact		0	0	0	55	317	2,337	2,709		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Route 9/Route 671 Fire/Rescue Station

Project Description

This project provides for the construction of a fire/rescue station at an appropriately zoned five-acre site in Western Loudoun to replace the Neersville Volunteer Fire/Rescue Company #16 Station. The facility has been planned as a fire and rescue station of approximately 13,000 to 15,000 square feet. The fire/rescue station will include apparatus bays, bunkroom facilities, a training/break room, restrooms, showers, food preparation/dining areas, laundry and decontamination areas, supply storage, a gear/hose drying area, a breathing apparatus air compressor room, fitness room, offices, and a repair shop. Combined volunteer and career staffing for the fire-rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage.

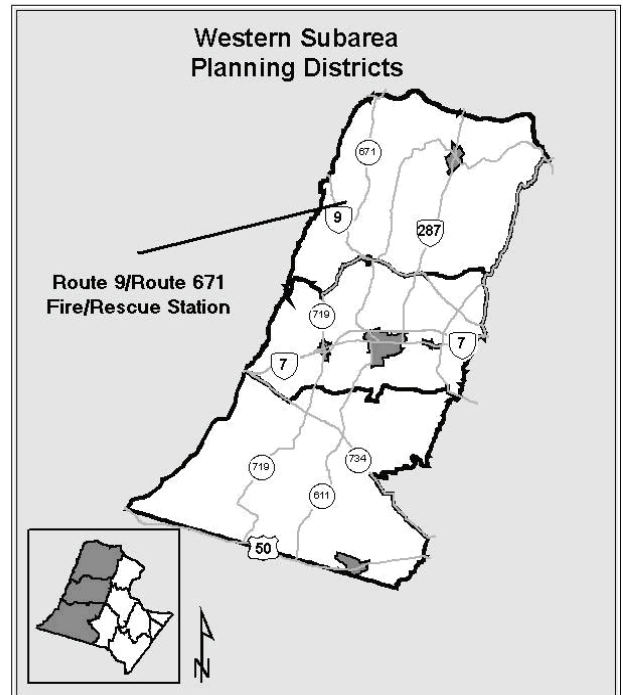
Current Status

This project was originally adopted during the FY 02 budget process as a combined Fire/Rescue Station and Sheriff's Substation. In FY 06, the Board of Supervisors amended the previously adopted CIP and revised the project scope to reflect the currently planned Fire/Rescue Station facility. Also in FY 06, the Board approved local tax funding to provide temporary operational quarters for the Neersville Station in the interim period before a permanent replacement station is built.

The County purchased a site for this station in the Fall of 2008. The planned adaptive reuse of an existing structure on the site will result in a savings of \$3.3 million, which is included in the FY 10 budget. Design is planned to begin in Spring 2009, with occupancy planned for Summer 2011.

Funding

Loudoun County voters approved general obligation bonds for land acquisition in November 2006. The remaining bonds for the design and construction phase of the station were approved by voters on the November 2008 referendum.



Operating Impact

Operations & Maintenance

County Fire and Rescue personnel will be transferred from the current Neersville facility. Incremental operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$858,000 over the six-year period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$2.8 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	665	0	0	0	0	0	665	0	665
Furniture, Fixtures & Equip	0	0	1,000	0	0	0	0	1,000	0	1,000
Construction	0	0	3,620	0	0	0	0	3,620	0	3,620
Const of Existing Bldgs	515	0	0	0	0	0	0	0	0	515
Total Cost	515	665	4,620	0	0	0	0	5,285	0	5,800
Local Tax Funding	515	0	0	0	0	0	0	0	0	515
GO Bonds	0	665	4,620	0	0	0	0	5,285	0	5,285
Total Financing	515	665	4,620	0	0	0	0	5,285	0	5,800

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	272	286	300	858
Debt Service	0	0	501	483	465	448	1,897
Total Impact	0	0	501	755	751	748	2,755



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fire Station Renovations

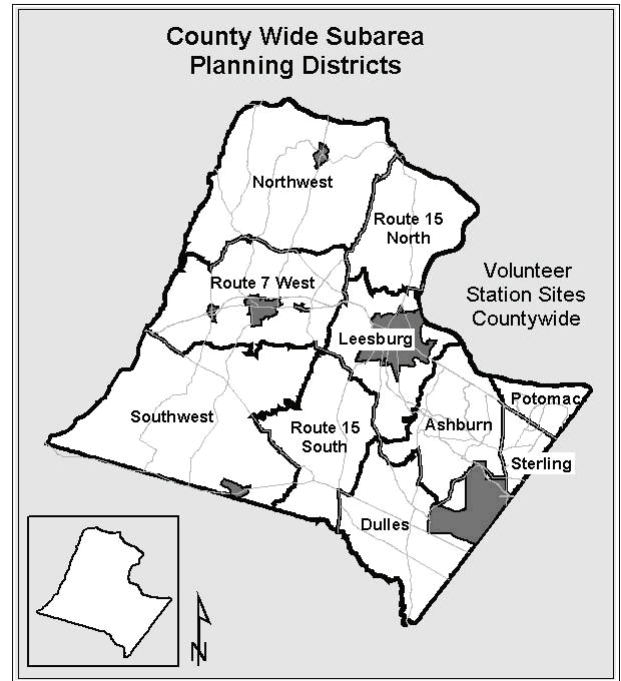
Project Description

This project represents a phased approach to renovating volunteer company buildings, incorporating the recommendations of the 2001 EMSSTAR study while estimating the necessary capital costs to implement the study's recommendations. Funds were appropriated in FY 06 for life/safety improvements, and in FY 07 to begin design of additional life/safety repairs and renovations at various volunteer stations throughout the County. This work included the installation of emergency generators at five stations.

Current Status

The installation of emergency generators at five stations was completed in January 2007. Other life/safety improvements were completed at Purcellville Station #2, Middleburg Station, Round Hill Station, Sterling Station, and Leesburg Station #20. The Fire and Rescue Commission continues to work with the Office of Capital Construction and Solid Waste Management, and the Department of Fire, Rescue & Emergency Management to develop scope of work and construction schedules for the remaining renovations, and to establish levels of participation from the volunteer companies.

Prior year appropriations will complete the renovations to the Middleburg and Sterling stations. These renovations are currently in the design phase. The FY 10 Adopted CIP defers the Round Hill and Lucketts station renovations for reconsideration in the FY 11 planning cycle.



Funding

Prior appropriations for this project have been funded with a combination of local tax funds and general obligation bonds. Voters approved \$10 million in general obligation bonds in November 2007. The remaining \$14.78 million in general obligation bonds is proposed for placement on the November 2010 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations is nominal, and will be incorporated into each facility's base operating budget.

Debt Service

Debt service on the financed portion of this project is forecast to begin in FY 11, and is estimated at \$5.8 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	1,030	0	0	0	0	0	0	0	0	1,030
Const of Existing Bldgs	2,060	2,000	0	15,000	6,480	0	0	23,480	0	25,540
Total Cost	3,090	2,000	0	15,000	6,480	0	0	23,480	0	26,570
Local Tax Funding	1,790	0	0	0	0	0	0	0	0	1,790
GO Bonds	1,300	2,000	0	15,000	6,480	0	0	23,480	0	24,780
Total Financing	3,090	2,000	0	15,000	6,480	0	0	23,480	0	26,570
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	660	1,148	1,935	2,098	5,841		
Total Impact		0	0	660	1,148	1,935	2,098	5,841		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fire/Rescue Capital Apparatus

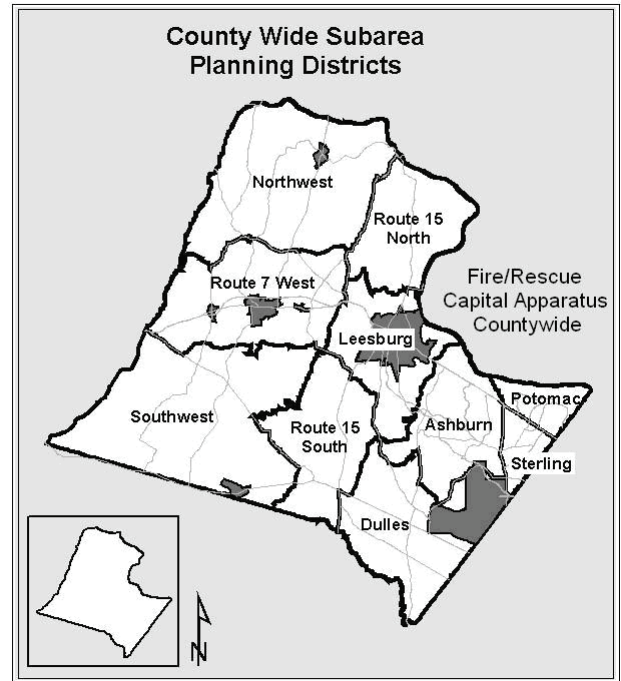
Project Description

This project provides for the purchase of fire and rescue ambulances and heavy apparatus for the combined fire and rescue system through a master lease/purchase financing program. 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 and submits an annual capital vehicle enhancement request for funding consideration.

FY 09-14 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 09 Procurement Schedule:

Class A Pumper	Moorefield/Brambleton	\$ 640,000
Tanker Apparatus	Moorefield/Brambleton	410,000
Tanker Apparatus	Loudoun County F&R	410,000
Type I Module Ambulance	Moorefield/Brambleton	190,000
Type I Module Ambulance	Lucketts	190,000
Type I Module Ambulance	Loudoun County F&R	190,000
Type I Ambulance	Sterling South	205,000
Type I Ambulance	Sterling North	205,000
Heavy Rescue Squad	Sterling	445,000
Class A Pumper	Sterling	220,000
Tanker Apparatus	Leesburg	275,000
Total:		\$ 3,380,000



Funding

This project is funded through debt financing.

Operating Impact

Operations & Maintenance

Operating impacts include projections for capital vehicle depreciation/sinking fund and maintenance costs associated with the procurement of new fire apparatus in the first fiscal year of the six-year planning period. The incremental cost for operations and maintenance expenses for the procurement of the FY 09 - FY 14 capital apparatus is forecast to begin in FY 10 and is estimated at \$4.1 million over the six-year planning period.

Debt Service

Debt service for the FY 09 capital apparatus procurement is forecast to begin in FY 10, and is estimated at \$6.5 million over the six-year planning period.

Fire/Rescue Capital Apparatus FY 10 Procurement Schedule:

Engine	Countywide Reserve	\$ 465,000
Squad Apparatus	Countywide Reserve	575,000
Squad Apparatus	Hamilton Rescue	760,000
Engine	Hamilton	355,000
Ambulance	Purcellville Rescue	100,000
Total:		\$ 2,255,000

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Capital Vehicles (not buses)	8,960	3,378	2,255	3,724	3,910	4,106	4,310	21,683	0	30,643
Total Cost	8,960	3,378	2,255	3,724	3,910	4,106	4,310	21,683	0	30,643
Lease/Purchase	8,960	3,378	2,255	3,724	3,910	4,106	4,310	21,683	0	30,643
Total Financing	8,960	3,378	2,255	3,724	3,910	4,106	4,310	21,683	0	30,643
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	872	743	780	819	860	4,074		
Debt Service		0	62	538	1,250	1,968	2,691	6,509		
Total Impact		0	934	1,281	2,030	2,787	3,551	10,583		



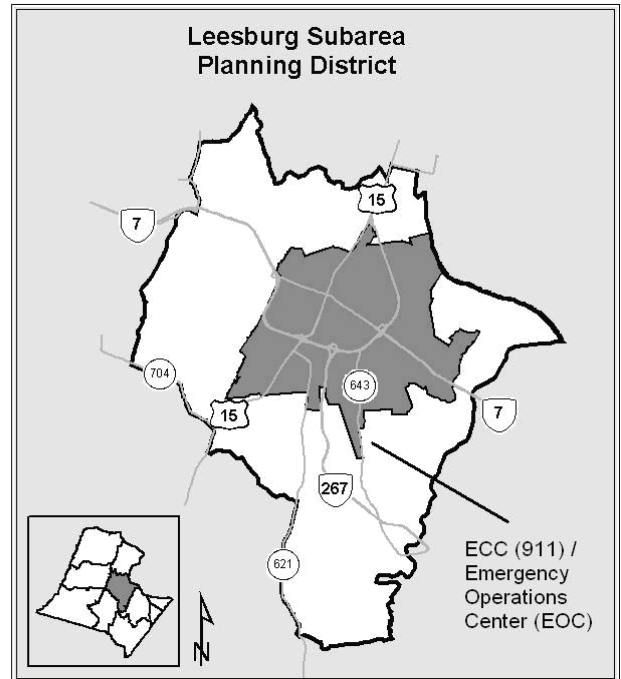
Emergency Call Center (911)/Emergency Operations Center

Project Description

This project provides for the construction of a 27,000 square-foot facility, as scoped in detail in the 20-Year Public Safety Facilities (PSF) Master Plan, to house two functional departmental operations: the Emergency Communications/911 Center (ECC), which will house both Fire/Rescue and Sheriff's Office staff and operations, and the Emergency Operations Center (EOC).

Due to a common need for hardened facilities, robust data infrastructure, redundancy of power supply, and ability to share support spaces, the PSF Master Plan consultant recommended the ECC and EOC be constructed as a combined center. The County is considering the optimum location of future ECC/911 facilities, and whether separate ECC/EOC or combined facilities represents the soundest approach. Also, the ECC is operating under a pressing current need for additional space, while 11,000 square-feet of EOC program space will be completed in FY 08, demonstrating that these two facility elements may have differing needs-driven timetables.

The PSF Master Plan was endorsed with a targeted project date of FY 12, while the Fire/Rescue Service Plan that was approved during the PSF Master Plan's development reflected an FY 08 target for the ECC, and FY 09 start for EOC facilities. The construction of this facility, as currently programmed, would eliminate the need to lease the EOC space.



Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.

Funding

This project will be financed with general obligation bonds, which will be placed on a future referendum for voter approval.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,600	2,600
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	2,170	2,170
Construction	0	0	0	0	0	0	0	0	19,000	19,000
Total Cost	0	0	0	0	0	0	0	0	23,770	23,770
Debt Financing	0	0	0	0	0	0	0	0	23,770	23,770
Total Financing	0	0	0	0	0	0	0	0	23,770	23,770



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

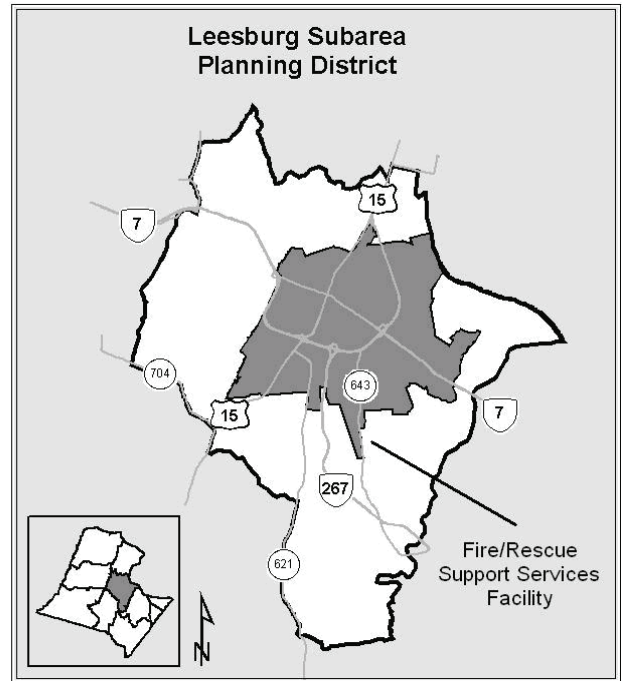
Fire/Rescue Support Services Facility

Project Description

This project provides for the construction of a 66,000 square-foot facility, as scoped in detail in the 20-Year Public Safety Facilities Master Plan, to house three functional areas of departmental infrastructure: warehouse/central supply, fleet/communications hardware maintenance, and self-contained breathing apparatus repair. The construction of this facility would eliminate the current need to lease several facilities by consolidating numerous program areas, thus improving service delivery in support of departmental operations.

Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.



Funding

This project will be financed with general obligation bonds, which will be placed on a future referendum for voter approval.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	3,200	3,200
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,000	3,000
Construction	0	0	0	0	0	0	0	0	22,700	22,700
Total Cost	0	0	0	0	0	0	0	0	28,900	28,900
Debt Financing	0	0	0	0	0	0	0	0	28,900	28,900
Total Financing	0	0	0	0	0	0	0	0	28,900	28,900



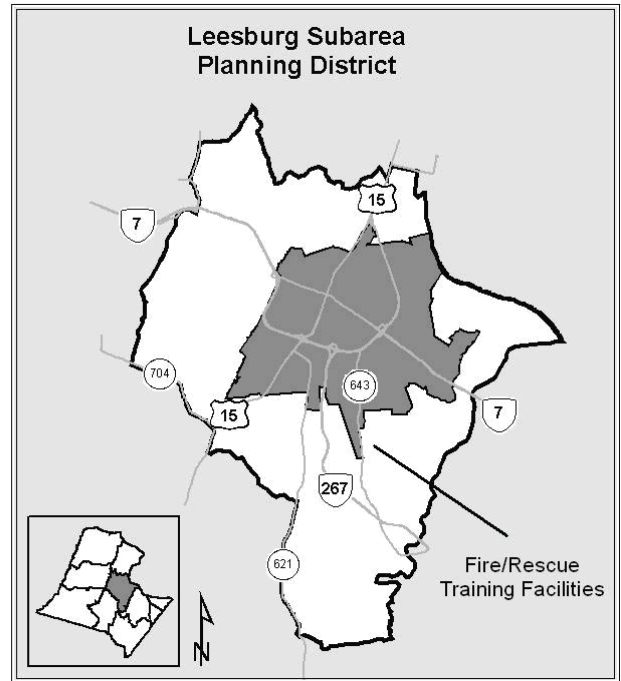
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Fire/Rescue Training Facilities

Project Description

The Board of Supervisors adopted the 20-Year Fire & Rescue System Service Plan (Plan) on December 6, 2005. The Plan included a non-station facility needs assessment which proposed the development of a public safety administrative, support and training facility to consolidate Department of Fire, Rescue and Emergency Management programs and functions currently in leased or shared sites. This project provides for a total of 68,950 square feet of space as follows:

- **Office/Program/Classroom Facilities.** This 34,000 square-foot facility provides the expanded administrative, support, and classroom/training space required to keep pace with projected growth in staffing and training activity.
- **Field House/Garage Annex.** This 12,750 square-foot facility provides for expanded apparatus reserve fleet and training academy hardware storage and skills classroom/support areas.
- **CPAT/Wellness Testing Facility.** This 13,500 square-foot facility provides for accredited pre-employment and annual fit-for-duty physical testing and facilities to promote firefighter wellness and rehabilitation to expedite return-to-duty following job-related injury.
- **Incident Training Prop Lot.** This provides for the construction of a prop lot and procurement of essential training props to simulate a broad range of potential threats to the general public as well as fire and rescue personnel. This facility will provide a safe yet effective environment for Loudoun County public safety personnel to train in the efficient response to and mitigation of difficult and dangerous events, such as hazardous material-related incidents, including managing weapons of mass destruction, building collapse incidents, utility-related incidents and flashover situations.
- **MAZE/Forcible Entry/Sprinkler Lab.** This 8,700 square-foot facility provides sophisticated props and teaching facilities for critical skills development in essential breathing apparatus, confined space, and forcible entry skills, and provides for functional mock-up of commercial/multi-family residential fire alarm/suppression systems.



Funding

This project will be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	4,568	4,568
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	4,123	4,123
Construction	0	0	0	0	0	0	0	0	33,118	33,118
Total Cost	0	0	0	0	0	0	0	0	41,809	41,809
Debt Financing	0	0	0	0	0	0	0	0	41,809	41,809
Total Financing	0	0	0	0	0	0	0	0	41,809	41,809



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

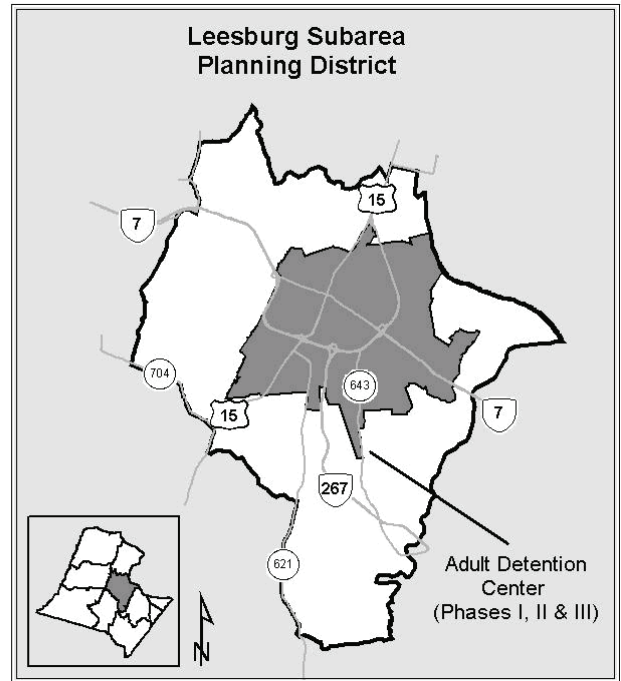
Adult Detention Center (Phases I, II & III)

Project Description

This project provides for the construction of a new Adult Detention Center (ADC) in three phases. Phase I of the ADC, an 84,000 square-foot facility which will accommodate an inmate population of 220, opened in July 2007. The new facility includes administrative space for magistrates and ADC personnel. ADC program space includes inmate housing, outside and inside exercise areas, intake, counseling, medical and kitchen facilities, interview and visiting rooms, and detention administration. The ADC Phase I was completed with a previously appropriated budget of \$27,735,000.

In FY 05, the Sheriff's Office received approval from the Virginia Board of Corrections for the Phase II facility additions and Phase II State funding. In July 2006, the Sheriff's Office and the County began this phase of the project, with plans to complete and open the facility additions in FY 10. The expansion includes approximately 124,000 square feet of additional space and renovates approximately 9,400 square feet of existing space. The facility will accommodate an inmate population of 460 at completion. The County is completing final negotiations of a contract for design and construction under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) for this phase of the ADC.

Phase II additions shall include additional inmate housing, new intake/booking/receiving, renovations and additions of medical and video visitation areas, new magistrates' offices, and expansion to administration and staff service areas. The County will apply for State funding, which is anticipated to offset 25% of the total cost. The revenue will be demonstrated in future budgets once awarded. Phase II of the ADC is budgeted at \$46,350,000, of which \$42,690,000 has been previously appropriated. The adopted FY 09 CIP funded the furniture, fixtures and equipment.



Funding

Prior appropriations for this project were funded with local tax funding and state grant revenues. The balance of Phase II and Phase III will be funded through debt financing.

Operating Impact

Operations & Maintenance

Incremental operations and maintenance expenses for Phase II are forecast to begin in FY 10 and are estimated at \$19.7 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$17.3 million over the six-year planning period.

Current Status

Phase I of the ADC opened in July 2007. Phase II is on schedule. Construction began in Spring 2008 and is expected to be complete in Fall 2009. Phase III is scheduled for a future fiscal year.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	5,220	0	0	0	0	0	0	0	10,800	16,020
Furniture, Fixtures & Equip	1,130	3,660	0	0	0	0	0	3,660	9,000	13,790
Construction	64,075	0	0	0	0	0	0	0	70,200	134,275
Total Cost	70,425	3,660	0	0	0	0	0	3,660	90,000	164,085
Local Tax Funding	455	0	0	0	0	0	0	0	0	455
State Grant Program	4,600	0	0	0	0	0	0	0	0	4,600
Lease/Purchase	65,370	3,660	0	0	0	0	0	3,660	90,000	159,030
Total Financing	70,425	3,660	0	0	0	0	0	3,660	90,000	164,085
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	3,708	3,708	3,893	4,088	4,292	19,689		
Debt Service		0	2,888	3,745	3,650	3,545	3,450	17,278		
Total Impact		0	6,596	7,453	7,543	7,633	7,742	36,967		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Western Loudoun Sheriff's Substation

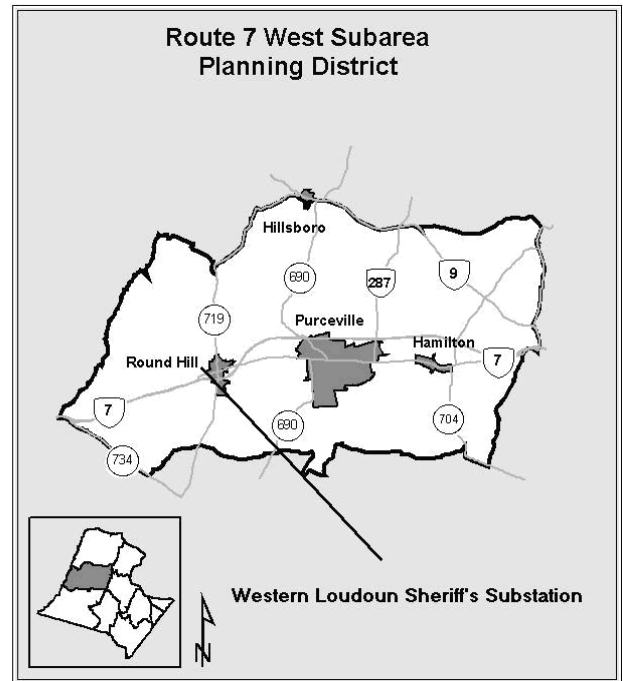
Project Description

This project provides for construction of a Sheriff's substation at an appropriately zoned five-acre site in Western Loudoun. The project has been planned as a Sheriff's substation of approximately 18,000 square feet. This project amends the previously planned joint fire/rescue/sheriff's station in Western Loudoun.

The Sheriff's Office currently leases space in the Town of Round Hill, which is inadequate for substation operations and does not comply with Americans with Disabilities Act (ADA) accessibility requirements. This project anticipates site acquisition and design in FY 08, and construction in FY 09. The Sheriff's Office may need to lease other space in Western Loudoun to meet its service needs until the permanent facility can be completed.

Current Status

The County has acquired land for this project. The design phase has been awarded; the construction phase is deferred pending FY 11 Budget deliberations.



Funding

This project is financed with general obligation bonds. Bonds for the land acquisition expense were approved in November 2006. Bonds for the design and construction of the facility were approved in November 2007.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 11 and are estimated at \$7.8 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$2.6 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	750	0	0	0	0	0	0	0	0	750
Furniture, Fixtures & Equip	0	735	0	0	0	0	0	735	0	735
Construction	0	6,845	0	0	0	0	0	6,845	0	6,845
Total Cost	750	7,580	0	0	0	0	0	7,580	0	8,330
GO Bonds	750	7,580	0	0	0	0	0	7,580	0	8,330
Total Financing	750	7,580	0	0	0	0	0	7,580	0	8,330
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	1,800	1,890	1,985	2,084	7,759		
Debt Service		0	0	461	722	696	680	2,559		
Total Impact		0	0	2,261	2,612	2,681	2,764	10,318		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

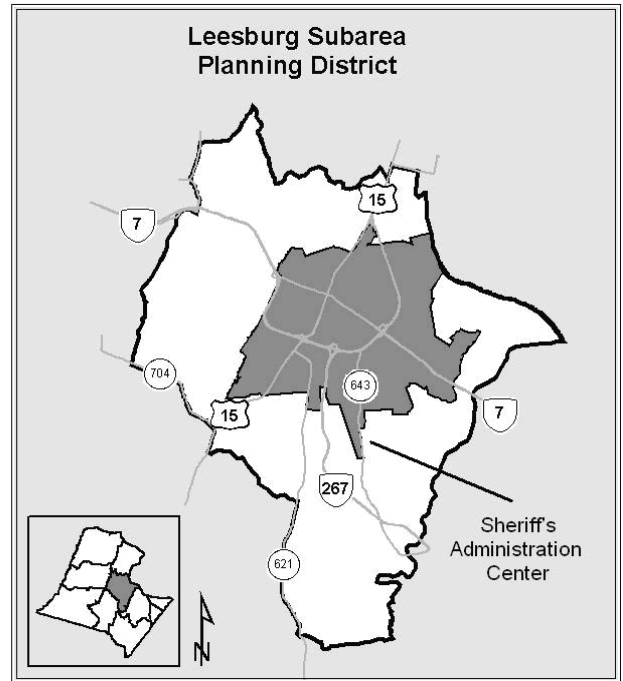
Sheriff's Administration Center

Project Description

Based on the 2006 Public Safety Master Plan and Needs Assessment, the Sheriff's Administration Building would contain the Sheriff's administrative functions, including budget, human resources, and planning, as well as the Criminal Investigations Division, Special Operations Division and the Administrative/Technical Services Division. A separate vehicle building will house special operations vehicles, evidence processing bays, evidence storage and general storage. The Master Plan calls for the administration building to be approximately 97,000 gross square feet and the vehicle building to be approximately 15,900 gross square feet to meet space needs through 2025.

Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned.



Funding

This project will be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	6,600	6,600
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	6,800	6,800
Construction	0	0	0	0	0	0	0	0	47,700	47,700
Total Cost	0	0	0	0	0	0	0	0	61,100	61,100
Debt Financing	0	0	0	0	0	0	0	0	61,100	61,100
Total Financing	0	0	0	0	0	0	0	0	61,100	61,100



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Public Safety Firing Range

Project Description

This project is a partnership between Loudoun County, the Metropolitan Washington Airports Authority (MWAA) and the Northern Virginia Criminal Justice Academy to construct a Public Safety Firing Range Training facility on the Dulles Airport property. The facility would provide for the firearms training needs of the participating organizations over the next 20 years, and replaces the County's current leased facility, which has limited service capacity and lifecycle use.

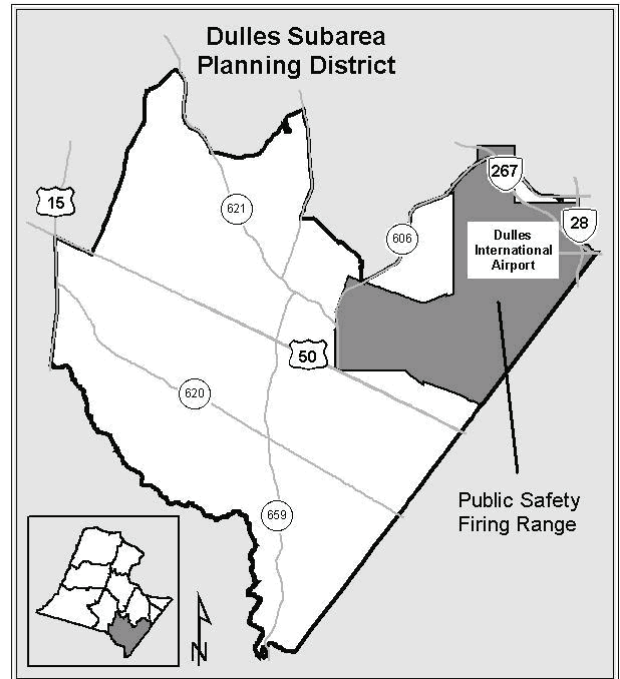
Loudoun County would secure dedicated and shared law enforcement firearms training facilities which would include a 24-point, 50-yard firing range, a 300-yard precision rifle range with tower, a tactical firing range, a 16,500 square foot classroom/office training building, a gas house/decontamination training facility, an ammunition/target storage facility, match-house training facilities and a dedicated/secure parking lot.

Current Status

An inter-jurisdictional agreement to fund and operate the facility is under development and will be presented to the Board of Supervisors for review and final approval in 2009.

A water/sewer plan to provide public utilities to the site has been finalized with Loudoun Water. This plan was required prior to the execution of the inter-jurisdictional agreement to insure the training facilities have the necessary public utilities for operations. Upon final execution of the inter-jurisdictional agreements, Loudoun Water will construct the water/sewer extension to the Public Safety Firing Range site. Loudoun Water currently plans to bid construction in late spring and complete the water/sewer extension by fall 2009.

The Metropolitan Washington Airport Authority will serve as project managers for the design and construction phases of the project. The design phase is scheduled to begin in June 2009 and be completed by February 2010. The construction phase will be bid in late spring 2010 with a 9-12 month construction period. The facility is tentatively scheduled to be completed by February 2011.



Funding

This project has been financed with local tax funding through FY 08. The FY 09 costs are funded by Industrial Development Authority financing.

Operating Impact

Operations & Maintenance

Future operating and maintenance impacts will be developed as specific building, space utilization and operating plans are determined. The allocation of these expenses will be included in the inter-jurisdictional agreement between Loudoun County, MWAA and the Northern Virginia Criminal Justice Academy.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$2.9 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	4,200	0	0	0	0	0	0	0	0	4,200
Construction	1,100	9,000	0	0	0	0	0	9,000	0	10,100
Total Cost	5,300	9,000	0	0	0	0	0	9,000	0	14,300
Local Tax Funding	5,300	0	0	0	0	0	0	0	0	5,300
IDA Financing	0	9,000	0	0	0	0	0	9,000	0	9,000
Total Financing	5,300	9,000	0	0	0	0	0	9,000	0	14,300
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	220	857	911	886	2,874		
Total Impact		0	0	220	857	911	886	2,874		



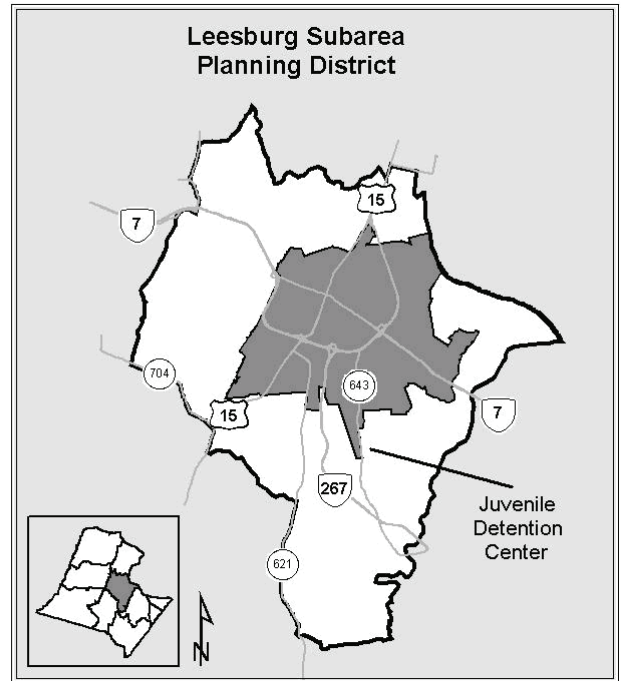
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Juvenile Detention Center

Project Description

This project was originally proposed in the FY 07-12 CIP as an addition/renovation project to the 15,000 square-foot Juvenile Detention Center (JDC). In November 2006, the Board of Supervisors adopted a Public Safety Master Plan which modified the scope of this project. The Public Safety Master Plan identified future expansion phases of the Adult Detention Center (ADC) that would encroach on the existing JDC facility. An alternative site has been identified in the Master Plan which will construct a new juvenile detention center to replace the existing facility.

The JDC is a secure residential program for court-ordered juveniles between the ages of 11 and 17 who are awaiting court disposition. The new JDC will also include a 5,000 square-foot Juvenile Assessment Center that will operate 24 hours a day, 7 days a week as the central point of intake for the County's youth population. The Juvenile Assessment Center will include three to five detoxification beds for juveniles, six staff workstations and several interview rooms. The final concept of the JDC, which has been approved by the State Department of Corrections, meets state requirements for construction of this type of facility.



Current Status

This facility will be located on the Shellhorn Property in Leesburg. Design is scheduled to begin in the Spring of 2009 with construction deferred pending the FY 10 Budget deliberations.

Funding

This project is funded through debt financing.

Operating Impact

Operations & Maintenance

The Department of Family Services will manage this facility. Operating and maintenance expenses will be provided during the FY 10 capital budget deliberations.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$3.6 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	1,215	0	0	0	0	0	1,215	0	1,215
Furniture, Fixtures & Equip	0	0	0	825	0	0	0	825	0	825
Const of Existing Bldgs	0	0	0	9,560	0	0	0	9,560	0	9,560
Total Cost	0	1,215	0	10,385	0	0	0	11,600	0	11,600
Debt Financing	0	1,215	0	10,385	0	0	0	11,600	0	11,600
Total Financing	0	1,215	0	10,385	0	0	0	11,600	0	11,600
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	220	928	1,258	1,222	3,628		
Total Impact		0	0	220	928	1,258	1,222	3,628		



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Public Inebriate Center

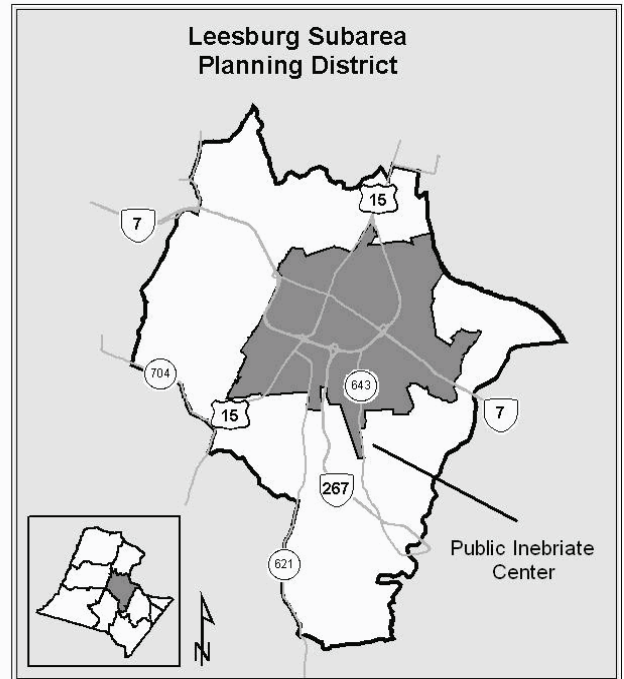
Project Description

Virginia enables localities to establish public inebriate diversion facilities for the placement of public inebriates in lieu of arrest and confinement in jail. The Board of Supervisors endorsed the Public Inebriate Center as one of the more than 20 projects proposed in the Public Safety Master Plan adopted by the Board of Supervisors on November 8, 2006.

This project provides for the construction of an approximately 3,000 square foot, minimum 10-bed facility located in close proximity to the new Adult Detention Center south of Leesburg. Operating costs for the facility are estimated to be lower than the operating costs for housing the same inmates at the Adult Detention Center.

Current Status

The Public Safety Master Plan proposed this facility in FY 10; the project was placed in future fiscal years in the adopted FY 09-14 CIP due to funding constraints. Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These Leesburg properties are adjacent and County-owned



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be funded with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	205	205	0	205
Furniture, Fixtures & Equip	0	0	0	0	0	0	168	168	0	168
Construction	0	0	0	0	0	0	1,477	1,477	0	1,477
Total Cost	0	0	0	0	0	0	1,850	1,850	0	1,850
Local Tax Funding	0	0	0	0	0	0	1,850	1,850	0	1,850
Total Financing	0	0	0	0	0	0	1,850	1,850	0	1,850

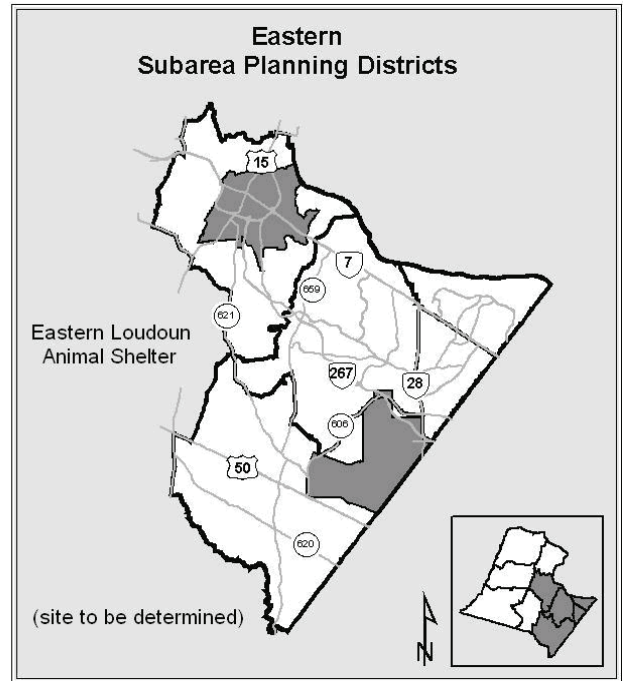


**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Eastern Loudoun Animal Shelter

Project Description

This project provides for the construction of an 18,000 square-foot animal shelter to serve the eastern part of the County. An eastern facility would provide services for the densest concentration of human and pet populations. Animal control officers with responsibility for patrolling the eastern part of the County will operate more efficiently if they have a base office closer to the neighborhoods where they provide services, thus reducing response time due to significant travel. The animal shelter will provide the following services: pet adoptions, housing of strays, abandoned or relinquished animals, dog license sales, volunteer service opportunities, dispatch services, education programs, and owner euthanasia requests.



Funding

This project will be funded with debt financing.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be completed in future fiscal years; therefore, no debt service will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,050	1,050
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	868	868
Construction	0	0	0	0	0	0	0	0	7,600	7,600
Total Cost	0	0	0	0	0	0	0	0	9,518	9,518
Debt Financing	0	0	0	0	0	0	0	0	9,518	9,518
Total Financing	0	0	0	0	0	0	0	0	9,518	9,518



COUNTY CAPITAL PROJECTS

HEALTH AND WELFARE



Health and Welfare
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

<i>Health and Welfare</i>	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
MH/MR/SAS	Mental Health Townhouse/Condominiums	\$ -	\$ 850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850	\$ -	\$ 850
MH/MR/SAS	MH Supported Living Residence	\$ -	-	-	570	-	-	-	\$ 570	-	\$ 570
MH/MR/SAS	MH Townhouses (Dulles South)	-	-	-	1,165	-	-	-	\$ 1,165	-	\$ 1,165
MH/MR/SAS	MH Medically Fragile Supported Living Res	-	-	-	1,745	-	-	-	\$ 1,745	-	\$ 1,745
MH/MR/SAS	MR Group Home (Lovettsville)	-	-	-	-	-	-	-	\$ -	1,960	\$ 1,960
MH/MR/SAS	MR Group Home (Round Hill)	185	43	-	-	-	-	-	\$ 43	1,876	\$ 2,104
MH/MR/SAS	MR Group Home (South Riding)	-	-	-	-	-	595	-	\$ 595	-	\$ 595
MH/MR/SAS	MR Group Home (Stone Ridge)	-	-	-	-	570	-	-	\$ 570	-	\$ 570
MH/MR/SAS	MR Townhouse/Condominium (Ashburn)	-	-	-	550	-	-	-	\$ 550	-	\$ 550
MH/MR/SAS	MR Townhouse/Condominiums #1	-	538	-	-	-	-	-	\$ 538	-	\$ 538
MH/MR/SAS	MR Townhouse/Condominiums #2	-	538	-	-	-	-	-	\$ 538	-	\$ 538
DFS	Transitional Homeless Shelter	-	-	-	270	2,590	-	-	\$ 2,860	-	\$ 2,860
DFS	Emergency Homeless Shelter-Expansion	-	2,310	-	-	-	-	-	\$ 2,310	-	\$ 2,310
Youth	Adolescent Day Treatment Facility (MH/SAS)	-	-	-	-	-	-	-	\$ -	3,914	\$ 3,914
Youth	Juvenile Probation House	-	-	-	-	-	-	-	\$ -	4,305	\$ 4,305
Health and Welfare Totals		\$ 185	\$ 4,279	\$ -	\$ 4,300	\$ 3,160	\$ 595	\$ -	\$ 12,334	\$ 12,055	\$ 24,574

<i>Fund Codes</i>	Revenue Source	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Fund	Local Tax Funding	\$	185	3,279	\$ -	2,585	3,160	595	\$ -	9,619	7,750	17,554
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	-	-	-
FB	Fund Balance	CIPFB	-	386	-	-	-	-	-	386	-	386
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	Slate Grant	S	-	-	-	-	-	-	-	-	-	-
P - Proffers	Proffers (C.L.I.)	P	-	614	-	1,715	-	-	-	2,329	-	2,329
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	-	-	-
PB - Pledge Bond	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	-	-	-	-	-	-	-	-	-	-
Other Debt	Debt Financing	Debt	-	-	-	-	-	-	-	4,305	-	4,305
Sale	Sale of Land	Sale	-	-	-	-	-	-	-	-	-	-
Gifts	Gifts & Donations	Gifts	-	-	-	-	-	-	-	-	-	-
Totals			\$ 185	\$ 4,279	\$ -	\$ 4,300	\$ 3,160	\$ 595	\$ -	\$ 12,334	\$ 12,055	\$ 24,574



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

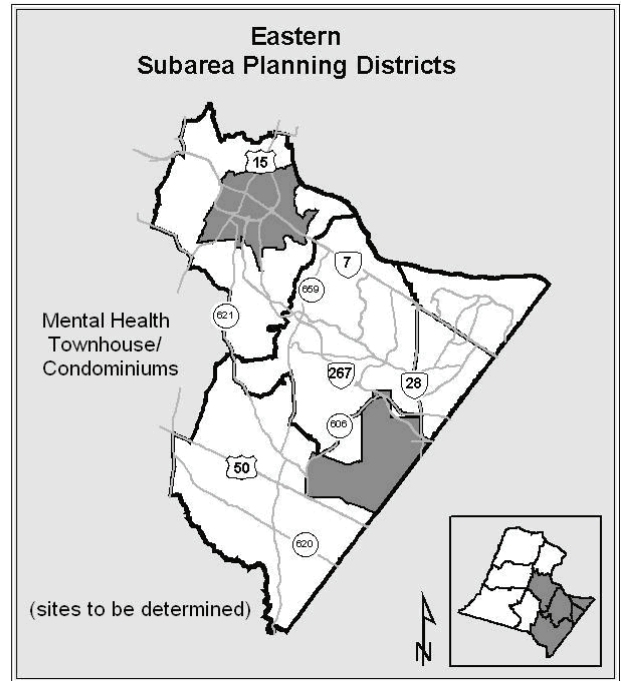
Mental Health Townhouse/Condominiums

Project Description

This project provides for the purchase of three two-bedroom townhouses (up to 2,500 square feet each) in the Eastern Subarea Planning District to provide services for up to six mental health residential clients. Operating three townhouses in proximity allows for more efficient use of staff, vehicles, staff offices and equipment. Mental health residential services are provided in group homes, supervised apartments and private residences. Services are provided to individuals and their families who are experiencing serious mental illness, mental retardation and/or co-occurring mental illness and retardation. Services include intensive psychotherapy, psychiatric and nursing care, medication management, case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention are also provided. The program will be available 24 hours a day through on-site supervision and on-call staff.

Proffers:

Eden (2)	ZMAP-1998-0008	\$ 414,000
Loudoun Village (Revised)	ZMAP-1990-0022	\$ 200,000
Total:		\$ 614,000



Funding

This project is funded with fund balance and cash proffers.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate these facilities through a private vendor contract, without increasing County staffing levels. These expenses are forecast to begin in FY 11 and are estimated at \$3.4 million over the six-year planning period. Additional costs in the first year of operation are required to furnish and equip the homes.

Debt Service

This project is financed with fund balance and cash proffers; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	92	0	0	0	0	0	92	0	92
Facilities Purchase	0	758	0	0	0	0	0	758	0	758
Total Cost	0	850	0	0	0	0	0	850	0	850
Fund Balance	0	236	0	0	0	0	0	236	0	236
Proffers (Cash)	0	614	0	0	0	0	0	614	0	614
Total Financing	0	850	0	0	0	0	0	850	0	850
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	1,073	738	775	814	3,400		
Total Impact		0	0	1,073	738	775	814	3,400		



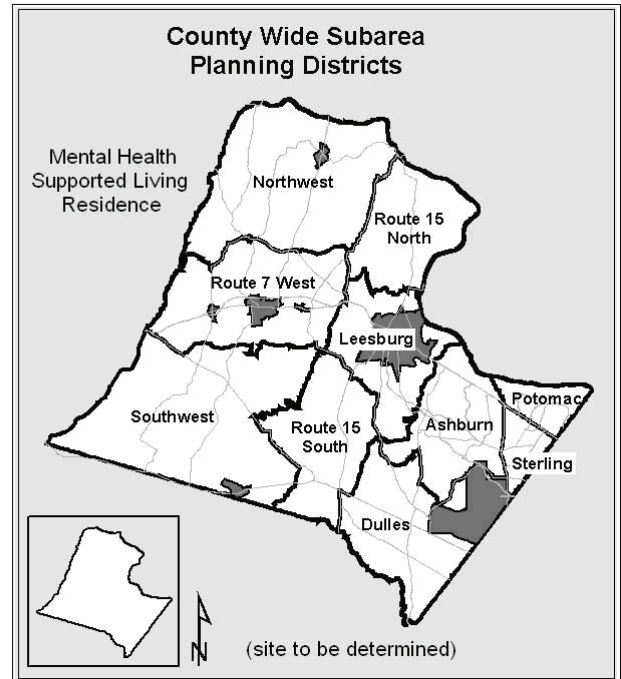
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Health Supported Living Residence

Project Description

This project provides for the purchase of a 2,500 square-foot residence with a two-car garage to accommodate four clients and a staff office.

Mental health residential services are provided in group homes, supervised apartments and in private residences. Services are provided to individuals and their families who are experiencing serious mental illness, mental retardation and/or co-occurring mental illness and retardation. Services include intensive psychotherapy, psychiatric and nursing care, medication management and case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention services are also provided. The program will be available 24 hours a day through on-site supervision and on-call staff.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$2.5 million over the six-year planning period. Additional costs in the first year of operation are required to furnish and equip the homes.

Debt Service

This project will be financed with local tax funding; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	25	0	0	0	25	0	25
Facilities Purchase	0	0	0	545	0	0	0	545	0	545
Total Cost	0	0	0	570	0	0	0	570	0	570
Local Tax Funding	0	0	0	570	0	0	0	570	0	570
Total Financing	0	0	0	570	0	0	0	570	0	570
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	1,009	731	767	2,507		
Total Impact		0	0	0	1,009	731	767	2,507		

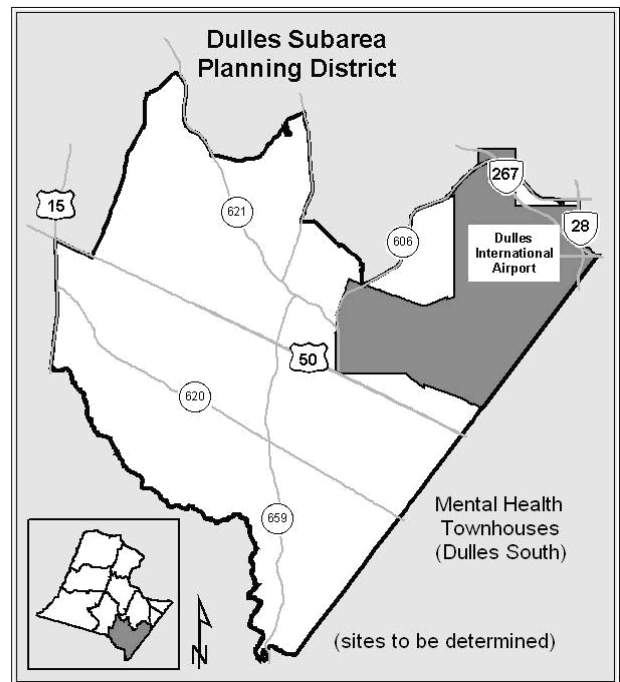


**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Health Townhouses (Dulles South)

Project Description

This project provides for the purchase of two three-bedroom townhouses (up to 2,500 square feet each) in the Dulles South Subarea to provide services for up to six mental health residential clients. Operating two townhouses in proximity allows for more efficient use of staff, vehicles, staff offices and equipment. Mental health residential services are provided in group homes, supervised apartments and private residences. Services are provided to individuals and their families who are experiencing serious mental illness, mental retardation and/or co-occurring mental illness and retardation. Services include intensive psychotherapy, psychiatric and nursing care, medication management, case management, as well as life skills such as money management, personal hygiene, cooking and housekeeping. Direct supervision of clients, transportation and crisis intervention are also provided. The program will be available 24 hours a day through on-site supervision and on-call staff.



Funding

This project will be funded through cash proffers.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will manage this facility. Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$1.8 million over the six-year planning period. Additional costs in the first year of operation are required to furnish and equip the homes.

Debt Service

This project will be financed with cash proffers; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	60	0	0	0	60	0	60
Facilities Purchase	0	0	0	1,105	0	0	0	1,105	0	1,105
Total Cost	0	0	0	1,165	0	0	0	1,165	0	1,165
Proffers (Cash)	0	0	0	1,165	0	0	0	1,165	0	1,165
Total Financing	0	0	0	1,165	0	0	0	1,165	0	1,165
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	667	558	586	1,811		
Total Impact		0	0	0	667	558	586	1,811		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Health/Medically Fragile Supported Living Residence

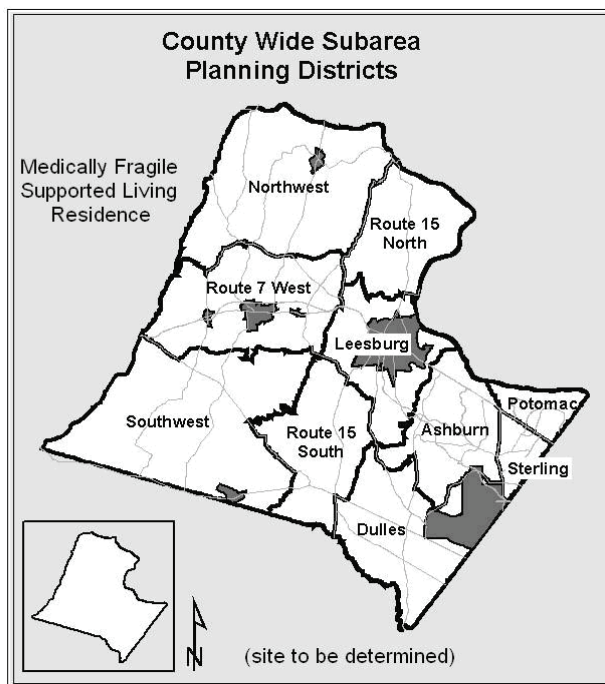
Project Description

This project provides for the purchase or construction of a 3,500 square-foot residence with a two-car garage and staff office to serve eight medically fragile clients. The needs of some clients cannot be met in a typical group home/residential setting, due to physical or mental needs and/or aging. This residence will provide services for individuals requiring a higher level of care and support than 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

Medically fragile clients are now occupying slots in existing Mental Health Group Homes, where it is challenging to provide the required higher level of care and support. The County is exploring, with its regional partners, a potentially more cost-effective option of providing these services via an agreement with Birmingham Green. Birmingham Green, located in Manassas, provides residential care to medically fragile clients through its Assisted Living Unit, which serves 60 residents, and a nursing healthcare center, which serves 180 residents. Birmingham Green recently has added a new residential care facility to its campus, which offers a potential opportunity for the County and its partners to utilize the residential beds now open. Birmingham Green is sponsored by the Counties of Fairfax, Fauquier, Loudoun and Prince William, and the City of Alexandria. The facility already admits residents from those municipalities who qualify for financial assistance.

Originally proposed to be developed in FY 10, this project has been deferred to FY 11.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will manage this facility. Should the County build the planned facility, operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$5.5 million over the six-year planning period. However, should the Birmingham Green regional partnership become viable, operating expenses specific to an intergovernmental contract with an outside vendor would need to be determined and negotiated.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	200	0	0	0	200	0	200
Furniture, Fixtures & Equip	0	0	0	415	0	0	0	415	0	415
Construction	0	0	0	1,130	0	0	0	1,130	0	1,130
Total Cost	0	0	0	1,745	0	0	0	1,745	0	1,745
Local Tax Funding	0	0	0	1,745	0	0	0	1,745	0	1,745
Total Financing	0	0	0	1,745	0	0	0	1,745	0	1,745
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	1,883	1,763	1,851	5,497		
Total Impact		0	0	0	1,883	1,763	1,851	5,497		



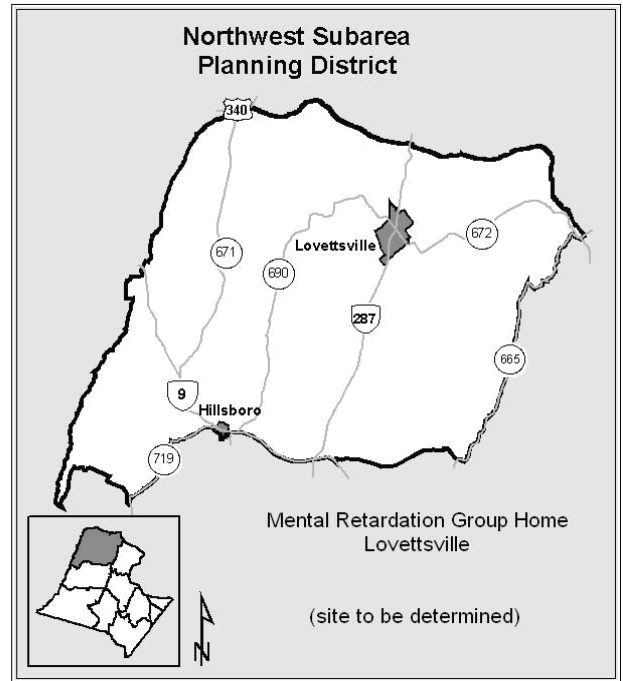
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Retardation Group Home (Lovettsville)

Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned-and-operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom house or condominium in Lovettsville to serve four mentally retarded clients and provide a staff office. This residence would be privately operated by an outside vendor.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility through a private vendor contract, with no increase to County staffing levels. This project will be completed in future fiscal years; therefore, no contractor or maintenance expenses will be incurred during the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	220	220
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	400	400
Facilities Purchase	0	0	0	0	0	0	0	0	1,340	1,340
Total Cost	0	0	0	0	0	0	0	0	1,960	1,960
Local Tax Funding	0	0	0	0	0	0	0	0	1,960	1,960
Total Financing	0	0	0	0	0	0	0	0	1,960	1,960



Mental Retardation Group Home (Round Hill)

Project Description

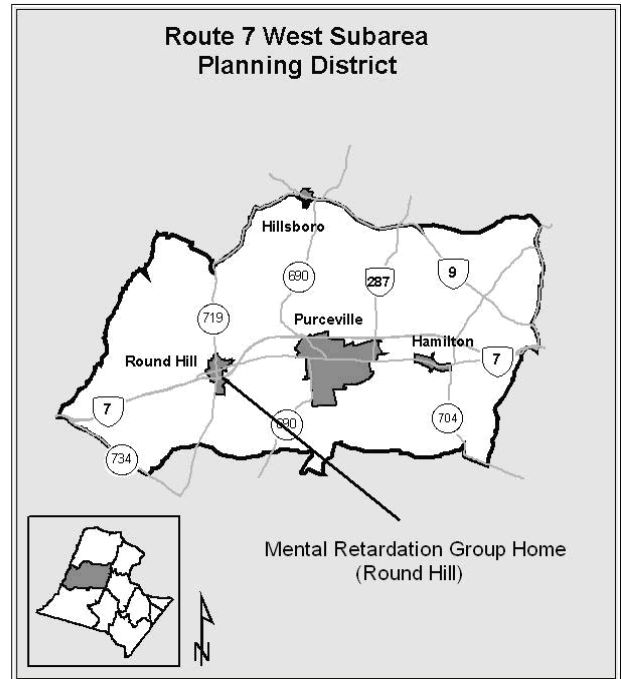
Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned-and-operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the construction of a 3,400 square-foot four-bedroom house on a proffered site in Round Hill to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence.

Current Status

During the FY 09 budget process, the Board directed staff to explore alternatives to its residential service model for this client population. Staff proposed and the Board adopted a number of alternatives, including purchasing townhouses and/or condominiums and postponing completion of the Round Hill facility to future fiscal years. The townhouse and/or condominium purchases are designated as Mental Retardation Townhouse/Condominiums #1 and #2. The respective design activities for the Round Hill facility, which are 50% complete, will be closed out during FY 09.

The Department of Mental Health, Mental Retardation and Substance Abuse Services deferred development of this proffered site to a future fiscal year.



Funding

This project will be funded with local tax funding and fund balance. Land has been proffered (Round Hill Associates, ZMAP-1989-0004).

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

This project will be financed with local tax funding and fund balance; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	185	43	0	0	0	0	0	43	0	228
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	264	264
Construction	0	0	0	0	0	0	0	0	1,612	1,612
Total Cost	185	43	0	0	0	0	0	43	1,876	2,104
Local Tax Funding	185	0	0	0	0	0	0	0	1,876	2,061
Fund Balance	0	43	0	0	0	0	0	43	0	43
Total Financing	185	43	0	0	0	0	0	43	1,876	2,104

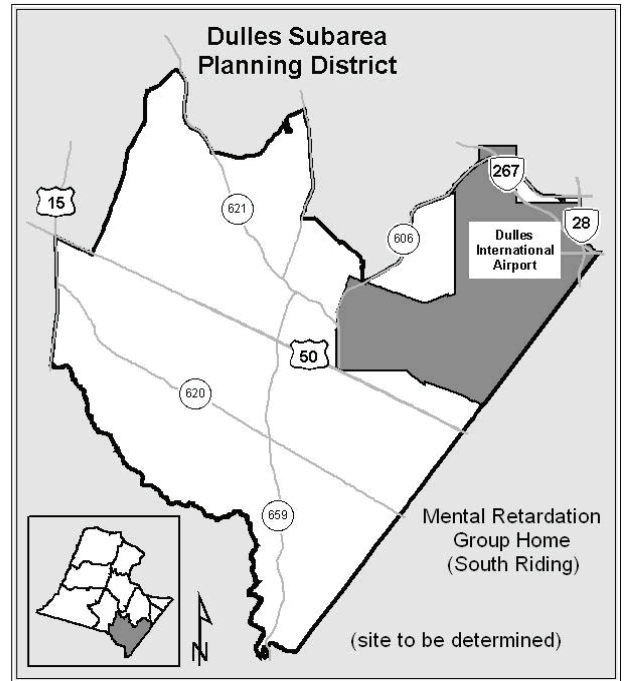


Mental Retardation Group Home (South Riding)

Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned-and-operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom house or condominium in South Riding to serve four mentally retarded clients and provide a staff office. This would be a County-owned and operated residence.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 14 and are estimated at \$675,000 over the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	0	30	0	30	0	30
Facilities Purchase	0	0	0	0	0	565	0	565	0	565
Total Cost	0	0	0	0	0	595	0	595	0	595
Local Tax Funding	0	0	0	0	0	595	0	595	0	595
Total Financing	0	0	0	0	0	595	0	595	0	595
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	0	675	675		
Total Impact		0	0	0	0	0	675	675		

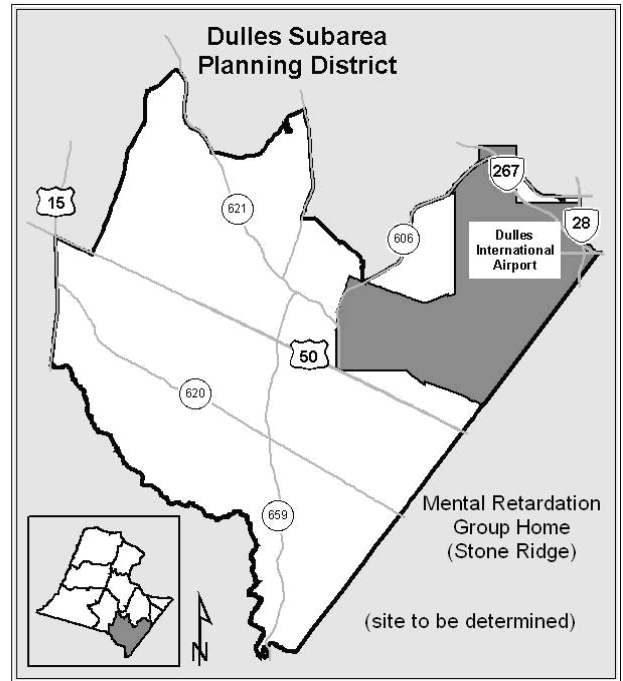


Mental Retardation Group Home (Stone Ridge)

Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned-and-operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom house or condominium in Stone Ridge to serve four mentally retarded clients and provide a staff office. This would be a County-owned and operated residence.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$1.3 million over the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	0	25	0	0	25	0	25
Facilities Purchase	0	0	0	0	545	0	0	545	0	545
Total Cost	0	0	0	0	570	0	0	570	0	570
Local Tax Funding	0	0	0	0	570	0	0	570	0	570
Total Financing	0	0	0	0	570	0	0	570	0	570

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Operations & Maintenance	0	0	0	0	675	649	1,324
Total Impact	0	0	0	0	675	649	1,324



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Retardation Townhouse/Condominium (Ashburn)

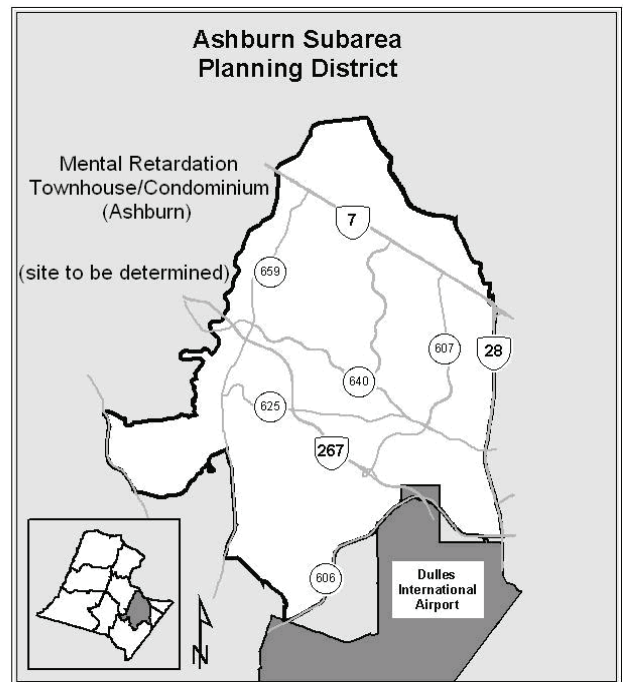
Project Description

Mental Retardation (MR) residential services provide training, supervision and assistance with daily living and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned and operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community-Based Waiver program.

This project involves the purchase of a 3,400 square-foot four-bedroom townhouse or condominium in Ashburn to serve four mentally retarded clients and provide a staff office. This would be a County-owned and operated residence.

Proffers:

Fairfield at Silo Creek ZMAP-1999-0021 \$550,000



Funding

This project is funded with cash proffers.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility. Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$1.6 million over the six-year planning period.

Debt Service

This project is financed with cash proffers; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	0	0	25	0	0	0	25	0	25
Facilities Purchase	0	0	0	525	0	0	0	525	0	525
Total Cost	0	0	0	550	0	0	0	550	0	550
Proffers (Cash)	0	0	0	550	0	0	0	550	0	550
Total Financing	0	0	0	550	0	0	0	550	0	550
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	562	530	557	1,649		
Total Impact		0	0	0	562	530	557	1,649		



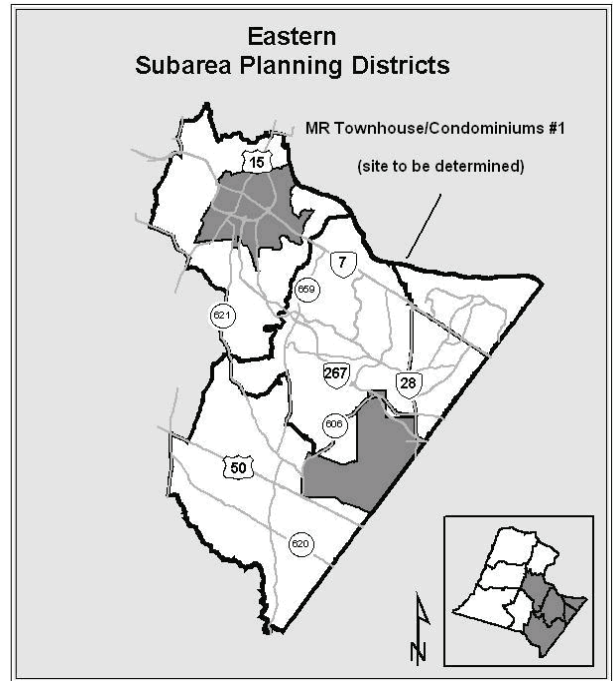
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Retardation Townhouse/Condominiums #1

Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living, and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned-and-operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

This project involves the purchase of a 3,400 square-foot four-bedroom townhouse or condominium in the Eastern Subarea to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence.



Funding

This project is funded with local tax funding.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility through a private vendor contract, without increasing County staffing levels. These expenses are forecast to begin in FY 11 and are estimated at \$526,000 over the six-year planning period.

Debt Service

This project is financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	58	0	0	0	0	0	58	0	58
Facilities Purchase	0	480	0	0	0	0	0	480	0	480
Total Cost	0	538	0	0	0	0	0	538	0	538
Local Tax Funding	0	538	0	0	0	0	0	538	0	538
Total Financing	0	538	0	0	0	0	0	538	0	538
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	122	128	135	141	526		
Total Impact		0	0	122	128	135	141	526		



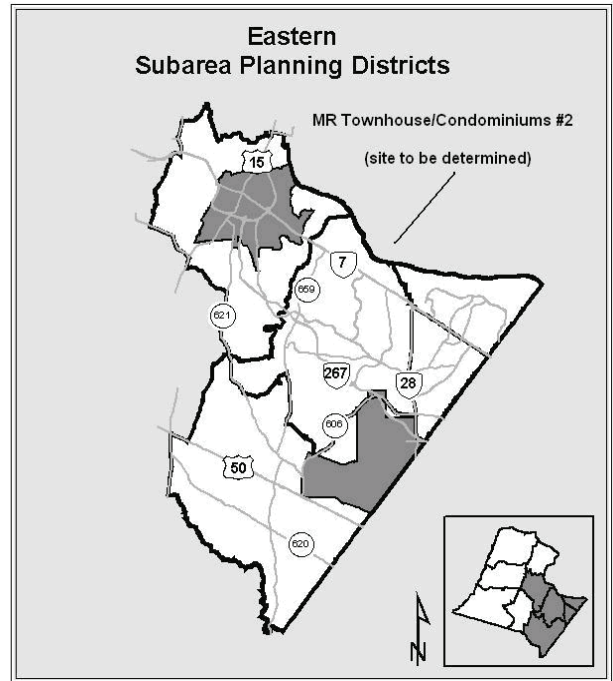
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Mental Retardation Townhouse/Condominiums #2

Project Description

Mental retardation (MR) residential services provide training, supervision and assistance with daily living and opportunities for community access based on the needs of each resident. The MR group home system is a mix of County-owned and operated and private vendor-operated residences. The group home team develops and implements an individualized service plan with input from the individual resident, family and/or guardian and friends, while providing coordination of all medical, behavioral, mental health and therapeutic services as needed. Each program is operated 24 hours a day, 7 days a week. Much of the funding for the MR group home system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver).

This project involves the purchase of a 3,400 square-foot four-bedroom townhouse or condominium in the Eastern Subarea to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence.



Funding

This project is funded with local tax funding and fund balance.

Operating Impact

Operations & Maintenance

The Department of Mental Health/Mental Retardation/Substance Abuse Services will operate this facility through a private vendor contract, without increasing County staffing levels. These expenses are forecast to begin in FY 11 and are estimated at \$526,000 over the six-year planning period.

Debt Service

This project is financed with local tax funding and fund balance; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	58	0	0	0	0	0	58	0	58
Facilities Purchase	0	480	0	0	0	0	0	480	0	480
Total Cost	0	538	0	0	0	0	0	538	0	538
Local Tax Funding	0	431	0	0	0	0	0	431	0	431
Fund Balance	0	107	0	0	0	0	0	107	0	107
Total Financing	0	538	0	0	0	0	0	538	0	538
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	122	128	135	141	526		
Total Impact		0	0	122	128	135	141	526		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

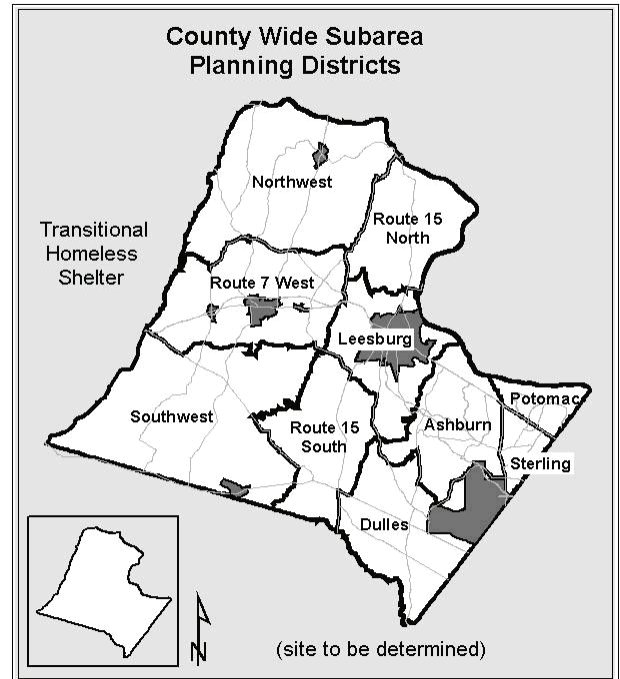
Transitional Homeless Shelter

Project Description

This project provides for the construction of a transitional homeless shelter, a long-term facility for individuals and families (up to two years). The 45-bed shelter will provide transitional housing with staff available to provide supportive services to the homeless.

The shelter will be approximately 9,000 square feet and will be located on approximately two acres of land. The facility will provide eight apartments, each with a bathroom and layout to accommodate one family or up to four individuals. The facility will also include a shared living/dining area, kitchen/food pantry, office space, laundry room, indoor/outdoor play area and two restrooms. This layout is similar to the current transitional facility located in Leesburg, while adding some facility improvements and more space. The desired location will be within five to ten miles of County agencies and with access to public transportation. The facility should also be located near employment opportunities.

Supportive services include outreach, eligibility determination, housing assistance, child care subsidies, transportation assistance, counseling, employment placement, education, financial counseling and case management services for up to eight homeless households/families.



Current Status

Potential sites for this facility will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These two Leesburg properties are County-owned and adjacent.

Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$1.1 million over the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	270	0	0	0	270	0	270
Furniture, Fixtures & Equip	0	0	0	0	230	0	0	230	0	230
Construction	0	0	0	0	2,360	0	0	2,360	0	2,360
Total Cost	0	0	0	270	2,590	0	0	2,860	0	2,860
Local Tax Funding	0	0	0	270	2,590	0	0	2,860	0	2,860
Total Financing	0	0	0	270	2,590	0	0	2,860	0	2,860
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	530	557	1,087		
Total Impact		0	0	0	0	530	557	1,087		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

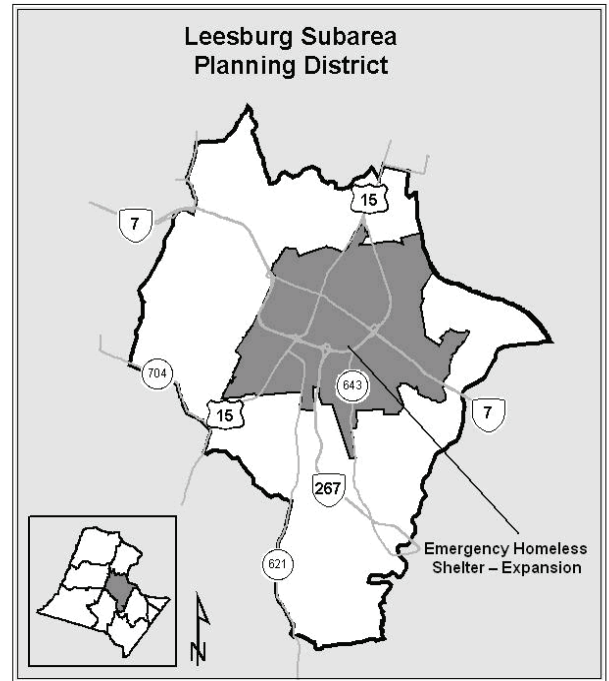
Emergency Homeless Shelter – Expansion

Project Description

This project provides for the replacement of the current Woods Road shelter facility, which will lose access to potable water in FY 10. In March 2007, the Board of Supervisors voted to move this project from FY 10 to FY 09, and expand the existing Transitional Shelter rather than construct a new free-standing facility. The FY 07 appropriation for land (\$450,000) was reallocated to design, eliminating the need for FY 09 design funding.

The Emergency Homeless Shelter will provide temporary housing for homeless persons (up to 89 days) and provide assistance with the identification of more permanent housing. The 45-bed shelter will provide emergency housing with staff available to provide supportive services to the homeless.

The expansion will add approximately 9,000 square feet and 22 beds to the current Transitional Homeless Shelter located at the Government Support Center Site in Leesburg. The facility will provide eight apartments, each with a bathroom and layout to accommodate one family or up to four individuals. The facility will also include a shared living/dining area, kitchen/food pantry, office space, laundry room, indoor/outdoor play area and two restrooms.



Current Status

Design is complete. Construction began in 2008. Occupancy is planned for the Summer of 2009.

Funding

This project is funded with local tax funding.

Operating Impact

Operations & Maintenance

Personnel from the Department of Family Services will be transferred from the current Woods Road shelter to staff this facility.

Debt Service

This project is financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Furniture, Fixtures & Equip	0	200	0	0	0	0	0	200	0	200
Construction	0	2,110	0	0	0	0	0	2,110	0	2,110
Total Cost	0	2,310	0	0	0	0	0	2,310	0	2,310
Local Tax Funding	0	2,310	0	0	0	0	0	2,310	0	2,310
Total Financing	0	2,310	0	0	0	0	0	2,310	0	2,310



Loudoun County Government
FY 2010 Adopted Fiscal Plan

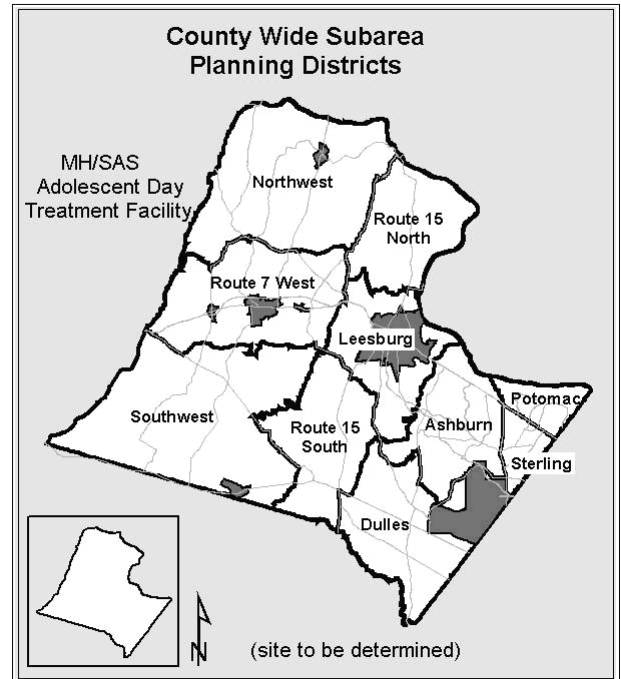
Adolescent Day Treatment Facility (MH/SAS)

Project Description

This project involves the construction of an 8,000 square foot day treatment facility to house a joint County-Loudoun County Public Schools day program providing a range of intensive treatment, educational and rehabilitative services to chemically dependent and/or emotionally disturbed adolescents. Through a combination of individual, group and family therapy, academic instruction and structured activities, adolescents in the program would transition back to family, school and community. The average stay in the program would be 6-12 months. This type of treatment program is not currently available in Loudoun, but would become the alternative to more costly day programs outside the County limits, and used as a step-down program to decrease client time in residential programs.

Current Status

This project is a joint venture with MHMSAS and Loudoun County Public Schools, and was scheduled for FY 09 as part of the FY 07-12 CIP. Both agencies are evaluating alternate protocols to provide the necessary services, and have deferred the facility to future fiscal years.



Funding

This project will be funded with local tax funding.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expense will be incurred during the six-year planning period.

Debt Service

This project will be financed with local tax funding; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	425	425
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	608	608
Construction	0	0	0	0	0	0	0	0	2,881	2,881
Total Cost	0	0	0	0	0	0	0	0	3,914	3,914
Local Tax Funding	0	0	0	0	0	0	0	0	3,914	3,914
Total Financing	0	0	0	0	0	0	0	0	3,914	3,914



Loudoun County Government
FY 2010 Adopted Fiscal Plan

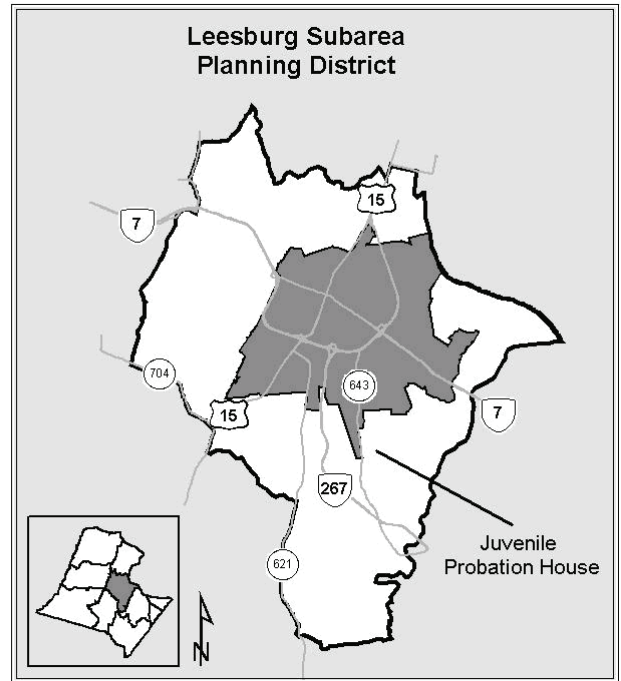
Juvenile Probation House

Project Description

This project is for the construction of an 8,800 square foot Juvenile Probation House to serve 12 court-ordered juveniles, ages 14 to 18. The probation house 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 not a locked facility, but is self-contained regarding education, food, etc. 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 of two acres of appropriately zoned land. The desired location would be in Leesburg, 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 will be considered during the facility planning stage of the Cangiano Property Master Plan and the review of the Shellhorn Property Master Plan. These two Leesburg properties are County-owned and adjacent.



Funding

This project will be funded through debt financing.

Operating Impact

Operations & Maintenance

This project will 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 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	475	475
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	430	430
Construction	0	0	0	0	0	0	0	0	3,400	3,400
Total Cost	0	0	0	0	0	0	0	0	4,305	4,305
Debt Financing	0	0	0	0	0	0	0	0	4,305	4,305
Total Financing	0	0	0	0	0	0	0	0	4,305	4,305



NOTES



COUNTY CAPITAL PROJECTS

PARKS, RECREATION AND CULTURE



Parks, Recreation and Culture
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

<i>Parks, Recreation and Culture</i>	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
PRCS	\$,GO,P	\$ 9,335	\$ -	\$ -	\$ -	\$ -	\$ 29,767	\$ -	\$ 29,767	\$ -	\$ 39,102
PRCS	GO	-	-	-	-	-	-	-	\$ -	39,148	\$ 39,148
PRCS	GO	-	-	-	-	-	-	-	\$ -	9,000	\$ 9,000
PRCS	Hal & Berni Hanson Regional Park	-	5,000	250	-	-	-	-	\$ 5,250	-	\$ 5,250
PRCS	Scott Jenkins Memorial Park	-	1,703	-	-	-	-	-	\$ 1,703	-	\$ 1,703
PRCS	Community Center Renovations	980	7,145	-	5,385	-	-	-	\$ 12,530	-	\$ 13,510
PRCS	Greater Ashburn Senior Center	-	-	-	-	-	-	-	\$ -	8,700	\$ 8,700
Library Services	Dulles Area Library	-	-	-	-	-	-	-	\$ -	21,425	\$ 21,425
Library Services	Gum Spring Library	1,840	-	-	8,660	-	-	-	\$ 8,660	-	\$ 10,500
Library Services	Ashburn Library Collection	-	250	250	-	-	-	-	\$ 500	-	\$ 500
	Parks, Rec & Culture Totals	\$ 12,155	\$ 14,098	\$ 500	\$ 14,045	\$ -	\$ 29,767	\$ -	\$ 58,410	\$ 78,273	\$ 148,838

Fund Codes	Revenue Source	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 335	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100	\$ -	\$ 1,435
GO - G O Bond	General Obligation Bond	GO	9,980	7,145	-	7,375	-	25,959	-	\$ 40,479	78,193	\$ 128,652
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Profers	Profers (C.L.I.)	P	1,840	250	500	6,670	-	3,808	-	\$ 11,228	80	\$ 13,148
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
Other Debt	Debt Financing	Debt	-	-	-	-	-	-	-	\$ -	-	\$ -
Sale	Sale of Land	Sale	-	5,000	-	-	-	-	-	\$ 5,000	-	\$ 5,000
G - Gifts	Gifts & Donations	G	-	603	-	-	-	-	-	\$ 603	-	\$ 603
	Totals		\$ 12,155	\$ 14,098	\$ 500	\$ 14,045	\$ -	\$ 29,767	\$ -	\$ 58,410	\$ 78,273	\$ 148,838



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Dulles Multipurpose Center (Phases I, II)

Project Description

This project provides for the construction of an approximate 103,900 gross-square-foot recreation center on a County-owned parcel located on Riding Center Drive in the Dulles Subarea Planning District. The implementation of this project is planned in two phases:

Phase I provides for the construction of a 23,900 gross square-foot center to replace the aging Arcola Community Center. This includes classrooms, a gym, preschool space, senior program space, administration, and support space. The Phase I appropriation also includes funds to design a Phase II addition.

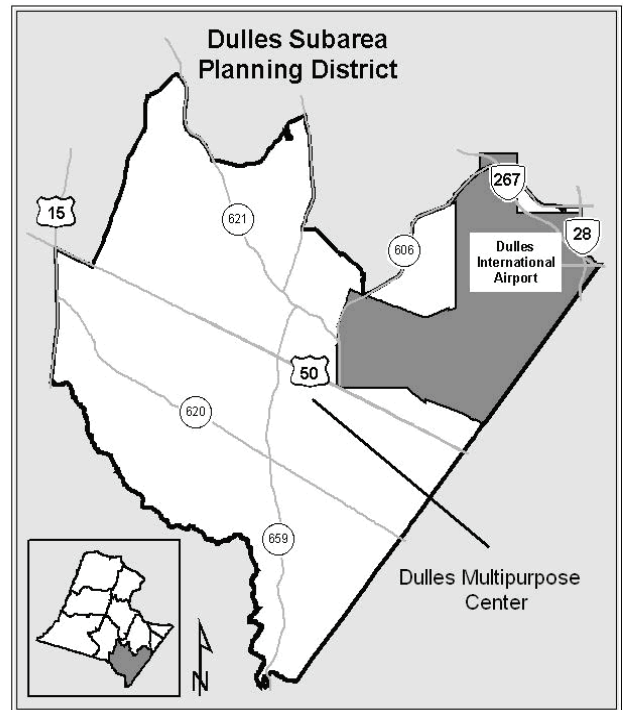
The Phase II recreation center addition, approximately 80,000 gross square feet, will include recreation and fitness areas, program facilities and an aquatics center. The facility will require a minimum of 600 parking spaces.

Proffers:

South Riding Station ZMAP-2001-0010 \$3,808,000

Current Status

The Multipurpose Center was completed in Summer 2008. Phase II Design is 100% complete with construction proposed in FY 13.



Funding

This project will be funded by a combination of local tax funding, general obligation bonds and cash proffers. Bonds for the financed portion of Phase I of the project were approved in November 2004. Bonds for Phase II are scheduled for placement on the November 2012 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 cost.

Debt Service

Debt service on Phase II is forecast to begin in FY 13, and is estimated at \$1.5 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	1,200	0	0	0	0	336	0	336	0	1,536
Furniture, Fixtures & Equip	935	0	0	0	0	529	0	529	0	1,464
Construction	7,200	0	0	0	0	28,902	0	28,902	0	36,102
Total Cost	9,335	0	0	0	0	29,767	0	29,767	0	39,102
Local Tax Funding	335	0	0	0	0	0	0	0	0	335
GO Bonds	9,000	0	0	0	0	25,959	0	25,959	0	34,959
Proffers (Cash)	0	0	0	0	0	3,808	0	3,808	0	3,808
Total Financing	9,335	0	0	0	0	29,767	0	29,767	0	39,102
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	0	275	1,229	1,504		
Total Impact		0	0	0	0	275	1,229	1,504		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

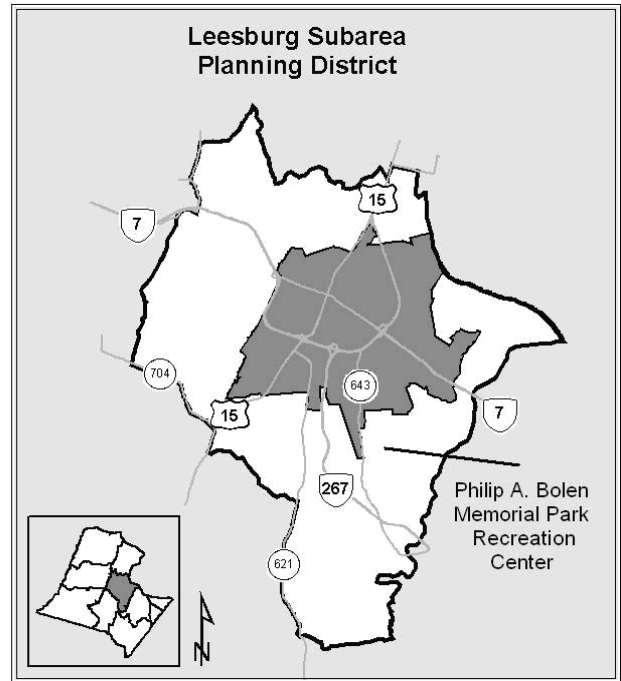
Bolen Memorial Park Recreation Center

Project Description

This project would construct a 75,000 square-foot recreation center on 15 acres in the Leesburg Subarea Planning District, at a County-owned site just south of Leesburg. This facility would include a minimum of 12,000 square feet of building space for community programs serving preschool and daycare needs, and multipurpose meeting rooms and classrooms to serve all ages and abilities. Recreation and fitness areas would occupy 28,000 square feet and would include a gymnasium, fitness center, and multipurpose rooms. A 35,000 square foot aquatic center would include a 37.5 meter x 25 yard lap pool, leisure pool and associated locker rooms and support space. The facility would require a minimum of 600 parking spaces.

Current Status

The development of a Recreation Center at Bolen Park has been deferred to future fiscal years.



Funding

This project will be funded by general obligation bonds.

Operating Impact

Operations & Maintenance

This project will 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 expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	4,922	4,922
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,435	3,435
Const of Recreational Facility	0	0	0	0	0	0	0	0	30,791	30,791
Total Cost	0	0	0	0	0	0	0	0	39,148	39,148
GO Bonds	0	0	0	0	0	0	0	0	39,148	39,148
Total Financing	0	0	0	0	0	0	0	0	39,148	39,148



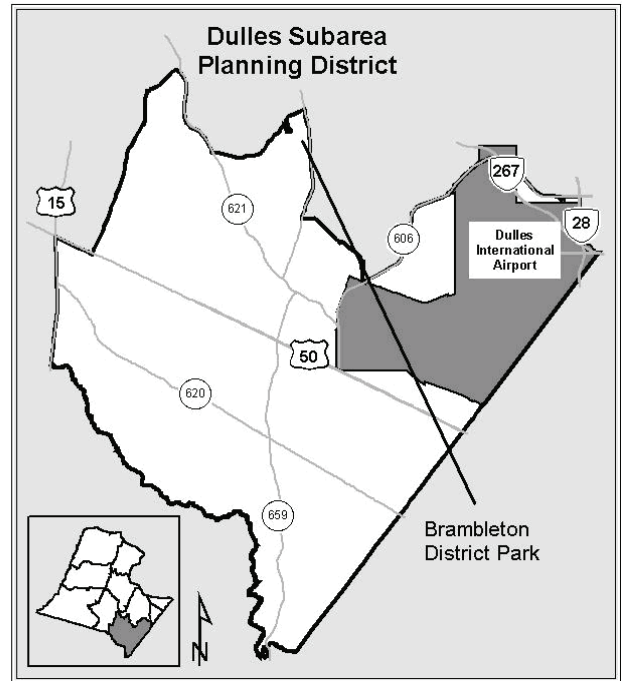
Brambleton District Park

Project Description

This project provides for the development of a proffered park site in the Brambleton area, which will consist of a total of nine athletic fields on approximately 26 acres east and 33 acres west of Belmont Ridge Road (Route 659). The portion of land west of Route 659 was dedicated by a developer to the Northern Virginia Regional Park Authority (NVRPA) at the request of the County.

Proffers require the athletic fields on both tracts of land to be graded and seeded, and for goal posts or backstops, and home plates to be installed. The proffers do not require construction of parking lots, site access, lighting, irrigation, utilities, or any other park amenities.

This project would provide Phase I enhancements to the park by fine grading the athletic fields, adding fencing, site utilities, parking, site access from public roads, required landscaping, public restrooms, groundwater wells and irrigation. A future phase of development would include ball field lighting, staff offices, meeting rooms, storage, scorekeeper/umpire areas, maintenance facilities, picnic pavilions, and bleachers.



Funding

This project will be funded by general obligation bonds. Land will be acquired via proffer (Brambleton (1) – ZMAP-1993-0005).

Operating Impact

Operations & Maintenance

This project will 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 expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,029	1,029
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	679	679
Const of Recreational Facility	0	0	0	0	0	0	0	0	7,292	7,292
Total Cost	0	0	0	0	0	0	0	0	9,000	9,000
GO Bonds	0	0	0	0	0	0	0	0	9,000	9,000
Total Financing	0	0	0	0	0	0	0	0	9,000	9,000



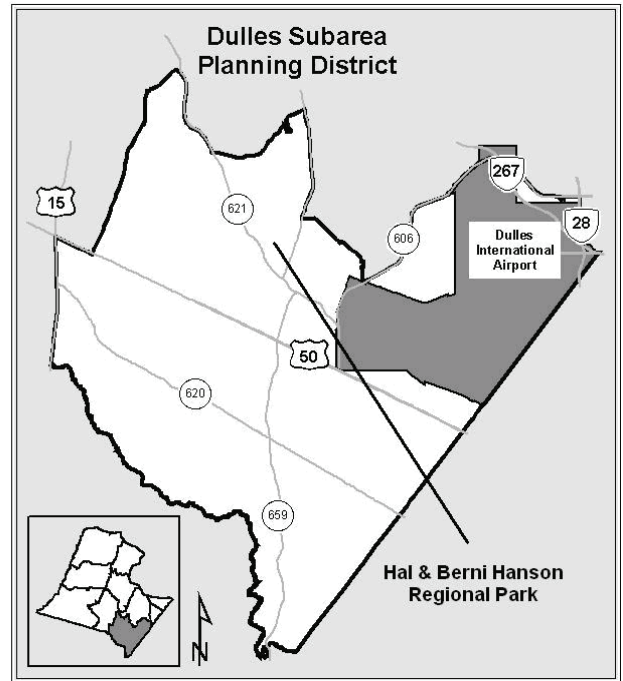
Hal and Berni Hanson Regional Park

Project Description

The Loudoun County Board of Supervisors approved the acquisition of a 257.35 acre parcel from the Hanson Family Partnership for a Regional Park to serve the Dulles area of the county 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 which permits park land parcels to be exchanged. The federal program permits Dominion Power to provide a parcel for park use of equal or greater value to the County in exchange for the County owned parcel. Dominion Power will purchase the 5.03 acre parcel and these funds will be used to purchase the Hanson 257.35 acre parcel.

Final settlement on the property is contingent upon approval of the land exchange from the National Park Service and the United States Department of Interior. The County submitted the required documentation to the National Park Service in January 2009 and the Department of Interior review will take between 6 and 12 months. The FY 10 Adopted CIP includes \$250,000 in cash proffers to master plan the park as a regional park with active and passive recreation uses. Future development of the park amenities will be scheduled completion of the Master Plan during the FY 11 capital budget process.

The Zoning Administrator has determined that the Hal and Berni Hanson Regional Park project is an appropriate use for \$250,000 from proffer VI.B.2. ZMAP-1994-0017 (Stone Ridge). See Proffer Fund, page 9-22, in the Other Funds section of the FY 2010 Adopted Fiscal Plan—Volume 2.



Funding

This project is funded with cash proffers in FY 10.

Operating Impact

Operations & Maintenance

The annual cost for operations and maintenance is nominal and will be incorporated into the base operating budget of the Department of Parks, Recreation and Community Services.

Debt Service

This project is funded with cash proffers and the sale of land; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Amended	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	250	0	0	0	0	250	0	250
Land Acquisition	0	5,000	0	0	0	0	0	5,000	0	5,000
Total Cost	0	5,000	250	0	0	0	0	5,250	0	5,250
Sale of Land	0	5,000	0	0	0	0	0	5,000	0	5,000
Proffers (Cash)	0	0	250	0	0	0	0	250	0	250
Total Financing	0	5,000	250	0	0	0	0	5,250	0	5,250



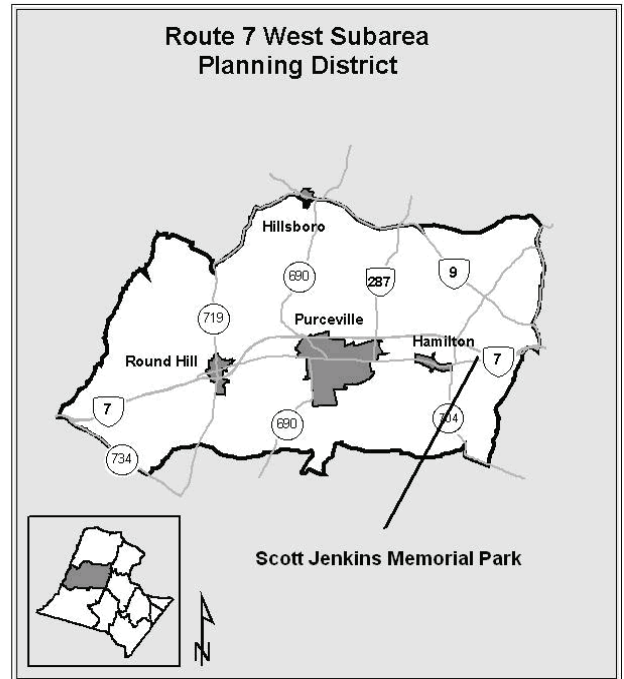
Loudoun County Government
FY 2010 Adopted Fiscal Plan

Scott Jenkins Memorial Park

Project Description

The Board of Supervisors acquired 35.1 acres through a deed of gift of a 22.67 acre parcel and a purchase of an 11.43 acre parcel owned by the Virts family. The Virts family made a deed of gift of the 22.67 acre parcel in honor of their nephew Scott Jenkins. The County purchased the adjacent 11.43 acre parcel. The combination of the parcels will enable the County to design and construct an active recreation facility and a park-and-ride lot for the Hamilton area on the property. Funding was appropriated in FY 09 to complete the park-and-ride lot infrastructure and a 90' baseball field. These amenities are scheduled for completion in January 2010. A concept development plan will be completed in FY 10 to include additional active and passive recreation amenities for consideration in the FY 11 – FY 16 Capital Improvement Program planning period.

The value of the 22-acre Deed of Gift was \$603,000. See the Hamilton Park-and-Ride Lot project description on page for more details.



Funding

This project is funded through a combination of local tax funding and the Deed of Gift.

Operating Impact

Operations & Maintenance

The annual cost for operations and maintenance is nominal and will be incorporated into the base operating budget of the Department of Parks, Recreation and Community Services.

Debt Service

This project is funded with local tax funding and a Deed of Gift; therefore, no debt service will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Amended	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Land Acquisition	0	903	0	0	0	0	0	903	0	903
Const of Site Infrastructure	0	800	0	0	0	0	0	800	0	800
Total Cost	0	1,703	0	0	0	0	0	1,703	0	1,703
Gift & Donation	0	603	0	0	0	0	0	603	0	603
Local Tax Funding	0	1,100	0	0	0	0	0	1,100	0	1,100
Gas Tax/Transportation Fund	0	0	0	0	0	0	0	0	0	0
Total Financing	0	1,703	0	0	0	0	0	1,703	0	1,703



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

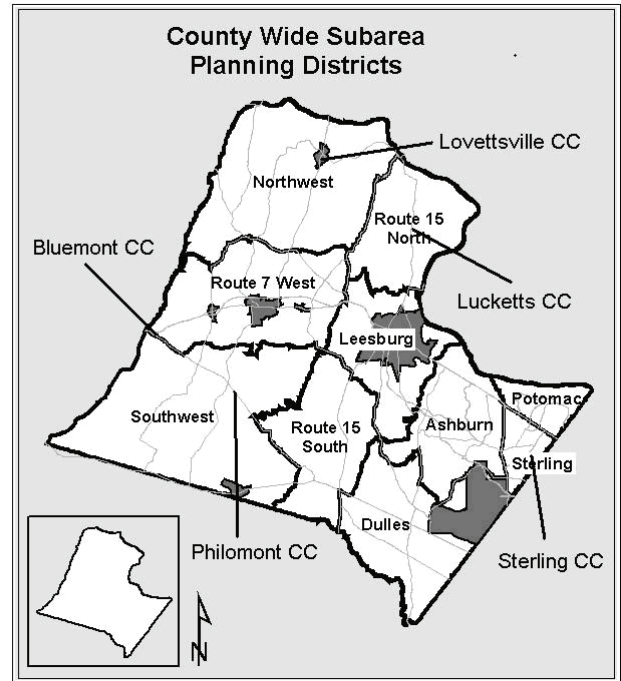
Community Center Renovations

Project Description

The Department of Parks, Recreation and Community Services and the Office of Capital Construction and Solid Waste Management are developing a community center renovation program based on need and programmatic service requirements.

Estimated dates of project commencement are Bluemont Community Center (FY 09), Lucketts Community Center (FY 09), Sterling Community Center (FY 11), Lovettsville Community Center (FY 11), and Philomont Community Center (FY 11). These renovation and expansion projects will bring the community centers into compliance with current building and occupancy codes, Federal mandates, maintenance, and programmatic requirements.

Individual project needs include Americans with Disabilities Act (ADA) accessibility, updating all systems for maintenance and code compliance (e.g., electrical, plumbing, fire suppression, security and information technology), repairing or replacing interior and exterior finishes, and other cosmetic improvements. Each project will begin with a complete facility and programmatic assessment to determine the final work scope. Increasing population and demands for services and programs may require the expansion of some centers. The cost of relocating community center programs during renovations is not included in the estimate for these projects.



Current Status

In FY 09, requests for proposals for the design of the Bluemont and Lucketts Community Centers were released. Requests for proposals for the Lovettsville, Philomont and Sterling Community Centers are planned for FY 2011.

Funding

This project is financed with general obligation bonds, which were approved in November 2007.

Operating Impact

Operations & Maintenance

The Department of Parks, Recreation and Community Services is forecasting a loss of operating revenues at the five centers during the renovation process. Operational impacts will be assessed prior to the renovation phase.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$2.7 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	980	785	0	0	0	0	0	785	0	1,765
Furniture, Fixtures & Equip	0	200	0	150	0	0	0	350	0	350
Const of Existing Bldgs	0	6,160	0	5,235	0	0	0	11,395	0	11,395
Total Cost	980	7,145	0	5,385	0	0	0	12,530	0	13,510
GO Bonds	980	7,145	0	5,385	0	0	0	12,530	0	13,510
Total Financing	980	7,145	0	5,385	0	0	0	12,530	0	13,510
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	151	661	980	951	2,743		
Total Impact		0	0	151	661	980	951	2,743		

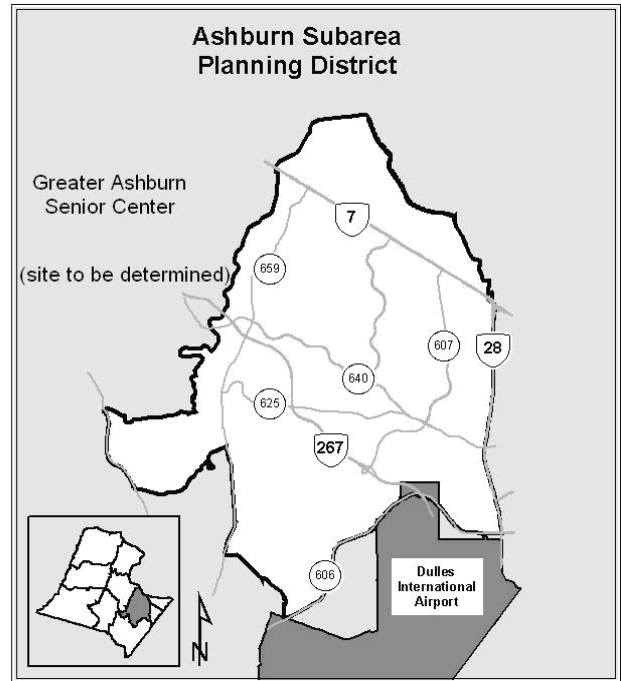


Loudoun County Government
FY 2010 Adopted Fiscal Plan

Greater Ashburn Senior Center

Project Description

This project provides for the construction of a 15,000 square-foot Senior Center on a proffered five-acre parcel of land located in the Ashburn Subarea Planning District. The facility would provide administrative and program space for Senior Center volunteers and staff, a wellness center, counseling room, large and small multipurpose space, small commercial kitchen, exercise/fitness room, classroom, rooms for games, computers, ceramics, arts and crafts, conversation and reception areas, storage, and restrooms.



Funding

This project will be financed by general obligation bonds. Land will be acquired via proffer (Regency at Ashburn – ZMAP 2005-0023).

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	1,000	1,000
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	800	800
Const of Recreational Facility	0	0	0	0	0	0	0	0	6,900	6,900
Total Cost	0	0	0	0	0	0	0	0	8,700	8,700
GO Bonds	0	0	0	0	0	0	0	0	8,700	8,700
Total Financing	0	0	0	0	0	0	0	0	8,700	8,700



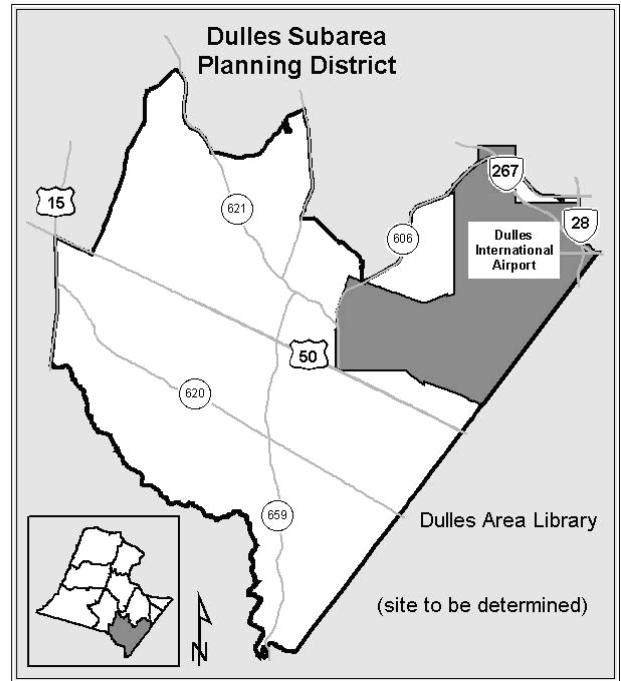
Dulles Area Library

Project Description

This project provides for the construction of a 40,000 square-foot library in the Brambleton community. The subareas of Dulles, Potomac, Sterling and Ashburn are projected to have a combined population of 219,767 by the year 2015. Based on Loudoun County's facility standards, that will require 147,000 square feet of library space. Currently, Eastern Loudoun (Cascades Library) has 30,000 square feet, Ashburn Library has 23,400 square feet, and Sterling Library has 8,000 square feet, for a total of 61,400 square feet of library space combined in the four planning subareas. While an additional 30,000 square foot library facility is listed in Loudoun County's FY 09-18 Capital Needs Assessment program, a 40,000 square-foot facility is recommended in the Brambleton area to achieve full compliance with the County facility standard.

Proffers:

Brambleton (1) ZMAP-1993-0005 \$80,000



Funding

This project will be funded with a combination of general obligation bonds and cash proffers.

Operating Impact

Operations & Maintenance

This project will 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 expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,225	2,225
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	4,760	4,760
Construction	0	0	0	0	0	0	0	0	14,440	14,440
Total Cost	0	0	0	0	0	0	0	0	21,425	21,425
GO Bonds	0	0	0	0	0	0	0	0	21,345	21,345
Proffers (Cash)	0	0	0	0	0	0	0	0	80	80
Total Financing	0	0	0	0	0	0	0	0	21,425	21,425



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Gum Spring Library

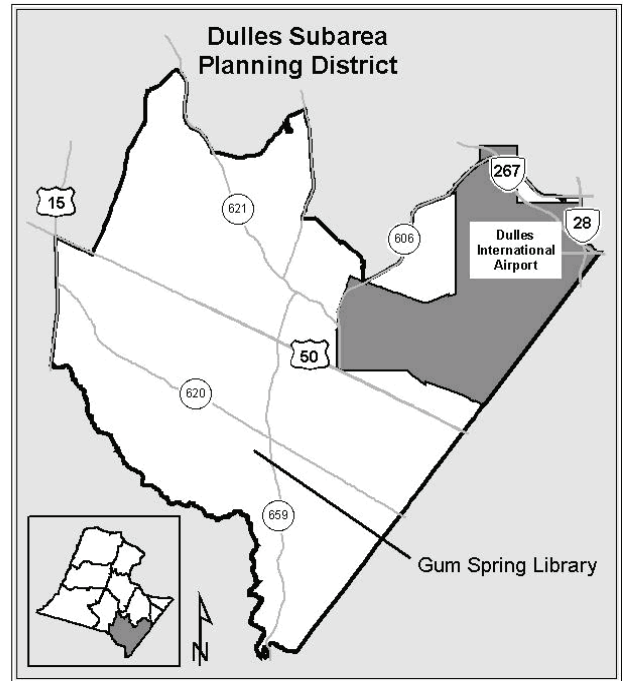
Project Description

This project provides a community library facility in the Dulles South area. This library was originally planned for a proffered site on 7.2 acres in the Stone Ridge development. The Board of Supervisors directed Library Services staff to explore a private-public partnership with the Stone Ridge developer to construct a 40,000 square-foot facility in an office complex being designed in the development. The proposed office condominium has replaced the proffered land site as part of a zoning concept plan amendment submitted by the Stone Ridge developer and approved by the Board of Supervisors.

The library will serve the South Riding and Stone Ridge residential developments and the Dulles Subarea Planning District. The library will have 80,000 volumes in its collection. The base building is to be constructed by the developer. The schedule for the base building construction has yet to be determined. The fit-out for the library is in the design development phase.

Proffers:

Blue Springs View	ZMAP-2000-0012	\$ 1,706,824
Dean Property	ZMAP-2000-0008	588,905
Katama Woods	ZMAP-1995-0009	182,252
Kirkpatrick Farms	ZMAP-1995-0014	672,997
Poland Road Property	ZMAP-1999-0022	479,394
South Village	ZMAP-1999-0016	1,568,561
Braddock Corner	ZMAP-2002-0020	1,008,507
Pinebrook Village	ZMAP-2001-0004	1,240,644
South Riding Station	ZMAP-2001-0010	1,061,916
Total:		\$ 8,510,000



Funding

This project will be funded by general obligation bonds, cash and land proffers. Land and the building will be acquired via proffer (Stone Ridge – ZCPA-2002-0004). Bonds for the financed portion of the project were approved in November 2007.

Current Status

The building space for this project was proffered to the County. The construction of the building condominium space being conveyed to the County is triggered by the number of residential units being built within the Stone Ridge development. The build-out design for the condominium building is 100% complete.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12 and are estimated at \$6.3 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$659,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	840	0	0	0	0	0	0	0	0	840
Furniture, Fixtures & Equip	0	0	0	3,660	0	0	0	3,660	0	3,660
Construction	1,000	0	0	5,000	0	0	0	5,000	0	6,000
Total Cost	1,840	0	0	8,660	0	0	0	8,660	0	10,500
GO Bonds	0	0	0	1,990	0	0	0	1,990	0	1,990
Proffers (Cash)	1,840	0	0	6,670	0	0	0	6,670	0	8,510
Total Financing	1,840	0	0	8,660	0	0	0	8,660	0	10,500
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	2,000	2,100	2,205	6,305		
Debt Service		0	0	55	207	201	196	659		
Total Impact		0	0	55	2,207	2,301	2,401	6,964		



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Ashburn Library Collection

Project Description

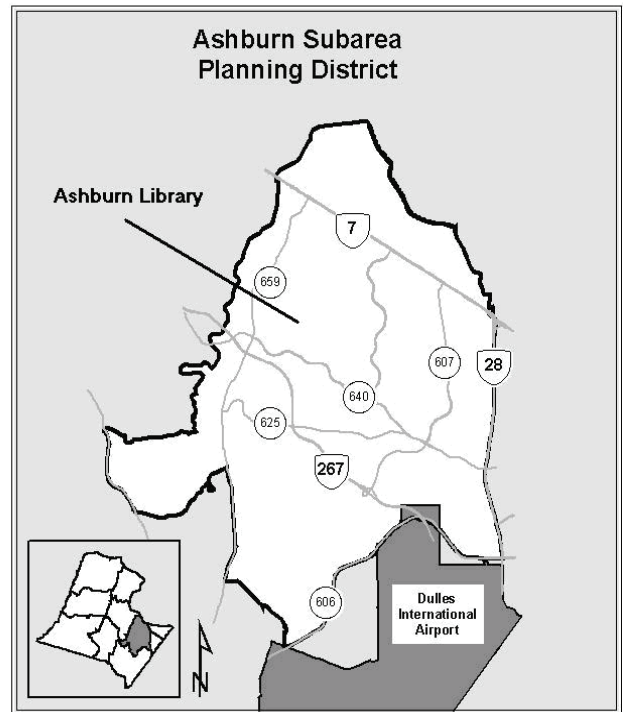
This project utilizes cash proffers to acquire circulation materials for the Ashburn Library. This project replaced funding from the general fund in the Department of Library Services operating budget in FY 2009.

Proffers:

Moorefield Station ZMAP-2001-0003 \$500,000

Current Status

The Department of Library Services has established an expenditure plan to acquire the materials.



Funding

This project is funded with cash proffers from ZMAP-2001-0003 Moorefield Station.

Operating Impact

Operations & Maintenance

The Department of Library Services manages this acquisition program which requires no additional operations and maintenance expenses over the six-year planning period.

Debt Service

This project is funded with cash proffers; therefore, no debt service expense will be incurred.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Library Books & Other Media	0	250	250	0	0	0	0	500	0	500
Total Cost	0	250	250	0	0	0	0	500	0	500
Proffers (Cash)	0	250	250	0	0	0	0	500	0	500
Total Financing	0	250	250	0	0	0	0	500	0	500



SCHOOL CAPITAL PROJECTS





SCHOOL CAPITAL PROJECTS

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Schools Summary
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Functional Area	# Projects in FY 09-14	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Total
Elementary Schools	8	\$ 960	\$ 22,960	\$ -	\$ 53,860	\$ 28,740	\$ 60,890	\$ 65,454	\$ 231,904	\$ 112,737	\$ 345,601
Middle Schools	2	-	-	-	-	53,062	55,705	-	108,767	65,919	174,686
High Schools	5	-	83,254	-	98,550	106,838	35,444	-	324,086	126,720	450,806
SCHOOLS SUBTOTAL	15	\$ 960	\$ 106,214	\$ -	\$ 152,410	\$ 188,640	\$ 152,039	\$ 65,454	\$ 664,757	\$ 305,376	\$ 971,093

Fund Codes	Revenue Source		Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ -	2,169	\$ -	7,170	\$ 9,185	8,129	3,274	\$ 29,927	\$ 24,916	\$ 54,843
GO - G O Bond	General Obligation Bond	GO	-	104,045	-	145,240	179,455	143,910	62,180	634,830	280,460	915,290
VPSA - Bonds	VA Public School Authority	VPSA	960	-	-	-	-	-	-	-	-	960
	Totals		\$ 960	\$ 106,214	\$ -	\$ 152,410	\$ 188,640	\$ 152,039	\$ 65,454	\$ 664,757	\$ 305,376	\$ 971,093



SCHOOL CAPITAL PROJECTS

ELEMENTARY SCHOOLS



Elementary Schools
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Elementary Schools												
Type	Project Title	Fund	Prior FY	FY09	FY 10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
Elementary	ES-14 Brambleton	\$GO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,445	\$ -	\$ 30,445	\$ -	\$ 30,445
Elementary	ES-15 Leesburg Area	\$GO	-	-	-	-	-	30,445	-	\$ 30,445	-	\$ 30,445
Elementary	ES-16 Moorefield Station	\$GO\VPSA	960	-	-	26,930	-	-	-	\$ 26,930	-	\$ 27,890
Elementary	ES-20 Dulles Area	\$GO	-	22,960	-	-	-	-	-	\$ 22,960	-	\$ 22,960
Elementary	ES-21 Ashburn/Dulles Area	\$GO	-	-	-	-	28,740	-	-	\$ 28,740	-	\$ 28,740
Elementary	ES-22 Ashburn/Dulles Area	\$GO	-	-	-	-	-	-	32,727	\$ 32,727	-	\$ 32,727
Elementary	ES-23 Ashburn/Dulles Area	\$GO	-	-	-	-	-	-	32,727	\$ 32,727	-	\$ 32,727
Elementary	ES-24 Leesburg Area	\$GO	-	-	-	26,930	-	-	-	\$ 26,930	-	\$ 26,930
Elementary	ES-25 Western Loudoun	\$GO	-	-	-	-	-	-	-	\$ -	32,925	\$ 32,925
Elementary	ES-27 Ashburn/Dulles Area	\$GO	-	-	-	-	-	-	-	\$ -	32,925	\$ 32,925
Elementary	Catodini ES Renovation	\$GO	-	-	-	-	-	-	-	\$ -	31,731	\$ 31,731
Elementary	Gulford ES Renovation	\$GO	-	-	-	-	-	-	-	\$ -	7,578	\$ 7,578
Elementary	Sully ES Renovation	\$GO	-	-	-	-	-	-	-	\$ -	7,578	\$ 7,578
Elementary Schools Total			\$ 960	\$ 22,960	\$ -	\$ 53,860	\$ 28,740	\$ 60,890	\$ 65,454	\$ 231,904	\$ 112,737	\$ 345,601

Fund Codes		Revenue Source		Prior FY	FY09	FY 10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total
\$		Local Tax Funding		\$ -	\$ 1,150	\$ -	\$ 2,630	\$ 1,435	\$ 3,570	\$ 3,274	\$ 12,059	\$ 8,945	\$ 21,004
GO		General Obligation Bonds		-	21,810	-	51,230	27,305	57,320	62,180	\$ 219,845	103,792	\$ 323,637
VPSA		Virginia Public School Auth		960	-	-	-	-	-	-	\$ -	-	\$ 960
		Elementary Schools Total		\$ 960	\$ 22,960	\$ -	\$ 53,860	\$ 28,740	\$ 60,890	\$ 65,454	\$ 231,904	\$ 112,737	\$ 345,601



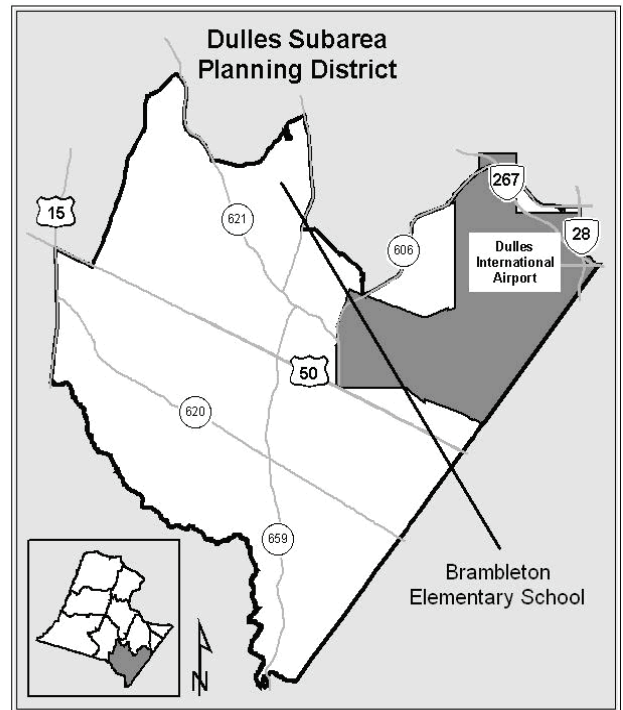
(ES-14) Brambleton Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered 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 School 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds for the financed portion of the project are proposed for placement on the November 2012 referendum. Land has been proffered (Brambleton – ZCPA-2005-0012).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$13.0 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$928,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	2,130	0	2,130	0	2,130
Furniture, Fixtures & Equip	0	0	0	0	0	3,655	0	3,655	0	3,655
Construction	0	0	0	0	0	24,660	0	24,660	0	24,660
Total Cost	0	0	0	0	0	30,445	0	30,445	0	30,445
Local Tax Funding	0	0	0	0	0	1,785	0	1,785	0	1,785
GO Bonds	0	0	0	0	0	28,660	0	28,660	0	28,660
Total Financing	0	0	0	0	0	30,445	0	30,445	0	30,445
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	0	13,010	13,010		
Debt Service		0	0	0	0	0	928	928		
Total Impact		0	0	0	0	0	13,938	13,938		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

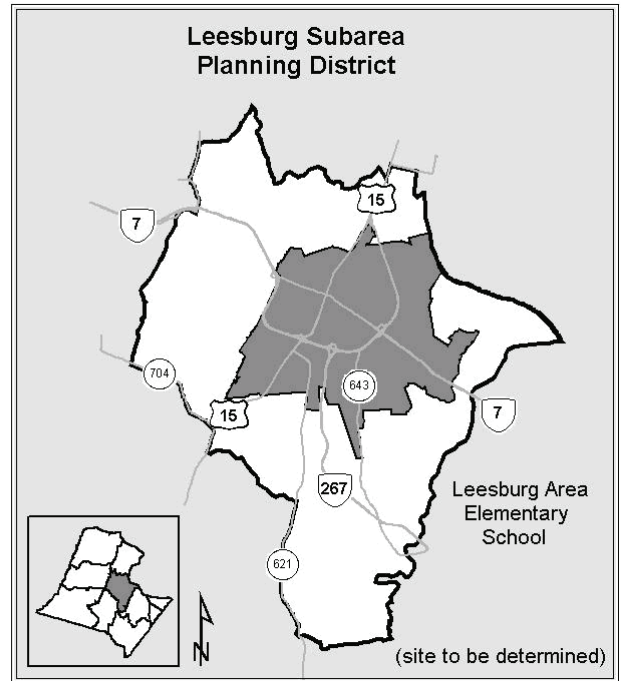
(ES-15) Leesburg Area Elementary School

Project Description

This project will be an estimated 91,100 square feet 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 School 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds for the financed portion of the project are proposed for placement on the November 2012 referendum. Local tax funding for land acquisition was appropriated in FY 04.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$13.0 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14 and is estimated at \$928,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	2,130	0	2,130	0	2,130
Furniture, Fixtures & Equip	0	0	0	0	0	3,655	0	3,655	0	3,655
Construction	0	0	0	0	0	24,660	0	24,660	0	24,660
Total Cost	0	0	0	0	0	30,445	0	30,445	0	30,445
Local Tax Funding	0	0	0	0	0	1,785	0	1,785	0	1,785
GO Bonds	0	0	0	0	0	28,660	0	28,660	0	28,660
Total Financing	0	0	0	0	0	30,445	0	30,445	0	30,445
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	0	13,010	13,010		
Debt Service		0	0	0	0	0	928	928		
Total Impact		0	0	0	0	0	13,938	13,938		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

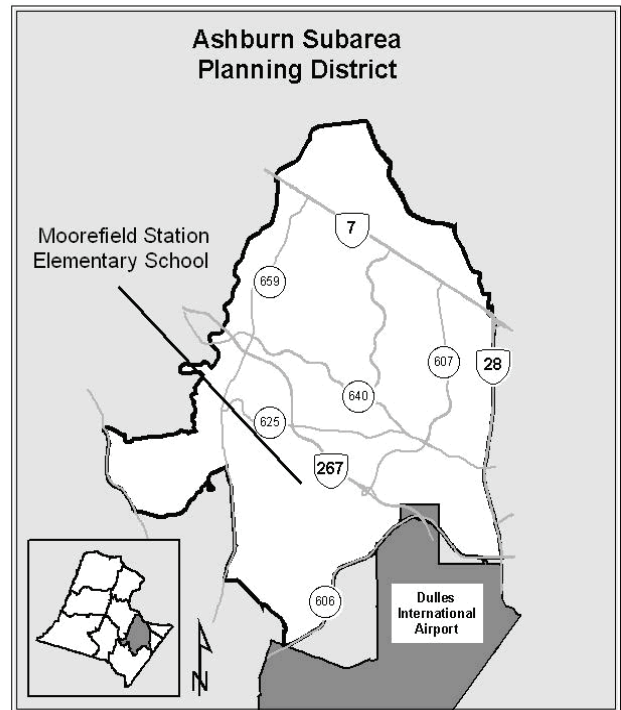
(ES-16) Moorefield Station Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Current Status

This facility is to be developed on a proffered public use site in the Moorefield Station development. Additional Virginia Public School Authority bond funding was appropriated during the FY 08 budget process for a new two-story design, which obviated the need to relocate a gas line.

Funding

This project will be funded by a combination of local tax funding, VPSA and general obligation bonds, which are scheduled for placement on the November 2010 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$37.2 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$7.3 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	960	0	0	1,885	0	0	0	1,885	0	2,845
Furniture, Fixtures & Equip	0	0	0	3,233	0	0	0	3,233	0	3,233
Construction	0	0	0	21,812	0	0	0	21,812	0	21,812
Total Cost	960	0	0	26,930	0	0	0	26,930	0	27,890
Local Tax Funding	0	0	0	1,315	0	0	0	1,315	0	1,315
VPSA	960	0	0	0	0	0	0	0	0	960
GO Bonds	0	0	0	25,615	0	0	0	25,615	0	25,615
Total Financing	960	0	0	26,930	0	0	0	26,930	0	27,890
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	11,800	12,390	13,010	37,200		
Debt Service		0	0	0	1,824	2,590	2,847	7,261		
Total Impact		0	0	0	13,624	14,980	15,857	44,461		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

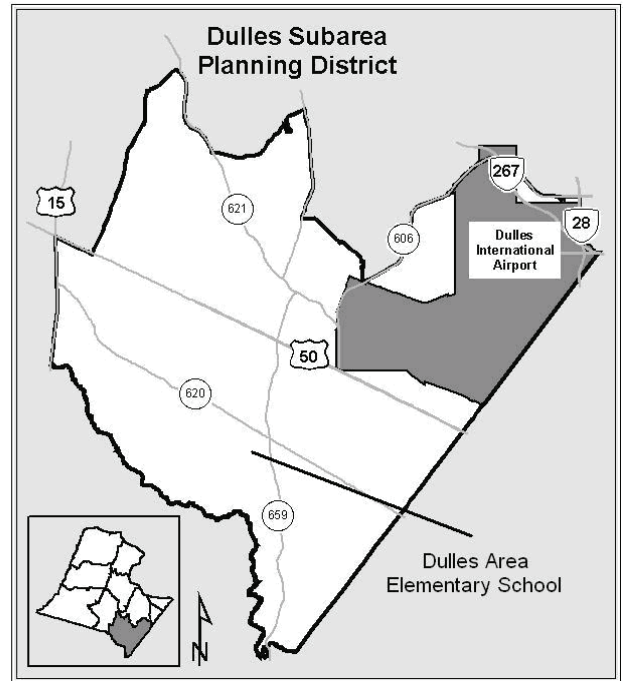
(ES-20) Dulles Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project is funded by a combination of local tax funding and general obligation bonds. Voters approved bonds for the project in the November 2008 referendum. Land has been proffered (Seven Hills – ZMAP-2005-0001).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 11, and are estimated at \$48.4 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 10, and is estimated at \$9.1 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	1,605	0	0	0	0	0	1,605	0	1,605
Furniture, Fixtures & Equip	0	2,755	0	0	0	0	0	2,755	0	2,755
Construction	0	18,600	0	0	0	0	0	18,600	0	18,600
Total Cost	0	22,960	0	0	0	0	0	22,960	0	22,960
Local Tax Funding	0	1,150	0	0	0	0	0	1,150	0	1,150
GO Bonds	0	21,810	0	0	0	0	0	21,810	0	21,810
Total Financing	0	22,960	0	0	0	0	0	22,960	0	22,960
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	11,238	11,800	12,390	13,009	48,437		
Debt Service		0	385	1,666	2,435	2,363	2,291	9,140		
Total Impact		0	385	12,904	14,235	14,753	15,300	57,577		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

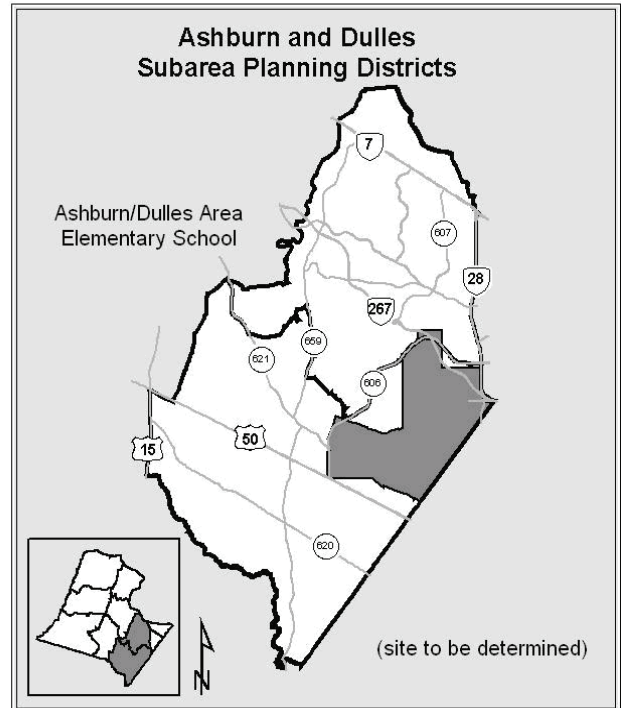
(ES-21) Ashburn/Dulles Area Elementary School

Project Description

This project will be an estimated 91,100 square feet 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds for the land acquisition expense were approved in November 2007. Bonds for the remaining financed portion of the project are scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at \$25.4 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$3.6 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	2,011	0	0	2,011	0	2,011
Furniture, Fixtures & Equip	0	0	0	0	3,449	0	0	3,449	0	3,449
Construction	0	0	0	0	23,280	0	0	23,280	0	23,280
Total Cost	0	0	0	0	28,740	0	0	28,740	0	28,740
Local Tax Funding	0	0	0	0	1,435	0	0	1,435	0	1,435
GO Bonds	0	0	0	0	27,305	0	0	27,305	0	27,305
Total Financing	0	0	0	0	28,740	0	0	28,740	0	28,740
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	12,390	13,010	25,400		
Debt Service		0	0	0	0	1,207	2,367	3,574		
Total Impact		0	0	0	0	13,597	15,377	28,974		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

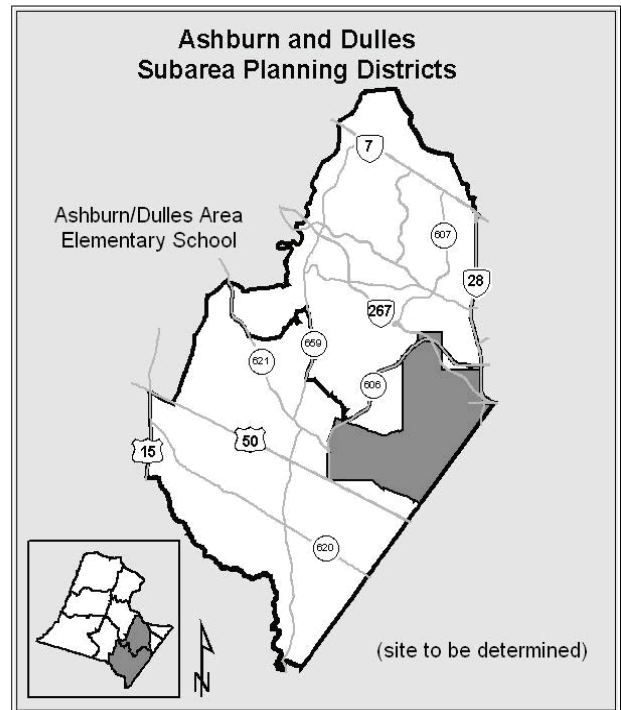
(ES-22) Ashburn/Dulles Area Elementary School

Project Description

This project will be an estimated 91,100 square feet 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. The bonds are scheduled for placement on the November 2013 referendum. Local tax funding for land acquisition was funded in FY 09.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$220,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	2,291	2,291	0	2,291
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,927	3,927	0	3,927
Construction	0	0	0	0	0	0	26,509	26,509	0	26,509
Total Cost	0	0	0	0	0	0	32,727	32,727	0	32,727
Local Tax Funding	0	0	0	0	0	0	1,637	1,637	0	1,637
GO Bonds	0	0	0	0	0	0	31,090	31,090	0	31,090
Total Financing	0	0	0	0	0	0	32,727	32,727	0	32,727
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	0	0	220	220		
Total Impact		0	0	0	0	0	220	220		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

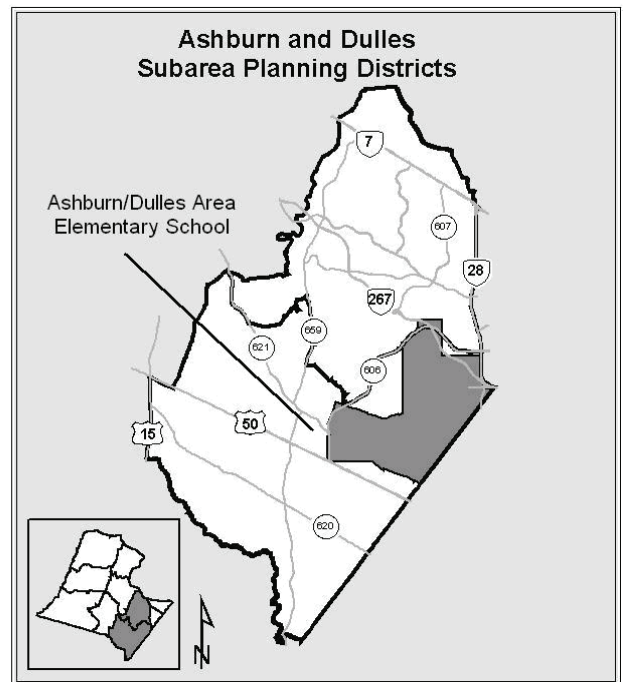
(ES-23) Ashburn/Dulles Area Elementary School

Project Description

This project will be an estimated 91,100 square feet and will be located on a proffered 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2013 referendum. Land has been proffered (Arcola Center – ZMAP-2006-0015).

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$220,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	2,291	2,291	0	2,291
Furniture, Fixtures & Equip	0	0	0	0	0	0	3,927	3,927	0	3,927
Construction	0	0	0	0	0	0	26,509	26,509	0	26,509
Total Cost	0	0	0	0	0	0	32,727	32,727	0	32,727
Local Tax Funding	0	0	0	0	0	0	1,637	1,637	0	1,637
GO Bonds	0	0	0	0	0	0	31,090	31,090	0	31,090
Total Financing	0	0	0	0	0	0	32,727	32,727	0	32,727
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	0	0	220	220		
Total Impact		0	0	0	0	0	220	220		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

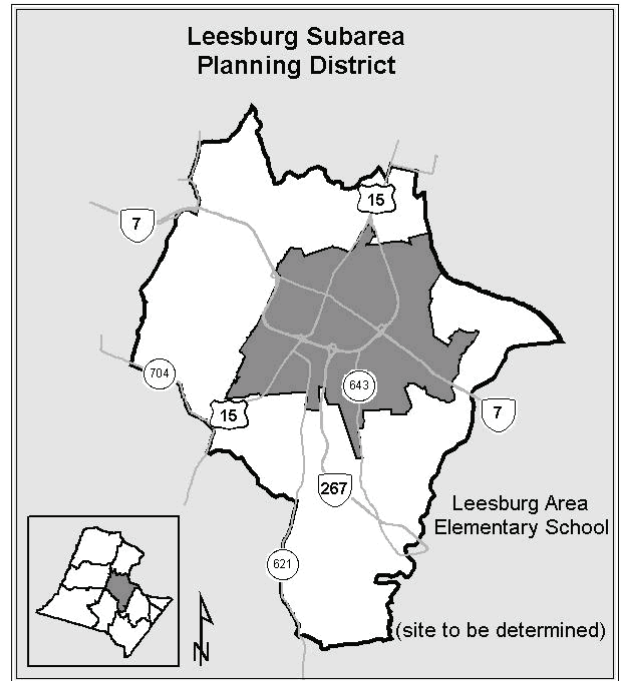
(ES-24) Leesburg Area Elementary School

Project Description

This project will be an estimated 91,100 square feet 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2010 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 12, and are estimated at \$37.2 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$7.3 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	1,885	0	0	0	1,885	0	1,885
Furniture, Fixtures & Equip	0	0	0	3,233	0	0	0	3,233	0	3,233
Construction	0	0	0	21,812	0	0	0	21,812	0	21,812
Total Cost	0	0	0	26,930	0	0	0	26,930	0	26,930
Local Tax Funding	0	0	0	1,315	0	0	0	1,315	0	1,315
GO Bonds	0	0	0	25,615	0	0	0	25,615	0	25,615
Total Financing	0	0	0	26,930	0	0	0	26,930	0	26,930
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	11,800	12,390	13,010	37,200		
Debt Service		0	0	0	1,824	2,590	2,847	7,261		
Total Impact		0	0	0	13,624	14,980	15,857	44,461		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

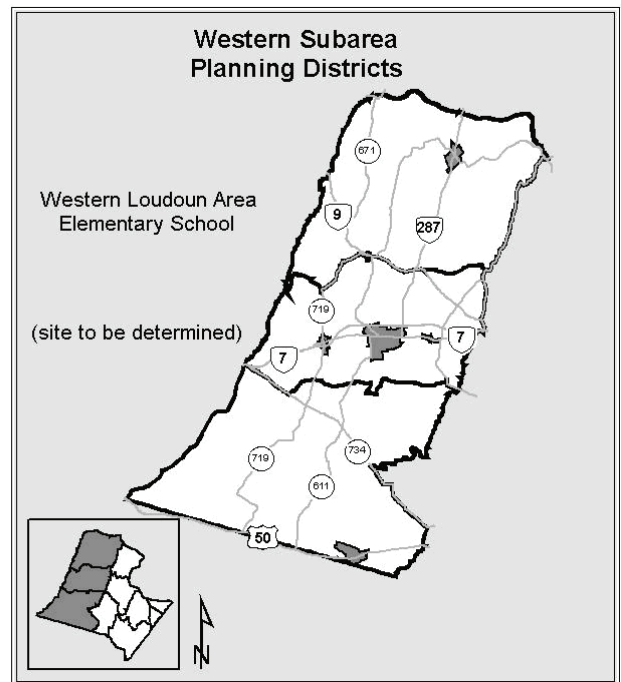
(ES-25) Western Loudoun Area Elementary School

Project Description

This project will be an estimated 91,100 square feet 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be financed by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,350	2,350
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,950	3,950
Construction	0	0	0	0	0	0	0	0	26,625	26,625
Total Cost	0	0	0	0	0	0	0	0	32,925	32,925
Local Tax Funding	0	0	0	0	0	0	0	0	3,300	3,300
GO Bonds	0	0	0	0	0	0	0	0	29,625	29,625
Total Financing	0	0	0	0	0	0	0	0	32,925	32,925



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

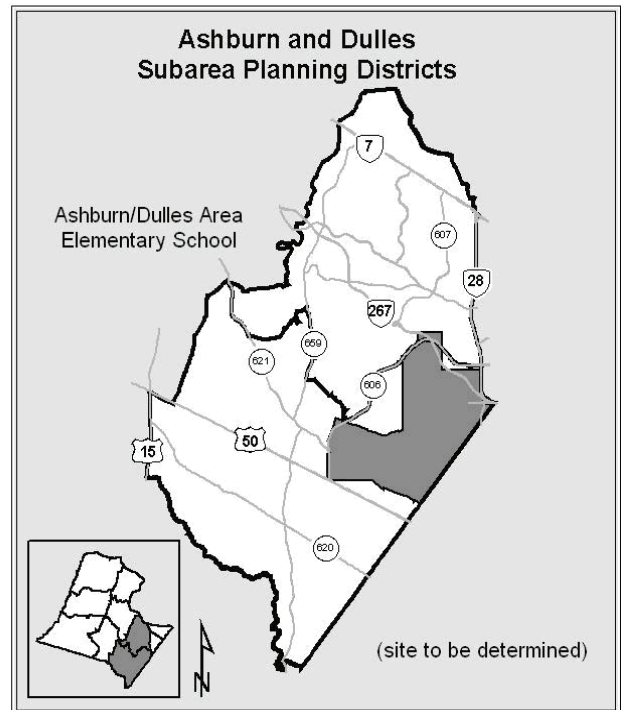
(ES-27) Ashburn/Dulles Area Elementary School

Project Description

This project will be an estimated 91,100 square feet 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

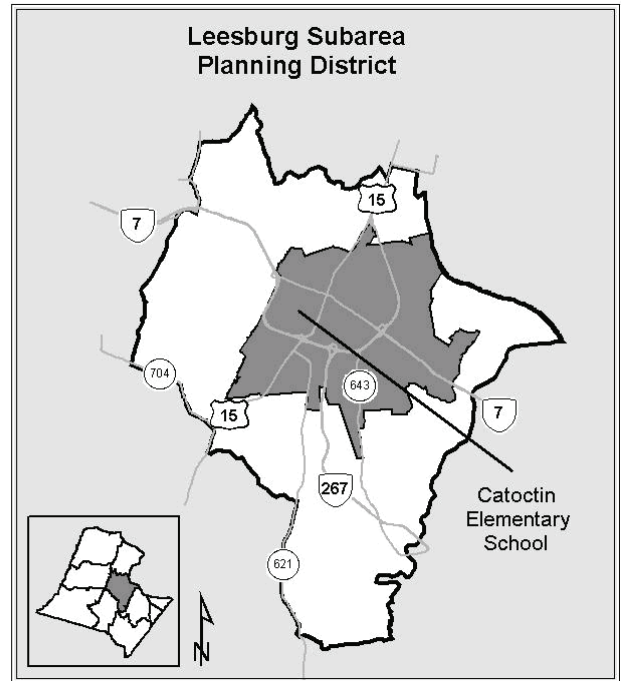
Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,350	2,350
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	3,950	3,950
Construction	0	0	0	0	0	0	0	0	26,625	26,625
Total Cost	0	0	0	0	0	0	0	0	32,925	32,925
Local Tax Funding	0	0	0	0	0	0	0	0	3,300	3,300
GO Bonds	0	0	0	0	0	0	0	0	29,625	29,625
Total Financing	0	0	0	0	0	0	0	0	32,925	32,925



Catoctin Elementary School Renovation

Project Description

The Catoctin Elementary School renovation will include the construction of new art and music rooms, additional library ancillary spaces, and the addition of space for small group instruction. Upgrades and improvements will be made to various operating systems of the school facility including the mechanical (HVAC) and electrical systems. A new fire suppression and sprinkler system will be installed throughout the facility; related plumbing work will be refurbished. Additional improvements will be made with particular attention given to Americans with Disabilities Act (ADA) compliance.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

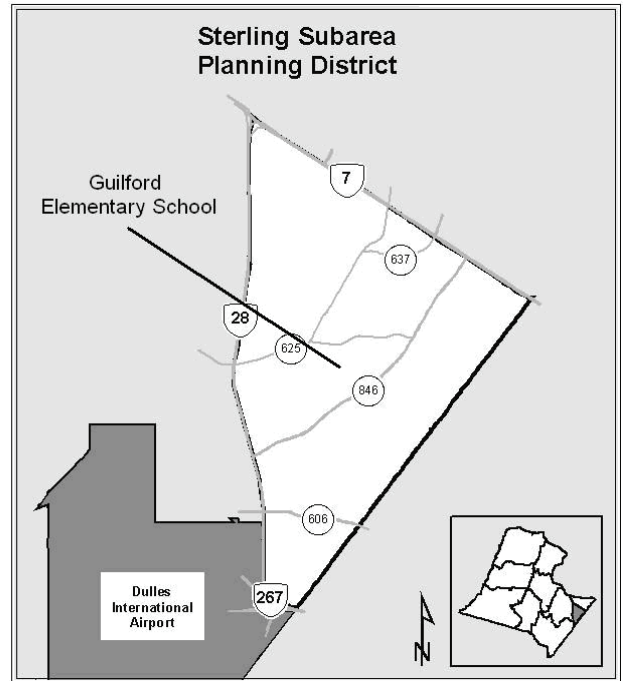
Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	2,428	2,428
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	4,849	4,849
Const of Existing Bldgs	0	0	0	0	0	0	0	0	24,454	24,454
Total Cost	0	0	0	0	0	0	0	0	31,731	31,731
Local Tax Funding	0	0	0	0	0	0	0	0	1,587	1,587
GO Bonds	0	0	0	0	0	0	0	0	30,144	30,144
Total Financing	0	0	0	0	0	0	0	0	31,731	31,731



Guilford Elementary School Renovation

Project Description

The Guilford Elementary School addition will construct a new library and computer laboratory. The existing library will be reconfigured for instructional and support service space.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

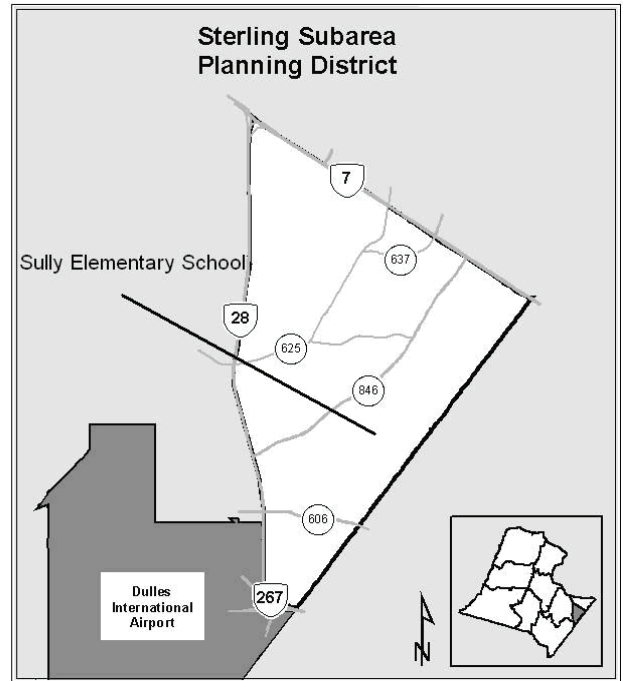
Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	580	580
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,158	1,158
Const of Existing Bldgs	0	0	0	0	0	0	0	0	5,840	5,840
Total Cost	0	0	0	0	0	0	0	0	7,578	7,578
Local Tax Funding	0	0	0	0	0	0	0	0	379	379
GO Bonds	0	0	0	0	0	0	0	0	7,199	7,199
Total Financing	0	0	0	0	0	0	0	0	7,578	7,578



Sully Elementary School Renovation

Project Description

The Sully Elementary School addition will construct a new library and computer laboratory. The existing library will be reconfigured for instructional and support service space.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds for the financed portion of the project are proposed for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	580	580
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	1,158	1,158
Const of Existing Bldgs	0	0	0	0	0	0	0	0	5,840	5,840
Total Cost	0	0	0	0	0	0	0	0	7,578	7,578
Local Tax Funding	0	0	0	0	0	0	0	0	379	379
GO Bonds	0	0	0	0	0	0	0	0	7,199	7,199
Total Financing	0	0	0	0	0	0	0	0	7,578	7,578



NOTES



SCHOOL CAPITAL PROJECTS

MIDDLE SCHOOLS



Middle Schools
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

Middle Schools												
Type	Project Title	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
Middle	MS-6 Ashburn/Dulles Area	\$GO	\$ -	\$ -	\$ -	\$ -	\$ 53,062	\$ -	\$ -	\$ 53,062	\$ -	\$ 53,062
Middle	MS-7 Ashburn/Dulles Area	\$GO	-	-	-	-	-	55,705	-	\$ 55,705	-	\$ 55,705
Middle	MS-10 Western Area	\$GO	-	-	-	-	-	-	-	\$ -	65,919	\$ 65,919
	Middle Schools Total		\$ -	\$ -	\$ -	\$ -	\$ 53,062	\$ 55,705	\$ -	\$ 108,767	\$ 65,919	\$ 174,686

Middle Schools												
Fund Codes	Revenue Source	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total	
\$	Local Tax Funding	\$ -	\$ -	\$ -	\$ -	\$ 2,407	\$ 2,785	\$ -	\$ 5,192	\$ 3,296	\$ 8,488	
GO	General Obligation Bonds	-	-	-	-	50,655	52,920	-	\$ 103,575	62,623	\$ 166,198	
VPSA	Virginia Public School Auth	-	-	-	-	-	-	-	\$ -	-	\$ -	
	Middle Schools Total	\$ -	\$ -	\$ -	\$ -	\$ 53,062	\$ 55,705	\$ -	\$ 108,767	\$ 65,919	\$ 174,686	



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

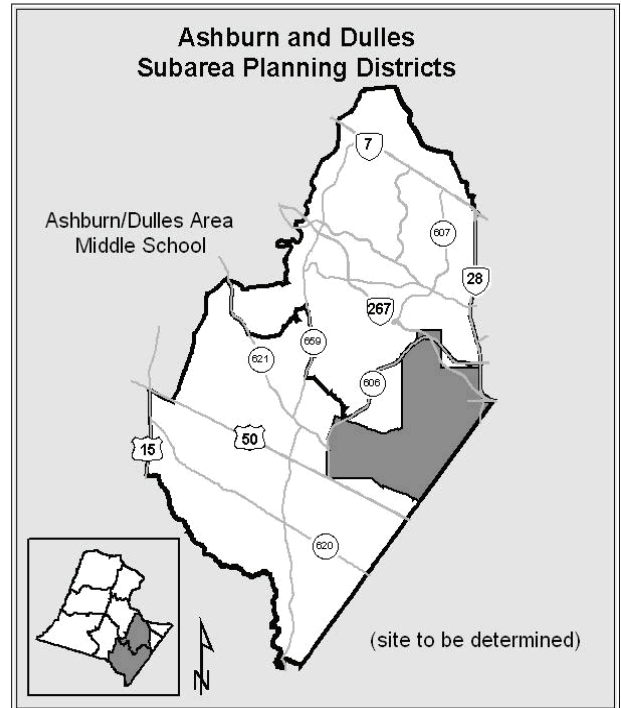
(MS-6) Ashburn/Dulles Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds for the land acquisition expense were approved in November 2006. Bonds for the remaining financed portion of the project are scheduled for placement on the November 2011 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated at \$20.1 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$6.2 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	3,714	0	0	3,714	0	3,714
Furniture, Fixtures & Equip	0	0	0	0	6,366	0	0	6,366	0	6,366
Construction	0	0	0	0	42,982	0	0	42,982	0	42,982
Total Cost	0	0	0	0	53,062	0	0	53,062	0	53,062
Local Tax Funding	0	0	0	0	2,407	0	0	2,407	0	2,407
GO Bonds	0	0	0	0	50,655	0	0	50,655	0	50,655
Total Financing	0	0	0	0	53,062	0	0	53,062	0	53,062
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	0	20,073	20,073		
Debt Service		0	0	0	0	1,990	4,235	6,225		
Total Impact		0	0	0	0	1,990	24,308	26,298		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

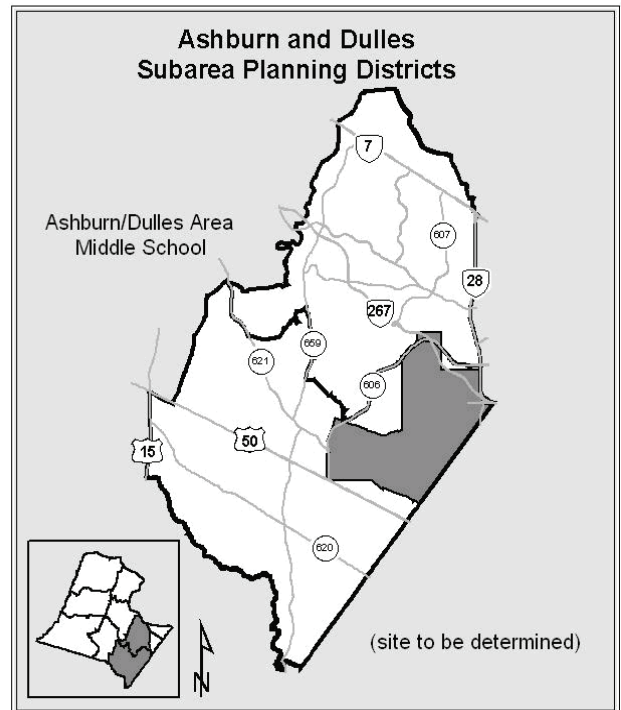
(MS-7) Ashburn/Dulles Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds for the land acquisition expense were approved in November 2006. Bonds for the remaining financed portion of the project are scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$2.2 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	3,890	0	3,890	0	3,890
Furniture, Fixtures & Equip	0	0	0	0	0	6,685	0	6,685	0	6,685
Construction	0	0	0	0	0	45,130	0	45,130	0	45,130
Total Cost	0	0	0	0	0	55,705	0	55,705	0	55,705
Local Tax Funding	0	0	0	0	0	2,785	0	2,785	0	2,785
GO Bonds	0	0	0	0	0	52,920	0	52,920	0	52,920
Total Financing	0	0	0	0	0	55,705	0	55,705	0	55,705
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	0	0	2,180	2,180		
Total Impact		0	0	0	0	0	2,180	2,180		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

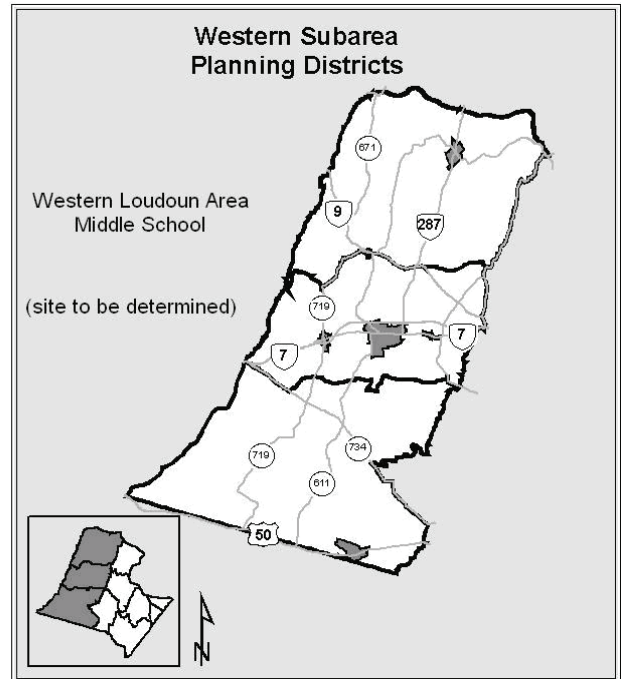
(MS-10) Western Loudoun Area Middle School

Project Description

This project will be an estimated 168,780 square feet and will be 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.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	4,613	4,613
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	7,909	7,909
Construction	0	0	0	0	0	0	0	0	53,397	53,397
Total Cost	0	0	0	0	0	0	0	0	65,919	65,919
Local Tax Funding	0	0	0	0	0	0	0	0	3,296	3,296
GO Bonds	0	0	0	0	0	0	0	0	62,623	62,623
Total Financing	0	0	0	0	0	0	0	0	65,919	65,919



NOTES



SCHOOL CAPITAL PROJECTS

HIGH SCHOOLS



High Schools
Schedule of Appropriations (in \$1000)
Adopted FY 09 - FY 14 Amended Capital Improvement Program

High Schools												
Type	Project Title	Fund	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Project Total
High	HS-6 Dulles Area	\$GO	\$ -	\$ -	\$ -	\$ -	\$ 106,838	\$ -	-	\$ 106,838	\$ -	\$ 106,838
High	HS-7 Dulles Area	\$GO	-	83,254	-	-	-	-	-	\$ 83,254	-	\$ 83,254
High	HS-8 Ashburn/Dulles	\$GO	-	-	-	-	-	-	-	-	126,720	\$ 126,720
High	Advanced Tech Acad	\$GO	-	-	-	95,675	-	-	-	\$ 95,675	-	\$ 95,675
High	Park View HS Renovation	\$GO	-	-	-	2,875	-	-	-	\$ 2,875	-	\$ 2,875
High	CS Monroe Tech Ctr Reno	\$GO	-	-	-	-	-	35,444	-	\$ 35,444	-	\$ 35,444
High Schools Total			\$ -	\$ 83,254	\$ -	\$ 98,550	\$ 106,838	\$ 35,444	\$ -	\$ 324,086	\$ 126,720	\$ 450,806

High Schools												
Fund Codes	Revenue Source	Prior FY	FY09	FY10	FY11	FY12	FY13	FY14	CIP Total	Future FY	Revenue Total	
\$	Local Tax Funding	\$ -	\$ 1,019	\$ -	\$ 4,540	\$ 5,343	\$ 1,774	\$ -	\$ 12,676	\$ 12,675	\$ 25,351	
GO	General Obligation Bonds	-	82,235	-	94,010	101,495	33,670	-	\$ 311,410	114,045	\$ 425,455	
VPSA	Virginia Public School Auth	-	-	-	-	-	-	-	\$ -	-	\$ -	
	High Schools Total	\$ -	\$ 83,254	\$ -	\$ 98,550	\$ 106,838	\$ 35,444	\$ -	\$ 324,086	\$ 126,720	\$ 450,806	



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

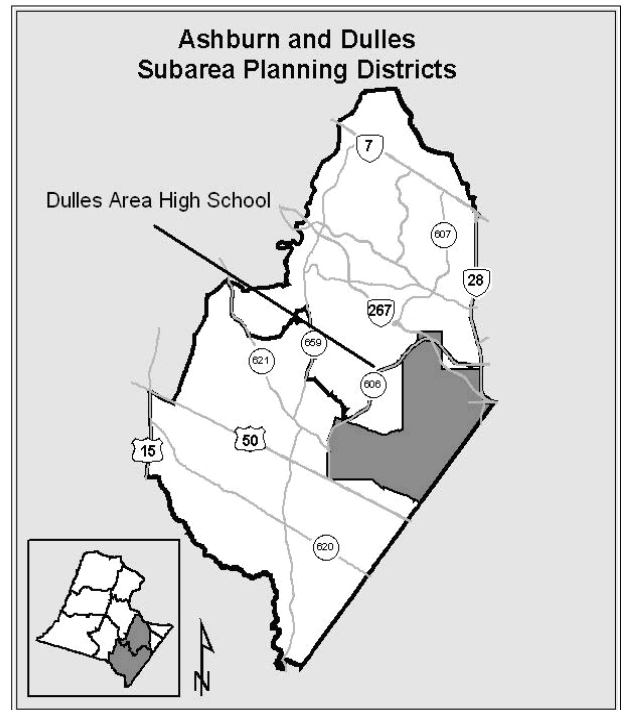
(HS-6) Dulles Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a proffered site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2011 referendum. Land has been proffered (Loudoun Valley Estates II – ZMAP 2002-0011).

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 14, and are estimated to be \$26.8 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 13, and is estimated at \$9.2 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	7,479	0	0	7,479	0	7,479
Furniture, Fixtures & Equip	0	0	0	0	12,821	0	0	12,821	0	12,821
Construction	0	0	0	0	86,538	0	0	86,538	0	86,538
Total Cost	0	0	0	0	106,838	0	0	106,838	0	106,838
Local Tax Funding	0	0	0	0	5,343	0	0	5,343	0	5,343
GO Bonds	0	0	0	0	101,495	0	0	101,495	0	101,495
Total Financing	0	0	0	0	106,838	0	0	106,838	0	106,838
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	0	26,763	26,763		
Debt Service		0	0	0	0	2,790	6,374	9,164		
Total Impact		0	0	0	0	2,790	33,137	35,927		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

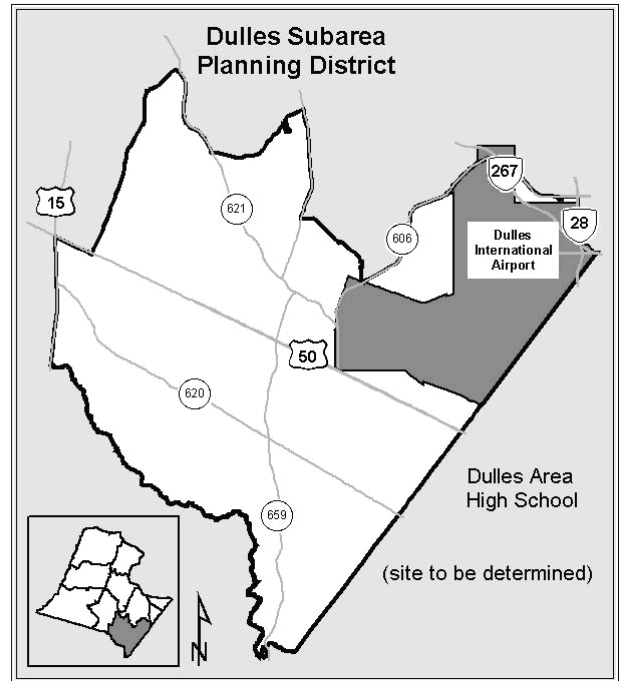
(HS-7) Dulles Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project is funded by a combination of local tax funding and general obligation bonds. Bonds for land acquisition expense were approved in November 2006. Bonds for the remaining financed portion were approved by voters on the November 2008 referendum.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13, and are estimated at \$52.3 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 11, and is estimated at \$26.2 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	3,406	0	0	0	0	0	3,406	0	3,406
Furniture, Fixtures & Equip	0	10,302	0	0	0	0	0	10,302	0	10,302
Construction	0	69,546	0	0	0	0	0	69,546	0	69,546
Total Cost	0	83,254	0	0	0	0	0	83,254	0	83,254
Local Tax Funding	0	1,019	0	0	0	0	0	1,019	0	1,019
GO Bonds	0	82,235	0	0	0	0	0	82,235	0	82,235
Total Financing	0	83,254	0	0	0	0	0	83,254	0	83,254
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	25,489	26,763	52,252		
Debt Service		0	0	3,285	5,902	8,500	8,507	26,194		
Total Impact		0	0	3,285	5,902	33,989	35,270	78,446		



Loudoun County Government
FY 2010 Adopted Fiscal Plan

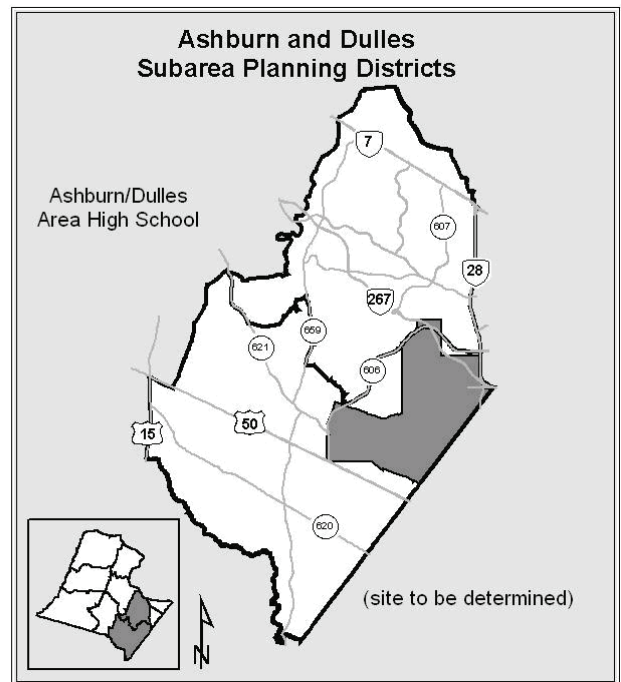
(HS-8) Ashburn/Dulles Area High School

Project Description

This project will be an estimated 279,000 square feet and will be located on a site of approximately 75 usable acres. The high school will be designed for an anticipated program capacity of 1,800 students enrolled in grades Nine through Twelve. The facility will contain classrooms, a media center, cafeteria, gymnasium, auxiliary gymnasium, outdoor playing fields, and other associated spaces to support the high school program.

Loudoun County Public Schools (LCPS) currently incorporates a number of sustainable materials and practices into all prototypical school facilities. Additional elements of sustainable design will be incorporated into this facility's construction design.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on a future referendum.

Operating Impact

Operations & Maintenance

This project will be completed in future fiscal years; therefore, no operations or maintenance expenses will be incurred during the six-year planning period.

Debt Service

No debt service expense will be incurred during the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	0	0	0	8,868	8,868
Furniture, Fixtures & Equip	0	0	0	0	0	0	0	0	15,204	15,204
Construction	0	0	0	0	0	0	0	0	102,648	102,648
Total Cost	0	0	0	0	0	0	0	0	126,720	126,720
Local Tax Funding	0	0	0	0	0	0	0	0	12,675	12,675
GO Bonds	0	0	0	0	0	0	0	0	114,045	114,045
Total Financing	0	0	0	0	0	0	0	0	126,720	126,720



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Advanced Technology Academy

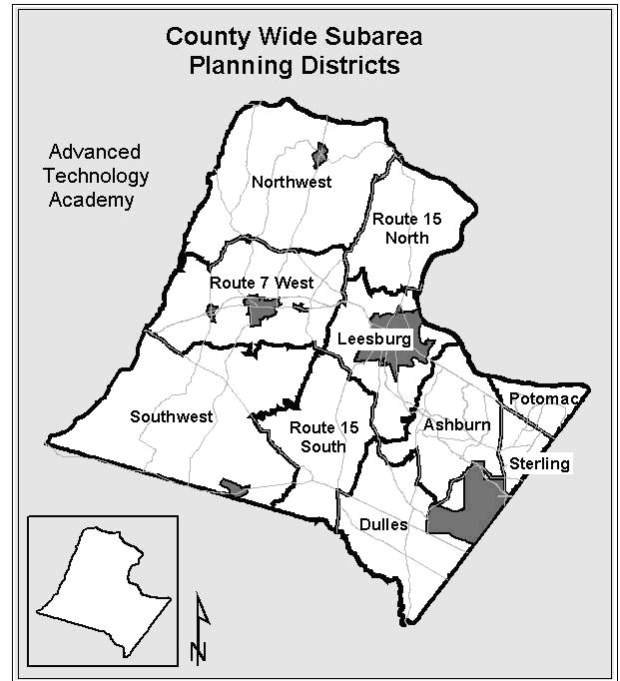
Project Description

This project will provide a replacement for the Charles S. Monroe Technology Center. The building exterior and interior will be consistent with a professional business environment which will provide space for an anticipated program capacity of 1,000 students, typically in grades 11 and 12. This facility will include instructional and lab spaces that support the instructional program, a media center, and an open pavilion area for serving lunch and/or hosting meetings with advisory groups and business partners.

Forecast operations and maintenance expenses are based on the FY 10 per pupil cost of \$12,565. Costs remain flat in FY 11 and are escalated at 5% per annum to allow for inflation in years FY 12 – FY 14. This cost is derived by dividing the Adopted FY 10 Loudoun County Public School operating budget (including bus leases) of \$747,498,960 by the projected FY 10 school enrollment of 59,490.

Current Status

In FY 07, the Board placed this project in future years in recognition of debt cap considerations and in conformance with its policy to program new projects at the end of the planning period. Subsequent to the adoption of the FY 07-12 CIP, the Board issued a Request for Partnership Proposal (RFPP) under the Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) to evaluate different options available for this project on a County-owned site of approximately 100 acres in the eastern part of the County. The County received three proposals to develop the County-owned land. Of these proposals, two would build the Advanced Technology Academy. The Board of Supervisors terminated the PPEA proposals in FY 09. A site determination and project development schedule will be reviewed in the FY 10 capital budget process. The project is proposed in the FY 11 planning year.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2010 referendum. A potential site has been identified on County-owned property.

Operating Impact

Operations & Maintenance

Operations and maintenance expenses are forecast to begin in FY 13 and are estimated at \$14.5 million over the six-year planning period.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$17.8 million over the six-year planning period.

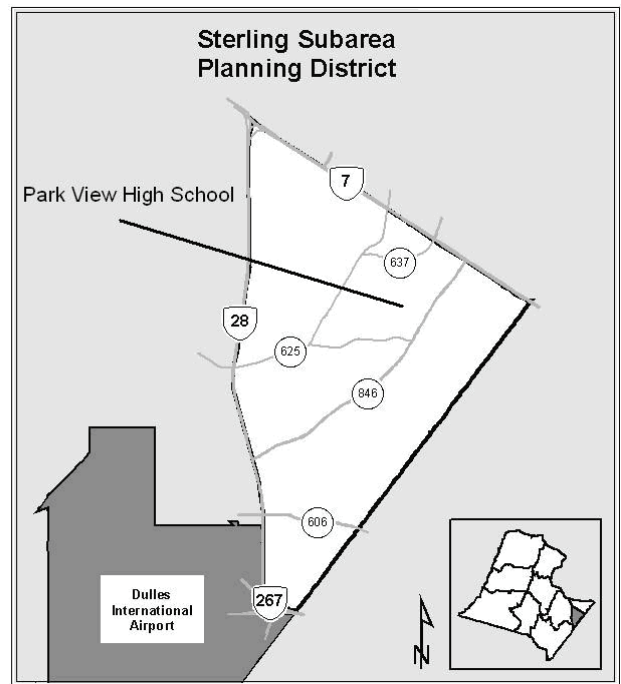
Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	7,654	0	0	0	7,654	0	7,654
Furniture, Fixtures & Equip	0	0	0	8,611	0	0	0	8,611	0	8,611
Construction	0	0	0	79,410	0	0	0	79,410	0	79,410
Total Cost	0	0	0	95,675	0	0	0	95,675	0	95,675
Local Tax Funding	0	0	0	4,340	0	0	0	4,340	0	4,340
GO Bonds	0	0	0	91,335	0	0	0	91,335	0	91,335
Total Financing	0	0	0	95,675	0	0	0	95,675	0	95,675
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Operations & Maintenance		0	0	0	0	7,081	7,435	14,516		
Debt Service		0	0	0	3,400	6,320	8,110	17,830		
Total Impact		0	0	0	3,400	13,401	15,545	32,346		



Park View High School Renovation

Project Description

The Park View High School renovation will refurbish the existing science and art instructional spaces. The casework, ventilation, plumbing fixtures and other built-in ancillary components will be replaced in addition to lighting fixtures, flooring and finishes.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2010 referendum.

Operating Impact

Operations & Maintenance

The annual cost for incremental operations and maintenance as a result of these renovations is nominal, and will be incorporated into the facility's base operating budget as required.

Debt Service

Debt service is forecast to begin in FY 12, and is estimated at \$824,000 over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	205	0	0	0	205	0	205
Furniture, Fixtures & Equip	0	0	0	345	0	0	0	345	0	345
Const of Existing Bldgs	0	0	0	2,325	0	0	0	2,325	0	2,325
Total Cost	0	0	0	2,875	0	0	0	2,875	0	2,875
Local Tax Funding	0	0	0	200	0	0	0	200	0	200
GO Bonds	0	0	0	2,675	0	0	0	2,675	0	2,675
Total Financing	0	0	0	2,875	0	0	0	2,875	0	2,875
Operating Impact (\$ in 1000s)		FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total		
Debt Service		0	0	0	282	275	267	824		
Total Impact		0	0	0	282	275	267	824		



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

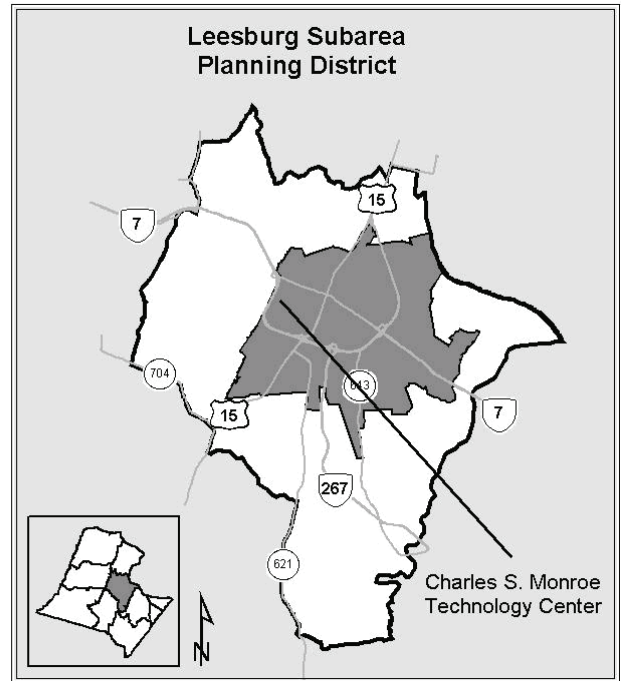
Charles S. Monroe Technology Center Renovation

Project Description

This renovation will refurbish the existing school facility in order to relocate the alternative school program currently being served at Douglass School to the Center. Upgrades will be made to various operating systems of the school facility. Additional improvements will be made with particular attention given to Americans with Disabilities Act (ADA) compliance.

Current Status

The renovations for the Center are forecast to be completed by FY 16.



Funding

This project will be funded by a combination of local tax funding and general obligation bonds. Bonds are scheduled for placement on the November 2012 referendum.

Operating Impact

Operations & Maintenance

Future operating and maintenance impacts will be developed as specific building, space utilization and operating plans are determined.

Debt Service

Debt service is forecast to begin in FY 14, and is estimated at \$1.1 million over the six-year planning period.

Capital (\$ in 1000s)	Prior Alloc.	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total	Future FY's	Project Total
Professional Services	0	0	0	0	0	2,484	0	2,484	0	2,484
Furniture, Fixtures & Equip	0	0	0	0	0	3,189	0	3,189	0	3,189
Const of Existing Bldgs	0	0	0	0	0	29,771	0	29,771	0	29,771
Total Cost	0	0	0	0	0	35,444	0	35,444	0	35,444
Local Tax Funding	0	0	0	0	0	1,774	0	1,774	0	1,774
GO Bonds	0	0	0	0	0	33,670	0	33,670	0	33,670
Total Financing	0	0	0	0	0	35,444	0	35,444	0	35,444

Operating Impact (\$ in 1000s)	FY 2009 Adopted	FY 2010 Adopted	FY 2011	FY 2012	FY 2013	FY 2014	6 Year Total
Debt Service	0	0	0	0	0	1,065	1,065
Total Impact	0	0	0	0	0	1,065	1,065



Debt Service Fund

DEBT SERVICE FUND SUMMARY

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Debt Service Fund..... Page 8 – 1

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Debt Service Fund

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.

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. It should be noted that 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 the *Fiscal Policy* section in the Executive Summary section in Volume 1 of this document).

Debt service expenditures result from the total debt being used by the County for both School and General Government capital projects in the Capital Projects Fund, School Fund, and/or Capital Asset Preservation Program Fund. These expenditures are typically offset by interest earnings, proceeds from lease-purchase financing transferred from the School Fund or General Fund, and/or use of various fund balances. Debt service expenditures and the amount of local tax funding required to offset these expenditures in FY 10 are projected to increase by 6.9% over what was adopted in FY 09, due to planned delays of bond issuances and revenues from refunding activities. *Table 1. Historical Debt Service Expenditures & Funding Sources* provides a perspective on debt service expenditures and balancing funding sources in prior and current fiscal years.

Table 1. Historical Debt Service Expenditures & Funding Sources

	FY 05 Adopted	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted	FY 10 Adopted
Expenditures						
County	\$ 13,203,962	\$ 15,144,365	\$ 19,347,650	\$ 22,755,405	\$ 38,637,132	\$ 38,418,509
Schools	83,102,576	97,552,825	102,952,790	118,454,617	122,366,336	111,485,143
Total Expenditures	\$ 96,306,538	\$ 112,697,190	\$ 122,300,440	\$ 141,210,022	\$ 161,003,468	\$ 149,903,652
Revenues						
Interest Earnings	\$ 1,100,000	\$ 1,100,000	\$ 4,500,000	\$ 4,500,000	\$ 6,000,000	\$ 3,000,000
Transit Bus Service	463,000	527,159	668,419	493,610	898,610	863,085
Total Revenues	\$ 1,563,000	\$ 1,627,159	\$ 5,168,419	\$ 4,993,610	\$ 6,898,610	\$ 3,863,085
Use of Fund Balance	26,300,000	27,274,551	23,769,732	15,025,000	24,983,500	16,706,045
Local Tax Funding	\$ 68,443,538	\$ 83,795,480	\$ 93,362,289	\$ 121,191,412	\$ 129,121,358	\$ 129,334,522



Debt Service Fund

Debt service expenditures for school projects are estimated to increase by an average of 3.5% annually through FY 14 when the annual debt service costs for schools reaches \$143.8 million. Debt expenditures for General Government including transportation projects increase by an average of 17.9% annually through FY 14 with the largest expenditure occurring in FY 14 at \$85.4 million. *Figure 1. Total Debt Service during FY 09-14 Planning Period* demonstrates forecast total debt service during the six-year planning period, while *Figure 2. Total Debt Service Forecast* illustrates debt service expenditures as a result of financing approved through the Adopted, Amended FY 09-14 Capital Improvement Program, along with prior Board budgetary actions.

Figure 1. Total Debt Service during FY 09-14 Planning Period

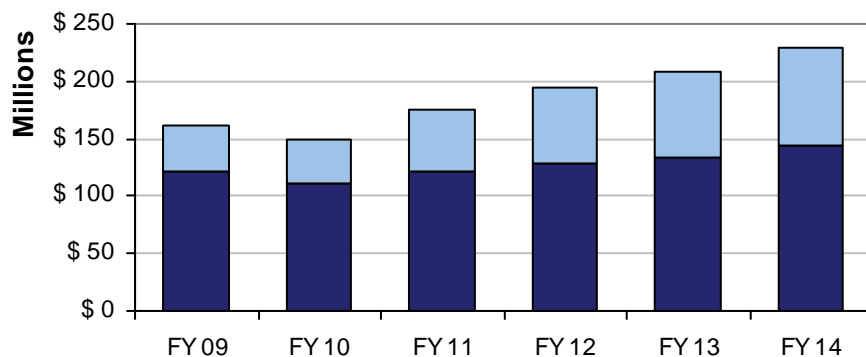
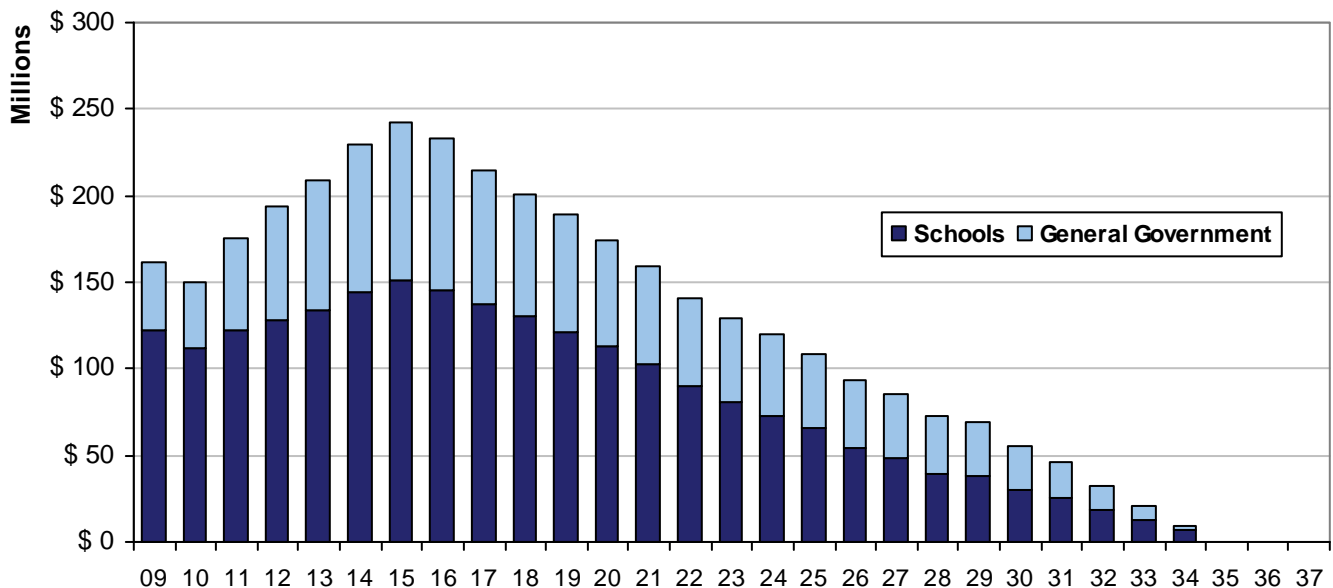


Figure 2. Total Debt Service Forecast



Bond rating agencies review a variety of debt capacity indicators in analyzing a municipality's credit worthiness and financial security. 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 Fiscal Policy on May 6, 2008. As part of its review, the



Debt Service Fund

County refined its debt ratio targets, 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 target from the County's watch list, as the significance of this ratio is negligible. The County's recently adopted debt ratios and respective benchmarks follow; the guidelines may also be found in parentheses next to the respective debt ratio in *Table 2. Impact on Future Debt Ratios*.

Loudoun County Debt Ratios (Adopted May 6, 2008)

- 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%.
- The ten-year debt payout ratio should be above 60%.

Table 2 also provides information based on Board actions taken during the FY 10 budget process, including the continued payment of debt service for projects appropriated in prior budgets and other loan obligations, and illustrates the tax-supported debt for the five-year planning period. 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 has established an affordability index as part of its approved County Fiscal Policy. This index is a debt capacity tracking method for determining the County's ability to pay its current and future debt burdens. The ceilings for each year are determined using an average weighted comparison of the amount of debt that would have to be eliminated to maintain ratio ceilings established by the Board. The affordability index, consisting 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%), is updated annually. *Figure 6* illustrates the affordability index and Board-established ceiling. In addition, the Board has established an annual debt issuance benchmark for the six-year capital planning period. The original guideline, adopted in FY 05, was amended during the FY 07 budget process to the current \$200 million per annum. The annual debt guideline is demonstrated in *Figure 7* and *Figure 8*. *Figure 9* presents the Board's debt payout ratio guideline through the remaining five years of the planning period.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Debt Service Fund

**Table 2
Impact on Future Debt Ratios (1)
Adopted FY 10 - 14 Capital Improvement Program**

	FY 10	FY 11	FY 12	FY 13	FY 14
Beginning Net Tax Supported Debt	\$1,170,940,385	\$1,259,026,925	\$1,395,474,530	\$1,517,131,774	\$1,627,855,699
New Debt Issued	182,125,000	247,565,000	241,545,000	238,605,000	239,055,000
Retired Debt (Old)	(94,038,460)	(97,967,395)	(92,262,756)	(85,581,075)	(83,155,699)
Retired Debt (New)	0	(13,150,000)	(27,625,000)	(42,300,000)	(57,630,000)
Ending Net Tax Supported Debt	\$1,259,026,925	\$1,395,474,530	\$1,517,131,774	\$1,627,855,699	\$1,726,125,000
Population	288,556	293,961	299,816	306,441	314,012
Public School Enrollment	59,490	62,341	65,400	68,623	71,740
Estimated Property Value (in millions)	\$59,940	\$56,205	\$59,698	\$64,293	\$67,917
Per Capita Income	\$51,552	\$53,558	\$55,340	\$57,012	\$58,752
Expenditures (in Thousands)	\$1,632,000	\$1,632,000	\$1,714,000	\$1,800,000	\$1,890,000
Debt Service	\$149,903,652	\$175,571,326	\$194,028,033	\$208,989,318	\$229,196,749
Ratios:					
Debt to Estimated Property Value (3.0%)	2.29%	2.48%	2.54%	2.53%	2.54%
Debt to Per Capita Income (8.0%)	8.46%	8.86%	9.14%	9.32%	9.36%
Debt Service to Expenditures (10.0%)	9.19%	10.76%	11.32%	11.61%	12.13%
Debt Payout Ratio (> 60%)	70.66%	70.08%	70.13%	70.59%	71.67%
(Note: Numbers in parentheses represent Fiscal Policy target ratios.)					
Debt Issuance Limit:					
Debt Issuance Permitted	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000	\$200,000,000
Projected Debt To Be Issued	\$132,670,000	\$167,565,000	\$197,915,000	\$198,605,000	\$199,055,000
Affordability Index: (2)					
Outstanding Debt Permitted	\$1,302,485,890	\$1,346,578,971	\$1,420,401,888	\$1,510,358,800	\$1,590,452,825
Projected Outstanding Debt	\$1,259,026,925	\$1,395,474,530	\$1,517,131,774	\$1,627,855,699	\$1,726,125,000
Overlapping Debt: (3)					
Overlapping Debt Permitted	\$542,370,000	\$554,350,000	\$589,190,000	\$634,850,000	\$670,780,000
Projected Overlapping Debt	\$195,775,000	\$187,390,000	\$178,152,000	\$168,240,000	\$157,294,000
(1) Debt includes general obligation bond and appropriation based financing.					
(2) Affordability Index is the weighted average of Debt Per Capita (20%) / Debt To Estimated Property Value (45%) / Debt to Per Capita Income (35%).					
(3) Maximum outstanding Overlapping Debt allowed per Fiscal Policy guidelines is 1% of Estimated Property Value					

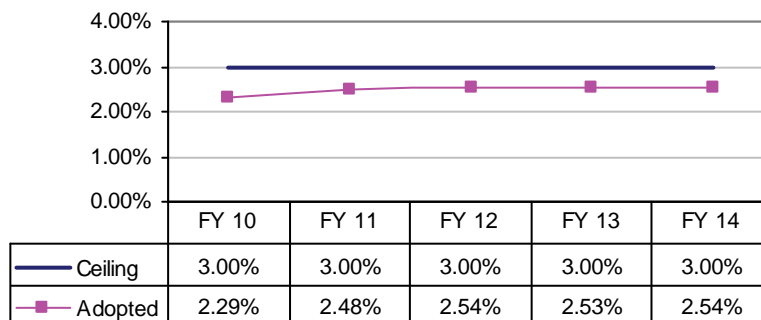


Debt Service Fund

The following charts respectively display the three debt ratios for the Adopted, Amended FY 2009-14 Capital Improvement Program planning period in comparison to the Board-adopted debt ceilings. The final chart reflects the Board's established affordability index.

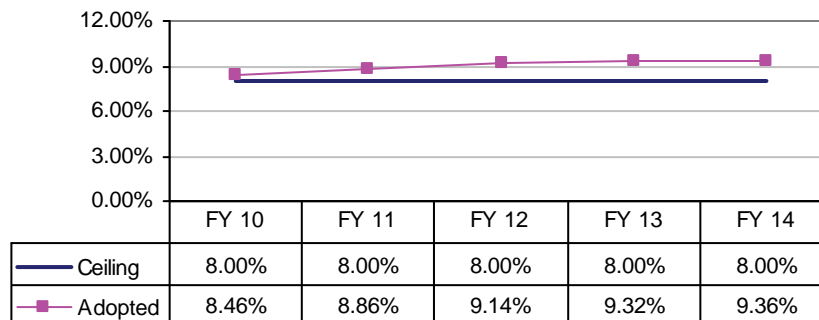
Debt to estimated property value. The Board's guideline for net debt to estimated property value (3.0%) remains intact for the entire period of the debt issuance schedule.

Figure 3. Debt to Estimated Property Value



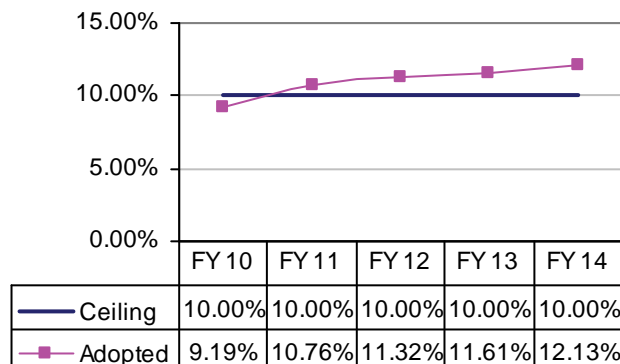
Debt to per capita income. The Board's guideline for debt per capita income (8.0%) is breached throughout the six-year debt issuance schedule.

Figure 4. Debt to Per Capita Income



Debt service as a percentage of expenditures. The Board's guideline for debt service as a percentage of expenditures (10.0%) is breached from FY 11 forward, as expenditures are held in check in response to the current economic climate.

Figure 5. Debt Service to Expenditures

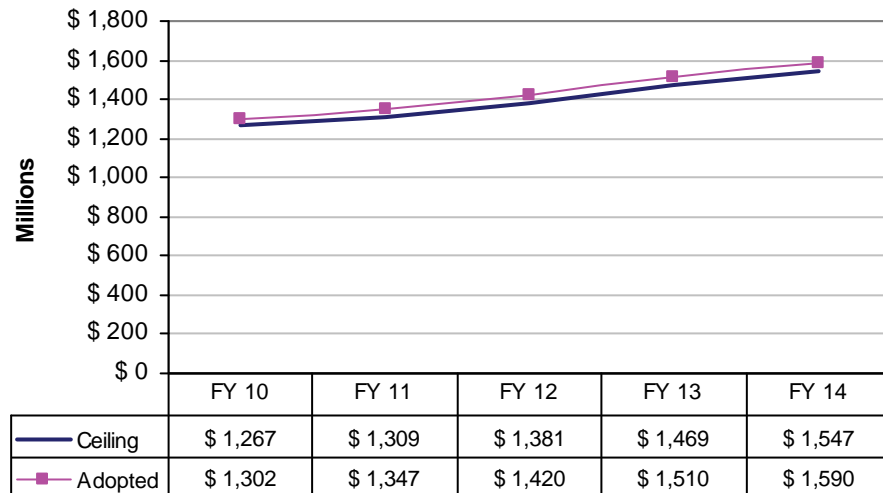




Debt Service Fund

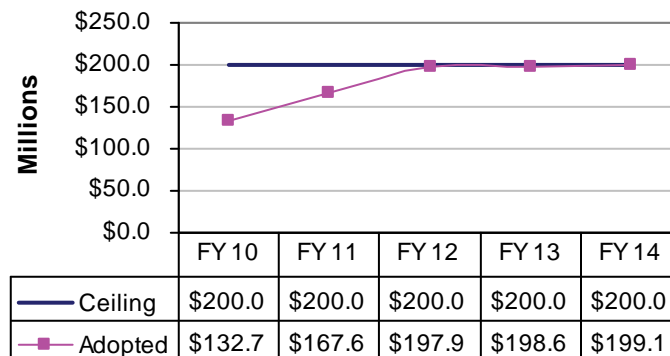
Affordability Index. The Board's affordability index guideline is breached in the last four years of the debt issuance schedule.

Figure 6. Affordability Index



Debt Capacity. The Board's debt capacity guideline is met for the entire period of the debt issuance schedule. This is true both of each year individually, as shown in Figure 7, and for all years as debt accumulates through the five year period, as shown in Figure 8.

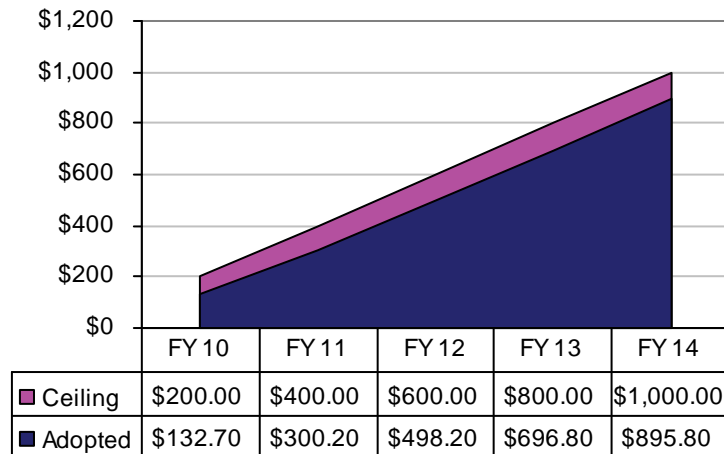
Figure 7. Debt Capacity





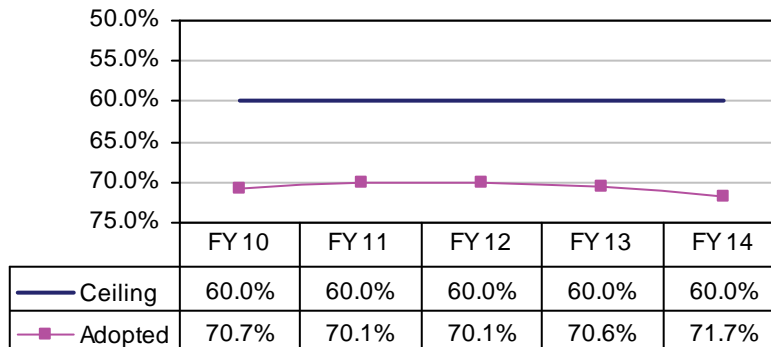
Debt Service Fund

Figure 8. Debt Capacity (Cumulative)



Debt Payout Ratio. The Board's debt payout ratio guideline is met for the entire period of the debt issuance schedule.

Figure 9. Debt Payout Ratio





DEBT ISSUANCE LIMITS

Adopted FY 10 - FY 14 Capital Improvement Program

Debt Financing For FY 10 - FY 14						
Fiscal Year	General Government Adopted FY 10 - FY 14	Transportation Adopted FY 10 - FY 14	Schools Adopted FY 10 - FY 14	TOTAL COUNTY		Fiscal Year
				Adopted FY 10 - FY 14	Board Ceiling	
FY 10	\$ 56,395,000	\$ 0	\$ 76,275,000	\$ 132,670,000	\$ 200,000,000	FY 10
FY 11	51,780,000	3,800,000	111,985,000	167,565,000	200,000,000	FY 11
FY 12	64,720,000	0	133,195,000	197,915,000	200,000,000	FY 12
FY 13	70,485,000	0	128,120,000	198,605,000	200,000,000	FY 13
FY 14	39,910,000	0	159,145,000	199,055,000	200,000,000	FY 14
	\$ 283,290,000	\$ 3,800,000	\$ 608,720,000	\$ 895,810,000	\$ 1,000,000,000	



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Schedule of Major Financings
Adopted FY 09 - FY 14 Amended 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 10-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 10	FY 11	FY 12	FY 13	FY 14	
General Obligation Bonds or Appropriation Based:											
Dulles/Route 28 Fire/Sheriff Station	7,900,000	7,505,000	2003	8,805,000	Nov. 02	(1)	7,505,000	0	0	0	
Brambleton Area Fire/Sheriff Station	10,760,000	2,630,000	2004	8,630,000	Nov. 03	(1)	2,630,000	0	0	0	
Fire Station Renovations - I	10,000,000	5,500,000	2007	10,000,000	Nov. 07	(1)	5,500,000	0	0	0	
Aldie Fire & Rescue Station	8,300,000	5,305,000	2008	8,300,000	Nov. 07	(1)	5,305,000	0	0	0	
Western Loudoun Sheriff Substation	8,330,000	6,330,000	2008	8,330,000	Nov. 07	(1)	3,715,000	2,615,000	0	0	
Community Center Renovations	13,510,000	8,810,000	2008	13,510,000	Nov. 07	(1)	0	5,500,000	3,310,000	0	
Gum Spring Library	10,500,000	1,990,000	2008	7,130,000	Nov. 07	(1)	0	1,990,000	0	0	
Route 9/Route 671 Fire & Rescue Station	5,800,000	3,285,000	2009	5,285,000	Nov. 08	(1)	3,285,000	0	0	0	
Transit Buses	7,200,000	6,000,000	2009	0	Not Required	(2)	1,200,000	1,200,000	1,200,000	1,200,000	
Fire & Rescue Vehicles	18,305,000	18,305,000	2009	0	Not Required	(2)	2,255,000	3,725,000	3,910,000	4,105,000	
Computer System Replacement Fund	40,000,000	40,000,000	2008	0	Not Required	(2)	25,000,000	4,000,000	1,000,000	5,000,000	
Landfill Sequence III Closure	1,950,000	1,950,000	2010	0	Not Required	(2)	1,950,000	0	0	0	
Landfill Woods Road Cell 1 Construction	5,715,000	5,715,000	2010	0	Not Required	(2)	5,715,000	0	0	0	
Landfill Woods Road Site Development	1,790,000	1,790,000	2010	0	Not Required	(2)	1,790,000	0	0	0	
Alder School Road Paving	6,500,000	5,750,000	2010	0	Not Required	(2)	0	5,750,000	0	0	
Juvenile Detention Center Expansion	11,600,000	11,600,000	2011	0	Not Required	(2)	0	8,000,000	3,600,000	0	
Courts Center Expansion - Phase 3	28,500,000	28,500,000	2011	0	Not Required	(2)	0	4,000,000	12,000,000	11,000,000	
Public Safety Firing Range	9,000,000	9,000,000	2011	0	Not Required	(2)	0	8,000,000	1,000,000	0	
Fire Station Renovations - II	16,570,000	14,780,000	2011	14,780,000	Nov. 10		0	3,000,000	10,000,000	1,780,000	
Kirkpatrick Farms Fire & Rescue Station	9,800,000	9,800,000	2011	9,800,000	Nov. 10		0	4,000,000	3,500,000	2,300,000	
Leesburg South Fire & Rescue Station	10,200,000	10,200,000	2012	10,200,000	Nov. 11		0	0	2,000,000	4,000,000	
Landfill Sequence IV Closure	3,630,000	3,630,000	2012	0	Not Required	(2)	0	0	3,630,000	0	
Government Administrative Center - Phase 1	71,000,000	71,000,000	2012	0	Not Required	(2)	0	0	23,200,000	31,100,000	
Dulles Multi-Purpose Center - Phase II	29,767,000	17,000,000 *	2013	25,960,000	Nov. 12		0	0	10,000,000	7,000,000	
Road Projects	51,300,000	3,800,000	2007	51,300,000	Nov. 06	(1)	0	3,800,000	0	0	
Dulles Rail	240,000,000	240,000,000	2010	0	Not Required	(2)	40,000,000	80,000,000	40,000,000	40,000,000	
SUBTOTAL - General Government											
	637,927,000	540,175,000		182,030,000			105,850,000	135,580,000	108,350,000	79,910,000	



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Schedule of Major Financings
Adopted FY 09 - FY 14 Amended 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 10-FY 14	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 10	FY 11	FY 12	FY 13	FY 14	
<u>General Obligation Bonds or Appropriation Based:</u>											
Dulles Area MS (MS-5)	39,675,000	28,705,000	2006	35,705,000	Nov. 05	(1)	10,000,000	14,000,000	4,705,000	0	0
Western Loudoun HS (HS-3) Road Improvements	3,300,000	3,300,000	2009	0	Not Required	(2)	3,300,000	0	0	0	0
Land & Infrastructure - (2) ES - (1) HS	15,475,000	15,475,000	2008	15,475,000	Nov. 07	(1)	15,475,000	0	0	0	0
School Vehicle Lease	42,500,000	42,500,000	2008	0	Not Required	(2)	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Ashburn/Dulles Area ES (ES-20)	22,960,000	21,810,000	2009	21,810,000	Nov. 08	(1)	14,000,000	7,810,000	0	0	0
Dulles Area High School II (HS-7)	83,254,000	82,235,000	2009	82,235,000	Nov. 08	(1)	25,000,000	24,000,000	31,235,000	2,000,000	0
Park View HS Science Lab Renovation	2,860,000	2,675,000	2011	2,675,000	Nov. 10		0	2,675,000	0	0	0
Moorefield Station Elementary School (ES-16)	26,930,000	25,615,000	2011	25,615,000	Nov. 10		0	15,500,000	7,150,000	2,965,000	0
Leesburg Area Elementary School (ES-24)	26,930,000	25,615,000	2011	25,615,000	Nov. 10		0	15,500,000	7,150,000	2,965,000	0
Advanced Technology Academy	95,675,000	91,335,000	2011	91,335,000	Nov. 10		0	24,000,000	32,000,000	20,000,000	15,335,000
Ashburn/Dulles Area ES (ES-21)	28,740,000	27,305,000	2012	27,305,000	Nov. 11		0	0	8,830,000	10,235,000	8,240,000
Ashburn/Dulles Area MS (MS-6)	53,062,000	50,655,000	2012	50,655,000	Nov. 11		0	0	13,625,000	20,375,000	16,655,000
Dulles Area High School I (HS-6)	106,838,000	91,495,000 *	2012	101,495,000	Nov. 11		0	0	20,000,000	25,080,000	46,415,000
Brambleton Elementary School (ES-14)	30,445,000	14,000,000 *	2013	28,660,000	Nov. 12		0	0	0	7,000,000	7,000,000
Leesburg Area Elementary School (ES-15)	30,445,000	14,000,000 *	2013	28,660,000	Nov. 12		0	0	0	7,000,000	7,000,000
CS Monroe Tech Center Conversion	35,444,000	19,000,000 *	2013	33,670,000	Nov. 12		0	0	0	7,000,000	12,000,000
Ashburn/Dulles Area MS (MS-7)	55,705,000	37,000,000 *	2013	52,920,000	Nov. 12		0	0	0	15,000,000	22,000,000
Brambleton Elementary School (ES-22)	32,727,000	8,000,000 *	2014	31,090,000	Nov. 13		0	0	0	0	8,000,000
Ashburn/Dulles Area ES (ES-23)	32,727,000	8,000,000 *	2014	31,090,000	Nov. 13		0	0	0	0	8,000,000
SUBTOTAL						76,275,000	111,985,000	133,195,000	128,120,000	159,145,000	
GRAND TOTAL						182,125,000	247,565,000	241,545,000	238,605,000	239,055,000	
Notes on Potential Referendum Dates and Projects:											
* Remaining amount to be financed after 2014											
(1) General obligation bond financing previously approved at referendum											
(2) May be issued through Capital Leases or Lease Revenue Bonds or Other Financing Sources											



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	General Government			Schools			Total Debt Payments
	Principal	Interest	Total	Principal	Interest	Total	
2010	23,021,337	15,397,172	38,418,509	71,017,123	40,468,020	111,485,143	149,903,652
2011	32,887,440	20,520,643	53,408,083	78,229,955	43,933,288	122,163,243	175,571,326
2012	39,063,301	26,616,554	65,679,855	80,824,455	47,523,723	128,348,178	194,028,033
2013	44,600,374	30,509,602	75,109,976	83,280,701	50,598,641	133,879,342	208,989,318
2014	52,134,013	33,277,539	85,411,552	88,651,686	55,133,511	143,785,197	229,196,749
2015	56,812,582	33,778,889	90,591,471	96,692,418	54,880,312	151,572,730	242,164,201
2016	56,922,382	30,785,767	87,708,149	95,587,618	49,806,678	145,394,296	233,102,445
2017	49,973,083	27,762,059	77,735,142	91,951,917	44,791,820	136,743,737	214,478,879
2018	45,200,882	25,209,587	70,410,469	90,604,118	40,050,853	130,654,971	201,065,440
2019	44,618,500	22,845,210	67,463,710	86,176,500	35,435,145	121,611,645	189,075,355
2020	40,252,850	20,503,996	60,756,846	82,087,150	31,036,185	113,123,335	173,880,181
2021	38,185,300	18,404,780	56,590,080	75,549,700	26,901,955	102,451,655	159,041,735
2022	34,843,800	16,463,177	51,306,977	66,441,200	23,307,930	89,749,130	141,056,107
2023	34,649,950	14,622,934	49,272,884	60,360,050	20,136,425	80,496,475	129,769,359
2024	34,467,500	12,784,840	47,252,340	55,742,500	17,197,042	72,939,542	120,191,882
2025	31,745,450	11,002,272	42,747,722	51,514,550	14,338,613	65,853,163	108,600,885
2026	29,589,950	9,296,964	38,886,914	42,610,050	11,757,327	54,367,377	93,254,291
2027	29,494,250	7,686,983	37,181,233	38,920,750	9,567,421	48,488,171	85,669,404
2028	26,780,000	6,152,564	32,932,564	32,165,000	7,632,320	39,797,320	72,729,884
2029	26,805,000	4,688,111	31,493,111	31,935,000	5,874,148	37,809,148	69,302,259
2030	22,395,000	3,282,546	25,677,546	25,665,000	4,137,380	29,802,380	55,479,926
2031	18,870,000	2,063,606	20,933,606	22,290,000	2,749,459	25,039,459	45,973,065
2032	12,570,000	1,089,003	13,659,003	17,315,000	1,564,347	18,879,347	32,538,350
2033	7,655,000	477,814	8,132,814	11,570,000	711,704	12,281,704	20,414,518
2034	2,860,000	133,650	2,993,650	6,255,000	172,013	6,427,013	9,420,663
2035	0	0	0	0	0	0	0
2036	0	0	0	0	0	0	0
2037	0	0	0	0	0	0	0
	836,397,944	395,356,262	1,231,754,206	1,483,437,441	639,706,260	2,123,143,701	3,354,897,907



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Current Debt		
	Principal	Interest	Total
2010	94,038,460	54,379,916	148,418,376
2011	97,967,395	52,177,653	150,145,048
2012	92,262,756	47,384,145	139,646,901
2013	85,581,075	42,746,829	128,327,904
2014	83,155,699	38,533,864	121,689,563
2015	78,680,000	34,428,621	113,108,621
2016	77,665,000	30,477,240	108,142,240
2017	67,090,000	26,555,560	93,645,560
2018	67,210,000	23,270,378	90,480,378
2019	65,405,000	20,015,994	85,420,994
2020	60,960,000	16,795,554	77,755,554
2021	57,575,000	13,827,606	71,402,606
2022	53,210,000	11,192,131	64,402,131
2023	46,905,000	8,824,919	55,729,919
2024	42,135,000	6,692,805	48,827,805
2025	35,150,000	4,696,347	39,846,347
2026	24,130,000	3,055,391	27,185,391
2027	20,310,000	1,899,627	22,209,627
2028	10,880,000	1,075,469	11,955,469
2029	10,630,000	496,833	11,126,833
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
	1,170,940,385	438,526,882	1,609,467,267

	Authorized - Unissued		
	Principal	Interest	Total
	0	385,000	385,000
	5,235,000	6,320,738	11,555,738
	8,700,000	9,068,403	17,768,403
	11,265,000	9,653,604	20,918,604
	11,470,000	9,083,529	20,553,529
	11,460,000	8,452,816	19,912,816
	11,480,000	7,822,379	19,302,379
	11,460,000	7,191,118	18,651,118
	10,510,000	6,561,093	17,071,093
	9,785,000	5,995,279	15,780,279
	8,840,000	5,482,952	14,322,952
	8,710,000	5,000,464	13,710,464
	8,695,000	4,521,552	13,216,552
	8,710,000	4,043,190	12,753,190
	8,700,000	3,564,140	12,264,140
	8,715,000	3,085,640	11,800,640
	8,695,000	2,606,315	11,301,315
	8,715,000	2,128,090	10,843,090
	8,695,000	1,648,765	10,343,765
	8,715,000	1,170,678	9,885,678
	8,690,000	691,354	9,381,354
	4,410,000	232,654	4,642,654
	1,675,000	48,814	1,723,814
	50,000	1,375	51,375
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	193,380,000	104,759,942	298,139,942

	New Debt		
	Principal	Interest	Total
	0	1,100,276	1,100,276
	7,915,000	5,955,540	13,870,540
	18,925,000	17,687,729	36,612,729
	31,035,000	28,707,810	59,742,810
	46,160,000	40,793,657	86,953,657
	63,365,000	45,777,764	109,142,764
	63,365,000	42,292,826	105,657,826
	63,375,000	38,807,201	102,182,201
	58,085,000	35,428,969	93,513,969
	55,605,000	32,269,082	87,874,082
	52,540,000	29,261,675	81,801,675
	47,450,000	26,478,665	73,928,665
	39,380,000	24,057,424	63,437,424
	39,395,000	21,891,250	61,286,250
	39,375,000	19,724,937	59,099,937
	39,395,000	17,558,898	56,953,898
	39,375,000	15,392,585	54,767,585
	39,390,000	13,226,687	52,616,687
	39,370,000	11,060,650	50,430,650
	39,395,000	8,894,748	48,289,748
	39,370,000	6,728,572	46,098,572
	36,750,000	4,580,411	41,330,411
	28,210,000	2,604,536	30,814,536
	19,175,000	1,188,143	20,363,143
	9,115,000	305,663	9,420,663
	0	0	0
	0	0	0
	0	0	0
	955,515,000	491,775,698	1,447,290,698

Total Debt Payments
149,903,652
175,571,326
194,028,033
208,989,318
229,196,749
242,164,201
233,102,445
214,478,879
201,065,440
189,075,355
173,880,181
159,041,735
141,056,107
129,769,359
120,191,882
108,600,885
93,254,291
85,669,404
72,729,884
69,302,259
55,479,926
45,973,065
32,538,350
20,414,518
9,420,663
0
0
0
3,354,897,907



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	General Govt. TOTAL	School TOTAL	Dulles/Route 28		Brambleton Area		Fire Station		Fire/Rescue Station	Aldie	Western Loudoun	
			Fire/Sheriff Stn	0	Fire/Sheriff Stn	0	Renovations - I	0			Sheriff Substation	0
	296,222,944	874,717,441	7,505,000	0	2,630,000	0	5,500,000	0	5,305,000	0	6,330,000	0
2010	37,408,983	111,009,393										
2011	37,632,918	112,512,130	972,775		414,650		577,500		691,775		461,238	
2012	34,987,787	104,659,114	941,975		399,800		562,375		669,775		722,339	
2013	33,086,392	95,241,512	911,175		384,950		547,250		642,775		696,027	
2014	32,631,690	89,057,873	880,375		370,100		532,125		626,050		679,714	
2015	30,156,307	82,952,314	849,575		355,250		517,000		599,050		653,401	
2016	29,192,821	78,949,419	823,775		340,400		501,875		582,325		637,089	
2017	21,210,888	72,434,672	787,700		320,550		486,750		555,325		610,777	
2018	20,728,665	69,751,713	471,900		95,975		471,625		333,600		589,601	
2019	20,813,246	64,607,748	456,775		97,950		456,500		322,875		461,450	
2020	17,080,998	60,674,556	441,650		89,650		441,375		312,150		451,188	
2021	16,472,322	54,930,284	426,525		91,625		426,250		301,425		430,926	
2022	15,746,145	48,655,986	411,400		83,325		411,125		290,700		420,663	
2023	14,939,879	40,790,040	396,275		85,300		396,000		279,975		400,400	
2024	14,162,298	34,665,507	381,150		77,000		380,875		269,250		390,138	
2025	10,870,503	28,975,844	366,025		78,975		365,750		258,525		374,876	
2026	8,268,070	18,917,321	350,900		70,675		350,625		242,800		359,338	
2027	7,769,941	14,439,686	335,775		72,650		335,500		237,350		344,075	
2028	4,784,509	7,170,960	320,650		64,350		320,375		221,625		328,538	
2029	4,547,328	6,579,505	310,525		66,325		305,250		216,175		313,276	
2030	0	0	290,125		58,025		290,125		200,450		297,738	
2031	0	0	0		0		0		0		92,475	
2032	0	0	0		0		0		0		0	
2033	0	0	0		0		0		0		0	
2034	0	0	0		0		0		0		0	
2035	0	0	0		0		0		0		0	
2036	0	0	0		0		0		0		0	
	412,491,690	1,196,975,577	11,127,025		3,617,525		8,676,250		7,853,975		9,715,267	



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Community Center Renovations	Gum Spring Library	Route 9 / Route 671 Fire/Rescue Station	Transit Buses	Fire & Rescue Vehicles	Computer System Replacement Fund
	8,810,000	1,990,000	3,285,000	6,000,000	18,305,000	40,000,000
2010	0	0	0	0	62,013	687,500
2011	151,250	54,725	500,675	269,000	537,664	4,956,825
2012	660,963	206,700	483,075	490,975	1,250,314	5,452,300
2013	979,988	201,200	465,475	703,600	1,968,301	5,530,613
2014	951,113	195,700	447,875	911,875	2,690,801	6,270,139
2015	922,238	190,200	430,275	1,072,388	3,297,415	6,822,840
2016	898,226	184,700	417,675	1,030,364	3,153,590	6,513,378
2017	864,214	179,200	394,800	982,927	3,009,764	6,193,915
2018	840,201	173,700	137,200	765,627	2,549,877	2,407,764
2019	806,188	168,200	132,800	557,489	1,908,502	1,730,601
2020	650,888	162,700	128,400	363,838	1,271,964	1,503,238
2021	629,163	157,200	124,000	174,675	631,913	729,525
2022	607,438	151,700	119,600	0	0	0
2023	585,713	146,200	115,200	0	0	0
2024	563,988	140,700	110,800	0	0	0
2025	542,263	135,200	106,400	0	0	0
2026	520,538	129,700	102,000	0	0	0
2027	498,813	124,200	97,600	0	0	0
2028	477,088	118,700	93,200	0	0	0
2029	455,363	108,338	88,800	0	0	0
2030	428,776	107,976	84,400	0	0	0
2031	412,189	97,613	0	0	0	0
2032	118,163	0	0	0	0	0
2033	0	0	0	0	0	0
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
2036	0	0	0	0	0	0
	13,564,764	3,134,552	4,580,250	7,322,758	22,332,118	48,798,638



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Landfill Seq. III Closure	Landfill Woods Road Cell 1 Construction	Landfill Woods Road Site Development	Allder School Road Paving	Juvenile Detention Center Expansion
	1,950,000	5,715,000	1,790,000	5,750,000	11,600,000
2010	53,625	157,163	49,225	0	0
2011	204,500	591,488	185,975	158,125	220,000
2012	194,138	575,813	181,025	598,275	928,001
2013	193,776	560,138	176,075	577,463	1,257,852
2014	183,413	544,463	171,125	566,651	1,221,552
2015	183,050	528,788	166,175	545,838	1,180,389
2016	172,688	513,113	161,225	535,025	1,149,226
2017	172,326	497,438	156,275	514,213	1,108,064
2018	161,963	481,763	151,325	503,401	1,076,902
2019	161,600	466,088	146,375	482,588	1,035,739
2020	151,238	450,413	141,425	471,775	887,876
2021	150,876	434,738	136,475	450,963	858,176
2022	140,513	419,063	131,525	440,151	828,476
2023	140,150	403,388	126,575	419,338	798,776
2024	129,788	387,713	121,625	408,525	764,213
2025	129,426	376,901	116,675	387,713	739,650
2026	119,063	356,088	111,725	376,901	705,088
2027	118,700	345,275	106,775	356,088	680,526
2028	108,338	324,463	96,963	345,275	645,963
2029	107,976	313,651	97,151	324,463	621,400
2030	97,613	292,838	87,338	313,651	586,838
2031	0	0	0	292,838	562,276
2032	0	0	0	0	138,713
2033	0	0	0	0	0
2034	0	0	0	0	0
2035	0	0	0	0	0
2036	0	0	0	0	0
	3,074,760	9,020,786	2,819,052	9,069,260	17,995,696



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Courts Expansion Phase 3	Public Safety Firing Range	Fire Station Renovations - II	Kirkpatrick Farms Fire & Rescue	Leesburg South Fire & Rescue	Landfill Seq. IV Closure
	28,500,000	9,000,000	14,780,000	9,800,000	10,200,000	3,630,000
2010	0	0	0	0	0	0
2011	110,000	220,000	82,500	110,000	0	0
2012	744,500	856,500	585,875	510,750	55,000	99,825
2013	1,949,500	910,625	1,387,825	1,009,351	317,250	374,700
2014	3,056,425	885,875	1,566,351	1,187,677	731,750	364,800
2015	3,217,113	861,125	1,521,251	1,153,490	1,307,275	354,900
2016	3,115,638	836,375	1,476,151	1,109,302	1,263,825	345,000
2017	3,014,163	811,625	1,431,051	1,075,114	1,220,375	335,100
2018	2,907,826	786,875	1,385,951	1,035,790	1,176,925	325,200
2019	2,811,489	762,125	1,345,714	996,465	1,128,613	315,300
2020	2,705,151	737,375	1,295,476	675,114	1,090,301	305,400
2021	2,185,775	712,625	1,128,813	598,251	1,041,988	300,363
2022	1,904,000	687,875	1,090,588	577,901	585,500	285,326
2023	1,838,000	663,125	1,052,363	557,551	565,700	280,288
2024	1,772,000	638,375	1,014,138	537,201	545,900	265,250
2025	1,706,000	613,625	975,913	516,851	526,100	260,213
2026	1,640,000	588,875	937,688	496,501	506,300	245,176
2027	1,574,000	564,125	899,463	476,151	486,500	240,138
2028	1,508,000	539,375	861,238	455,801	466,700	225,100
2029	1,442,000	514,625	823,013	435,451	446,900	220,063
2030	1,376,000	489,875	784,788	415,101	427,100	205,026
2031	1,310,000	465,125	746,563	394,751	407,300	199,988
2032	1,049,500	51,375	562,463	179,901	387,500	184,950
2033	411,000	0	46,238	97,613	270,450	0
2034	0	0	0	0	61,650	0
2035	0	0	0	0	0	0
2036	0	0	0	0	0	0
	43,348,080	14,197,500	23,001,414	14,602,078	15,016,902	5,732,106



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Govt. Admin. Center - Phase 1	Dulles Multi-Purpose Cntr. - Phase II	Road Projects	Dulles Rail	Dulles Area MS (MS-5)
	71,000,000	17,000,000	3,800,000	240,000,000	28,705,000
2010	0	0	0	0	0
2011	0	0	104,500	4,200,000	1,050,000
2012	638,000	0	393,775	12,490,000	2,806,888
2013	3,259,350	275,000	383,325	16,360,000	3,302,588
2014	6,022,288	1,228,750	372,875	20,120,000	3,201,388
2015	7,839,588	1,734,125	362,425	23,770,000	3,100,188
2016	7,605,013	1,687,375	351,975	23,110,000	2,998,988
2017	7,370,438	1,640,625	341,525	22,450,000	2,902,788
2018	7,135,863	1,593,875	331,075	21,790,000	2,791,451
2019	6,901,288	1,547,125	320,625	21,130,000	2,410,389
2020	6,666,713	1,500,375	310,175	20,470,000	1,994,213
2021	6,432,138	1,453,625	299,725	19,810,000	1,932,250
2022	5,127,813	1,406,875	289,275	19,150,000	1,860,288
2023	4,953,738	1,360,125	278,825	18,490,000	1,798,326
2024	4,779,663	1,313,375	268,375	17,830,000	1,726,363
2025	4,605,588	1,266,625	257,925	17,170,000	1,664,400
2026	4,431,513	1,219,875	247,475	16,510,000	1,592,438
2027	4,257,438	1,173,125	237,025	15,850,000	1,530,476
2028	4,083,363	1,126,375	226,575	15,190,000	1,458,513
2029	3,909,288	1,079,625	216,125	14,530,000	1,396,550
2030	3,735,213	1,032,875	205,675	13,870,000	1,324,588
2031	3,561,138	986,125	195,225	11,210,000	762,626
2032	3,387,063	939,375	0	6,660,000	118,163
2033	2,084,888	892,625	0	4,330,000	0
2034	462,375	359,625	0	2,110,000	0
2035	0	0	0	0	0
2036	0	0	0	0	0
	109,249,760	26,817,500	5,994,500	378,600,000	43,723,862



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Western Loudoun (HS-3) Road Improv	Land (2) ES - (1) HS	School Vehicle Lease	Ashburn/Dulles Area (ES-20)	Dulles Area HS II (HS-7)	Moorefield Station ES (ES-16)
	3,300,000	15,475,000	42,500,000	21,810,000	82,235,000	25,615,000
2010	90,750	0	0	385,000	0	0
2011	341,963	1,626,125	1,682,500	1,665,525	3,285,000	0
2012	332,888	1,583,500	3,298,175	2,435,025	5,902,213	1,824,125
2013	323,813	1,540,875	4,847,025	2,362,975	8,500,001	2,589,676
2014	314,738	1,498,250	6,329,050	2,290,925	8,507,039	2,846,602
2015	305,663	1,455,625	7,744,250	2,223,738	8,253,851	2,764,840
2016	296,588	1,413,000	7,410,125	2,146,551	8,005,800	2,673,077
2017	287,513	1,370,375	7,071,000	2,079,363	7,757,751	2,596,177
2018	278,438	1,327,750	5,522,150	2,002,175	7,504,840	2,504,141
2019	269,363	1,285,125	4,040,125	1,599,475	7,261,927	2,422,103
2020	260,288	1,242,500	2,624,925	1,546,125	6,551,938	2,048,039
2021	251,213	1,199,875	1,276,550	1,492,775	6,198,725	1,811,763
2022	242,138	1,152,250	0	1,439,425	5,979,363	1,750,163
2023	233,063	1,114,900	0	1,386,075	5,770,001	1,688,564
2024	223,988	1,067,275	0	1,337,588	5,550,638	1,626,964
2025	214,913	1,029,925	0	1,279,101	5,341,275	1,565,363
2026	205,838	982,300	0	1,230,613	5,121,913	1,503,763
2027	196,763	944,950	0	1,172,125	4,912,551	1,442,164
2028	187,688	897,325	0	1,123,638	4,693,188	1,380,564
2029	178,613	859,975	0	1,065,151	4,483,825	1,318,963
2030	169,538	812,350	0	1,016,663	4,264,463	1,257,363
2031	0	0	0	277,425	2,805,101	1,195,764
2032	0	0	0	0	1,487,488	359,164
2033	0	0	0	0	51,375	87,338
2034	0	0	0	0	0	0
2035	0	0	0	0	0	0
2036	0	0	0	0	0	0
	5,205,760	24,404,250	51,845,875	33,557,456	128,190,266	39,256,680



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Park View	Leesburg Area ES (ES-24)	Advanced Tech Academy	Ashburn/Dulles Area (ES-21)	Ashburn/Dulles Area (MS-6)	Dulles Area HS I (HS-6)
HS Renovation	2,675,000	25,615,000	91,335,000	27,305,000	50,655,000	91,495,000
2010	0	0	0	0	0	0
2011	0	0	0	0	0	0
2012	282,125	1,824,125	3,400,000	0	0	0
2013	274,700	2,589,676	6,320,000	1,207,113	1,989,688	2,789,700
2014	267,275	2,846,602	8,110,213	2,366,864	4,234,864	6,373,514
2015	259,850	2,764,840	9,971,313	3,109,677	5,697,490	9,936,440
2016	252,425	2,673,077	9,669,088	3,014,527	5,525,615	9,649,065
2017	245,000	2,596,177	9,366,863	2,919,377	5,353,740	9,361,690
2018	237,575	2,504,141	9,064,638	2,824,227	5,177,003	9,074,315
2019	230,150	2,422,103	8,757,551	2,738,803	5,010,266	8,786,940
2020	222,725	2,048,039	8,460,464	2,643,103	4,838,390	8,499,565
2021	215,300	1,811,763	8,158,239	2,270,376	4,248,339	7,516,852
2022	207,875	1,750,163	6,465,338	1,908,188	3,633,314	6,991,639
2023	195,450	1,688,564	6,246,625	1,849,114	3,516,489	6,759,264
2024	193,300	1,626,964	6,017,913	1,779,764	3,389,389	6,526,889
2025	180,875	1,565,363	5,799,201	1,720,688	3,267,701	6,294,514
2026	178,725	1,503,763	5,570,488	1,651,338	3,145,738	6,062,139
2027	166,300	1,442,164	5,351,775	1,592,264	3,024,051	5,824,902
2028	164,150	1,380,564	5,123,063	1,522,914	2,902,089	5,597,664
2029	151,725	1,318,963	4,904,351	1,463,838	2,780,401	5,365,288
2030	149,575	1,257,363	4,675,638	1,394,488	2,658,438	5,132,913
2031	137,150	1,195,764	4,456,925	1,335,414	2,536,751	4,900,539
2032	0	359,164	3,028,213	1,266,064	2,409,927	4,668,164
2033	0	87,338	1,319,501	761,988	1,608,376	3,435,788
2034	0	0	272,288	318,525	678,150	2,281,050
2035	0	0	0	0	0	0
2036	0	0	0	0	0	0
	4,212,250	39,256,680	140,509,688	41,658,654	77,626,209	141,828,834



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Brambleton ES (ES-14) 14,000,000	Leesburg Area ES (ES-15) 14,000,000	CS Monroe Tech Center Conversion 19,000,000	Ashburn/Dulles Area (MS-7) 37,000,000	Brambleton ES (ES-22) 8,000,000	Ashburn/Dulles Area (ES-23) 8,000,000
2010	0	0	0	0	0	0
2011	0	0	0	0	0	0
2012	0	0	0	0	0	0
2013	0	0	0	0	0	0
2014	927,500	927,500	1,065,000	2,180,000	220,000	220,000
2015	1,621,038	1,621,038	1,959,250	4,173,325	829,000	829,000
2016	1,572,363	1,572,363	1,907,000	4,051,225	807,000	807,000
2017	1,523,688	1,523,688	1,854,750	3,929,125	785,000	785,000
2018	1,475,013	1,475,013	1,802,500	3,811,888	763,000	763,000
2019	1,426,338	1,426,338	1,750,250	3,684,651	741,000	741,000
2020	1,382,526	1,382,526	1,698,000	3,567,413	719,000	719,000
2021	1,328,713	1,328,713	1,645,750	3,440,175	697,000	697,000
2022	1,002,875	1,002,875	1,593,500	2,763,750	675,000	675,000
2023	969,875	969,875	1,541,250	2,673,000	653,000	653,000
2024	936,875	936,875	1,489,000	2,582,250	631,000	631,000
2025	903,875	903,875	1,436,750	2,491,500	609,000	609,000
2026	870,875	870,875	1,384,500	2,400,750	587,000	587,000
2027	837,875	837,875	1,332,250	2,310,000	565,000	565,000
2028	804,875	804,875	1,280,000	2,219,250	543,000	543,000
2029	771,875	771,875	1,227,750	2,128,500	521,000	521,000
2030	738,875	738,875	1,175,500	2,037,750	499,000	499,000
2031	705,875	705,875	1,123,250	1,947,000	477,000	477,000
2032	672,875	672,875	1,071,000	1,856,250	455,000	455,000
2033	639,875	639,875	1,018,750	1,765,500	433,000	433,000
2034	256,875	256,875	616,500	924,750	411,000	411,000
2035	0	0	0	0	0	0
2036	0	0	0	0	0	0
	21,370,554	21,370,554	29,972,500	56,938,052	12,620,000	12,620,000



Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service Projections - Adopted FY 10 - FY 14 Capital Improvement Program

	Total General	Total Transportation	Total Schools	Total County
	592,597,944	243,800,000	1,483,437,441	2,319,835,385
2010	38,418,509	0	111,485,143	149,903,652
2011	49,103,583	4,304,500	122,163,243	175,571,326
2012	52,796,080	12,883,775	128,348,178	194,028,033
2013	58,366,651	16,743,325	133,879,342	208,989,318
2014	64,918,677	20,492,875	143,785,197	229,196,749
2015	66,459,046	24,132,425	151,572,730	242,164,201
2016	64,246,174	23,461,975	145,394,296	233,102,445
2017	54,943,617	22,791,525	136,743,737	214,478,879
2018	48,289,394	22,121,075	130,654,971	201,065,440
2019	46,013,085	21,450,625	121,611,645	189,075,355
2020	39,976,671	20,780,175	113,123,335	173,880,181
2021	36,480,355	20,109,725	102,451,655	159,041,735
2022	31,867,702	19,439,275	89,749,130	141,056,107
2023	30,504,059	18,768,825	80,496,475	129,769,359
2024	29,153,965	18,098,375	72,939,542	120,191,882
2025	25,319,797	17,427,925	65,853,163	108,600,885
2026	22,129,439	16,757,475	54,367,377	93,254,291
2027	21,094,208	16,087,025	48,488,171	85,669,404
2028	17,515,989	15,416,575	39,797,320	72,729,884
2029	16,746,986	14,746,125	37,809,148	69,302,259
2030	11,601,871	14,075,675	29,802,380	55,479,926
2031	9,528,381	11,405,225	25,039,459	45,973,065
2032	6,999,003	6,660,000	18,879,347	32,538,350
2033	3,802,814	4,330,000	12,281,704	20,414,518
2034	883,650	2,110,000	6,427,013	9,420,663
2035	0	0	0	0
2036	0	0	0	0
	847,159,706	384,594,500	2,123,143,701	3,354,897,907



NOTES



Other Funds

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Loudoun County Government
FY 2010 Adopted Fiscal Plan

Aldie Sewer Service District

Background: Loudoun County formed the Aldie Sewer Service District on June 15, 1994, as a service district pursuant to Virginia Code Section 15.1 - 18.3. The provision of a sewage collection system and the availability of public sewage treatment for the community will protect the health and safety of the residents and conserve property values within the district. The district as established includes properties in the Village of Aldie both north and south of Route 50.

The Board lowered the special district tax rate from \$0.27 to \$0.13 per \$100 of assessed valuation during the FY 07 budget process. All taxes levied and collected are pledged to repay a \$527,000 loan from the State of Virginia Water Control Board. This loan, along with a \$700,000 grant from the County, financed the costs of the installation of sewer collector lines and a package treatment plant with the district. The sewer collector lines and the package treatment plant were constructed by and placed under the management of the Loudoun County Sanitation Authority. Construction of the plant was completed in FY 97.

For FY 10, the Aldie Sewer Service District is projected to receive \$27,000 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at \$27,000.

ALDIE SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 10 Adopted</u>
Projected beginning fund balance available	\$104,134
Revenue	\$27,000
Expenditures	<u>\$27,000</u>
Surplus (+)/Deficit (-)	(\$0)
Projected ending fund balance available	\$104,134

ALDIE SEWER SERVICE DISTRICT FY 10 Forecasted Real Property Taxable Base (Forecasted as of January 2009)

2009 Estimated fair market value of real taxable property	\$23,803,000
PLUS: Reassessment due to equalization	(2,328,000)
PLUS: Actual full value of new construction	<u>0</u>
2010 Forecasted fair market value of real taxable property	\$21,475,000
 FY 2010 Real property tax base subtotal	 \$22,639,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹	(68,000) ²
LESS: Land use deferrals	<u>(1,764,000)</u>
FY 2010 Forecasted real property taxable base total	\$20,807,000

ALDIE SEWER SERVICE DISTRICT FY 10 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue Per Penny³</u>	<u>Revenue (\$0.13/\$100 Tax Base)</u>
Real property	\$20,807,000	\$2,040	\$27,000

Notes:

- 1 Resulting from hearings and appeals.
- 2 Estimated at 0.3% of fair market value.
- 3 Excludes estimate of 0.05% of uncollectible revenue and 1.5% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 10.

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2010 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 (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. For FY 09, the Board of Supervisors reduced funding for the County General Government and Schools CAPP due to the economic pressure of reduced local tax revenues and other competing needs for those funds. The Schools CAPP funding was reduced by 66.0% and the County CAPP by 66.1% in FY 09 from FY 08 funding levels. The funding for FY 10 has been held to the FY 09 level. Budget projections for FY 11 – 14 reflect the funding required eliminating the back-log of capital asset improvements delayed during the FY 09-10 period due to funding limitations.

Table 1. Adopted FY 2009-14 Capital Asset Preservation Program

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total
Revenues							
<i>Local Tax Funding</i>							
General Government	\$ 1,000,000	\$ 1,000,000	\$ 4,755,000	\$ 4,790,000	\$ 4,795,000	\$ 4,805,000	\$ 21,145,000
Schools	<u>1,404,000</u>	<u>1,400,000</u>	<u>10,630,000</u>	<u>6,700,000</u>	<u>5,220,000</u>	<u>5,270,000</u>	<u>30,624,000</u>
Subtotal	\$ 2,404,000	\$ 2,400,000	\$ 15,385,000	\$ 11,490,000	\$ 10,015,000	\$ 9,650,000	\$ 51,344,000
<i>Court Recordation Fees</i>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>480,000</u>
Total Revenues	\$ 2,484,000	\$ 2,480,000	\$ 15,465,000	\$ 11,570,000	\$ 10,095,000	\$ 9,730,000	\$ 52,249,000
Expenditures							
<i>General Government</i>							
CAPP	\$ 1,000,000	\$ 1,000,000	\$ 4,755,000	\$ 4,790,000	\$ 4,795,000	\$ 4,805,000	\$ 21,145,000
Courts Maintenance	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>	<u>480,000</u>
Subtotal	\$ 1,080,000	\$ 1,080,000	\$ 4,835,000	\$ 4,870,000	\$ 4,875,000	\$ 4,885,000	\$ 21,625,000
<i>Schools</i>	<u>1,404,000</u>	<u>1,400,000</u>	<u>10,630,000</u>	<u>6,700,000</u>	<u>5,220,000</u>	<u>5,270,000</u>	<u>30,624,000</u>
Total Expenditures	\$ 2,484,000	\$ 2,480,000	\$ 15,465,000	\$ 11,570,000	\$ 10,095,000	\$ 9,730,000	\$ 52,249,000

Table 2. Adopted FY 2009-14 Capital Asset Preservation Program Compared to Fixed Asset Value

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Fixed Asset Value (FAV)						
General Government	\$ 682,156,910	\$ 784,480,447	\$ 902,152,513	\$ 1,037,475,390	\$ 1,193,096,699	\$ 1,372,061,204
Schools	<u>1,098,356,334</u>	<u>1,263,109,784</u>	<u>1,452,576,252</u>	<u>1,670,462,689</u>	<u>1,921,032,093</u>	<u>2,209,186,907</u>
Total Fixed Asset Value	\$ 1,780,513,244	\$ 2,047,590,231	\$ 2,354,728,765	\$ 2,707,938,080	\$ 3,114,128,792	\$ 3,581,248,111
CAPP Projects as a % of FAV						
General Government	0.16%	0.14%	0.54%	0.47%	0.41%	0.36%
Schools	0.13%	0.11%	0.73%	0.40%	0.27%	0.24%
Total Projects as a % of FAV	0.14%	0.12%	0.66%	0.43%	0.32%	0.27%



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Table 3. Adopted Capital Asset Preservation Program by Functional Area and Repair Category							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total
Maintenance and Repair Category							
<i>General Government</i>							
Building	\$ 220,000	\$ 340,000	\$ 2,455,000	\$ 2,430,000	\$ 1,950,000	\$ 2,530,000	\$ 9,925,000
Mechanical/Electrical/Plumbing	0	130,000	915,000	705,000	640,000	140,000	2,530,000
Parks/Recreation Facilities	200,000	200,000	865,000	835,000	1,025,000	1,095,000	4,220,000
Pavement/Site	480,000	80,000	100,000	650,000	740,000	750,000	2,800,000
Roofing	<u>100,000</u>	<u>250,000</u>	<u>420,000</u>	<u>170,000</u>	<u>440,000</u>	<u>290,000</u>	<u>1,670,000</u>
<i>Subtotal General Government</i>	<i>\$ 1,000,000</i>	<i>\$ 1,000,000</i>	<i>\$ 4,755,000</i>	<i>\$ 4,790,000</i>	<i>\$ 4,795,000</i>	<i>\$ 4,805,000</i>	<i>\$ 21,145,000</i>
<i>Courts</i>							
Court Facilities Maintenance	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ 480,000</u>
<i>Subtotal Courts</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 480,000</i>
<i>Schools</i>							
Resurfacing	\$ 175,000	\$ 130,000	\$ 1,065,000	\$ 440,000	\$ 195,000	\$ 480,000	\$ 2,485,000
Electrical	74,000	0	1,500,000	1,000,000	230,000	225,000	3,029,000
Structure Repair	160,000	130,000	1,660,000	635,000	235,000	1,095,000	3,915,000
HVAC	275,000	275,000	925,000	780,000	200,000	80,000	2,535,000
Windows	0	0	920,000	800,000	800,000	500,000	3,020,000
Plumbing	0	65,000	1,030,000	70,000	80,000	80,000	1,325,000
Roofing	<u>720,000</u>	<u>800,000</u>	<u>3,530,000</u>	<u>2,975,000</u>	<u>3,480,000</u>	<u>2,810,000</u>	<u>14,315,000</u>
<i>Subtotal Schools</i>	<i>\$ 1,404,000</i>	<i>\$ 1,400,000</i>	<i>\$ 10,630,000</i>	<i>\$ 6,700,000</i>	<i>\$ 5,220,000</i>	<i>\$ 5,270,000</i>	<i>\$ 30,624,000</i>
Total Capital Asset Preservation Program	\$ 2,484,000	\$ 2,480,000	\$ 15,465,000	\$ 11,570,000	\$ 10,095,000	\$ 10,155,000	\$ 52,249,000



Central Services Fund

The Governmental Accounting Standard Board, which serves as the final arbiter of governmental accounting matters, authorizes the use of internal services funds: "to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit...on a cost reimbursement basis (GASB 1300.104)." The Central Services Fund provides a mechanism to centralize operations that are more efficiently managed by a single agency, such as motor pools, courier services and telecommunications, while allowing for a complete reporting of each department's share of system costs. In the case of the County government, this objective is accomplished by charging agencies for:

- their share of maintaining and operating the County telephone system, based on the number of extensions;
- photocopies made at centrally-located machines 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 02, the County also funded a heavy equipment component in the Central Services Fund that allows for scheduled depreciation and maintenance on vehicles whose replacement values exceed \$100,000.

The Central Services Fund is managed on a cost-reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process: payments are included in each agency's adopted budget and vary depending on the department's size, number of locations and estimated usage. For example, the Office of the Sheriff, which is the County government's largest department, is scheduled to pay \$4,845,000 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted \$15,000. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 06 - 10.

FY 06-10 CENTRAL SERVICES FUND TRANSFERS					
<u>Central Function</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Duplicating	\$813,975	\$844,270	\$1,347,928	\$1,102,000	\$1,298,000
Telephone	1,253,823	995,774	1,186,047	1,645,000	1,401,000
Mail	601,716	643,411	671,131	854,000	795,000
Vehicle Maintenance & Fuel	3,496,323	3,860,170	4,533,647	4,517,000	4,149,000
Heavy Equip. Maintenance & Fuel	775,359	953,385	1,382,563	1,697,000	1,490,000
Vehicle Depreciation	1,192,179	3,668,755	3,781,103	4,223,000	4,084,000
Heavy Equip. Depreciation	1,645,884	2,383,761	2,813,862	2,484,000	3,313,000
Central Support	1,000,262	820,363	984,059	1,057,000	1,126,000
Total Funding:	\$10,779,521	\$14,169,889	\$16,700,340	\$17,579,000	\$17,565,000
FTE Summary:	12.27	12.27	12.27	11.27	11.27



Comprehensive Services for At-Risk Youth and Families

The Comprehensive Services Act for At-Risk Youth and Families (CSA) program purchases private educational placements, foster care services and court-ordered services for juveniles. The CSA program is housed within the County's Department of Family Services, and includes a mandated local interagency body called the Community Policy and Management Team (CPMT), whose role is to manage cooperative efforts serving the needs of youth and their families, and to maximize the use of State and community resources. The CPMT is composed of the directors of the Departments of Family Services, Mental Health, Mental Retardation and Substance Abuse Services, the Juvenile Court Services Unit, the Health Department, County Administration, Loudoun County Public Schools, and parent and private provider representatives. The CPMT develops inter-agency policies and procedures to govern the provision of services, develops fiscal policies governing access to State pool funds, establishes quality assurance and accountability procedures, and coordinates long-range community planning for services. The CPMT appoints the Family Assessment and Planning Team (FAPT), composed of representatives from the agencies listed above, to assess the strengths and needs of troubled youths and families and to identify services required to meet those needs. The FAPT also makes recommendations to the CPMT on the use of State pool funds. FAPT considers referrals from any of the agencies represented on the CPMT.

The CSA program is funded through a State pool of monies allocated to each locality, which are subject to a local match. Prior to FY 09, Loudoun County's match rate was 47%; however, the General Assembly passed new match rates during FY 08. The new match rates will vary by type of service provided. Local match rates will be as low as 23.82% for community-based services and as high as 72.64% for residential treatment services. The new rates will be transitioned to localities beginning July 1, 2008 and the transition will be complete on July 1, 2009.

The CSA program has seen an increase in expenditures over the past several years. This increase has been driven by a number of factors. The number of children in foster care has increased significantly, resulting in higher expenditures for family, therapeutic and residential foster care. Spending for CSA-funded special education services increased substantially within recent years, particularly for private day schools and related services. The number of youth court-ordered into residential treatment has more than doubled in two years.

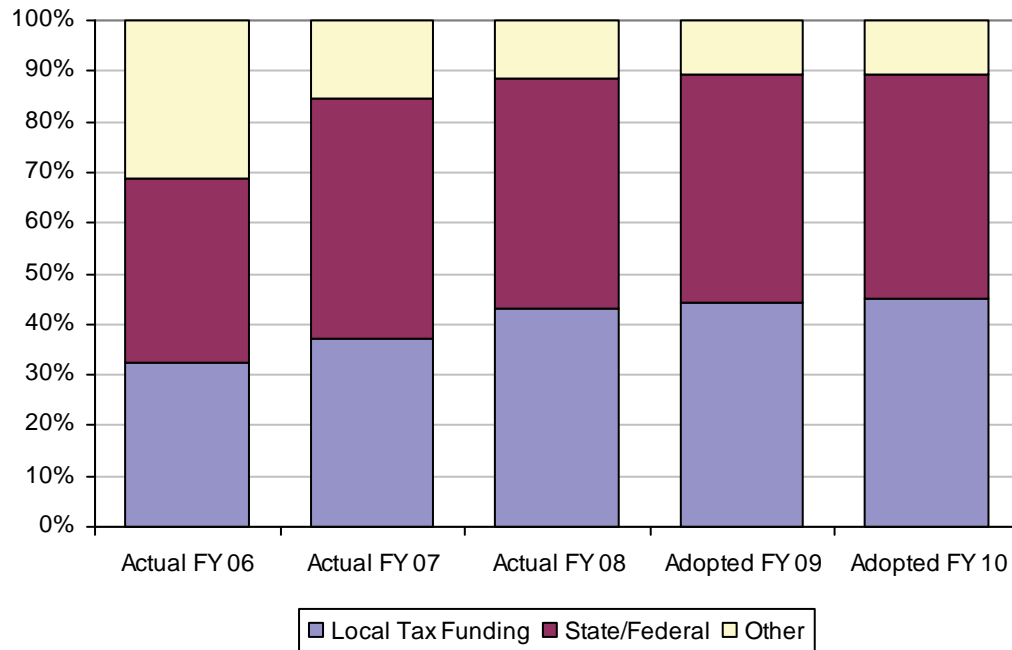
Actions at the state level have also played a major role in driving CSA expenditures. Localities have been forced to bear the cost of the state's FY 2007 decision to discontinue Medicaid coverage for therapeutic foster care. In addition, a 2008 ruling by the Virginia Attorney General created a new category of foster care mandate that is anticipated to require a significant increase in local funding. For FY 10, the state has reduced funding to this program. The FY 10 budget provides no increase in the local tax transfer which could affect the number of at-risk youth served.

Total CSA Funding	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Adopted
Expenditures					
Expenditures	\$ 6,548,085	\$ 8,492,208	\$ 10,146,876	\$ 10,621,932	\$ 10,409,338
Transfer to General Fund	183,000	183,000	183,000	183,000	183,000
Total Expenditures	\$ 6,731,085	\$ 8,675,208	\$ 10,329,876	\$ 10,804,932	\$ 10,592,338
Revenues					
State Revenue	\$ 2,450,671	\$ 4,140,591	\$ 4,690,806	\$ 4,893,390	\$ 4,680,796
Other Revenue	2,094,263	1,326,523	1,181,124	1,140,000	1,140,000
Total Revenues	\$ 4,544,934	\$ 5,467,114	\$ 5,871,930	\$ 6,033,390	\$ 5,820,796
Local Tax Funding	\$ 2,186,151	\$ 3,208,094	\$ 4,457,946	\$ 4,771,542	\$ 4,771,542



Comprehensive Services for At-Risk Youth and Families

Table 1. Federal, State and Local Funding





**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Computer System Replacement Fund

The Computer System Replacement Fund, a subfund of the Capital Asset Preservation Program (CAPP), was established during the FY 03 budget process to fund computer hardware and software system replacements critical to County operations. The Department of Information Technology (DIT) annually reviews current hardware and software systems and inventories systems that have future replacement costs associated with their life cycle usefulness. Just as the County plans for the depreciation of its facilities and vehicles, this fund was established to address the depreciation and replacement costs of the County's computer systems.

An appropriation of \$1 million started the fund in FY 03 to replace a portion of the Public Safety Computer-Aided Dispatching (CAD) system (\$550,000) and the Office of the County Assessor's CARAT system (Phase I - \$450,000). Both projects addressed life-cycle system effectiveness. The FY 04 Computer System Replacement Fund appropriated funds to complete the CARAT system replacement (\$350,000). Minimal funding of \$225,000 was adopted in FY 05 for this fund.

Starting with the FY 06 budget, the Department of Information Technology has annually developed a series of replacement schedules for Minor Computer Systems (up to \$500,000) and Major Computer Systems (over \$500,000). The FY 09 Adopted Fiscal Plan included \$1.7 million for minor system and \$25.0 million for major system replacements.

Table 1. Computer System Replacement Fund							
	FY 2004 Adopted	FY 2005 Adopted	FY 2006 Adopted	FY 2007 Adopted	FY 2008 Adopted	FY 2009 Adopted	FY 2010 Adopted
Revenues							
Local Tax Funding	\$ 350,000	\$ 225,000	\$ 1,150,000	\$ 1,500,000	\$ 4,725,000	\$ 1,500,000	\$ 1,700,000
Capital Lease/Purchase	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,225,000</u>	<u>33,300,000</u>	<u>25,000,000</u>
Total Revenues	\$350,000	\$ 225,000	\$ 1,150,000	\$ 1,500,000	\$ 7,950,000	\$ 34,800,000	\$ 26,700,000
Expenditures							
Replacement Fund	<u>\$ 350,000</u>	<u>\$ 225,000</u>	<u>\$ 1,150,000</u>	<u>\$ 1,500,000</u>	<u>\$ 7,950,000</u>	<u>\$ 34,800,000</u>	<u>\$ 26,700,000</u>
Total Expenditures	\$ 350,000	\$ 225,000	\$ 1,150,000	\$ 1,500,000	\$ 7,950,000	\$ 34,800,000	\$ 26,700,000

Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund provides for system replacements that cost up to \$500,000. Local tax funding contributes an annual depreciation amount to insure funds are available as system replacements valued up to \$500,000 are required. Table 2 provides a categorical list of the FY 10 fund contribution requirements and the FY 10 Adopted fund contribution of \$1,700,000.

Table 2. Computer Replacement Fund Contribution Requirements for Minor System Replacements (under \$500,000)	
System Replacement Category	FY 10 Required Fund Contributions
Network Equipment	\$ 437,410
Windows Servers	209,165
Enterprise Printers	60,145
Enterprise Servers	324,700
Enterprise Storage	326,055
Video Conferencing	125,075
Network Security	286,845
Computer Hardware & Software ¹	700,000
Total FY 10 Required Contribution	\$ 2,469,395
Total FY 10 Adopted Contribution	\$ 1,700,000

Due to limited resources, the replacement budget request for Minor Computer System Replacements is not proposed to be fully funded in FY 10. A total of \$1,700,000 in Local Tax Funding is proposed for this fund in FY 10.

¹Previous to FY 10, the Computer Hardware and Software requirement was included in the Non-Departmental Section.



Computer System Replacement Fund

Major Computer System Replacements (Over \$500,000)

The Computer System Replacement Fund also plans for major computer system replacements that cost more than \$500,000 per system. Major system replacements are funded through capital or debt financing to temper the annual pressure on local tax funding in any given year, and to match the significant costs associated with replacing these systems with the useful life of the asset. A schedule of Major Computer System Replacements is provided in Table 3.

The Board of Supervisors took action in December 2008 to award a contract for the replacement of the Radio Communications System in FY 09 to achieve \$5,000,000 in contract price saving rather than if the system had remained on its FY 10 replacement schedule.

Major Computer Systems work scheduled for FY 10 consists of the replacement of the core County Financial Systems. These systems were acquired over twenty years ago and are based on functional requirements and a technical architecture that satisfied the County's business needs and financial requirements at the time of acquisition. Some of these systems are shared with the Loudoun County Public Schools. The systems are categorized into three functional areas (domains) including the Revenue domain which includes the core systems serving the County Treasurer, Commissioner of Revenue, and County Assessor; the County Administrative/Finance Domain which includes the payroll, human resource, position control, accounting, budgeting, purchasing, and other systems serving the Department of Management and Financial Services; and the Public School Administrative/Finance Domain that serves the Public Schools Departments of Personnel Services and Business and Financial Services that have similar requirements as the County government.

Systems work anticipated for FY 12 includes the upgrade of the Library Management System that serves the Loudoun County Public Libraries and the Loudoun County Public School libraries and a Phase II functional upgrade to the Public Safety Computer Aided Dispatch (CAD) system for the Emergency Communications Center. An infrastructure upgrade to the CAD system that includes migration to a relational data base system, expansion to the backup Emergency Communications Center, and other infrastructure components is occurring in FY 09-10 and was funded in prior appropriations.

Table 3. Major System Replacements over \$500,000					
	Replacement Fiscal Year(s)	Total Replacement Cost	Prior Appropriations	FY 09 Adopted	FY 10 Adopted
Task and/or System					
Convert Network from Novell to Microsoft	FY 08-09	\$ 5,300,000	\$ 3,000,000	\$ 2,300,000	\$ 0
Radio Communications System	FY 09	29,000,000	0	29,000,000	0
Financial and Taxation Systems	FY 10	25,000,000	0	0	25,000,000
Public Safety CAD System	FY 09, FY12	4,000,000	0	2,000,000	0
Library Information System	FY 12	1,000,000	0	0	0
Total		\$ 64,300,000	\$ 3,000,000	\$ 33,300,000	\$ 25,000,000

Debt service for systems to be replaced in the FY 09-14 planning period is included in the debt service fund.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Dulles Industrial Park Water & Sewer District

The Board of Supervisors established the Dulles Industrial Park Water & Sewer District in 2006 as a service district pursuant to the Code of Virginia, Section 15.2, Chapter 24, in response to a landowner petition for the construction of water and sewer lines. The district consists of 24 properties located north of U.S. Route 50, near the Loudoun County-Fairfax County boundary. Utility improvements will be constructed and operated by the Loudoun County Sanitation Authority.

The special assessment was negotiated on a per property basis, and is intended to generate \$1,650,000 in revenue over 10 years. Payments in FY 10 are anticipated to total \$217,000.

**DULLES INDUSTRIAL PARK WATER & SEWER DISTRICT
PROJECTED BUDGET SCHEDULE**

	<u>FY 10 Adopted</u>
Revenue	\$217,000
Expenditures	<u>\$217,000</u>
Surplus (+)/Deficit (-)	\$0



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Hamilton Sewer Service District

Loudoun County formed the Hamilton Sewer Service District on July 15, 1998 as a service district pursuant to Virginia Code Section 15.2-2400. The provision of a sewage collection system and the availability of public sewage treatment 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 10, the Hamilton Area Sewer Service District is projected to generate \$119,000 in revenue from its taxable base and receive an annual County General Fund contribution of \$88,000, for a total of \$207,000. Projected expenditures also total \$207,000.

HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 10 Adopted</u>
Revenue	
Taxable base	\$119,000
County Contribution	88,000
Total Revenue	\$207,000
Expenditures	<u>\$207,000</u>
Surplus/Deficit	\$0

HAMILTON SEWER SERVICE DISTRICT FY 10 Forecasted Real Property Taxable Base (Forecasted as of January 2009)

2009 Estimated fair market value of real taxable property	\$41,885,000
PLUS: Reassessment due to equalization	(1,749,000)
PLUS: Actual full value of new construction	0
2010 Forecasted fair market value of real taxable property	<u>\$40,136,000</u>
 FY 2010 Real property tax base subtotal	 \$41,011,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹ :	(123,000) ²
LESS: Land use deferrals	<u>(508,000)</u>
FY 2010 Forecasted real property tax base total	\$40,380,000

HAMILTON SEWER SERVICE DISTRICT FY 10 Forecasted Real Property Tax Revenue

	<u>Forecasted Taxable Base</u>	<u>Net Revenue per Penny³</u>	<u>Revenue (\$0.30/\$100 Tax Base)</u>
Real Property	\$40,380,000	\$3,960	\$119,000

Notes:

1. Resulting from hearings and appeals.
2. Estimated at 0.3% of fair market value.
3. Excludes estimate of 0.05% uncollectible revenue and 1.5% deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 10.

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Housing Choice Voucher Fund

The former Section 8 Housing Choice Voucher Program is now recognized in this document using its official HUD name, Housing Choice Voucher Program.

In 1977, Loudoun County Housing Services, now a part of the Department of Family Services, executed its first agreement with the Virginia Housing and Development Authority (VHDA) to serve as the local administering agency to administer the Housing Choice (Section 8) Voucher Rental Assistance Program. This Federal Rental Assistance Program is funded by U.S. Department of Housing and Urban Development (HUD) and prior to FY 02 funding was passed through VHDA to Loudoun. Loudoun County executed agreements with VHDA and HUD to transfer the administration of the Housing Choice Voucher Program from passing through VHDA to direct County administration with HUD, effective July 1, 2001 (FY 02). The program's purpose is to provide low income families with decent, safe, and sanitary housing at prices which they can afford. The program provides Housing Choice Voucher subsidies for eligible low-income families and handicapped or elderly persons. All types of housing are eligible (i.e., single-family homes, duplexes, condominiums and apartments) providing they meet Housing and HUD Quality Standards.

The Program Description and Program Financial Summary for the Housing Choice Voucher Program are included in the Department of Family Services section of the FY 10 Adopted Fiscal Plan.

	<u>FY 10 Adopted</u>
Revenue	\$8,448,000
Expenditures	<u>\$8,448,000</u>
Surplus (+)/Deficit (-)	\$0



Legal Resource Center (Law Library)

The mission of The Law Library provides resources and reference services that promote access to justice by addressing the legal information needs of Loudoun County government, court personnel, attorneys, the local prison population and the general public. The Law Library provides a collection of legal materials that is needed, much used and not generally available elsewhere in Loudoun County. The part-time law librarian selects, purchases, shelves and updates materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

In mid-year FY 07, library services were expanded to Monday to Friday from 8:30 a.m. to 4:30 p.m. During these hours, the librarian is available to provide reference service, bibliographic instruction, copier service and online access. Attorneys and court personnel can also access the collection at other times during the workweek. The librarian responds to patrons' requests in person and by phone or e-mail, and prisoner requests submitted by the Office of the Sheriff.

<u>Departmental Financial Summary</u>	<u>FY 2006 Actual</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Actual</u>	<u>FY 2009 Adopted</u>	<u>FY 2010 Adopted</u>
Expenditures	\$33,000	\$50,000	\$65,000	\$85,000	\$86,000
Departmental Revenue	\$33,000	\$50,000	\$65,000	\$85,000	\$86,000
Local Tax Funding:	\$0	\$0	\$0	\$0	\$0
FTE Summary:	0.53	0.53	0.53	1.00	1.00



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Local Gasoline Tax Fund

Loudoun County began the collection of a two percent local gasoline tax in January 1989. Initially, gasoline tax funds were administered through the Loudoun County Transportation District Commission (LCTDC). In January 1990, the Loudoun County Board of Supervisors dissolved the LCTDC and elected to join the Northern Virginia Transportation Commission (NVTC). Local gasoline tax collections are now directed to a special Loudoun account at NVTC and transferred to the County as revenue.

The Loudoun County Board of Supervisors adopted an initial policy governing the distribution of Gasoline Tax revenue in 1989. This policy included the requirement that \$500,000 be set aside annually to provide local matching funds required for participation in the State's Revenue Sharing transportation program. The Board subsequently increased the matching contribution by \$100,000 to allow for participation in the State's Supplemental Revenue Sharing program. In addition, the 1989 policy stipulated that 20% of total annual Gasoline Tax revenue be allocated for use by the Town of Leesburg on significant transportation projects. In the FY 06 budget, the County recognized that the Town of Purcellville maintains its local roads. The Board provided 2% of total annual Gas Tax revenues to be allocated for use on transportation projects within the Town.

In 1993, the Board of Supervisors modified the original policy by establishing a funding formula for the Local Gasoline Tax Fund's annual budget. This policy requires that Fund revenue be allocated according to the following formula: 80% for capital projects, 15% for transportation-related projects, and 5% for administration of the County's transportation system. The Board also implemented an application process for community organizations requesting use of County Gasoline Tax revenue.

The Board of Supervisors' consideration of the Local Gasoline Tax Fund budget typically occurs in two phases. Prior to the development of the County Administrator's draft Fiscal Plan, County staff presents proposals received during the annual application process to the Board's Transportation/Land Use Committee, along with 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. Modifications to the previously adopted FY 09 Local Gasoline Tax Fund and the Committee's recommendations on the FY 10 budget were subsequently included in the County Administrator's Proposed Fiscal Plan. Consideration and adoption by the Board occurs in concert with the development of the adopted budget in the spring.

The Transportation/Land Use Committee completed its review of staff recommendations for the FY 10 Local Gasoline Tax budget on November 24, 2008. The following pages reflect the Transportation/Land Use Committee's recommendations to the Board of Supervisors for the use of gasoline tax funds in FY 10. In addition, the Board approved, per the County Administrator's recommendation, two additional appropriations of \$104,000 for increased commuter bus capital vehicle replacement costs and \$52,725 for snow removal and energy costs for the new County-owned Park and Ride Lots.

	<u>Actual FY 08</u>	<u>Adopted FY 09</u>	<u>Projected FY 09</u>	<u>Provisional FY 10</u>	<u>Committee Recommended FY 10</u>	<u>Adopted FY 10</u>
Sources						
Gas Tax Revenue	\$9,321,447	\$7,745,931	\$8,000,000	\$8,250,000	\$8,250,000	\$8,250,000
Interest	<u>\$1,223,073</u>	<u>\$850,000</u>	<u>\$800,000</u>	900,000	<u>\$800,000</u>	<u>\$800,000</u>
<i>Subtotal</i>	<i>\$10,544,520</i>	<i>\$8,595,931</i>	<i>\$8,800,000</i>	<i>\$9,150,000</i>	<i>\$9,050,000</i>	<i>\$9,050,000</i>
Transfers In						
Prior Year Carryover	\$4,010,006	\$1,136,639	\$4,136,316	\$917,757	\$4,457,064	\$4,457,064
Close out projects	<u>\$354</u>	<u>\$0</u>	<u>\$339,298</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total All Sources	\$14,554,880	\$9,732,570	\$13,275,614	\$10,067,757	\$13,507,101	\$13,507,101
Recommended/ Adopted Projects					\$12,531,012	\$12,687,737
Budgeted Projects	\$7,918,564	\$8,814,813	\$8,814,813	\$9,096,771		
Supplemental Projects	<u>\$2,500,000</u>	<u>\$0</u>	<u>\$3,700</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Surplus (+)/Deficit (-)	\$4,136,316	\$917,757	\$4,457,101	\$970,986	\$976,089	\$819,364



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Local Gasoline Tax Fund

	FY 2008 Adopted	FY 2009 Adopted	FY 2010 Provisional	FY 2010 Committee Recommended	FY 2010 Adopted
CAPITAL PROJECTS (80%)					
Town of Leesburg (20% of revenue)	\$1,260,000	\$1,500,000	\$1,600,000	\$1,650,000	\$1,650,000
Town of Purcellville (2% of revenue)	126,000	150,000	160,000	165,000	165,000
Revenue Sharing	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000
Revenue Sharing Supplement	100,000	100,000	100,000	100,000	100,000
Traffic Signal Contingency	350,000	1,000,000	1,000,000	450,000	450,000
Bikeway & Pedestrian Facilities Contingency	250,000	500,000	500,000	500,000	500,000
Spot Road Improvement Projects	1,475,000	0	0	500,000	500,000
Traffic Studies	0	300,000	300,000	0	0
Purcellville Park and Ride Lot	0	0	0	3,000,000	3,000,000
Dulles South Park and Ride Lot Design	0	0	0	250,000	250,000
SUBTOTAL	\$4,561,000	\$4,550,000	\$4,660,000	\$8,115,000	\$8,115,000
% of Total Expenditures	58%	52%	51%	65%	65%
TRANSPORTATION/TRANSIT (15%)					
Leesburg Safety Shuttle	\$15,000	\$20,000	\$20,000	\$20,000	\$20,000
Commuter Bus	2,134,532	2,251,876	2,617,696	2,617,696	2,617,696
PRCS-Adaptive Recreation Transportation	106,000	140,000	140,000	140,000	140,000
PRCS-Child, Teen & Senior Transportation	0	260,080	0	0	0
VA Regional Transit	829,120	972,705	1,007,675	1,007,675	1,007,675
Every Citizen Has an Opportunity (ECHO)	26,500	27,500	28,800	28,800	28,800
American Red Cross	113,412	130,424	149,987	38,916	38,916
Loudoun Volunteer Caregivers	40,000	60,000	65,000	155,208	155,208
OTS -Transit & Commuter Svc.	0	245,931	250,000	253,614	357,614
SUBTOTAL	\$3,264,564	\$4,108,516	\$4,279,158	4,261,909	4,365,909
% of Total Expenditures	41%	46%	47%	35%	35%
ADMINISTRATIVE (5%)					
Rideshare Grant Match	\$59,000	\$67,290	\$68,606	\$68,606	\$68,606
Commuter Bus Promotion & Advertising	10,000	10,000	10,000	10,000	10,000
Park and Ride Lot Maintenance	0	50,000	50,000	50,000	102,725
Dulles Area Transportation Association	6,000	6,000	6,000	6,000	6,000
No. Virginia Transportation Commission	18,000	23,007	23,007	19,497	19,497
SUBTOTAL	\$93,000	\$156,297	\$157,613	154,103	206,828
% of Total Expenditures	1%	2%	2%	1%	2%
	\$7,918,564	\$8,814,813	\$9,096,771	\$12,531,012	\$12,687,737



Local Gasoline Tax Fund

Capital Projects

Project/Program Name: Town of Leesburg
FY 09 Adopted: \$1,500,000
FY 10 Adopted: \$1,650,000

Project Description: The Board of Supervisors designated to the Town of Leesburg a percentage of the County's gasoline tax revenues proportional to the Town's share of the County's population. As a result, the County will allocate 20% of projected gasoline tax revenues to the Town to use for transportation projects at its discretion. The Town has indicated that it intends to use the FY 09 and FY 10 funding for Phase III of its Sycolin Road improvements project.

Project/Program Name: Town of Purcellville
FY 09 Adopted: \$150,000
FY 10 Adopted: \$165,000

Project Description: Beginning in FY 06, the Board of Supervisors designated to the Town of Purcellville a percentage of the County's gasoline tax revenues proportional to the Town's share of the County's population. As a result, the County will allocate 2% of projected gasoline tax revenues to the Town to use for transportation projects at its discretion. The Town has indicated that it intends to use the FY 09 and FY 10 funding for intersection improvements to the Main and Maple and Main and S. 32nd Street intersections.

Project/Program Name: Revenue Sharing
FY 09 Adopted: \$1,000,000
FY 10 Adopted: \$1,500,000

Project Description: This allocation provides the local match for the County's participation in the State's revenue sharing program. Each year, the County has the opportunity to match up to \$500,000 of State funds on a 50/50 basis for transportation improvement projects. Due to the availability of extra State funding beginning in FY 06, the County has the opportunity to match up to \$1,000,000 for transportation improvement projects. The County recently leveraged State funds for the South King Street bike trail. The revenue sharing program continues to remain an important funding source for the construction of surface transportation projects in the County.

Project/Program Name: Revenue Sharing Supplement
FY 09 Adopted: \$100,000
FY 10 Adopted: \$100,000

Project Description: At the end of each fiscal year, the State provides an additional round to apply for revenue sharing funds that were not claimed in the first round. These funds are available at the same 50/50 match as the regular Revenue Sharing Program. The County has successfully used these funds over the past several years to assist in construction projects such as the Route 28 PPTA project, and more recently Pacific Blvd. and Route 643 (Sycolin Road) projects.



Local Gasoline Tax Fund

Capital Projects – Continued

Project/Program Name: Traffic Operations Contingency

FY 09 Adopted: \$1,000,000

FY 10 Adopted: \$ 450,000

Project Description: The Transportation/Land Use Committee recommends that the Board decrease the annual allocation for traffic signals and signage that arise during the course of the year due to remaining funds from prior year appropriations.

Project/Program Name: Bikeway and Pedestrian Facilities Contingency

FY 09 Adopted: \$500,000

FY 10 Adopted: \$500,000

Project Description: The Board of Supervisors designated \$250,000 in FY 03 for the creation of a Bikeway and Pedestrian Facilities Contingency. This funding is used to cover the County's share of requested bikeway and pedestrian facility costs. Examples of projects that have been funded under this initiative include Algonkian Parkway Trail, sidewalk at West Church Road, and South King Street Trail. The Transportation/Land Use Committee recommends that the Board maintain the annual appropriation of \$500,000

Project/Program Name: Traffic Studies

FY 09 Adopted: \$300,000

FY 10 Adopted: \$0

Project Description: During the course of the year, the Office of Transportation Services receives requests for traffic studies to identify road safety issues and solutions to those issues. The Transportation Land/Use Committee recommended that the Board temporarily suspend this appropriation due to remaining funds from prior year appropriations.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Transportation/Transit Projects

Project/Program Name: Leesburg Safety Shuttle

FY 09 Adopted: \$20,000

FY 10 Adopted: \$20,000

Project Description: Since FY 01, the Town of Leesburg has contracted with the Virginia Regional Transportation Association (VRTA) for the operation of a shuttle service on the Route 15 Bypass. The County agreed to participate in the service on a 50/50 cost-sharing basis, equivalent to \$20,000 FY 09 and in FY 10.

Project/Program Name: Loudoun County Commuter Bus Operations

FY 09 Adopted: \$2,251,876

FY 10 Adopted: \$2,617,696

Project Description: This allocation continues funding for Loudoun County Commuter Bus operations. This service provides daily transportation for commuters to and from Arlington County and Washington, D.C. The FY 05 budget represented the first budget under which the commuter bus program operated according to its new business model, where a County-owned fleet is operated and maintained by a private contractor. The commuter bus program is funded by a combination of fare box revenue, annual appropriations from the Gasoline Tax Fund and State Formula Aid.

The FY 10 request provides operational funding for a 38 bus fleet (33 in service, 5 in reserve). The Commuter Bus system will acquire three new buses in FY 10 to ensure sufficient capacity for its three service routes. The Commuter bus service projects that it will serve approximately 2200 County residents or workers per day in FY 10, resulting in one million total passenger trips.

Project/Program Name: Park and Ride Lot Maintenance

FY 09 Adopted: \$50,000

FY 10 Adopted: \$102,725

Project Description: The Office of Transportation Services manages the Park and Ride Lot program for Loudoun County that consists of 19 lots throughout the County. Previously, Commuter Bus funds have been used to pay for minor repairs and maintenance of these lots. The Transportation/Land Use Committee has recommended that \$50,000 be allocated annually for this purpose. Beginning in FY 10, the Department of General Services will be responsible for snow removal and lighting at three County-owned Park and Ride Lots (Ashburn North, Leesburg, and Hamilton). The County Administrator is proposing an additional \$52,725 to offset the cost of these expenditures.

Project/Program Name: PRCS - Adaptive Recreation Transportation

FY 09 Adopted: \$140,000

FY 10 Adopted: \$140,000

Project Description: During the FY 05 budget process, the Board of Supervisors appropriated \$59,000 from the Local Gasoline Tax Fund to replace local tax funding in the Department of Parks, Recreation & Community Services (PRCS) designated for summer camp transportation expenses for the Adaptive Recreation program. As this amount has increased over the years due to higher fuel costs and participant levels, the department requested \$140,000 for FY 09 and FY 10. PRCS advises that approximately 125 campers are provided roundtrip transportation for 40 days each summer.



Local Gasoline Tax Fund

Transportation/Transit Projects - Continued

Project/Program Name: PRCS - Child, Teen and Senior Transportation
FY 09 Adopted: \$260,080
FY 10 Adopted: \$0

Project Description: The Transportation/Land Use Committee recommends that the Board of Supervisors appropriate \$260,080 for the purpose of purchasing four 15-passenger vans to transport children from their schools to after-school programs, and teens and seniors to special events and places of interest. These vans would service the Sterling, Lovettsville, Bluemont and Douglass Community Centers. PRCS estimates that each van will provide more than 4,000 daily and 336 special roundtrips to more than 72,000 County residents.

Project/Program Name: Virginia Regional Transportation Association (VRTA)
FY 09 Adopted: \$972,705
FY 10 Adopted: \$1,007,675

Project Description: Formerly known as the Loudoun County Transportation Association, VRTA is a public transportation system that serves County residents using a combination of demand/response and fixed route services. VRTA's operations in Loudoun County include daily transportation services in Leesburg, Ashburn, Sterling/Countryside, the 7 to 7 on 7 Service, as well as "On Demand" services throughout the County. VRTA introduced its first fixed route bus service in Leesburg in January 2001, and began service along Route 7 in 2002. Gasoline Tax funds have been provided to VRTA since FY 91. VRTA estimates that its services will eliminate 440,000 private vehicle trips in FY 09.

Project/Program Name: Every Citizen Has an Opportunity (ECHO)
FY 09 Adopted: \$27,500
FY 10 Adopted: \$28,800

Project Description: ECHO assists disabled persons with securing and maintaining integrated community-based employment. This funding supports part of the organization's transportation operational costs for transporting clients to their workplaces. As in previous years, the organization will continue to seek Federal Transit Administration grant funding. 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: Loudoun Volunteer Caregivers
FY 09 Adopted: \$60,000
FY 10 Adopted: \$155,208

Project Description: Loudoun Volunteer Caregivers is a volunteer organization that provides elderly residents and people with disabilities within Loudoun County with assisted transportation. Services include transportation to non-emergency medical appointments, prescription pick-ups, physical therapy, and cancer or dialysis treatments. In FY 09, Loudoun Volunteer Caregivers estimated that it would provide over 3,600 trips for 423 County seniors and residents with disabilities. Early in FY 09, Loudoun Volunteer Caregivers agreed to expand their services in order to accommodate clients previously served by the Loudoun Red Cross. The organization's FY 09 appropriation was increased to \$155,208, and this same amount is Adopted for FY 10, offset by a reduction in the Loudoun Red Cross appropriation.



Local Gasoline Tax Fund

Transportation/Transit Projects - Continued

Project/Program Name: American Red Cross, Loudoun County Chapter

FY 09 Adopted: \$130,424

FY 10 Adopted: \$38,916

Project Description:

This allocation provides the difference between the cost of operating medical transport services for senior citizens and grant funding received under the Older Americans Act. The American Red Cross's Senior Transportation program provides senior citizens, age 60 and over, with assisted transportation to medical appointments, to pharmacies to pick up prescriptions, and other necessary errands.

Late in FY 08, the Loudoun Red Cross notified the County that it would be discontinuing its medical transportation services due to financial difficulties and a desire to focus on its core mission of disaster relief. The organization worked with the Loudoun Volunteer Caregivers to ensure a smooth transition of services. Its FY 09 and FY 10 appropriations were reduced to \$38,916 in support of its fleet of disaster recovery and relief vehicles.

Project/Program Name: OTS – Transit and Commuter Services

FY 09 Adopted: \$245,931

FY 10 Committee Recommendation: \$253,614

FY 10 County Administrator Adopted: \$357,614

Project Description:

This appropriation offsets operating costs for the Office of Transportation Services Division of Transit and Commuter Services. The Board also funded the County Administrator's recommendation of an additional amount of \$104,000 to offset additional commuter bus capital vehicle replacement costs.



Local Gasoline Tax Fund

Administrative Projects

Project/Program Name: **Rideshare Program Match**

FY 09 Adopted: \$67,290

FY 10 Adopted: \$68,606

Project Description: Local gasoline tax funding for the Rideshare program has been an element of the budget since FY 90. This matching program leverages State funds at an 80/20 ratio, with the State providing 80% of the program costs. The Rideshare program provides personal assistance to commuters interested in car/van pooling and commuter transit services, and advocates the benefits of ridesharing services through advertisements and promotional events.

Project/Program Name: **Commuter Bus Promotion and Advertising**

FY 09 Adopted: \$10,000

FY 10 Adopted: \$10,000

Project Description: The policy guidelines for the distribution of these funds are established by the Loudoun Citizens Commuter Bus Advisory Board (CBAB). The purpose of this allocation is to provide a fund for the Loudoun County Commuter Bus Service to advertise its services to the public. The County has made use of this allocation in recent years to leverage Federal grant funding promoting public awareness of transit alternatives.

Project/Program Name: **Dulles Area Transportation Association (DATA)**

FY 09 Adopted: \$6,000

FY 10 Adopted: \$6,000

Project Description: Loudoun County is a member of the Dulles Area Transportation Association, which is a transportation management association operating in the Dulles Airport/Route 28 employment center. DATA assesses transportation needs and issues, formulates strategies to meet those needs, and provides a forum within which all members can work cooperatively to formulate policies, plans, and programs for the effective administration of transportation operations within the area. Membership consists of government and business organizations. Annual dues have been funded from the Local Gasoline Tax Fund since FY 92.

Project/Program Name: **NVTC Administrative Costs**

FY 09 Adopted: \$23,007

FY 10 Adopted: \$19,497

Project Description: The Northern Virginia Transportation Commission receives, invests, and disburses Loudoun County's share of local gasoline tax funds. This item represents the administrative cost of this service.



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. Under current accounting standards, entities recognize the cost of these benefits as they are paid. The new standards require 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 offer post-retirement health plan benefits which include medical coverage supplemental to Medicare in addition to prescription drugs, dental and vision coverage. The bond rating agencies have stated that they will begin 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 that do not have a mechanism in place to manage these obligations. Following these new guidelines, the County's actuarial firm will conduct a biannual analysis in accordance with GASB 45.

In response to the new reporting requirements, a new fiduciary fund was created in FY 09 with a budget of \$10,000,000; \$7,000,000 for the Loudoun County Public Schools and \$3,000,000 for Loudoun County. This fiduciary fund 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. The FY 10 funding is the continuation of the implementation of GASB 45, and, working in collaboration with the school system, benefit options, plan design and actuarial and investment analysis will continue to be reviewed. It is the intent of Loudoun County to fully meet the GASB 45 requirements. The FY 10 plan budgets an annual contribution of \$15,000,000, which, while still significantly less than actuarial analysis calls for, is a meaningful increase in contributions while awaiting future County and School decisions on plan design changes.

Post-Retirement Employee Benefits

	FY 2010 Adopted
OPEB Contributions	
School	10,500,000
County	<u>4,500,000</u>
Total OPEB Contributions:	\$15,000,000



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 forms of proffers, and 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 02, the County has been required to budget proffer funds and reports them in its annual financial report. The County began budgeting appropriated proffers in the Proffer Fund in FY 03.

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 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.

History of the Proffer Fund

In FY 03, \$1.1 million in cash proffers were adopted to finance the purchase of six MH/MR/SA townhouses/condos to serve mental health customers; \$450,000 in cash proffers were adopted to construct the final phase of the Loudoun Heritage Farm Museum project; and \$6.8 million in land proffers were adopted for two high school sites. During the FY 04 budget deliberations, the Board of Supervisors took action to defer the purchase of four MH/MR/SA townhouses/condos previously scheduled for FY 03. The FY 03 appropriation was reduced to \$500,000 to purchase two facilities in FY 04. The remaining two facilities were deferred to the FY 05 budget cycle. In FY 06, a combination of cash proffers totaling \$2.7 million were designated for the purchase of two residential facilities and one road intersection design project. In FY 07, \$48.3 million in land and in-kind proffers were used for a human services facility, a district park, a library and schools. In FY 08, land and cash proffers totaling \$12.3 million were used for a school, human services facility sites and a library.

During the FY 09 budget process, the Board directed staff to identify and appropriate \$8 million dollars in proffer funds to offset existing Debt Service expenditures. On the following page is a description of the likely use of proffers to meet that budgeted goal.

The FY 10 Proffer Fund uses \$500,000 in cash proffers. A Master Plan for the Hal and Berni Hanson Regional Park uses \$250,000 in cash proffers from Stone Ridge, ZMAP 1994-0017. The Hal and Berni Hanson Regional Park is a 257-acre tract of land acquired by the Board of Supervisors in FY 09. The Master Plan will support the development of the design and construction phases of the Regional Park. The FY 10 Proffer Fund also uses \$250,000 in cash proffers from ZMAP-2001-0003, Moorefield Station, to purchase circulation materials for the Ashburn Library.



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Proffer Fund

Transfer into	Project	Proffer Name	ZMAP ID	Planned
Capital Projects	Hal and Berni Hanson Regional Park	Stone Ridge	ZMAP-1994-0017	\$250,000
Capital Projects	Ashburn Library	Moorefield Station	ZMAP-2001-0003	\$250,000

FY 2009 Proffer Fund Prior Year Appropriations

CAPITAL PROJECTS: \$614,000

Capital Projects	Mental Health Residential Facilities	Eden (2)	ZMAP-1998-0008	\$ 417,000
		Loudoun Village	ZMAP-1990-0022	<u>197,000</u>
				\$ 614,000

DEBT SERVICE: \$8,000,000

School Debt Service	Broad Run High School	Ashburn Village	ZMAP-1984-0007	\$ 1,445,329
	Sanders Corner Elementary School	Ashburn Farm	ZMAP-1985-0015	71
	Lowes Island Elementary School	Cascades	ZMAP-1986-0051	247
	Steuart Weller Elementary School	University Center Parcels	ZMAP-1992-0004	300
	Steuart Weller Elementary School	Ashbrook	ZMAP-1994-0012	1,218,701
	Mercer Middle School	Stone Ridge	ZMAP-1994-0017	36,279
	Lucketts Elementary School	Elysian Heights	ZMAP-1995-0004	994
	Dominion High School	South Bank	ZMAP-1995-0007	595
	Dominion High School	River Crest	ZMAP-1997-0008	269,393
	Eagle Ridge Middle School	Waxpool Village	ZMAP-1996-0013	69,285
	Hutchison Farm Elementary School	Frontier Spring	ZMAP-2004-0008	1,143,312
	Mill Run Elementary School	Fairfield at Silo Creek	ZMAP-1999-0021	243,520
	Seldens Landing Elementary School	Lansdowne Village Greens	ZMAP-2003-0006	<u>60,017</u>
				\$ 4,488,043
County Debt Service	Moorefield Fire/Rescue Station	Amberleigh	ZMAP-2002-0019	\$ 316,548
	Cascades Senior Center	Cascades/Lowes Island	ZCPA-1999-0009	209,582
	Rust Library	Northlake	ZMAP-1996-0011	230,859
	Claude Moore Park Rec Center	Brooks Property	ZMAP-2001-0001	694,761
	South Riding Public Safety Center	Frontier Spring	ZMAP-2004-0008	205,236
	South Riding Public Safety Center	Masira	ZMAP-2003-0004	435,433
	Dulles South Multi-Purpose Center	Masira	ZMAP-2003-0004	435,433
	Ashburn Library	Lansdowne Village Greens	ZMAP-2003-0006	392,943
	Lansdowne Fire/Rescue Station	Lansdowne Village Greens	ZMAP-2003-0006	<u>591,162</u>
				\$ 3,511,957



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Public Transportation Fund

Transportation services in Loudoun County are in a transitional phase. In the past, transportation at the local level consisted primarily of working with the Virginia Department of Transportation on revising the Six-Year Plan and reviewing land development applications to determine whether improvements to nearby arterials were necessary and whether sufficient provision had been made for projected traffic volume and safety. Most road improvements were designed and constructed by the State or developers. Little emphasis was placed on transit, aside from commuting assistance for residents working in Washington and the inner suburbs, and on-demand paratransit services for residents unable to drive a car.

The rapid suburbanization of the County is resulting in substantial changes to these dynamics. The State has fallen increasingly behind in providing road improvements that serve the County's accelerating needs. The future implementation of the Dulles Corridor Rapid Transit Project, expansion of County transit services and the regional park-and-ride lot system indicate that the County's role in funding and providing transit will grow considerably in the near future. In addition, the trend toward the County implementing transportation improvements in advance of VDOT funding is likely to continue and accelerate over the next several years.

The Proposed FY 09-14 Amended Capital Improvement Program includes funding to provide Loudoun's share of construction costs associated with Phase II of the Dulles Corridor Rapid Transit project, which would implement Metrorail service along the Dulles Greenway to Route 772. A complete description of the Dulles Corridor Rapid Transit Project may be found in volume 2 of this document.

In FY 02, the Board established the Public Transportation Fund to provide the resources necessary to serve as the clearinghouse for debt service payments on County-funded transit and transportation projects. Initial appropriations to the Fund consisted of the designation of \$500,000 in Business/Professional/Occupational Licenses (BPOL) revenue and \$750,000 from the Local Gasoline Tax Fund. The prior year fund balance currently totals \$665,417. Appropriations for the FY 09-14 planning period represent the funding of debt service payments on bonds that will be issued to pay for the County's share of the Dulles Corridor Rapid Transit Project.

	2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total
Revenues							
BPOL Revenue	\$ 0	\$ 0	\$ 3,534,583	\$ 12,490,000	\$ 16,360,000	\$ 20,120,000	\$ 52,504,583
Total Revenues	\$ 0	\$ 0	\$ 3,534,583	\$ 12,490,000	\$ 16,360,000	\$ 20,120,000	\$ 52,504,583
Expenditures							
Debt Service	\$ 0	\$ 0	\$ 4,200,000	\$ 12,490,000	\$ 16,360,000	\$ 20,120,000	\$ 53,170,000
Total Expenditures	\$ 0	\$ 0	\$ 4,200,000	\$ 12,490,000	\$ 16,360,000	\$ 20,120,000	\$ 53,170,000
Use of Fund Balance	\$ 0	\$ 0	\$ 665,417	\$ 0	\$ 0	\$ 0	\$ 665,417



Restricted Use Transient Occupancy Tax Fund

Background: Loudoun County levies a Transient Occupancy Tax (TOT) on hotels, motels, boarding houses, travel campgrounds, and other facilities offering guest rooms rented out for continuous occupancy for fewer than thirty consecutive days. The customers of these establishments, such as traveling businesspersons and vacationers pay this tax, which is 5% of the lodging bill. The funds are collected by these establishments as customers pay their lodging bills and are remitted to the County on a quarterly basis. Of the revenue generated by the tax rate, 2% is unrestricted and is part of the General Fund, while 3% is restricted to be used only for promoting tourism, travel, or business that generates tourism or travel in the County.

The Board of Supervisors adopted a new TOT Funding Policy in July 2005 to effective for the FY 07 budget. The revised process provides the Board with an opportunity to strategically and proactively impact tourism in Loudoun County. Funding priorities for TOT revenues will be for Core Tourism Services to sustain Loudoun's tourism base and for Strategic Tourism Growth Initiatives to expand Loudoun's tourism base by implementing projects to sustain Loudoun County's Tourism Destination Strategy. Core Tourism Services, based upon standards recommended by the International Association of Convention and Visitors Bureaus, will be provided by the Loudoun Convention and Visitors Association (LCVA) which functions as the primary programmatic element of the County's travel and tourism promotion program. LVCA will be allocated 75% of the forecasted Restricted TOT revenues to implement these core services.

The Loudoun County Tourism Destination Strategy guides the marketing, promotion and product development of Loudoun's tourism sector. The strategy is reviewed annually by the Board of Supervisors' Economic Development Committee in conjunction with the Economic Development Commission, LCVA and industry partners. The remaining 25% of the forecasted Restricted TOT revenues will be available to fund those applications which fit the Committee's criteria.



Restricted Use Transient Occupancy Tax Fund

<u>Description</u>	<u>FY 10 Adopted</u>
<u>FY 09 Restricted TOT Revenue Collections (3%):</u>	
Projected Beginning Fund Balance Available	\$1,944,918
Estimated Restricted Transient Occupancy Tax Revenue ¹	<u>\$3,363,000</u>
Total Projected Restricted TOT Resources	\$5,307,918
<u>FY 09 Uses of Restricted TOT Revenue:</u>	
Loudoun Convention and Visitors Association	\$2,648,000
Transfer to General Fund	615,000
BOS Approved Expenditures:	
Sports Tournament Bids	63,080
Multi-media Presentations	141,920
Round Hill Arts Center	20,000
World Trade Youth, Inc.	25,000
Journey Through Hallowed Grounds	156,000
Redskins Partnership	<u>250,000</u>
Total Projected Restricted TOT Uses	\$3,919,000
FY 09 Projected Year End TOT Balance	\$1,388,918
<u>FY 10 Restricted TOT Revenue Collections (3%):</u>	
Estimated Restricted Transient Occupancy Tax Revenue	\$3,526,000
Total Projected Restricted TOT Resources	\$4,914,918
<u>FY 10 Uses of Restricted TOT Revenue</u>	
Loudoun Convention and Visitors Association	\$2,644,000 ²
Transfer to General Fund:	
Economic Development	232,768
Fire & Rescue	68,354
Parks & Recreation	<u>517,000</u>
Total Projected Restricted TOT Uses	\$3,462,122
FY 10 Projected End Year End TOT Balance	\$1,452,796

¹ FY 09 projected revenues are not expected to meet the budgeted figure of \$883,000 which will lower the amounts available.

² LVCA's FY 10 budget includes a reimbursement to the Economic Development Department of \$372,000 for Rural Programs.



Restricted Use Transient Occupancy Tax Fund

Restricted Transient Occupancy Tax (TOT) Funding Policy Adopted by the Loudoun County Board of Supervisors July 19, 2005

I. Purpose:

- a. To provide the Loudoun County Board of Supervisors with the opportunity to strategically and proactively impact tourism in Loudoun County through the sustained investment in the provision of core tourism services.
- b. To enable targeted investment in high priority tourism projects that advance Loudoun's strategic tourism objectives.
- c. To maximize tax relief to the general fund by increasing Restricted Transient Occupancy Tax revenues.

II. Funding Guidelines:

- a. Use of funds must meet the purposes set out for the Restricted Transient Occupancy Tax as stated in Section 58.1-3819 of the Code of Virginia (1950), as amended, which is:

"The revenues collected from that portion of the tax over 2 percent shall be designated and spent for promoting tourism, travel or business that generates tourism or travel in the locality."

While it is recognized that this is a broad criteria, it will be incumbent on the entity requesting the funds to show how they meet this requirement.

III. Tourism Priorities:

- a. Priorities of funding for the revenues generated by the Restricted Transient Occupancy Tax will be as follows:
 1. **Core Tourism Services** to sustain Loudoun's tourism base and competitively position Loudoun County to attract visitors; and
 2. **Strategic Tourism Growth Initiatives** to expand Loudoun's tourism base by implementing high priority projects that are compatible with the programmatic elements of the Loudoun County Tourism Destination Strategy.

IV. Development of the Loudoun Tourism Destination Strategy:

- a. Loudoun County will develop and adopt a 5-year Tourism Destination Strategy that will guide the marketing, promotion and product development of Loudoun's tourism sector.
- b. The Loudoun Convention and Visitors Association (LCVA), as the primary programmatic element of Loudoun County's travel and tourism promotion, will coordinate the Tourism Destination Strategy development process.
- c. The development of the Tourism Destination Strategy will include broad participation from tourism industry sectors, citizens, advisory boards (Economic Development Commission, Rural Economic Development Council, Parks and Recreation Advisory Board, Main Street Loudoun), elected officials, and others.
- d. The Tourism Destination Strategy will be reviewed annually by the Board of Supervisors Economic Development Committee, with the Economic Development Commission, LCVA, and industry partners. This annual review will identify and prioritize Strategic Tourism Growth Initiatives. It will also determine how to assign and manage the allocation of funds for Strategic Tourism Growth Initiatives.

V. Funding Policy for Core Tourism Services:

- a. Core Tourism Services will be defined and measured based upon standards recommended by the International Association of Convention and Visitors Bureaus.
- b. Loudoun County will develop a 5-Year Memorandum of Understanding with the LCVA to provide those defined Core Tourism Services.
- c. 75 percent of the projected Restricted Tourism Occupancy Tax funds will be allocated annually to the LCVA to perform Core Tourism Services.
- d. The LCVA will report quarterly to the EDC and to the Board of Supervisors Economic Development Committee regarding its performance in the delivery of core tourism services.



Restricted Use Transient Occupancy Tax Fund

Restricted Transient Occupancy Tax (TOT) Funding Policy Adopted by the Loudoun County Board of Supervisors July 19, 2005

- e. The funding process for Core Tourism Services shall be as follows:
 - 1. Each year, by September 1, the Budget Office will meet with the LCVA and provide the LCVA with a preliminary projection of Restricted TOT revenues for the upcoming fiscal year.
 - 2. Each year by October 1, the LCVA shall provide to the Economic Development Commission a complete description of the Core Tourism Services that will be performed in the upcoming fiscal year by the LCVA based on the receipt of 75 percent of the forecasted Restricted TOT revenues.
 - 3. Each year, by November 15, the Economic Development Commission shall review the LCVA's proposed services as they relate to the strategic initiatives of the County's Economic Development Strategy, work with LCVA to modify as deemed appropriate, and make a recommendation to incorporate LCVA's proposal for Core Tourism Services into the County's budget document.
 - 4. The Budget Office will consider the Economic Development Commission's recommendations, modify as appropriate, and recommend its incorporation into the County Administrator's proposed budget document for the upcoming year.

VI. Funding Policy for Strategic Tourism Growth Initiatives:

- a. Projects to be funded as Strategic Tourism Growth Initiatives will be identified and prioritized by the annual review of the Tourism Destination Strategy.
- b. Specified projects may be funded by competitive procurement, grants to non-profit entities or transfers to county agencies or LCVA.
- c. Unallocated funds may be carried over to the following year to use as a reserve or for multi-year projects. If the Restricted TOT revenues exceed projections, the overage will remain in the restricted TOT fund for future allocation and for years in which revenues are less than projected.
- d. The funding process for Strategic Tourism Growth initiatives shall be as follows:
 - 1. The annual review of the Tourism Destination Strategy will identify and prioritize the Strategic Tourism Growth Initiatives during November and December.
 - 2. The Economic Development Committee will announce the tourism topic areas in January.
 - 3. Proposals and applications shall be submitted by March 1.
 - 4. Proposals and applications will be reviewed by an appointed advisory board comprised of subject matter experts and representatives from organizations by April 15.
 - 5. TOT funds for strategic tourism growth projects will be reviewed by the ED Committee at their May meeting and allocated by BOS prior to July 1.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Revolving Loan Fund

The Board of Supervisors created the Revolving Loan Fund (RLF) on July 21, 1992. The Fund provided a financing mechanism for capital project and equipment needs of General Government, the Schools, and Volunteer Fire/Rescue Companies. During the CIP deliberation process on March 21, 1996, the Board of Supervisors redefined the scope of the Revolving Loan Fund by limiting those entities that may receive these funds. As a result, General Government and School capital projects may no longer receive any financing from the Revolving Loan Fund. The Fund may remain a source of capital for future non-General Government and non-School requests related to wastewater treatment projects or Volunteer/Fire Rescue requests. The FY 09 estimated year-end balance for the Revolving Loan Fund is \$2,190,663.

FY 10 Revolving Loan Fund Requests

There were no requests submitted for the FY 10 budget process. An estimated \$2,502,123 will be available in FY 10 for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund (amounts in dollars)

BEGINNING BALANCE			\$2,190,663
Interest Income			<u>34,700</u>
TOTAL			\$2,225,363
 FY 10 REVENUE	 <u>Principal</u>	 <u>Interest</u>	 <u>Total</u>
Ashburn Volunteer Fire Company	\$31,500	\$5,812	\$37,312
Round Hill Volunteer Fire Company	25,000	4,175	\$29,175
Philomont Volunteer Fire Company	35,822	10,153	\$45,975
Loudoun Volunteer Rescue Squad	17,500	10,362	\$27,862
Leesburg Volunteer Fire Company	67,908	33,953	\$101,861
Lucketts Volunteer Fire Company	<u>32,857</u>	<u>1,718</u>	<u>\$34,575</u>
TOTAL FY 10 REVENUE:	\$210,587	\$66,173	\$276,760
 FY 10 AVAILABLE BALANCE:			 \$2,502,123



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 has been made up from the Northern Virginia State Highway allocation. The interjurisdictional agreement was subsequently amended to incorporate the revised financing plan for the new work program. Under the revised agreement, Fairfax and Loudoun counties agreed to transfer funds necessary to pay debt service on the existing debt. The remaining amount will be held in a revenue stabilization fund to protect the counties against any fluctuations in revenue. Expected expenditures can be met in FY 10 with a rate of 18 cents per \$100 of assessed value, a decrease from the former 20 cent rate. For FY 10, the Route 28 Transportation Improvement District is projected to generate \$9,847,000 in current and delinquent tax revenue to offset its estimated \$9,847,000 in expenditures.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE

	<u>FY 10 Adopted</u>
Revenue	\$9,847,000
Expenditures	<u>\$9,847,000</u>
Surplus (+)/Deficit (-)	\$0

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 10 Forecasted Real Property Taxable Base (Forecasted as of January 2009)

2009 Estimated fair market value of real taxable property ¹	\$5,574,489,000
PLUS: Reassessment due to equalization	(88,510,000)
PLUS: Actual full value of new construction	<u>200,000,000</u>
2010 Forecasted fair market value of real taxable property	\$5,685,979,000
 FY 2010 Real property tax base subtotal	 \$5,630,234,000
LESS: Potential administrative and/or Board of Equalization adjustments ²	(56,302,000) ³
LESS: Land use deferrals	<u>0</u>
FY 2010 Forecasted real property taxable base total	\$5,573,932,000

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 10 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	\$5,573,932,000	\$547,080	\$9,847,000

Notes:

1. Excludes residential properties.
2. Resulting from hearings and appeals.
3. Estimated at 1% of fair market value.
4. Excludes estimate of 0.05% of uncollectible revenue and 1.5% of deferred revenue and 0.30% for refunds pursuant to Virginia Code 58.1-3980 through 3984 projected to be unavailable for funding expenditures in FY 10.

Source: Office of the County Assessor and Department of Management and Financial Services



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

School Revenue Fund

The first decade of the 21st Century has been a period of explosive growth in the County schools system. Since 2000, Loudoun County has opened 31 schools to accommodate 25,205 additional students. The Board of Supervisors' amended, adopted FY 09-14 Capital Improvement Program recommends funding an additional 17 schools that would open between 2010 and 2016.

	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Adopted	FY 10 Adopted
Local Funding					
General Fund Transfer	\$ 407,081,000	\$ 443,391,452	\$ 513,204,485	\$ 536,847,810	\$ 502,601,117
Rebates & refunds	121,586	310,085	188,264	235,000	240,000
Rents	3,873	0	0	0	0
Sales of textbooks	73,151	27,195	0	30,000	30,000
SAT course fees	847	0	0	0	0
E-Rate reimbursement	467,927	569,886	746,882	500,000	500,000
Tuition	947,333	1,121,589	1,260,635	1,151,000	1,173,000
Use of buildings	986,817	1,004,770	1,237,782	1,000,000	1,100,000
Athletic, parking and AP test fees	0	0	0	0	2,175,000
Hughes Foundation	932,365	898,355	955,450	1,000,000	1,000,000
PAVAN ¹	63,968	73,092	0	123,509	101,900
Local grants and contributions	85,304	136,011	469,599	500,000	500,000
Sales of equipment & supplies	59,375	236,263	160,989	200,000	200,000
Miscellaneous	172,758	266,086	484,326	150,000	150,000
Total Local Funding	\$ 410,996,304	\$ 448,034,784	\$ 518,708,412	\$ 541,737,319	\$ 509,771,017
Commonwealth Funding					
Sales tax	\$ 41,254,547	\$ 48,599,342	\$ 46,126,588	48,946,113	\$ 50,291,650
Basic aid	53,130,424	72,625,196	78,844,603	102,714,271	94,711,688
Fringe benefits	5,665,944	8,490,840	9,963,305	11,560,506	11,591,867
Textbooks	810,227	1,534,165	1,643,290	2,190,808	2,267,109
Special education	6,270,067	7,234,366	7,747,696	8,675,339	9,027,401
Vocation education	752,927	1,051,147	1,125,734	1,318,949	1,372,474
Salary supplement	0	1,759,363	0	0	0
SOL ² materials/training	40,770	63,308	67,099	90,425	95,170
Technology plan	1,781,612	1,780,702	1,855,298	1,922,000	2,000,000
Other	<u>4,015,704</u>	<u>3,974,301</u>	<u>9,828,901</u>	<u>5,280,590</u>	<u>6,441,234</u>
Total Commonwealth Funding	\$ 113,722,222	\$ 147,112,730	\$ 157,202,514	\$ 182,699,001	\$ 177,798,593
Federal Funding					
Title I	\$ 946,616	\$ 975,250	\$ 1,139,296	1,305,708	\$ 1,306,423
Head Start	782,986	792,407	784,851	790,266	800,000
Handicapped Education	5,774,150	2,524,236	9,764,090	7,315,688	8,876,420
Federal Stabilization					11,800,000
Other	<u>2,494,110</u>	<u>2,510,938</u>	<u>2,477,942</u>	<u>2,752,940</u>	<u>2,241,407</u>
Total Federal Funding	\$ 9,997,862	\$ 6,802,831	\$ 14,166,179	\$ 12,164,602	\$ 25,024,250
Other Financing Sources³	\$ 12,466,000	\$ 2,958,453	\$ 9,959,818	\$ 19,000,000	\$ 26,400,000
Total School Fund⁴	\$ 547,182,388	\$ 604,908,798	\$ 700,036,923	\$ 755,600,922	\$ 738,998,960
General Fund Transfer as a % of School Fund Revenue	74.4%	73.3%	73.3%	71.1%	68.0%

¹ PAVAN (Performing and Visual Arts Northeast) is a consortium for which LCPS functions as a fiscal agent.

² SOL = Standards of Learning

³ Other Financing Sources includes funding for school bus and vehicles leases (\$6.4 million) and the use of fund balance (\$20.0 million).

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



Fiscal Trends

FISCAL TRENDS

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Revenue & Expenditures Page 10 – 25

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DEMOGRAPHIC & ECONOMIC TRENDS



NOTES



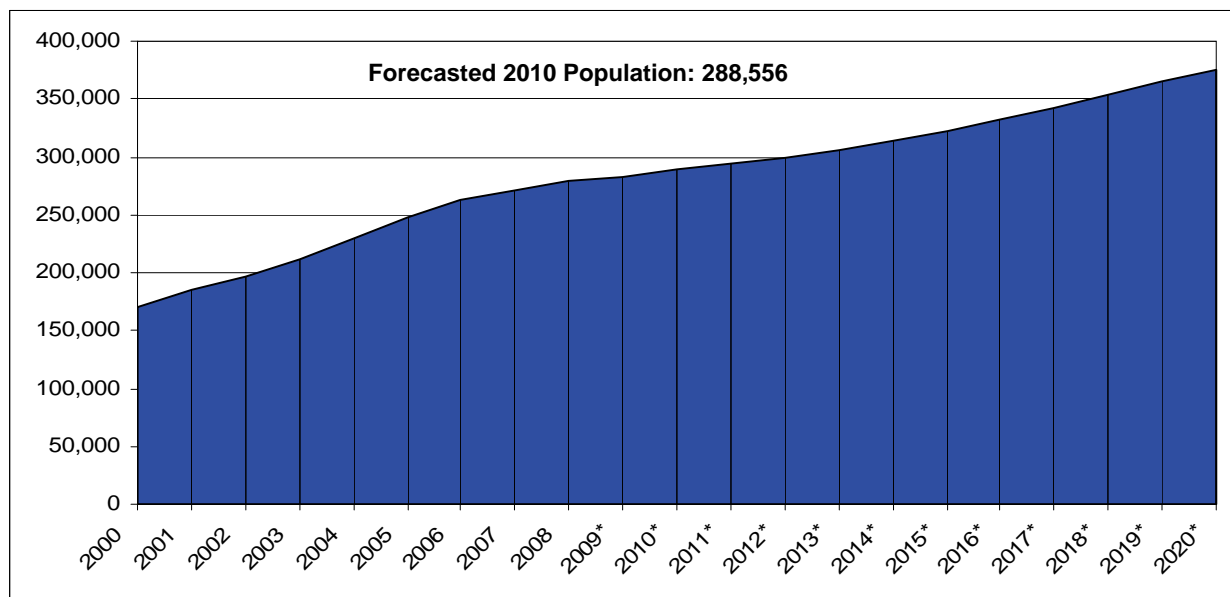
**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Population

Loudoun County is one of the fastest growing counties in the United States. Between 1990 and 2000 the County nearly doubled its population with a 97% growth rate. Loudoun's population increased by about 64% between 2000 and 2008, making it the fifth fastest growing county in the nation and number three among counties with populations over 100,000. The County's forecasted 2010 population is 288,556; a population increase of 70% since 2000. In 2020, the County's population is forecasted to be 375,615, which is an increase of 30% from 2010.

<u>Year</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	7.8%
2005	Estimate	247,311	7.8%
2006	Estimate	262,647	6.2%
2007	Estimate	271,177	3.2%
2008	Estimate	278,591	2.7%
2009	Forecast	283,387	1.7%
2010	Forecast	288,556	1.8%
2011	Forecast	293,961	1.9%
2012	Forecast	299,816	2.0%
2013	Forecast	306,441	2.2%
2014	Forecast	314,012	2.5%
2015	Forecast	322,398	2.7%
2020	Forecast	375,615	3.1%

Population in Loudoun County



*Forecast

Source: U.S. Census Bureau & Loudoun County Department of Management and Financial Services, October 2008.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

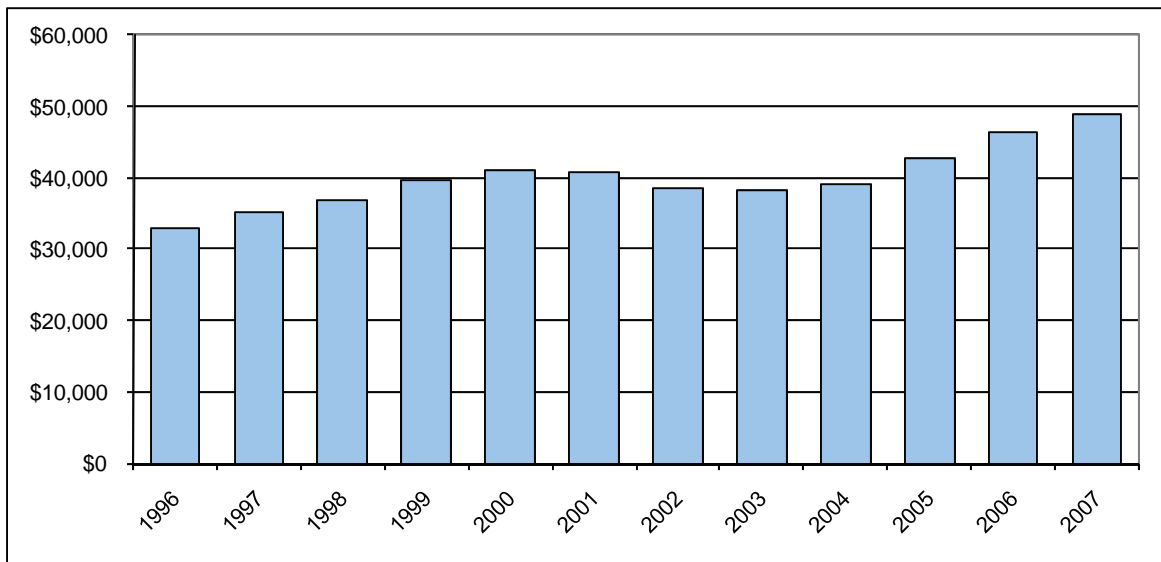
Per Capita Income

Loudoun County's per capita income increased considerably from 1996 through 2007. During that period, Loudoun's average annual increase in per capita income was 3.7% per year.

Incomes in Loudoun County are among the highest in the nation. Loudoun County's 2007 per capita income ranked in the top 3% in the United States, placing 92nd out of 3,111 U.S. counties according to the U.S. Bureau of Economic Analysis. Median household income in Loudoun County at \$107,207, was ranked 1st in the U.S. according to the U.S. Census Bureau's 2007 *American Community Survey*.

<u>Year</u>	<u>Per Capita Income</u>	<u>Year</u>	<u>Per Capita Income</u>
1996	\$32,811	2002	\$38,419
1997	35,046	2003	38,115
1998	36,873	2004	39,091
1999	39,674	2005	42,613
2000	41,145	2006	46,350
2001	40,700	2007	48,789

Per Capita Personal Income 1996 – 2007



Source: U.S. Bureau of Economic Analysis

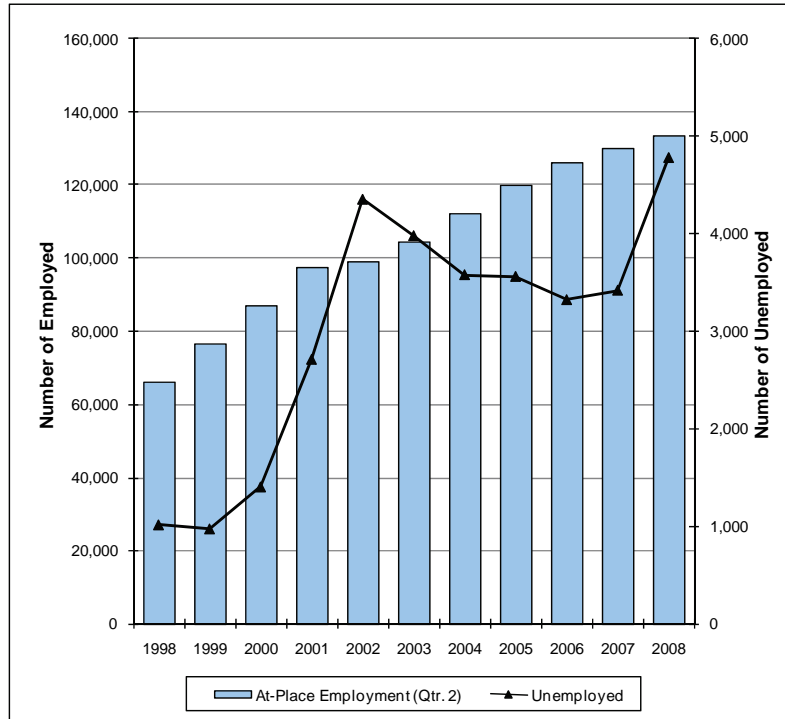


**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

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 102% between 1998 and 2008. The number of unemployed increased significantly in 2001 and 2002 due to a national economic recession. In 2003, Loudoun County led the nation in job growth. This job growth sharply decreased unemployment. The current recession, which began in 2007, has slowed employment growth and lead to sharp increases in unemployment in 2008.

At-Place Employment & Number Unemployed 1998 – 2008



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 2008 is:

Industry Sector	Number of Employees	Percentage
Agriculture	427	0.32
Mining	187	0.14
Utilities	(D)	(D)
Construction	15,499	11.62
Manufacturing	4,634	3.47
Transportation	9,678	7.25
Wholesale Trade	3,256	2.44
Retail Trade	16,069	12.04
Information	8,297	6.22
Finance, Insurance and Real Estate	4,207	3.15
Services	50,736	38.03
Government	20,332	15.24
Total	133,410	100.00

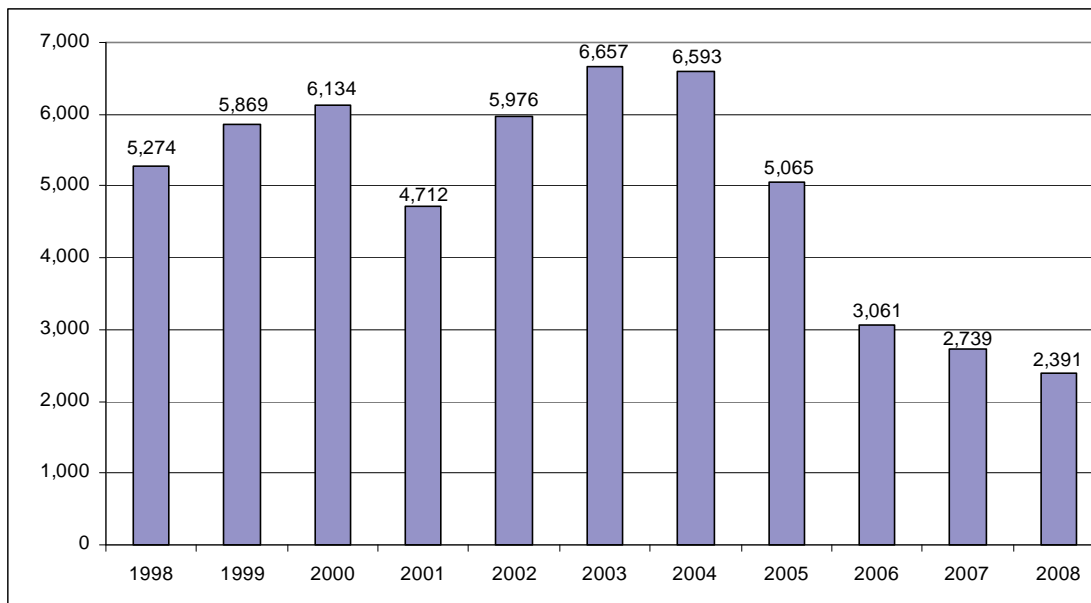
(D) – Non-disclosable data.



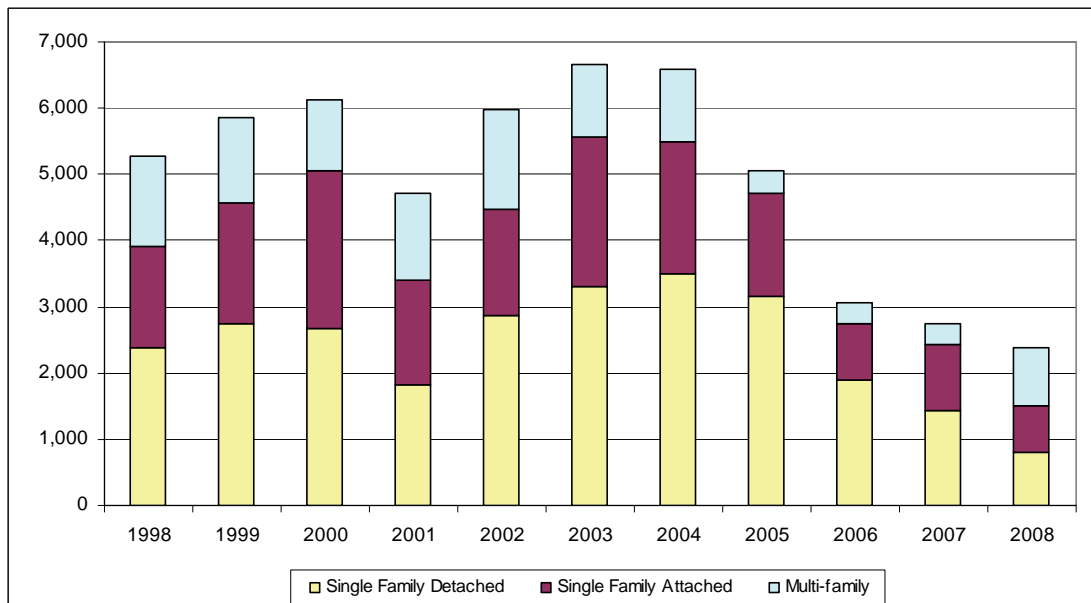
Residential Building Permits Issued

Residential construction was at a high level from 1998 through 2005. In 2008, 2,391 building permits for new residential units were issued, continuing a decline that started in 2005. The Washington, D.C. region, and the nation as a whole, also experienced declines in building permits in 2008. In 2008, 37% of Loudoun's permits were for multi-family units, followed by 34% for single-family detached units, and 30% for single-family attached units. This is the first time since 1990 that the amount of multi-family permitting, at 881 units, has surpassed single-family detached and single-family attached amounts (804 and 706 units respectively). The County's relatively large amount of residential construction (more residents) has created increased service demands.

Residential Building Permits Issued for New Construction



Residential Building Permits Issued for New Construction by Type



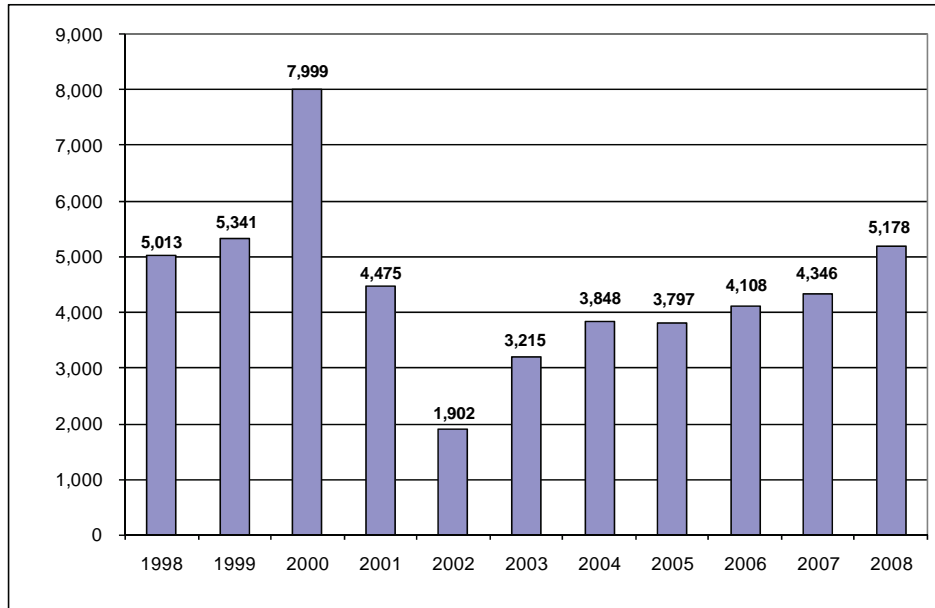
Source: Loudoun County Department of Building and Development; Compiled by: Loudoun County Department of Management and Financial Services



Non-Residential Construction and Vacancy Rate

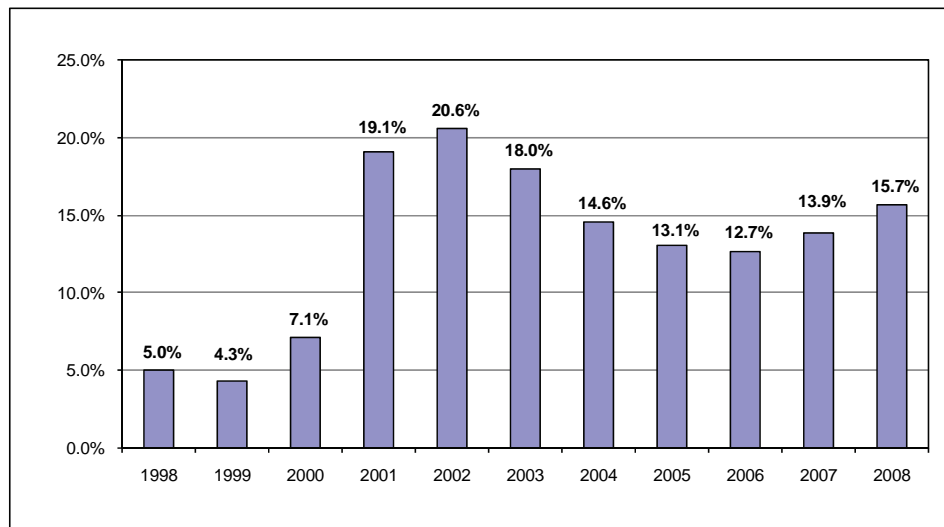
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, America Online, the MCI office buildings complex (now Verizon Business), and other office projects by existing businesses. After a sharp 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.

**Non-Residential Square Footage Permitted for New Construction
Calendar Years 1998 - 2008 (in thousands)**



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

Commercial and Industrial Property Vacancy Rate as of December 31st



Source: CoStar Realty Information, Inc.; Compiled by: Loudoun County Department of Economic Development



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

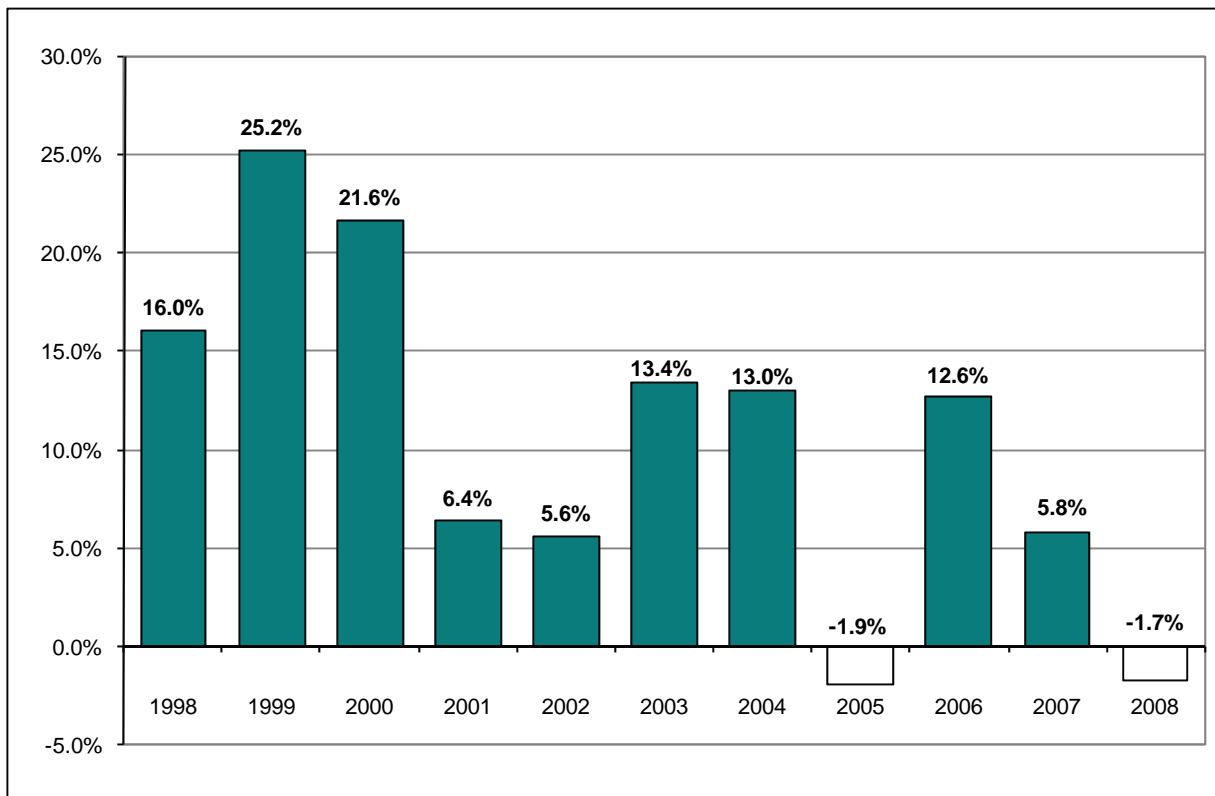
Retail Sales

Loudoun County's retail sales have grown annually most years. 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 was due to the current recession.

Actual Retail Sales (in millions of dollars)

<u>Year</u>	<u>Sales</u>	<u>Year</u>	<u>Sales</u>
1996	\$1,253	2003	\$3,169
1997	1,409	2004	3,580
1998	1,635	2005	3,513
1999	2,047	2006	3,957
2000	2,490	2007	4,185
2001	2,648	2008	4,115
2002	2,795		

Annual Percentage Change in Actual Retail Sales Calendar Years 1998 – 2008



Source: Virginia Department of Taxation

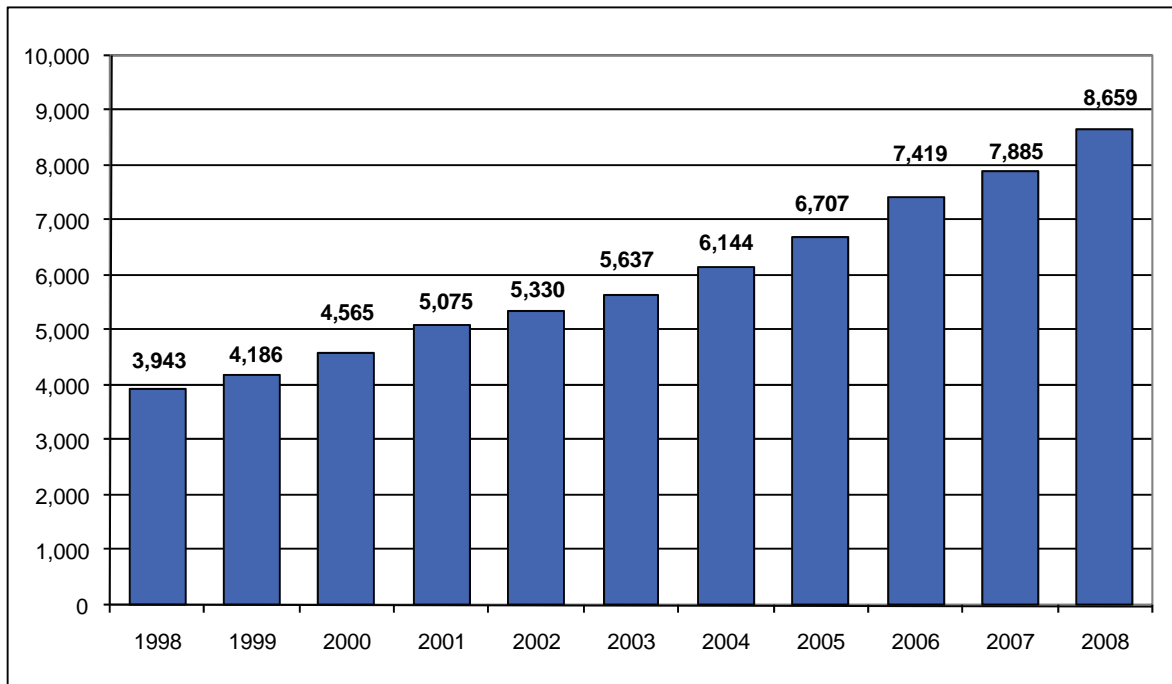
Note: Due to the implementation of a new accounting system at the Virginia Department of Taxation, retail sales for 2005 were underreported.



Business Establishments

Since 1998, the number of business establishments has grown, reflecting a growing economy. The number of establishments can be used as a proxy for the number of businesses. An establishment is usually at a single location and engaged in one predominant activity. However, a company may be comprised of more than one establishment if they are in more than one location, or are engaged in multiple services or products that fall under different classifications. Annual growth in business establishments averaged 9% per year in the post-recession period since 2003. Establishment growth continued during the current recession.

**Number of Business Establishments
Calendar Years 1998 – 2008**



Source: Virginia Employment Commission, 2nd Quarter Data



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

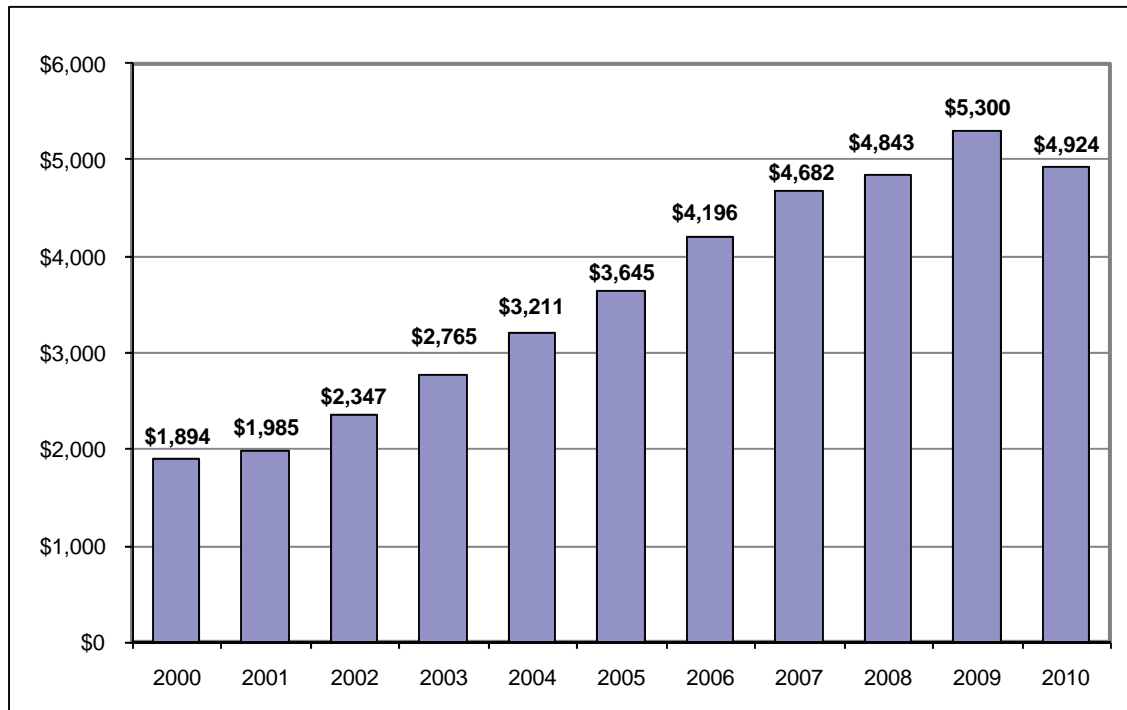
Average Homeowner Tax Bill

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>
1996	1997	\$1.03	\$160,710	\$1,655
1997	1998	1.06	163,145	1,729
1998	1999	1.11	166,681	1,850
1999	2000	1.11	170,654	1,894
2000	2001	1.08	183,765	1,985
2001	2002	1.08	217,317	2,347
2002	2003	1.05	263,290	2,765
2003	2004	1.11	289,300	3,211
2004	2005	1.1075	329,120	3,645
2005	2006	1.04	403,430	4,196
2006	2007	0.89	526,111	4,682
2007	2008	0.96*	504,490	4,843
2008	2009	1.14	464,940	5,300
2009	2010	1.245	395,480	4,924

* Combined rate for General Fund and Fire & EMS Fund

**Average Annual Homeowner Tax Bill
FY 2000 – FY 2010**



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.

The 2008 figure shown above is somewhat different from that shown in this year's Executive Summary. The 2008 figure shown in the table above, \$464,940, was the estimated average for January 1, 2008, based on housing units that were 100% complete as of January 1, 2007. The 2008 figure shown in the Executive Summary, \$465,550, is based on housing units that were 100% complete as of January 1, 2008.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

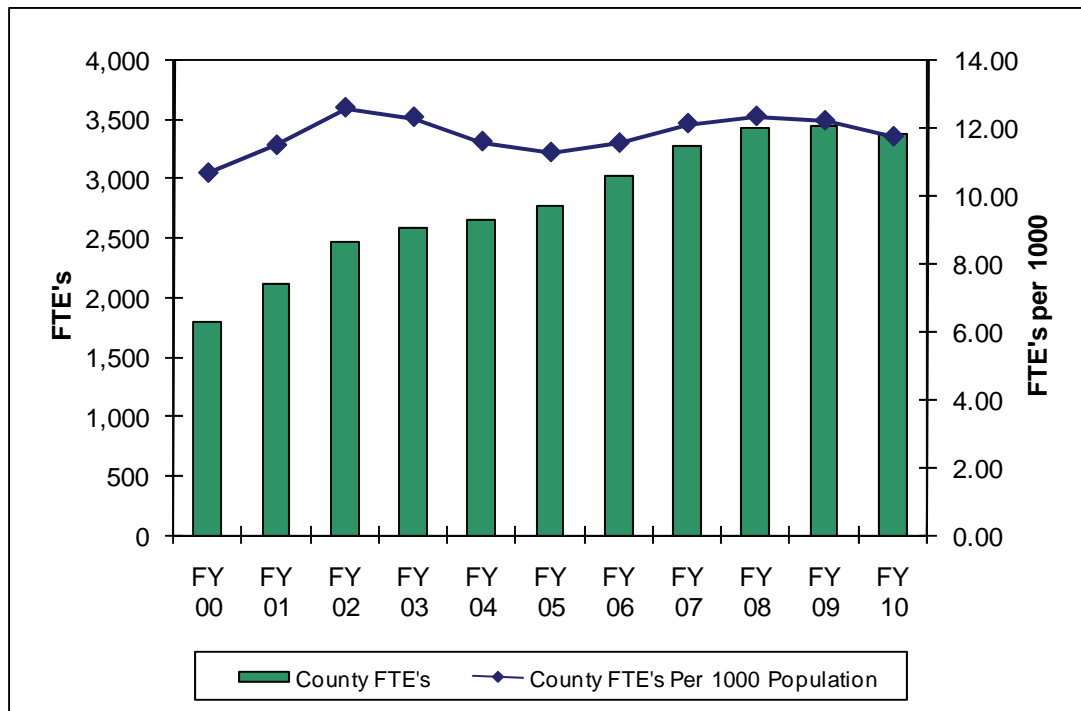
County Government FTE's Per 1,000 Population

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 address increased service demands. This year, the budget impact of the recession has reversed the longstanding trend. The number of County FTE's decreases -2.1% in FY 10, and the number of FTE's per 1,000 residents decreases by -3.9%.

County Government FTE's Per 1,000 Population

<u>Year</u>	<u>FTE's Per 1,000 Population</u>	<u>Year</u>	<u>FTE's Per 1,000 Population</u>
1996	11.28	2004	11.56
1997	10.79	2005	11.24
1998	10.86	2006	11.51
1999	10.38	2007	12.09
2000	10.63	2008	12.30
2001	11.45	2009	12.17
2002	12.55	2010	11.70
2003	12.28		

FTE's per Capita (per 1,000 Population) FY 00 - FY 10



Source: Loudoun County Department of Management and Financial Services

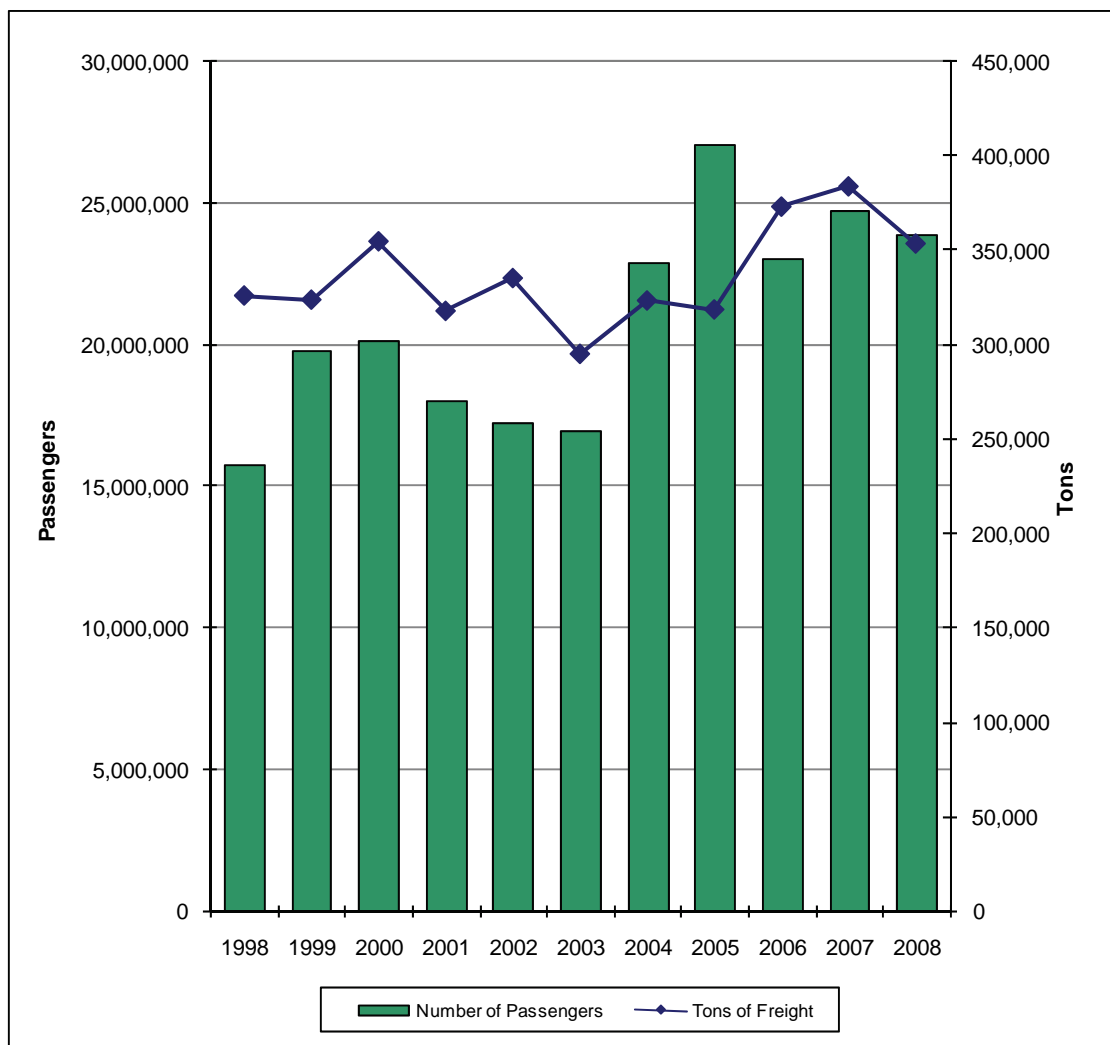


Passengers at Washington Dulles Airport

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.

Substantial construction continues at the airport. The growing airport helps to attract businesses to the County and has a significant positive impact on the County's economic growth.

**Actual Number of Passengers and Tons of Freight at Washington Dulles International Airport
CY 1998 - CY 2008**



Source: Metropolitan Washington Airports Authority



NOTES



NOTES



ASSESSED VALUE & TAX RATES



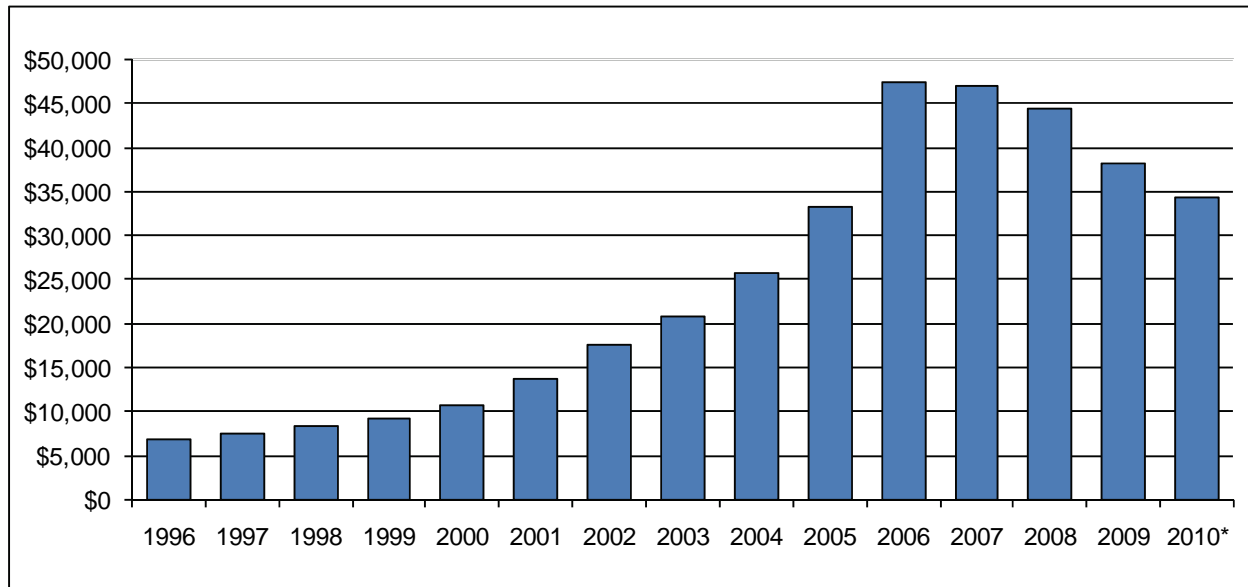
NOTES



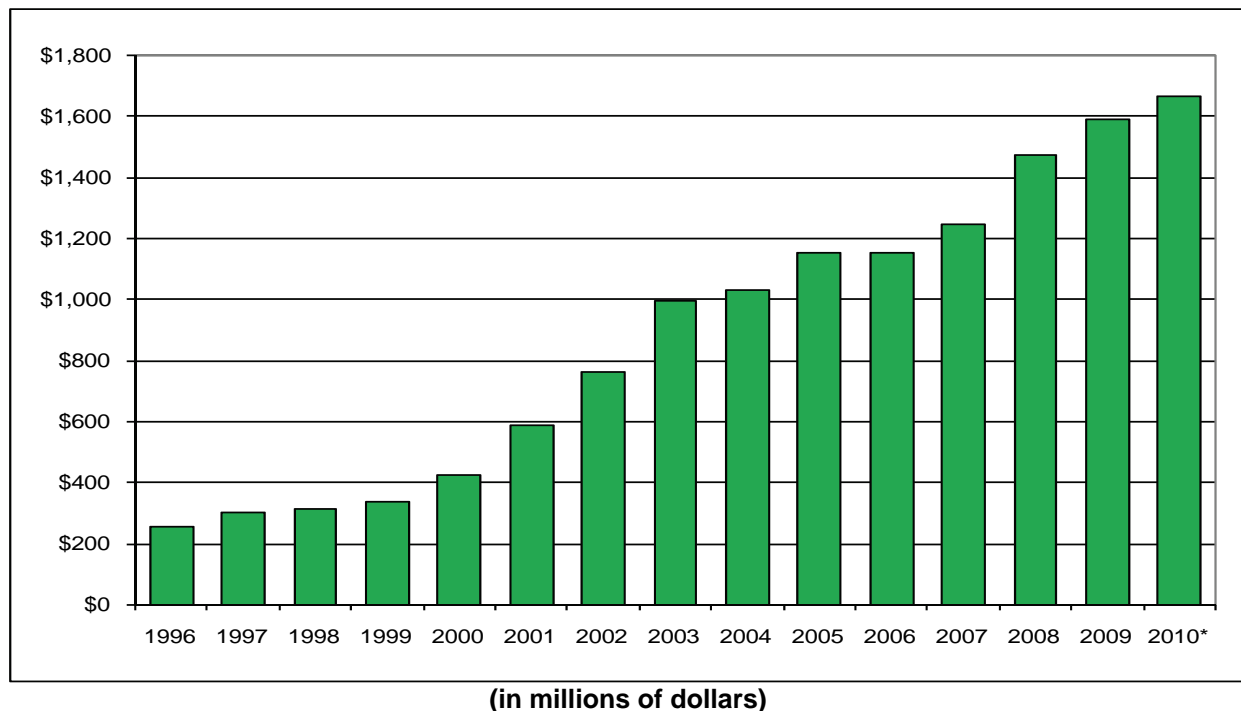
Assessed Valuation of Residential Real Property

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 2009 and are forecast to fall further. The rate of new construction also fell substantially. Values for multi-family rental property grew strongly in the early part of this decade and have continued to grow at a more modest pace since 2003.

Assessed Valuation of Residential Property
(in millions of dollars)



Assessed Valuation of Multi-Family Residential Property



*Forecast

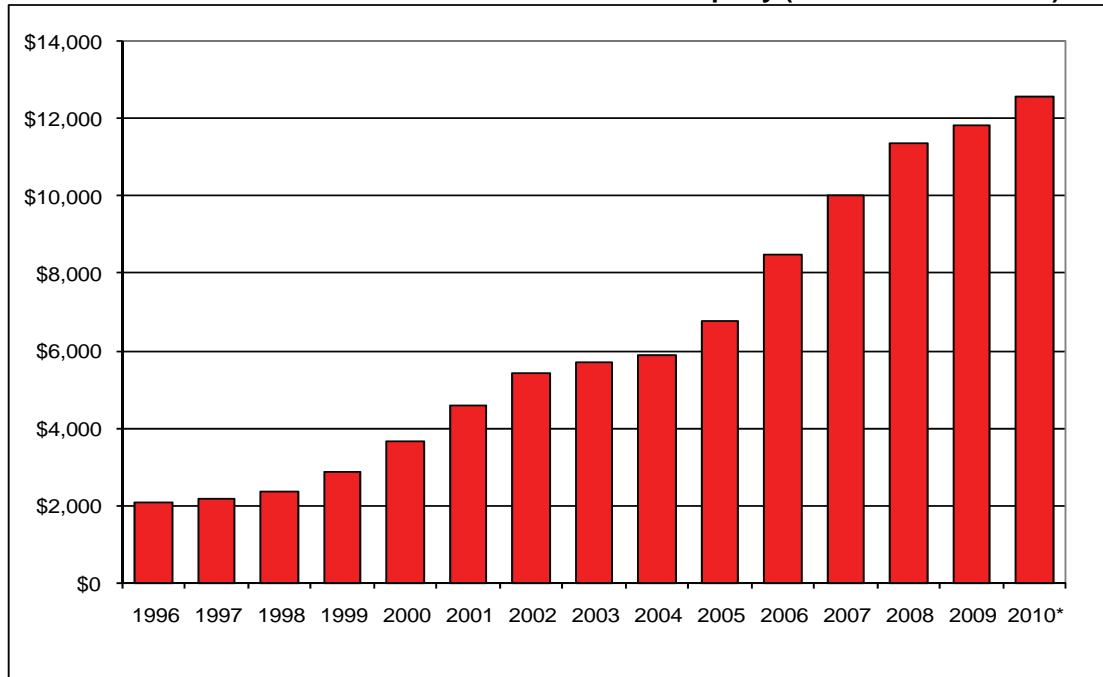
Source: Loudoun County Office of the County Assessor



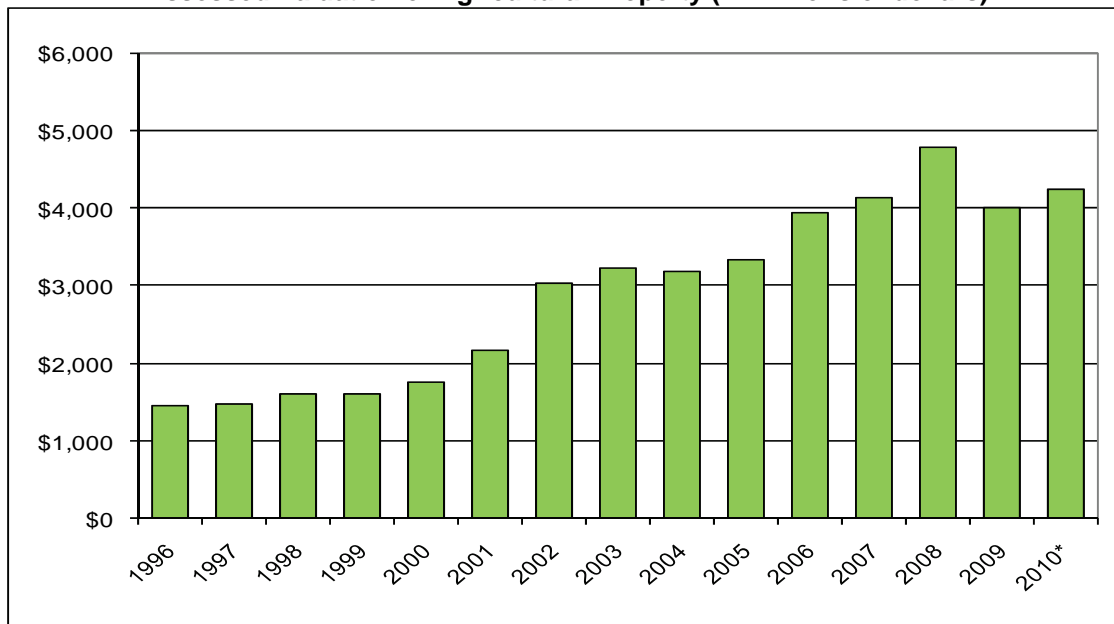
Assessed Valuation of Other Real Property

Commercial and industrial property growth is forecast to continue, albeit at a slower pace than mid-decade. Like residential values, agricultural property values experienced a decline in 2009. These values are forecasted to increase modestly by 2010.

Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



Assessed Valuation of Agricultural Property (in millions of dollars)



*Forecast

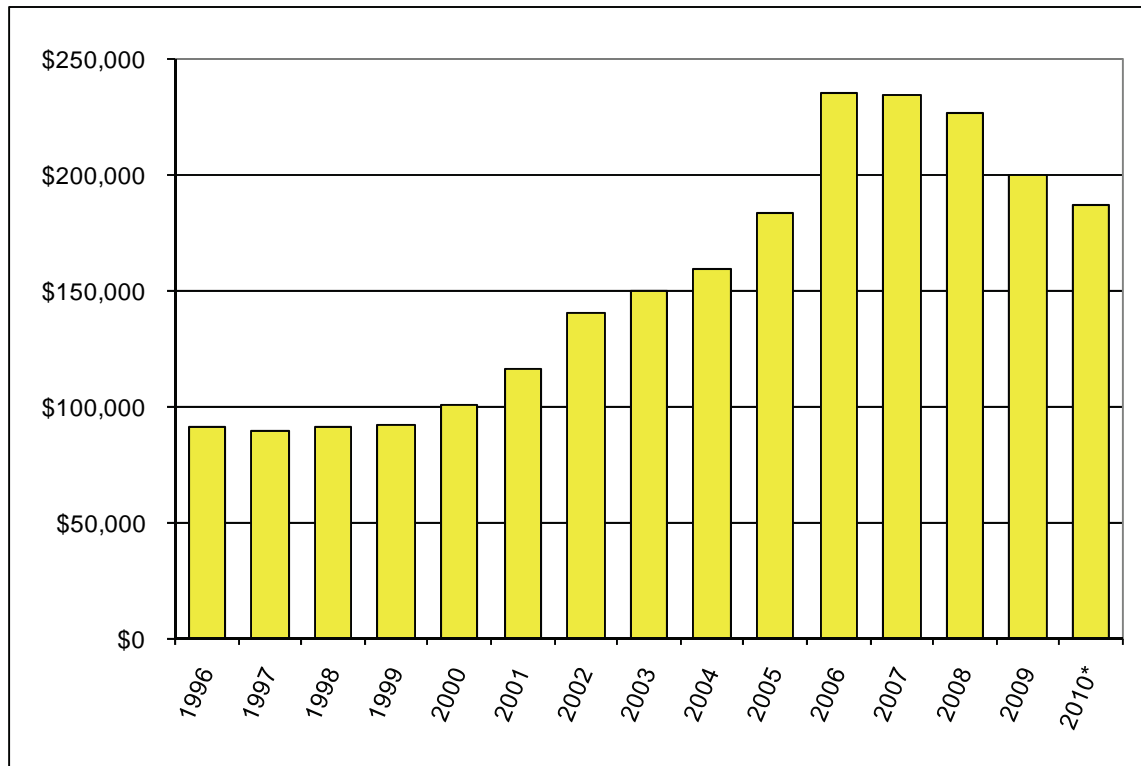
Source: Loudoun County Office of the County Assessor



Assessed Value Per Capita

Per capita real property assessed values increased sharply from 2001 through 2006, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. This trend has now reversed and assessed value per capita is expected to decline further in 2010.

Assessed Value per Capita 1996 – 2010*



*Forecast

Source: U.S. Census Bureau, Loudoun County Department of Management and Financial Services, and Loudoun County Office of the County Assessor

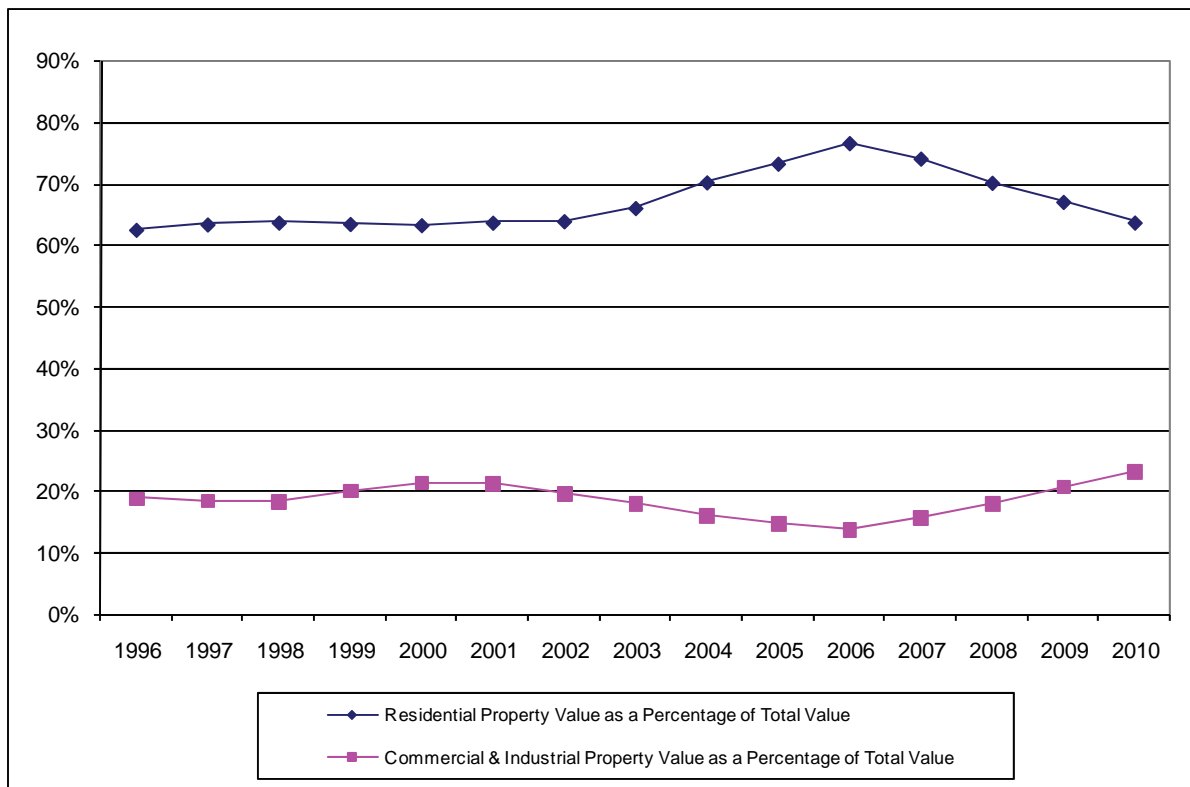


Residential & Business Property - Share of Real Property Valuation

From 2002 through 2006 residential property accounted for an increasing share of property valuation while commercial & industrial shares declined. Beginning in 2007, this trend reversed, reflecting declines in residential valuation and construction while commercial and industrial development has continued.

<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>	
<u>Year</u>		<u>Year</u>	
1996	63%	1996	19%
1997	63%	1997	18%
1998	64%	1998	18%
1999	63%	1999	20%
2000	63%	2000	21%
2001	64%	2001	21%
2002	64%	2002	20%
2003	66%	2003	18%
2004	70%	2004	16%
2005	73%	2005	15%
2006	77%	2006	14%
2007	74%	2007	16%
2008	70%	2008	18%
2009	67%	2009	21%
2010*	64%	2010*	23%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 1996 – 2010*



*Forecast

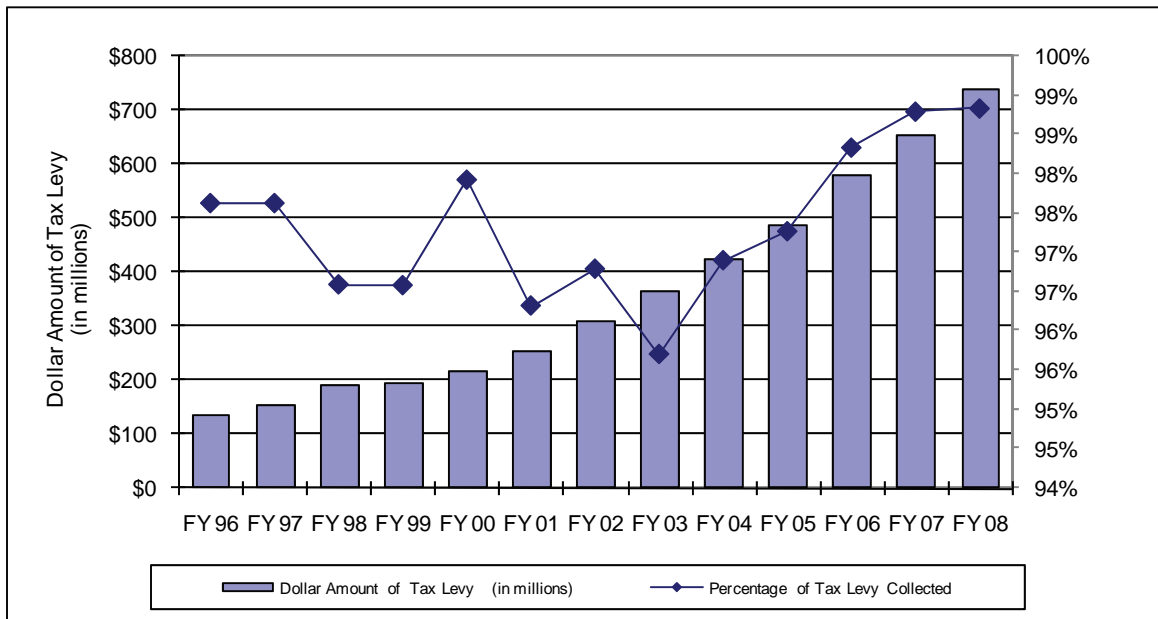
Source: Loudoun County Office of the County Assessor



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 08, the percentage of the tax levy actually collected almost reached 99%.

**Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 1996 – 2008**



Source: Comprehensive Annual Financial Report

Note: Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and then May 5th (for residents) or June 5th (for businesses). The Collection Department of the Treasurer's Office does not pursue actions on delinquencies until 60 days after the due date.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

Loudoun County Real Property Assessed Values

There were large increases in valuation from 2000 through 2006, reaching a peak growth of 36% from January 1, 2005 to January 1, 2006. This increase was primarily the result of increased residential and commercial/industrial valuation. The total commercial/industrial property valuation has been increasing, as has its share of the tax base.

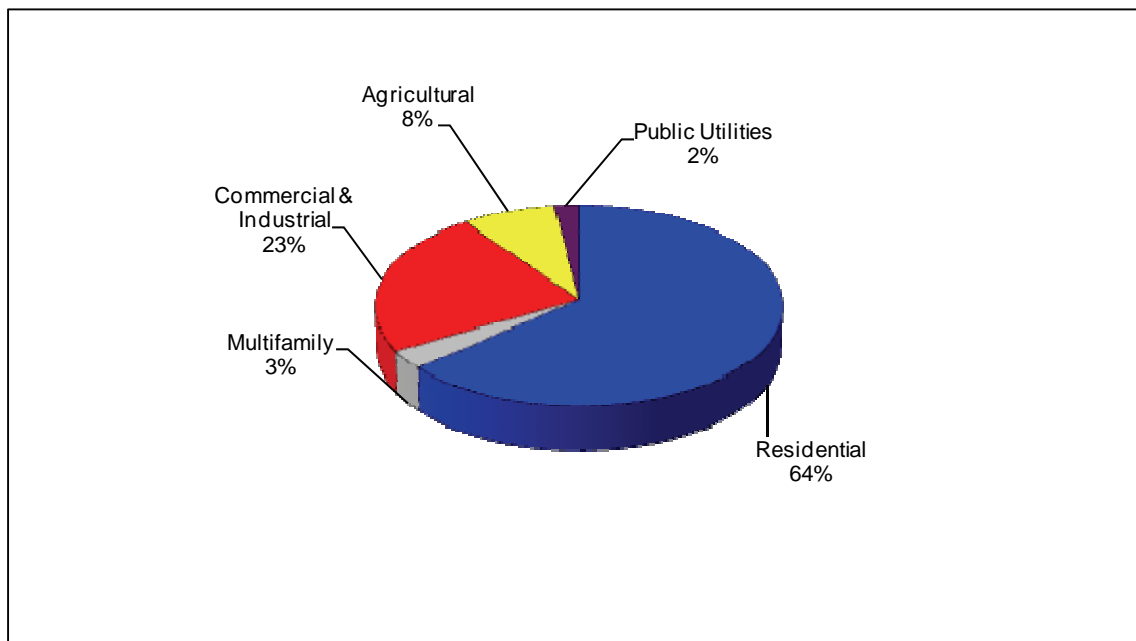
Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 1996 - 2009

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial & Industrial</u>	<u>Agricultural</u>	<u>Public Utilities</u>	<u>Total</u>
1996	\$6,959,037,400	\$257,804,300	\$2,098,954,600	\$1,454,946,700	\$359,934,000	\$11,130,677,000
1997	7,526,351,900	301,356,300	2,193,319,200	1,470,797,700	382,070,312	11,873,895,412
1998	8,271,028,500	314,589,400	2,379,126,100	1,611,620,700	411,209,000	12,987,573,700
1999	9,149,117,125	337,589,400	2,895,143,100	1,603,144,812	431,769,450	14,416,763,887
2000	10,799,020,800	422,620,700	3,664,607,200	1,759,495,700	421,406,500	17,067,150,900
2001	13,760,670,200	589,755,000	4,611,938,480	2,165,657,200	482,857,000	21,610,877,880
2002	17,592,389,440	765,191,700	5,410,528,600	3,031,158,500	725,955,100	27,525,223,340
2003	20,920,271,380	993,684,700	5,686,348,200	3,228,696,400	842,988,200	31,671,988,880
2004	25,653,513,650	1,032,548,200	5,901,616,500	3,179,350,500	766,808,100	36,533,836,950
2005	33,335,779,590	1,150,523,500	6,750,873,200	3,335,204,000	936,335,300	45,508,715,590
2006	47,318,885,230	1,151,456,200	8,487,078,200	3,937,053,100	890,762,900	61,785,235,630
2007	47,075,197,202	1,247,033,880	10,009,819,600	4,143,962,100	1,074,847,800	63,551,012,782
2008	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*	34,389,257,607	1,668,195,203	12,571,962,597	4,252,632,625	1,111,174,522	53,993,222,555

*Forecast

Source: Loudoun County Office of the County Assessor

Loudoun County Real Property Assessed Values for Calendar Year 2010*





Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

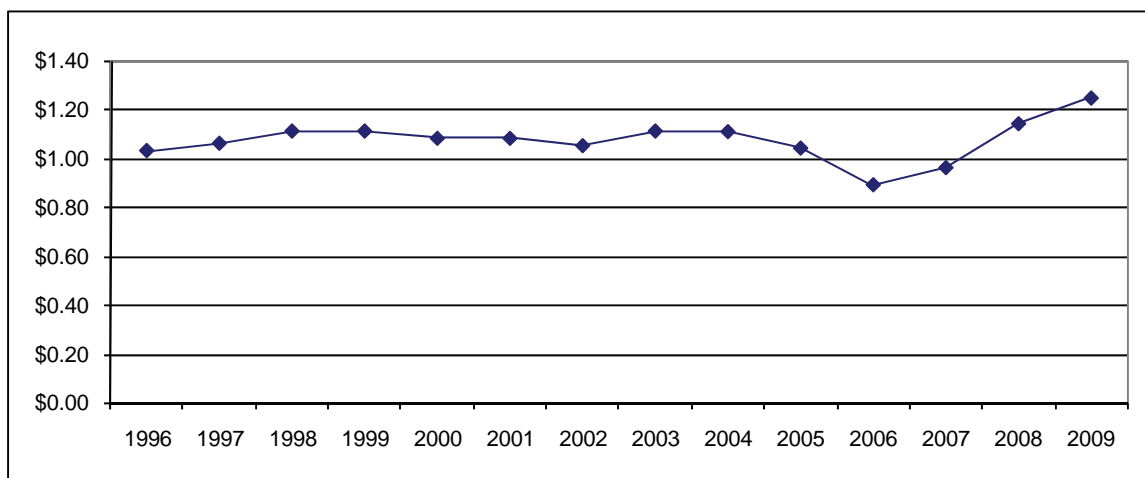
Tax rates for personal property, machinery & tools, and heavy construction machinery have remained stable for several years. The real estate tax rate has changed more frequently. The tax rates below are per \$100 of assessed value. Tax rates are set on a calendar year basis.

<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>
2009	\$1.245	\$4.20	\$2.75	\$4.00
2008	1.14	4.20	2.75	4.00
2007	0.96*	4.20	2.75	4.00
2006	0.89	4.20	2.75	4.00
2005	1.04	4.20	2.75	4.00
2004	1.1075	4.20	2.75	4.00
2003	1.11	4.20	2.75	4.00
2002	1.05	4.20	2.75	4.00
2001	1.08	4.20	2.75	4.00
2000	1.08	4.20	2.75	4.00
1999	1.11	4.20	2.75	4.00
1998	1.11	4.20	2.75	4.00
1997	1.06	4.20	2.75	4.00
1996	1.03	4.20	2.75	4.00

* 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 1996 – 2009





NOTES



REVENUE & EXPENDITURES



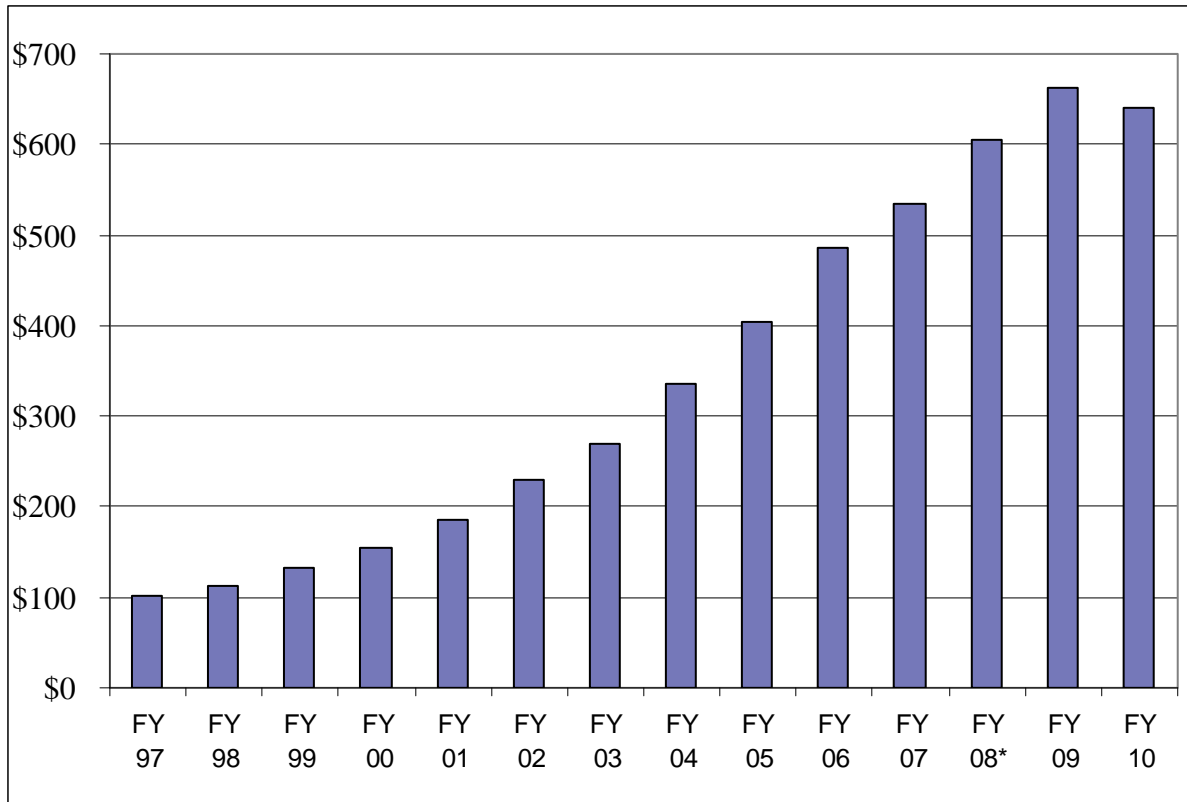
NOTES



Real Property Taxes

The FY 10 budgeted real property tax revenue is 3% lower than FY 09. The real property tax is the County's largest revenue source. Real property revenues increased dramatically over the previous several years but are projected to decline in FY 10. For FY 10, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 63%, and budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 58.8%.

Real Property Taxes
FY 1997 - FY 2010
(in millions of dollars)



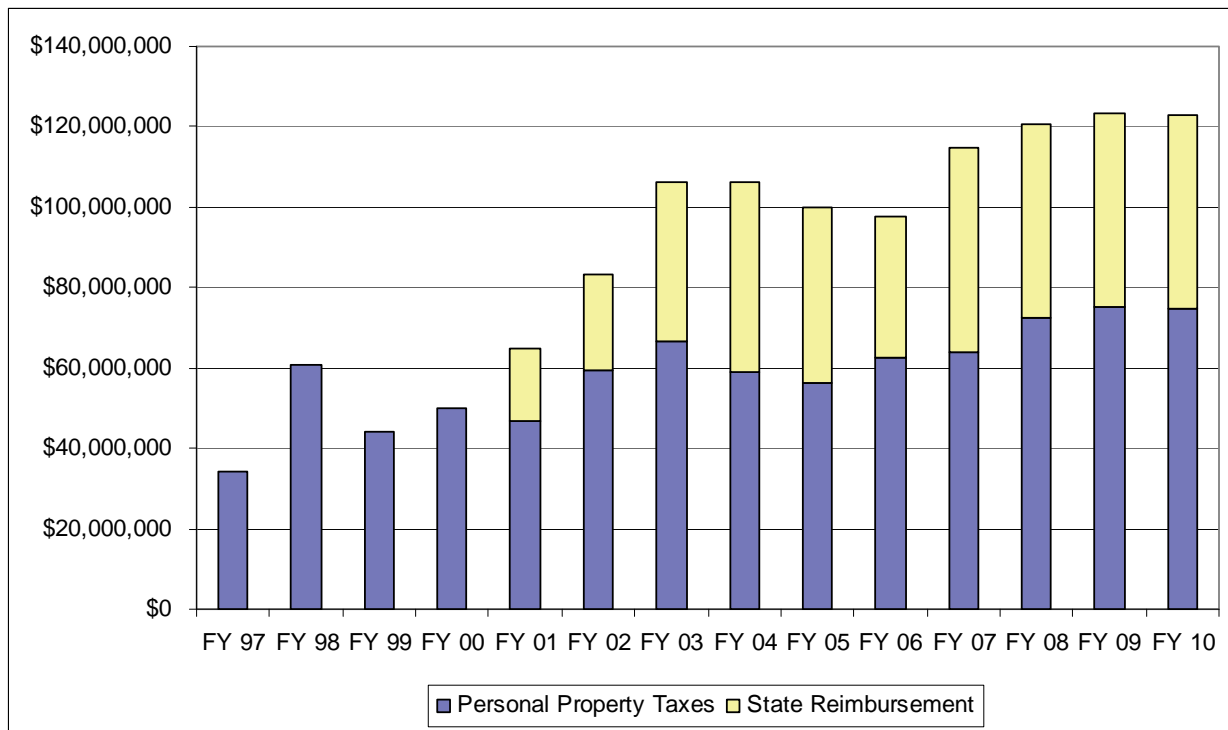
*The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the General Fund where it had been previously.



Personal Property Taxes

The budgeted personal property tax revenue for FY 10 is 0.4% less than budgeted amount for FY 09. For FY 10, it is anticipated that the sales in vehicles will mirror the slow down in the economy. In FY 98, personal property tax revenue increased 79% due to the implementation of semi-annual personal property tax billing and collection, such that CY 1997 taxes were collected in November 1997 and an extra FY 98 collection for one-half of CY 1998 taxes was collected in May 1998. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

Personal Property Taxes
FY 1997 – FY 2010



Note 1: The budgeted FY 1998 personal property tax revenue reflects the extra one-half year's collection related to the implementation of the semi-annual collection of personal property taxes, which began in May of 1998.

Note 2: The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first \$20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was capped at 70%. The County continues to collect 100% of the personal property tax on the assessed value of a vehicle that is above \$20,000.

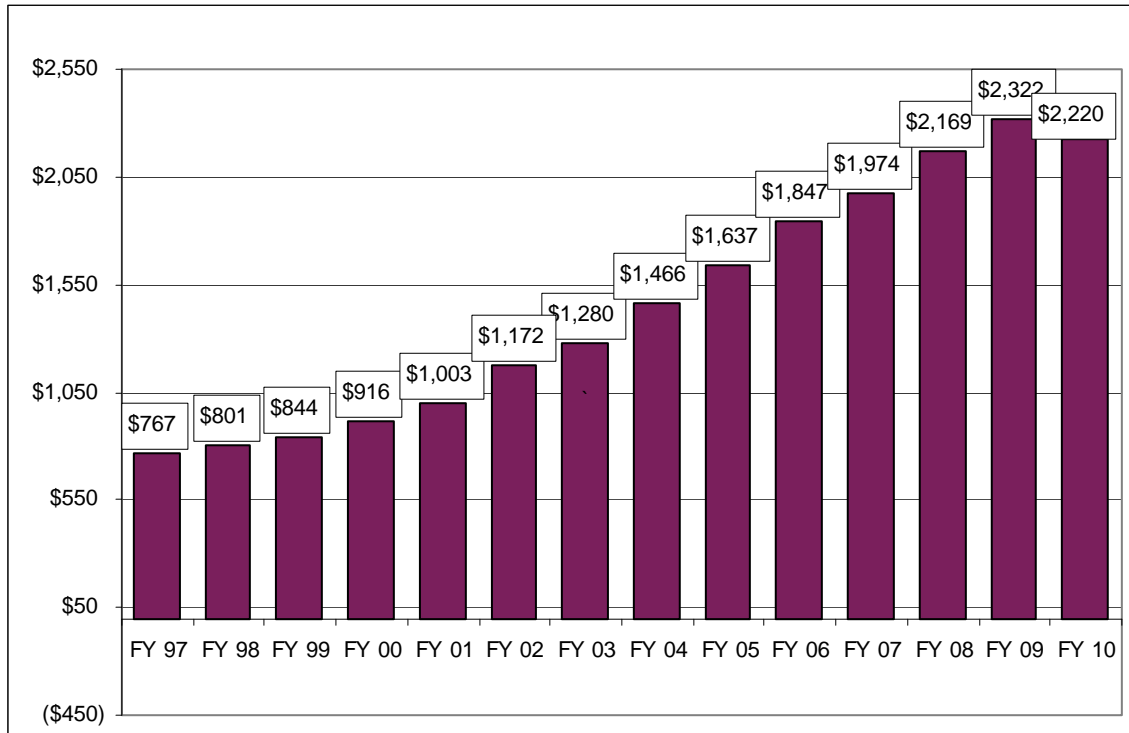
Note 3: Through calendar year 2005, the State will reimburse the County for the revenue lost by the personal property tax reduction. The 2004 State General Assembly set a firm monetary limit on the total reimbursement provided to localities beginning in 2006.



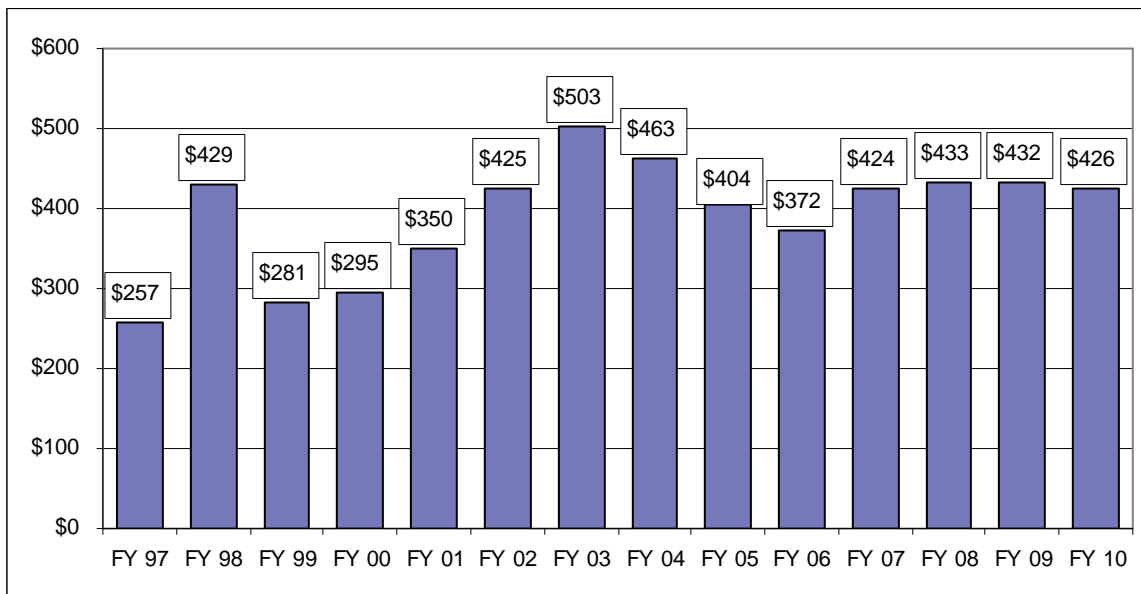
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita decreased 4% in FY 10. Personal property tax revenue per capita decreased \$6.00 from FY 09. The personal property tax revenue per capita amount includes the reimbursement of funds from the Commonwealth of Virginia to Loudoun County to replace revenue lost due to the State's reduction in the personal property tax on the first \$20,000 of the value of vehicles. The County's budgeted State reimbursement figure for FY 10 is \$48,071,000.

Real Property Tax Revenue per Capita
FY 1997 – FY 2010



Personal Property Tax Revenue per Capita FY 1997-FY 2010

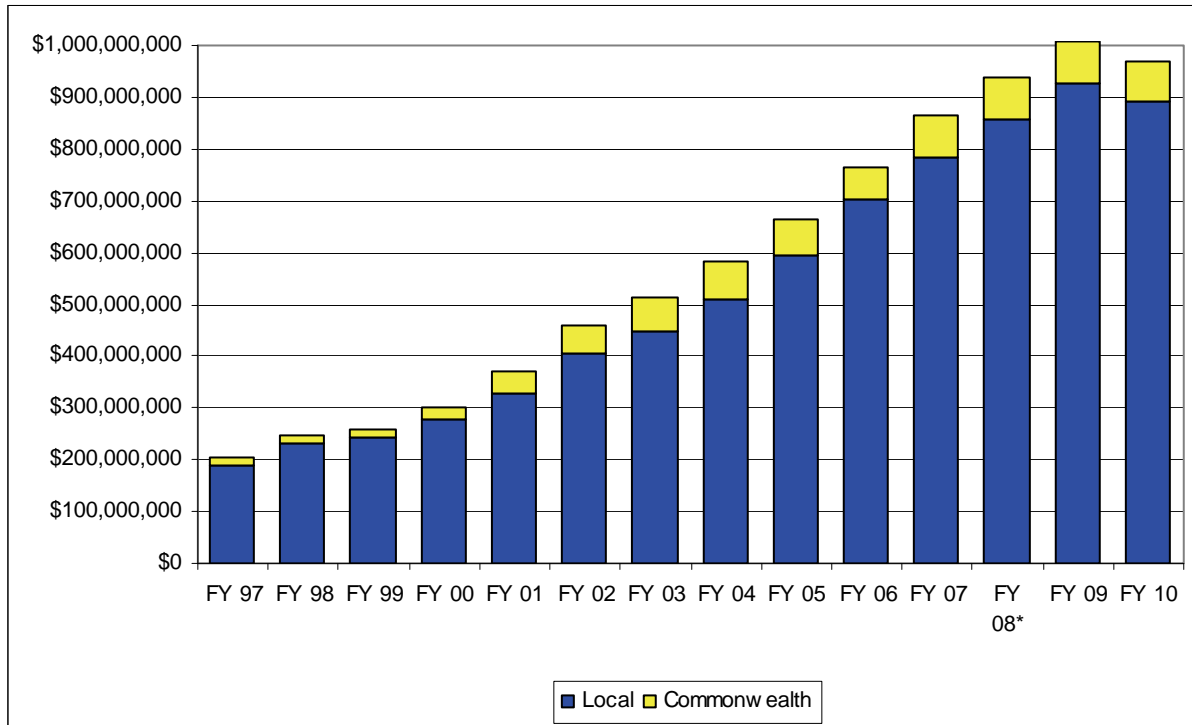




Local and Commonwealth Revenues

Budgeted local revenue is projected to decrease by 3.8% in FY 10. Revenue from the Commonwealth decreases 2.0% in FY 10, from \$80,374,319 to \$78,765,084. For the FY 01 – FY 10 budgets, Commonwealth revenue includes the State's property tax reimbursement to Loudoun County for tax revenue lost due to the State's reduction in the personal property tax for the first \$20,000 of assessed value of a vehicle. This represents the conversion of a local revenue source to a Commonwealth revenue source. The budgeted Commonwealth revenue for FY 10, exclusive of the State's personal property tax reimbursement, decreased 2.0% compared with FY 09.

Revenue from Local Sources and the Commonwealth
FY 1997 – FY 2010



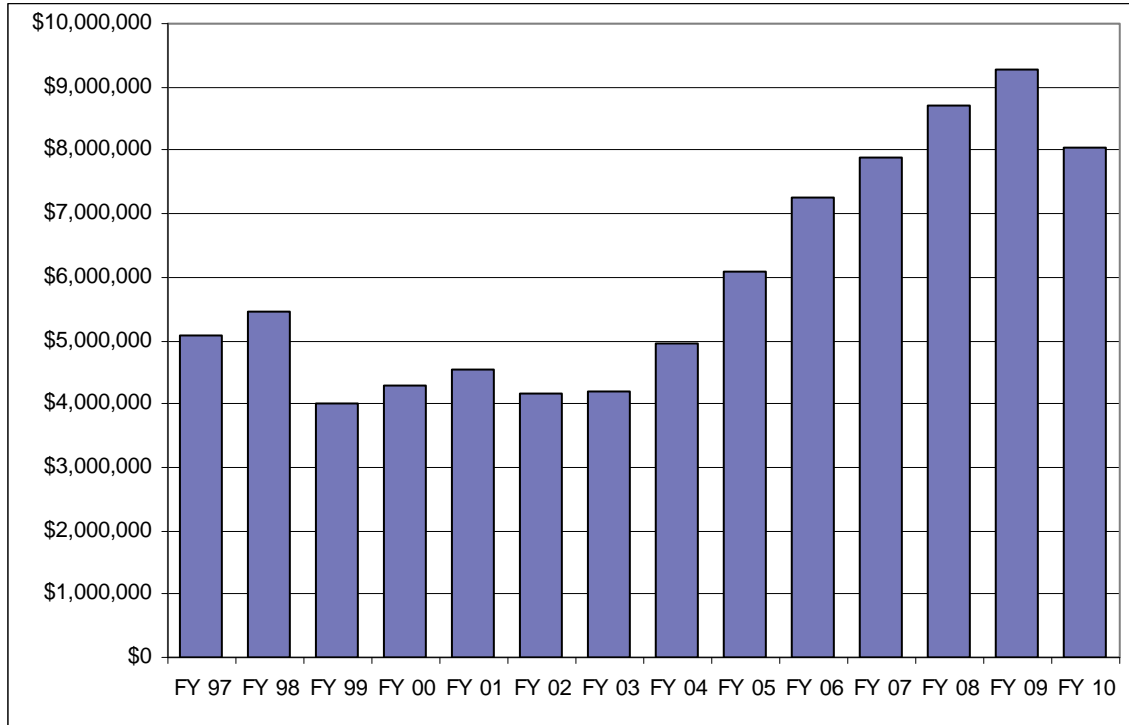
¹The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the 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 04 through FY 09 and the amount more than doubled from FY 99 through FY 09. The FY 10 decrease of 13% is the first decline since FY 03 for federal revenues and is mainly in Human Services. Per capita federal revenue had increased the past six years, to correspond with an increase in overall federal aid to the County, increasing 9% in FY 04, 14% in FY 05, 12% in FY 06, 9% in FY 07, 7% in FY 08 and 4% in FY 09 but has decreased to \$28 per capita in FY 10.

**Federal Revenue
FY 1997 - FY 2010**





General Fund Revenue Sources

Since FY 96, local revenue has accounted for around 90% of the County's total General Fund revenue. Commonwealth revenue increased significantly since the FY 01 budget due to the inclusion of the state's personal property tax reimbursement. Excluding the personal property tax reimbursement, Commonwealth revenue from FY 03 to FY 09 had increased by an average of 3.6% but as a portion of the General Fund Revenues had declined to 3% in FY 09. This portion of the General Fund revenue is 3.14% in FY 10. The State is failing to adequately fund the County's operations from year to year. After six years of increases in Federal revenue, FY 10 projects a significant decrease of 13% in this revenue.

Revenue Sources

<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue</u>	<u>Federal Revenue</u>
1996	\$169,246,357	\$11,950,957	\$5,084,842
1997	190,622,785	12,559,414	5,077,355
1998	232,232,861	15,126,238	5,469,084
1999	241,832,327	15,911,107	4,013,599
2000	278,810,282	21,081,305	4,279,557
2001	328,631,345	43,840,358	4,543,149
2002	404,868,902	52,813,724	4,173,591
2003	448,585,015	65,992,809	4,187,092
2004	510,126,309	71,728,899	4,964,401
2005	593,511,360	69,870,335	6,091,469
2006	702,137,875	62,465,079	7,262,132
2007	781,949,137	82,299,765	7,891,511
2008 ¹	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

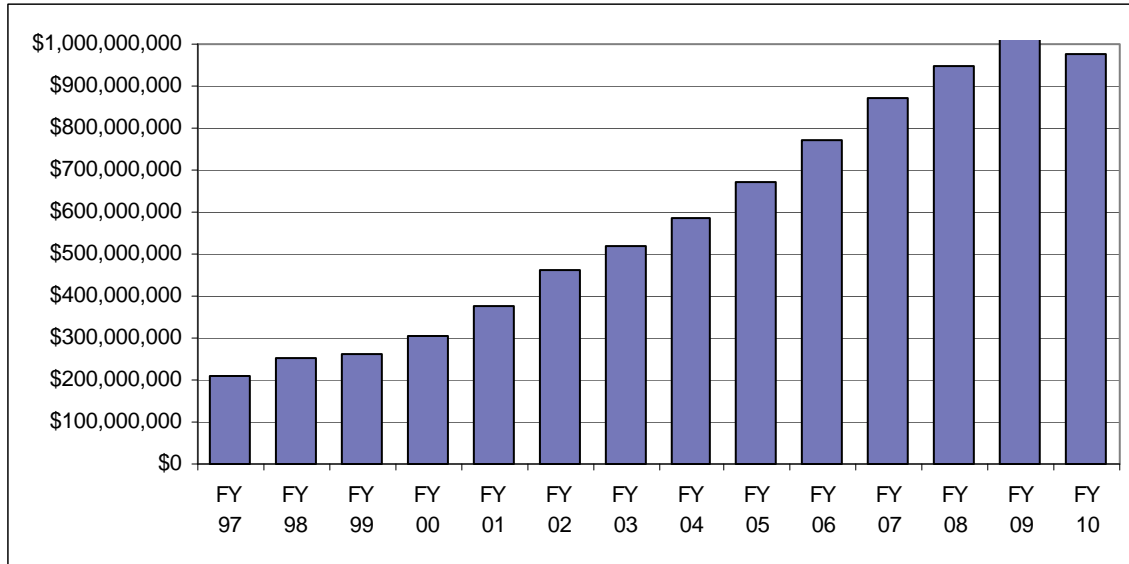
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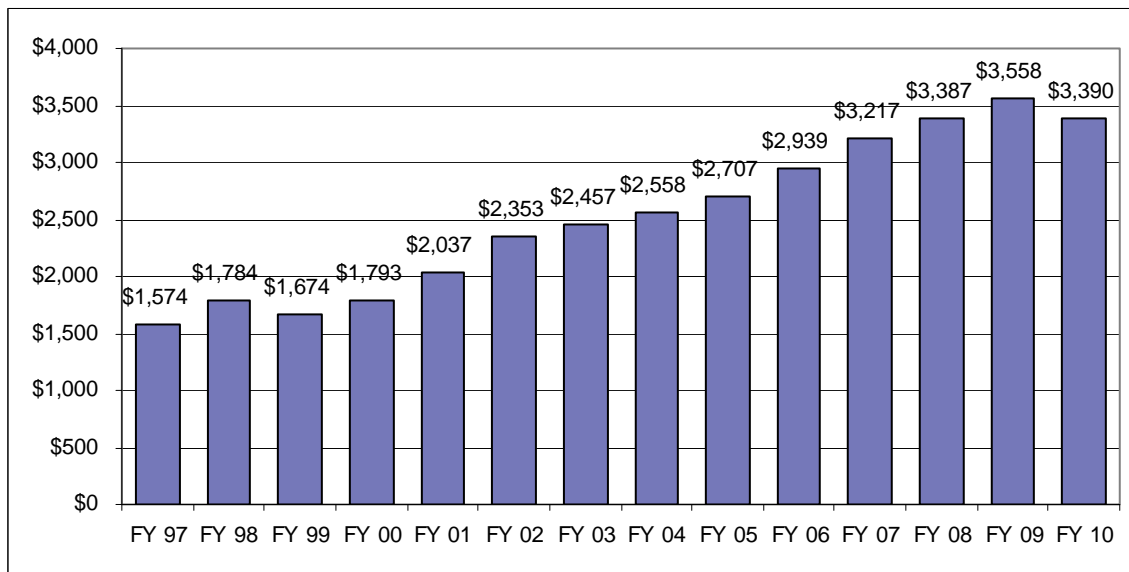
Total General Fund Revenue

FY 10 revenue is projected to be 3.8% less than the FY 09 budget. This reduction mirrors the current trend in the national economy. The budgeted General Fund revenue and revenue per capita had been on an escalating trend since the early 1990s. In FY 98, revenue increased significantly because it included the additional tax revenue that was generated by the implementation of the semi-annual collection of personal property taxes in May 1998.

**Total Revenue
FY 1997 - FY 2010**



**Total Revenue per Capita
FY 1997 - FY 2010**



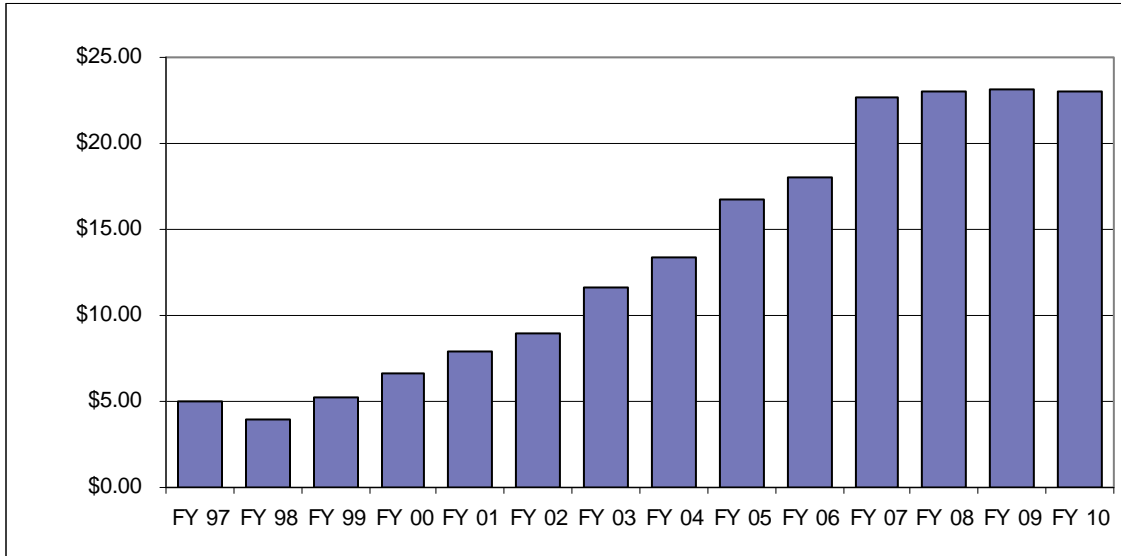
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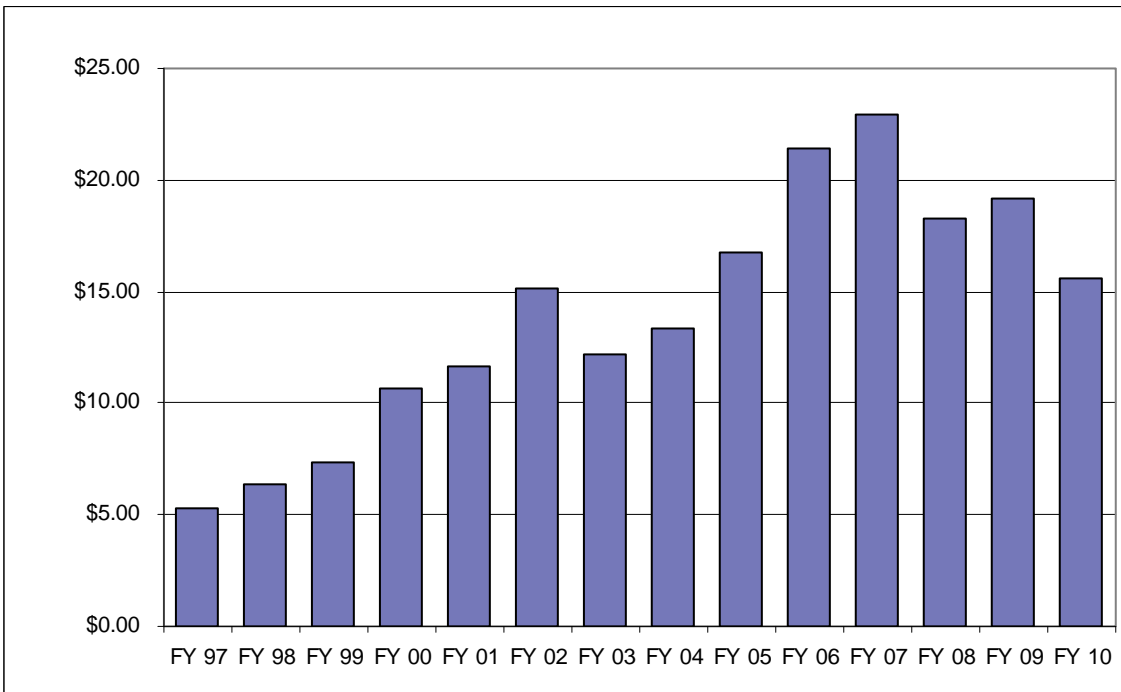
Charges for Services and Permits & Privilege Fees (Revenue)

Budgeted revenues from charges for services and for permits and privilege fees decreased an average of 9.6% in FY 10. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses is project to decrease to below FY 05 levels due to the national slowdown in the housing and regional development. Charges for services have remained in the \$23 million range for the last four years.

Charges for Services
FY 1997 – FY 2010
(in millions of dollars)



Permits and Privilege Fees
FY 1997 – FY 2010
(in millions of dollars)





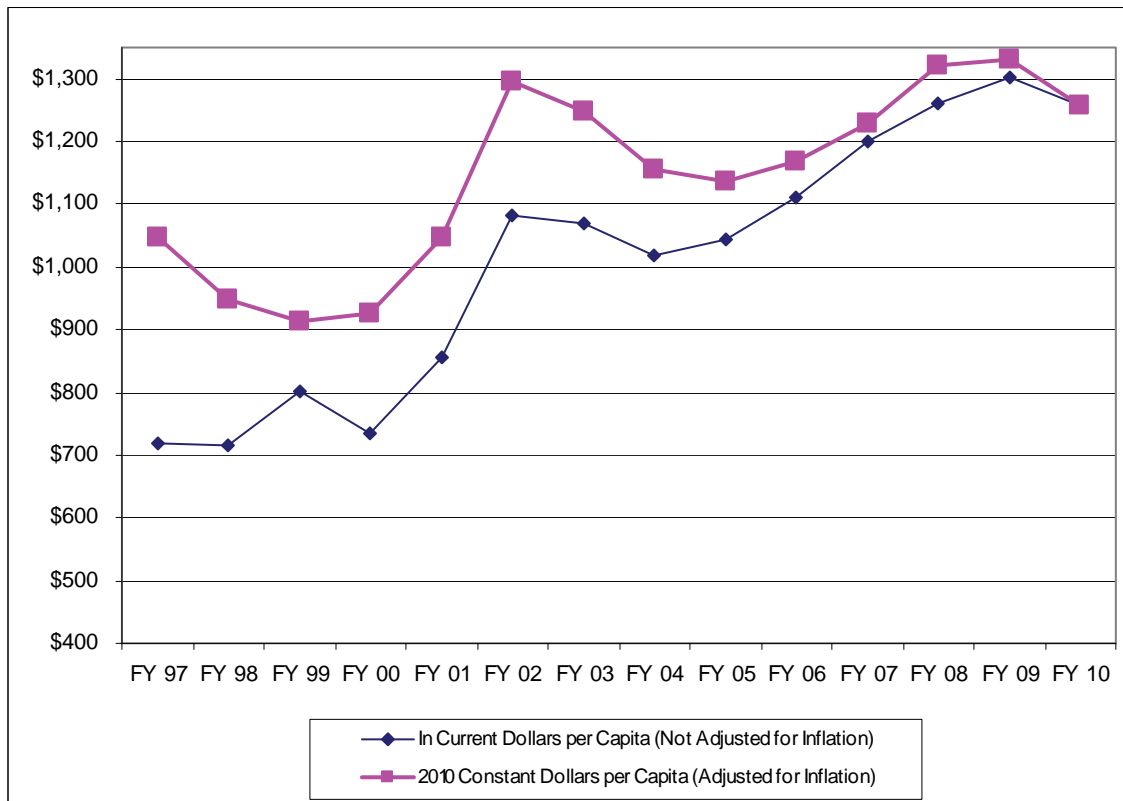
General Government Expenditures Per Capita

Per capita spending in constant dollars decreased from the FY 09 highest amount of \$1,332 by 5.69% in FY 10. It had increased in constant dollars 41% between 2000 and 2009. Spending between FY 00 and FY 02 increased an average of 11.8% per year reflecting the increased need for public services and facilities due to the tremendous population increases of the late 1990's and early 2000's.

General Government Expenditures per Capita

<u>Fiscal Year</u>	<u>Current \$'s</u>	<u>2010 Constant \$'s</u>	<u>Percentage Change in 2010 Constant \$'s</u>
1996	\$ 712	\$ 973	\$ -0.93
1997	719	966	-0.73
1998	715	948	-1.87
1999	703	913	-3.69
2000	736	925	1.31
2001	855	1,048	13.30
2002	1,082	1,295	23.57
2003	1,071	1,247	-3.71
2004	1,020	1,155	-7.38
2005	1,043	1,135	-1.73
2006	1,112	1,169	3.00
2007	1,199	1,230	5.22
2008	1,260	1,322	7.45
2009	1,301	1,332	0.80
2010	1,256	1,256	-5.69

Expenditures Per Capita in Current Dollars and in 2010 Dollars: FY 1997 - FY 2010

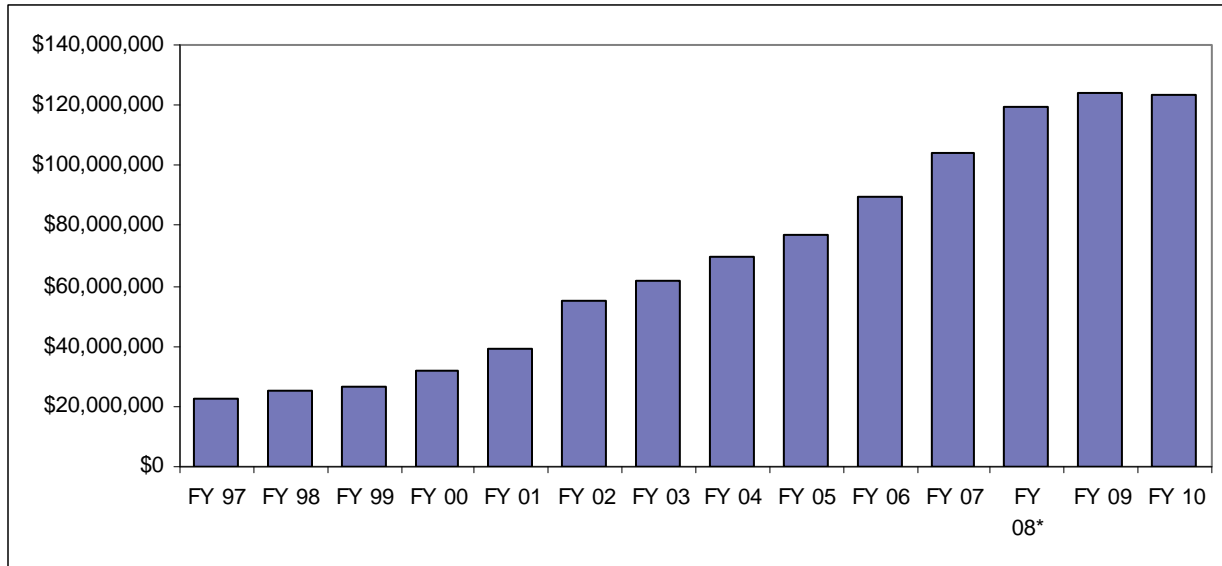




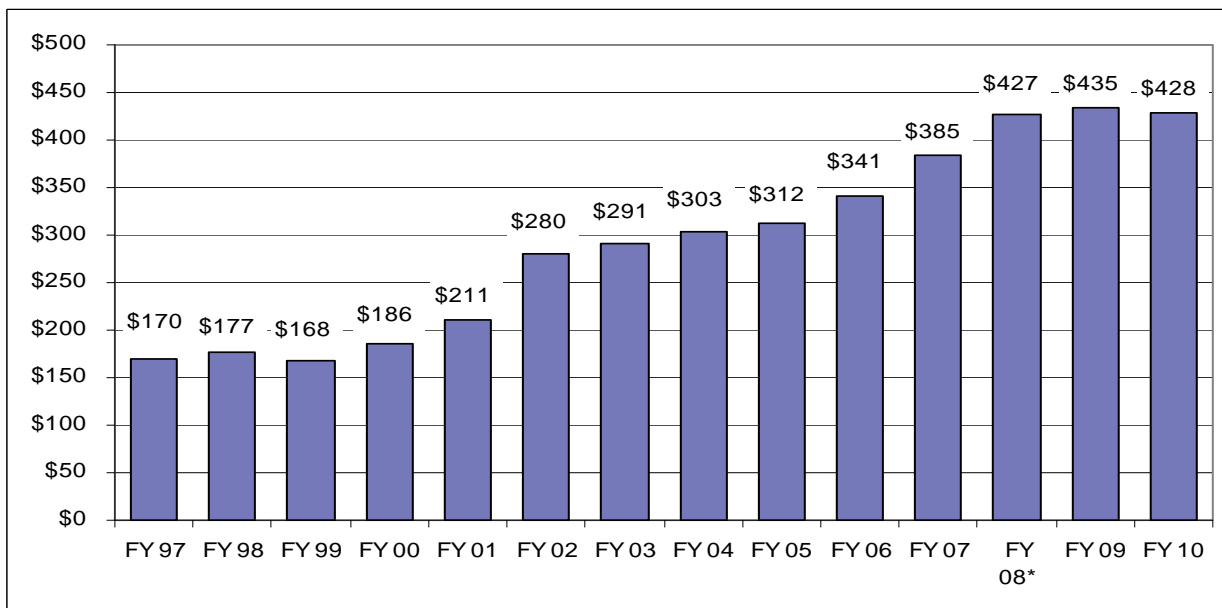
Public Safety Expenditures

Expenditures decreased in FY 10 by 0.4% after having increased 4.1% in FY 09, 15% in FY 08, 16.3% in FY 07, 16% in FY 06 and 11.1% in FY 05. Expenditures budgeted for public safety purposes increased in past years to correspond with the County's growing population. FY 10 projected expenditures remains within the range of FY 08 and 09 budgets. Per capita public safety expenditures increased until FY 10 which then decreased by 1.4%. The following departmental expenditures for public safety will increase in FY 10: Sheriff's Office by 0.5% and Community Corrections by 4.7%.

**Public Safety Expenditures
FY 1997 - FY 2010**



**Public Safety Expenditures per Capita
FY 1997 - FY 2010**



* The FY 08 budget includes the Fire and Emergency Medical Services Tax District which is supported by a levy on real property located within Loudoun County. The Board of Supervisors eliminated the Fire and Emergency Medical Services Tax District during the FY 09 budget process and included it in the General Fund where it had been previously.

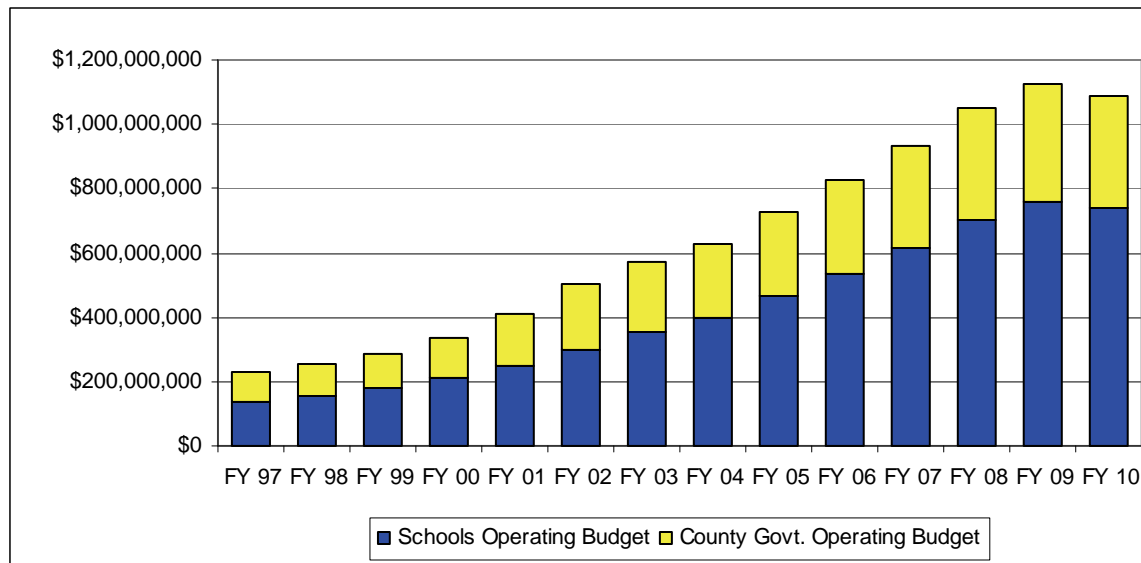


County Government and Schools Operating Budgets

The county government's operating budget for FY 10 decreased by 6.51%, while the school system's operating budget decreased by 2.20%. During the past several years, the county government's operating budget increased at a slower pace than the operating budget for the school system. For the period from FY 94 through FY 09, the county government's operating budget increased at an average annual rate of 11.2%, while the school system's operating budget increased at an average annual rate of 14.17%. The county's high growth rate in the school age population has been a factor in the school system's increased expenditures.

<u>Fiscal Year</u>	<u>County Government</u>	<u>School Operating Fund</u>	<u>Total</u>
1994	\$73,200,892	\$93,516,262	\$166,717,154
1995	78,929,732	104,292,265	183,221,997
1996	86,525,351	116,289,089	202,814,440
1997	95,195,643	135,414,312	230,609,955
1998	103,691,724	152,788,376	256,480,100
1999	109,724,319	179,357,161	289,081,480
2000	125,067,865	209,141,515	334,209,380
2001	159,324,936	251,584,478	410,909,414
2002	207,566,825	297,093,646	499,557,277
2003	217,333,229	355,764,893	567,907,402
2004	231,440,757	395,611,766	620,321,913
2005	252,192,778	469,011,715	721,204,493
2006	281,988,480	537,542,494	819,530,974
2007	311,462,073	613,856,662	925,318,735
2008	351,761,297	700,564,208	1,052,325,505
2009	371,663,510	755,600,922	1,127,264,432
2010	347,469,536	738,998,960	1,086,468,496

Adopted County Government and School Operating Budgets: FY 1997 - FY 2010



Note 1: The general government budgeted expenditures for FY 01 include a transfer to the Self Insurance Fund.

Note 2: The general government budgeted expenditures for FY 02 – FY 08 include transfers to the Self Insurance Fund, Public Safety Communications Fund, the Federal Foster Care Reimbursement Fund, the Fire/Emergency Medical Services Tax District, the Rental Assistance Fund and the Office of Capital Construction.



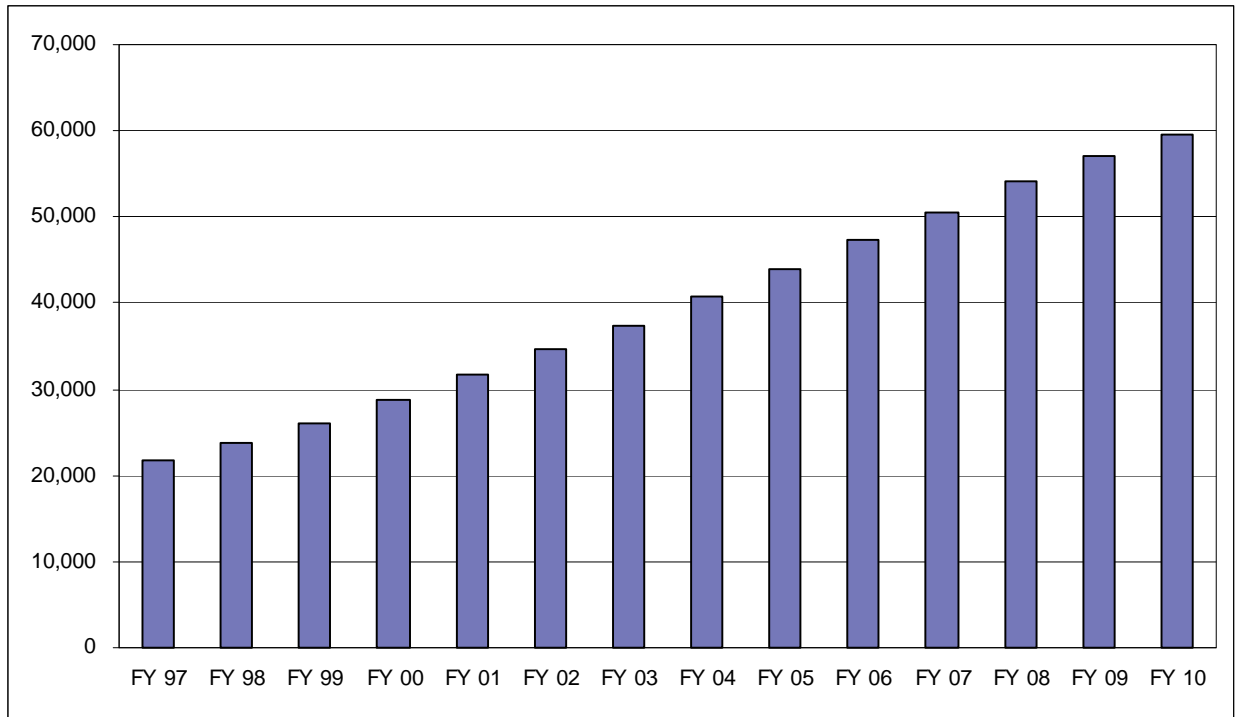
Loudoun County School System Enrollment

Public school enrollment has been increasing rapidly. School enrollment is projected to increase 4% in FY 10, having already increased 5% in FY 09. Projected school enrollment growth exceeds the County's 2010 projected population growth rate of 2%.

Public School Enrollment FY 1996 – FY 2010

1996	19,967
1997	21,733
1998	23,782
1999	26,091
2000	28,787
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 ¹	59,490

Public School Enrollment FY 1997 - FY 2010



¹Projection

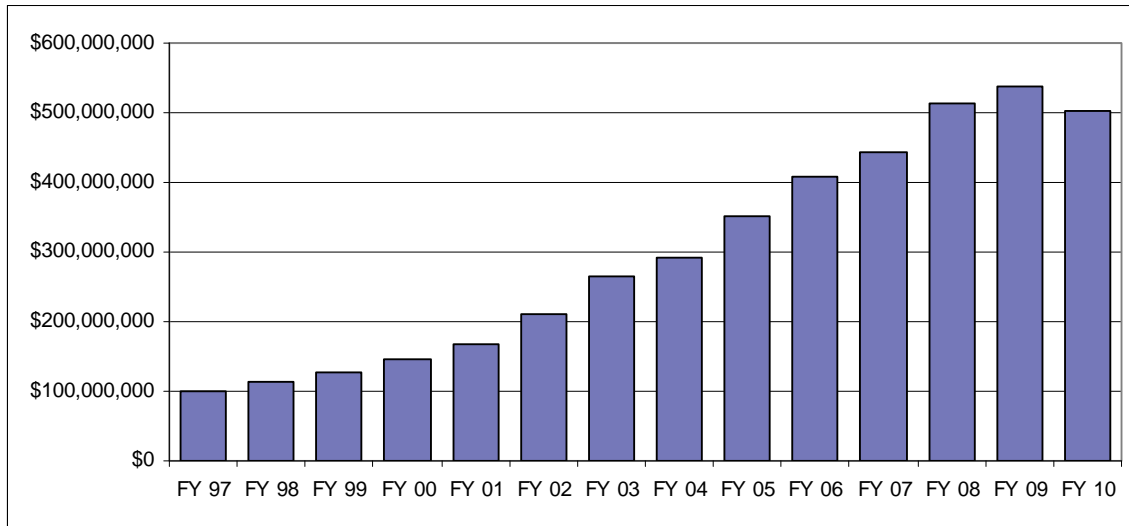
Source: School Board Adopted Capital Improvements Program



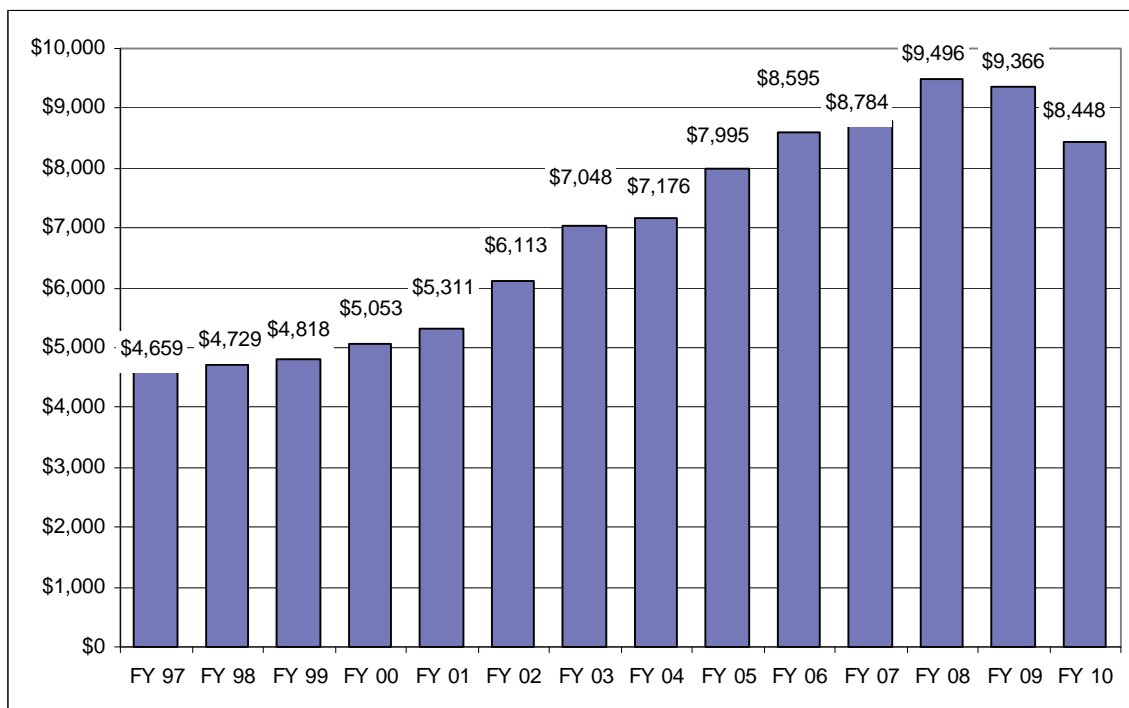
General Fund Transfer to Schools – Total & Per Pupil

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases from FY 95 through FY 09. The general fund transfer to the school system decreased 6.4% for the FY 10 budget, the first decrease since FY 93. School age enrollment has increased 107% since FY 2000. The general fund transfer per pupil declined in FY 09 by 0.8% and by 10.3% to \$8,448 in FY 10.

**General Fund Transfer to School System
FY 1997 - FY 2010**



**Per Pupil General Fund Transfer to School System
FY 1997 - FY 2010**

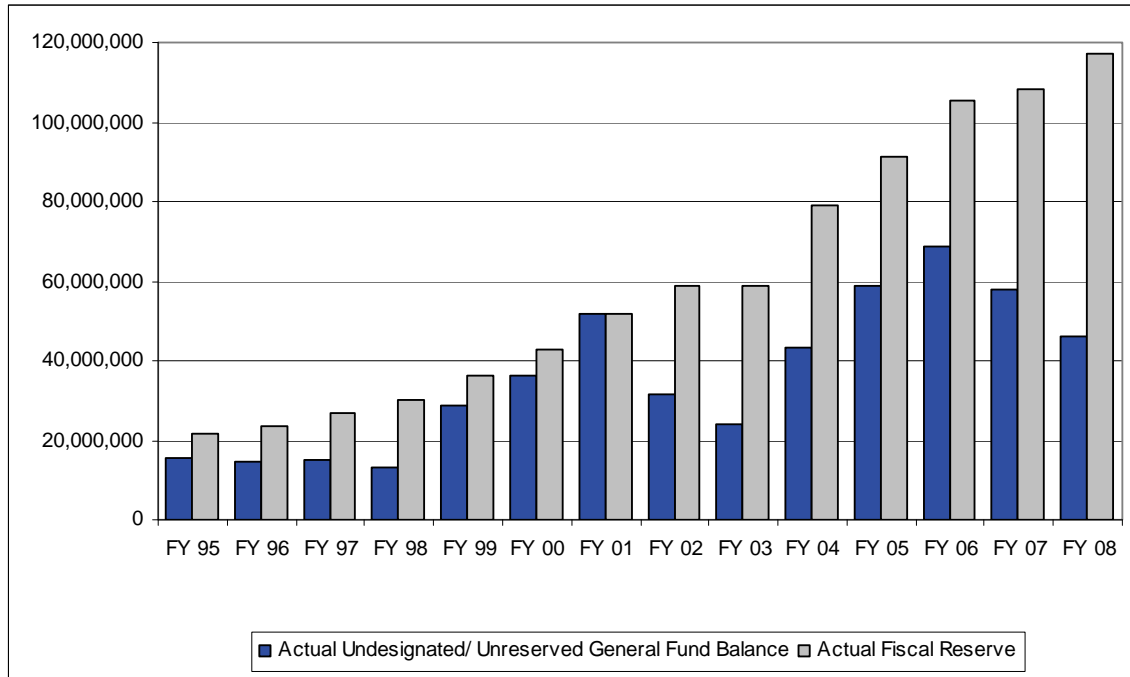




Actual Unrestricted/Undesignated General Fund Balance

Unrestricted/undesignated general fund balance is the amount in the general fund which is not reserved or designated for a specific purpose. The fiscal reserve has been on a marked increasing trend since FY 98. In FY 94, the Board of Supervisors established the County's fiscal reserve and adopted a policy that the reserve will always be maintained at 10% of total expenditures.

**Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance
FY 1997 - FY 2008**



Note 1: Fund balances are as of the end of each fiscal year.

Source: Comprehensive Annual Financial Reports.



DEBT & DEBT SERVICE



Loudoun County Government FY 2010 Adopted Fiscal Plan

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.

In order to ensure consistent, reliable, and predictable financial practices, the Board establishes various fiscal policies and principles through its adopted Fiscal Policy. Most recently updated on May 6, 2008, the Board's Fiscal Policy includes guidelines for a number of ratios related to the County's debt levels, these are listed below.

Loudoun County Debt Ratios (Adopted May 6, 2008)

- 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%.

Debt Service

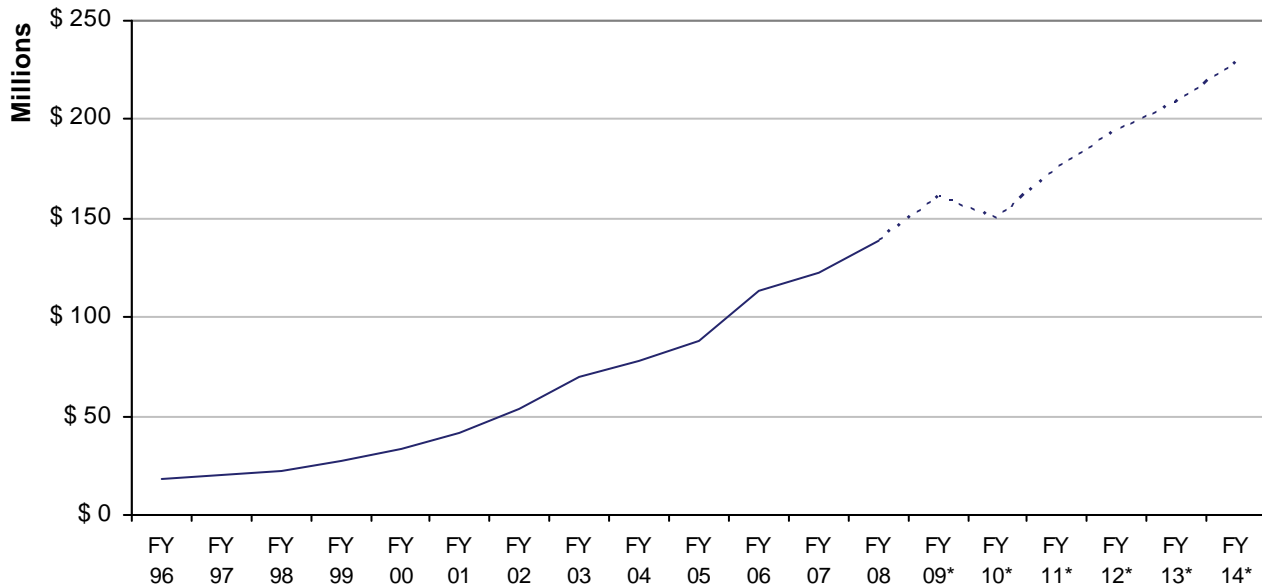
While the County's debt service has been increasing at a faster rate than overall population growth, that increase is due primarily to the County's financing of public school building construction. However, FY 10 debt service expenditures are reduced by an estimated 6.9% from the adopted FY 09 debt service expenditures. Much of that reduction may be attributed to (1) planned delays in bond issuances, (2) the favorable rates the County realized for FY 09 issuances because of its AAA status and (3) exceptional returns achieved through FY 09 refunding. Estimated FY 11 debt service will climb approximately 17% from FY 10, and debt service will continue to rise an average of 8.4% from FY 12 through FY 14, as debt to fund school construction and the County's contributions to the Dulles Metrorail capital project is issued.

Debt service expenditures for school projects are estimated to increase by an average of 3.5% annually through FY 14 when the annual debt service costs for schools reaches \$143.8 million. Debt expenditures for General Government including transportation projects increase by an average of 17.9% annually through FY 14 with the largest expenditure occurring in FY 14 at \$85.4 million. The following charts provide both a retrospective and a prospective view of the County's debt service expenditures as a result of financing approved through Board budgetary actions. More information regarding County debt amounts may be found in the *Debt Service Fund* section of Volume 2 of this budget document.

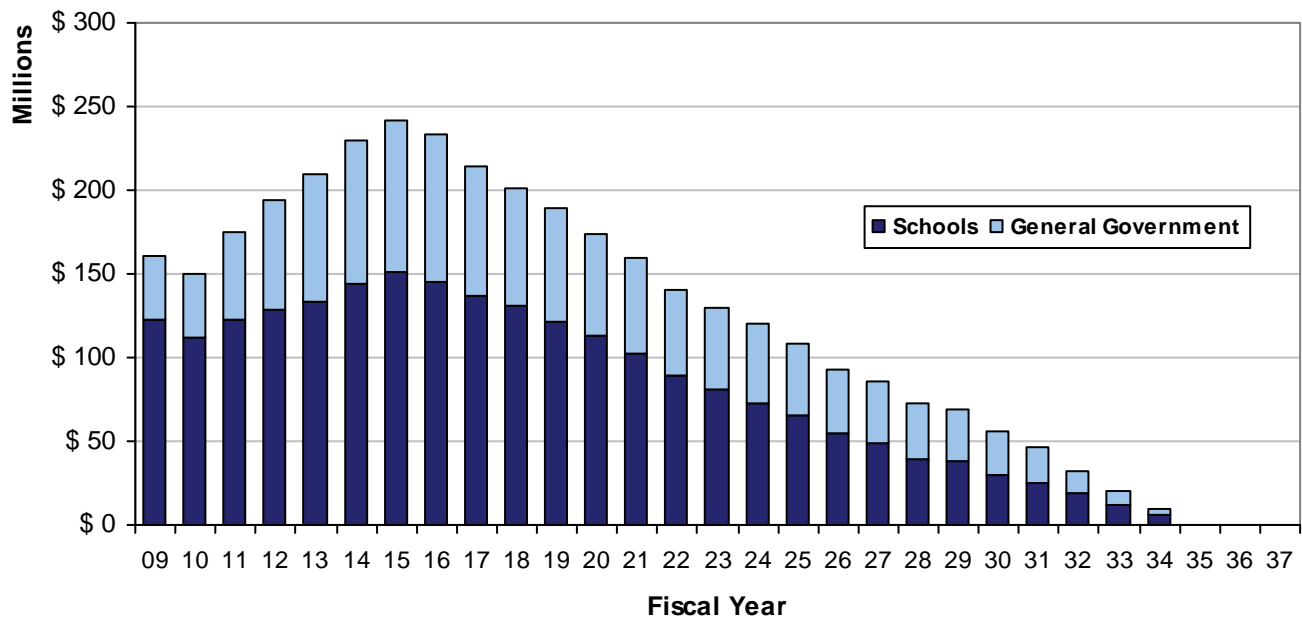


Loudoun County Government
FY 2010 Adopted Fiscal Plan

Debt Service¹ – Adopted Budget
FY 1996 - FY 2014



Total Debt Service Forecast¹
FY 2009 – FY 2037



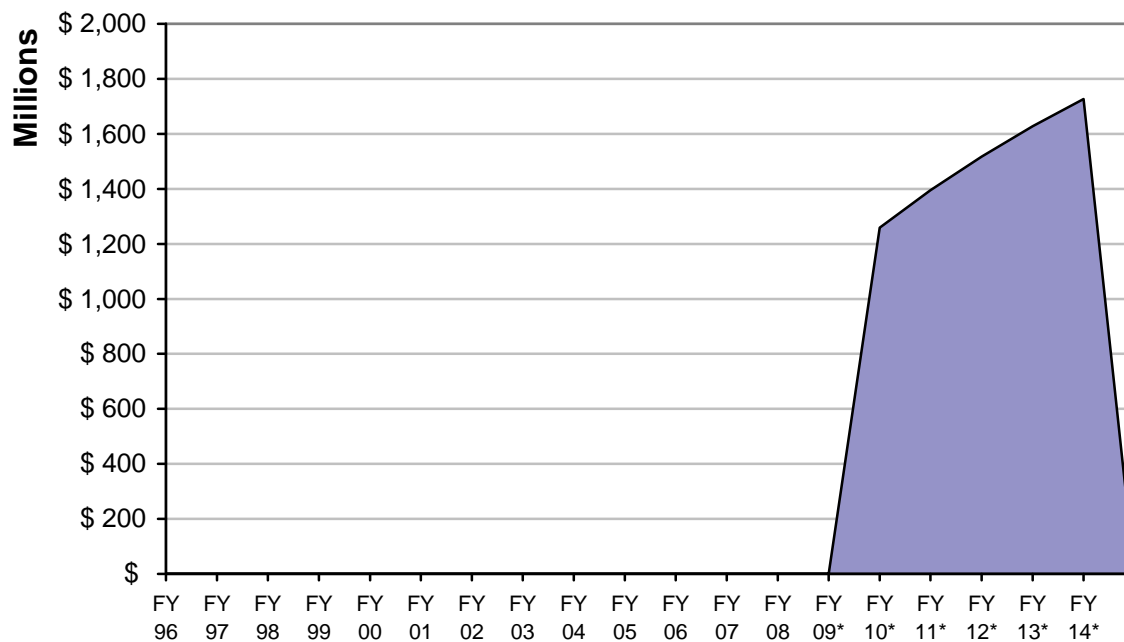
¹, * Estimated. Source: *Debt Service Fund* Section.



Net Debt Outstanding

In response to persisting population growth with accompany capital facility resource needs such as schools, public safety, recreational and general government facilities the County must continue to take on long term debt to finance these infrastructure improvements. The County was able to delay issuing debt in FY 08 as projects under construction spent down already available funds. However, it is estimated that the County will significantly increase its borrowing by the end of FY 09, followed by a decrease of 6.9% in FY 10. Chart 3 below shows that the County's outstanding debt will continue to increase steadily through FY 14 as the County builds more of these facilities, especially schools, and to fund the County contribution to the Dulles Metrorail capital project that will bring service to four stations in the County.

**Total Net Bonded Debt¹ – Adopted Budget
FY 1996 - FY 2014**



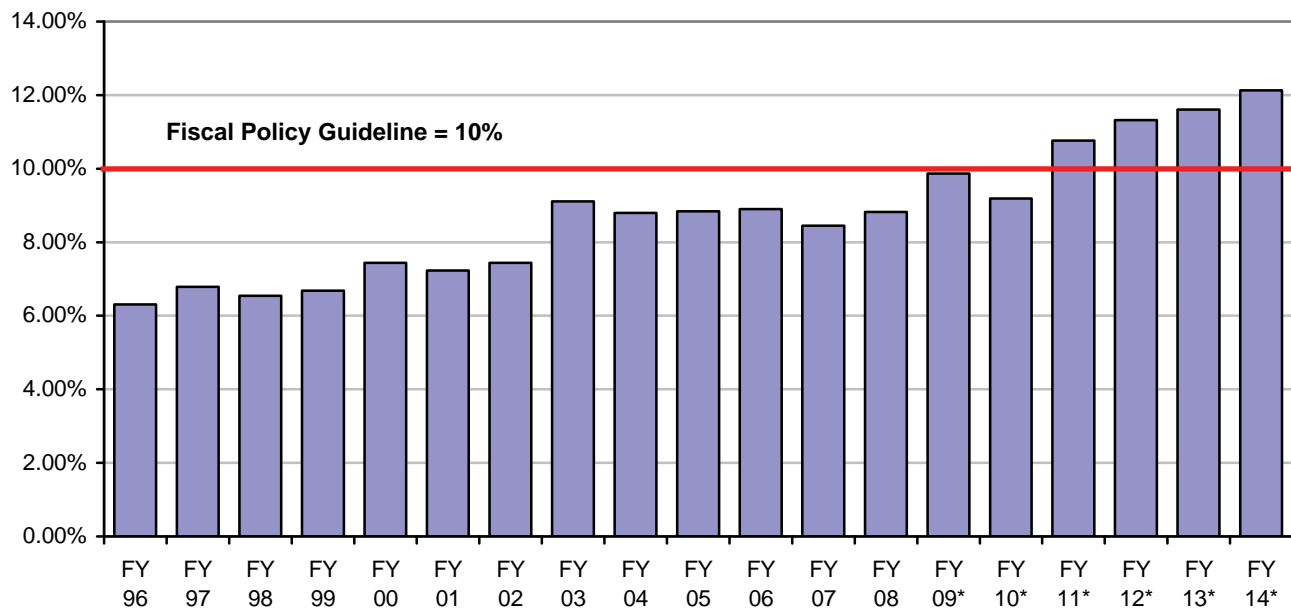
¹ Estimated. Source: *Debt Financing - Impact on Future Debt Ratios* Table, County Comprehensive Annual Financial Report.



Debt Service as a Percentage of Expenditures

From FY 96 through FY 08, the ratio of debt service to total expenditures remained relatively stable since total expenditures increased in concert with debt service. However, beginning in FY 09 and projected to continue in the short-term, the County began to reduce increases in total government expenditures where it was able to do so. The result of these actions has been that debt service as a percentage of total expenditures will continue to grow – particularly as the County borrows additional funds to support school construction. This ratio is projected to breach the Board's Fiscal Policy debt guideline of 10% starting in FY 11, and will continue to rise throughout the CIP period, reaching 12.13% in FY 14.

Debt Service Expenditures as a Percentage of Total Expenditures¹
Adopted Budget
FY 1996 - FY 2014



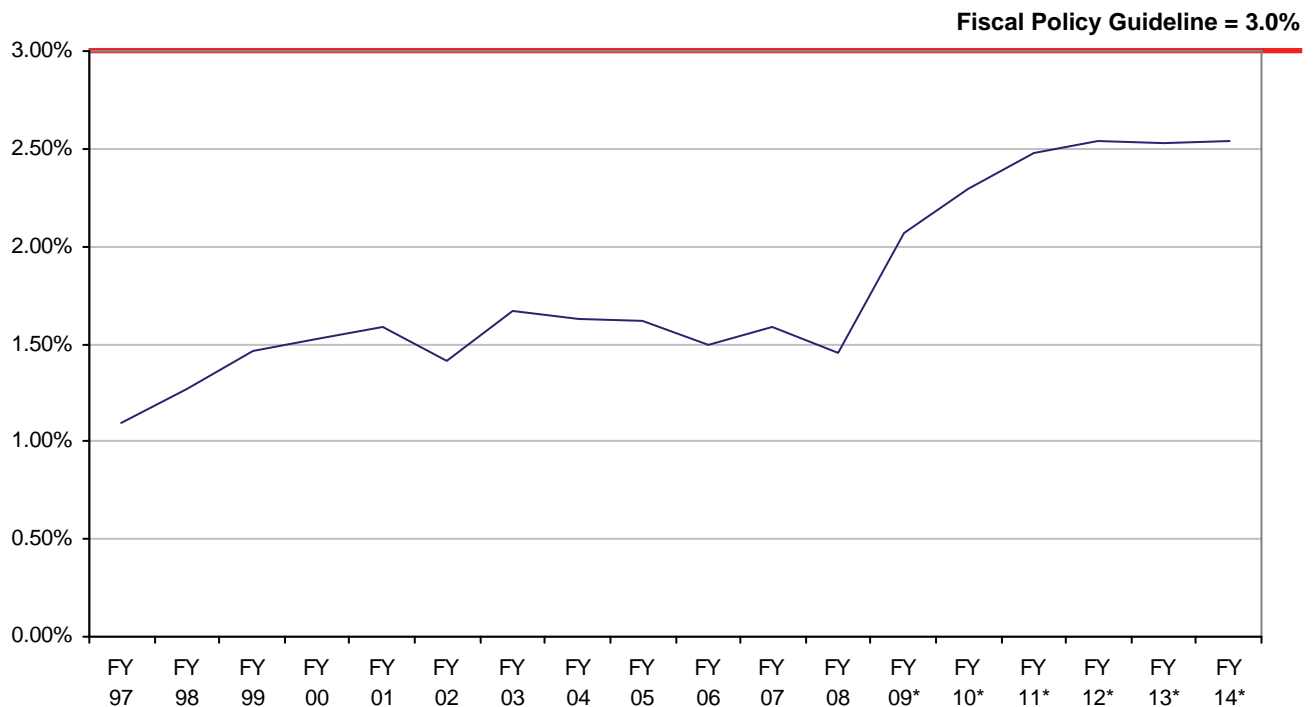
¹, * Estimated. Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County had been relatively stable from 2000 to 2007 as rapidly increasing assessed values offset the increased debt issued to for the construction of new schools and other government facilities to support the growing population. As assessed values continue their steep decline reflecting the slump in the nation's housing market this ratio is expected to begin rising by the end of FY 09, but to remain below the 3.0% benchmark through FY 14.

**Total Net Debt as a Percentage of Total Assessed Value¹ – Adopted Budget
FY 1996 - FY 2014**



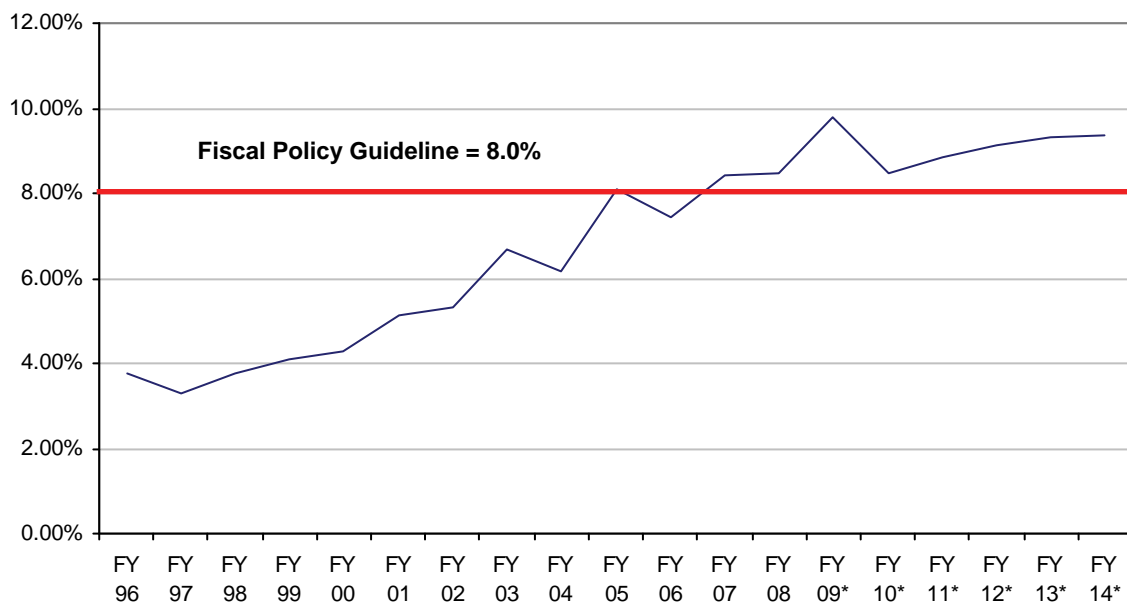
¹, * Estimated. Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report.



Net Debt Per Capita as a Percentage of Per Capita Income

Despite strong and continued growth in the County's per capita income, our correspondingly strong and growing population - particularly those of school-age - demand school, public safety, recreational and general government facilities that must be financed by the County. The ratio of debt per capita to per capita income is estimated to continue to breach the 8.0% benchmark over the FY 09-14 capital planning period.

Net Debt Per Capita as a Percentage of Per Capita Income¹
FY 1996 – FY 2014



^{1,*} Estimated. Sources: *Debt Service Fund* Section, County Comprehensive Annual Financial Report



Major Employers in Loudoun County

The following is a listing of the largest employers in the County as of the second quarter 2008¹.

Employers in Loudoun County with 500 or more employees:

5,000+ Employees

Loudoun County Public Schools

1,000-4,999 Employees

America Online/Time Warner

Loudoun County

Inova Loudoun Hospital

MC Dean, Inc.

Orbital Sciences Corporation

United Air Lines, Inc.

US Airways Express

U.S. Postal Service

Verizon Business

Wal Mart Associates, Inc.

500-999 Employees

Air Serv Corporation

Benchmark Conference Resorts (Lansdowne Resort)

Costco Wholesale

Dobbs International Services

Federal Aviation Administration

Giant Food Stores

Harris Teeter, Inc.

Home Depot USA, Inc.

Homeland Security

Metropolitan Washington Airports Authority

National Electronics Warranty Company

NeuStar, Inc.

Southland Concrete Corporation

Swissport USA, Inc.

Target Corporation

Toll Brothers, Inc.

U.S. Transportation Security Administration

VeriSign, Inc.

Wegmans Food Markets, Inc.

¹ Source: *Virginia Employment Commission*. Compiled by Loudoun County Department of Economic Development.



Glossary

GLOSSARY

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GLOSSARY OF TERMS

501(c)3	Exempt tax status afforded to nonprofit organizations meeting certain criteria.
Accrual Basis of Accounting	A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.
Actuals	Revenues and expenditures that occur in a prior fiscal year. Actuals differ from budgeted figures in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adjusted Gross Income	Adjusted Gross Income is the key before-tax definition of income used by the IRS to compute individual income tax liabilities and is defined as: "all income that is received in the form of money, property, and services and that is not explicitly exempt by law."
Adopted Fiscal Plan	A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Proposed Fiscal Plan. The Adopted Fiscal Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, and performance/workload indicators. This document is commonly referred to as the Adopted Budget.
Annual Budget	An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Appropriation	A legal authorization granted by the Board of Supervisors to a specified organization, such as a unit of the county government or an affiliated regional organization, to make expenditures and to incur obligations for specific purposes. An appropriation is limited in dollar amount and as to when it may be spent, usually expiring at the end of the fiscal year.
Appropriation Resolution	A legally binding document prepared by the Department of Management and Financial Services which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors which are reflected in the Adopted Fiscal Plan.
Assess	To place a value on property for tax purposes.
Assessed Valuation	The appraised value of property for purposes of property taxation. The assigned valuation covers real and personal property at 100% valuation.
Assessment	A charge of money collected by the government from people or businesses for public use.
Asset	Owned resources, possibly held by Loudoun County, which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
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.
Benchmark	A factor or standard used to assess the effectiveness of a service or program in comparison with other organizations or jurisdictions.



GLOSSARY OF TERMS

Bond	A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. County debt, to which the full faith and credit of the County is pledged, is approved by voter referendum. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for County and School construction projects are known as general obligation bonds.
Bond Rating	The rating of bonds as a statement of a locality's economic, financial, and managerial condition. The bond rating represents the business community's assessment of the investment quality of a local government.
BPOL	Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the County.
Budget	A specific plan which identifies a plan of operations for the fiscal year, states the expenditures required to meet that plan of operations, and identifies the revenue necessary to finance the plan. The annual County budget is established by the Board of Supervisors' Appropriation Resolution.
Budget Calendar	Schedule of key dates which a government follows in the preparation and adoption of the budget.
Capital Asset Replacement Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides a mechanism for the replacement and rehabilitation of major components of the School and County physical plant including structural, mechanical, electrical, plumbing and site-related efforts.
Capital 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 year which may be used to make payments in the current fiscal year. This is also referred to as the beginning fund balance.
CDBG	Community Development Block Grant; a Federal grant program administered by the U.S. Department of Housing and Urban Development.
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.



GLOSSARY OF TERMS

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	Funding as defined by the State Auditor of Public Accounts that finances and accounts for the payment of principal and interest on bonds.
Department	Basic organizational unit of government which is functionally unique in its service delivery responsibilities.
Depreciation	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Division	Major organizational subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds are usually reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
Enhancement	"Enhancement" is a general term used for new initiatives that may consist of: (1) expansions or improvements to an existing program, (2) establishment of a new program, (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue, or (4) an increase in revenue due to a new fee or an increase in fee rates.
Enterprise Funds	Funds used to account for operations (a) that are financed through dedicated user fees, or (b) where the Board of Supervisors has decided to appropriate funding for specific operations using a periodic determination of revenues earned, expenses incurred, and/or net income.
Equalization	An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the County. This annual increase or decrease is due to value changes rather than to new construction.



**Loudoun County Government
FY 2010 Adopted Fiscal Plan**

GLOSSARY OF TERMS

Expenditures	Decreases in net financial resources not properly classified as other financing uses.
Facilities Standards Manual	A document by the Board of Supervisors which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funding used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fire/Emergency Services Tax District	A special revenue fund established by the Board of Supervisors in 2007 to provide a dedicated funding mechanism for career and volunteer fire and rescue operations in Loudoun County. The Fire/EMS District is primarily funded by a separate tax rate on real property.
Fiscal Impact Model	A 20-year model developed to help the County plan for future population growth. The fiscal impact model determines the financial impact of growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Policy	A statement of the guidelines and goals that will influence and guide financial management practices.
Fiscal Trends	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical and current data. The fiscal trends section also contains demographic and miscellaneous data useful in assessing the County's government's financial condition.
Fiscal Year	This is the period of time measurement used by the County for budgeting and accounting purposes. The fiscal year consists of the twelve months beginning on July 1st and ending June 30th.
FTE	Full-Time Equivalent, considering all full-time and part-time staff positions. One FTE consists of 1,950 work hours per year.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The amount of money or other resources remaining unspent or unencumbered in a fund at a specific point in time. This term usually refers to funding available at the end of the fiscal year.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	An acronym for Generally Accepted Accounting Principles, this term refers to uniform minimum standards for financial accounting and recording.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made to the School, Debt Service, and Capital Projects funds as appropriate.
General Obligation Bond Financing	G.O. bonds are approved by voter referendum and carry the full faith and credit of Loudoun County.



GLOSSARY OF TERMS

General Plan	An official public document, which is the product of citizen participation, the Planning Commission, the Board of Supervisors, County staff and consultants. The General Plan is a long-range guide for growth, land use and development decisions in the County and provides a framework for consistent future decision-making.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. GIS is a multi departmental resource integrated with several of the County's other computer systems. It is used in part to manage and analyze land information and produce maps in support of the assessment process, in the management of zoning and health information, in the planning process, for addressing County residences, and in landfill management.
Goals	A general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions (e.g., "minimize unemployment among disadvantaged youth").
Grant	A contribution by one organization to another. The contribution is usually made to aid in the support of a specified function, such as health care, housing, crime prevention, etc.
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.
Levy	The imposition of taxes for the support of government activities.
Liabilities	Obligations incurred in past or current transactions requiring present or future settlement.
Liquidity	Funds consisting, or capable, of ready conversion into cash.
Local Gasoline Tax	This is a 2% tax on gasoline sold in the County. Local gasoline tax collections are directed to a special account maintained by the Northern Virginia Transportation Commission (NVTC).
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from 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.



GLOSSARY OF TERMS

Modified Accrual Basis of Accounting	Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable). Under this approach, immature interest on general long-term debt and certain similar accrued obligations are recognized when due.
Non-Revenue Receipt	Assets received by the County which are not in the form of cash, such as Federal food commodities received at the Juvenile Detention Home and donated land from developers in the form of proffers. These are entered in the County records at their fair market value at the time of receipt.
Object Classification	A grouping of expenditures on the basis of goods or services purchased, such as personal services, materials, supplies, equipment, etc.
Objective	A statement of purpose defined more specifically than a goal. Objectives describe specific measurable outputs within a designated timeframe (e.g., "increase the number of children qualifying as Level I swimmers by 20%"). Program objectives are identified for each program description in the budget document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units such that the issuer (the County) is located either wholly or partly within the geographic limits of the other units. The debt is generally apportioned based upon relative assessed value. For example, debt issued by a regional organization with which the County is affiliated would be overlapping debt of the County.
Overmatch	The amount of local tax funding over and above the amount required to leverage Federal and State grant revenue.
Parcel Mapping	The process of producing maps of land parcels in the County. These parcels serve as units for assessing taxes.
Pay-As-You-Go	A term used to describe the practice of financing certain capital expenditures using current revenue as opposed to borrowing.
Pay-For-Performance	An assessment system that provides a process for appraising the quality of work performed by County employees and linking potential pay increases with work performance. The Pay for Performance system is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Performance Measures	Data collected to assess a program's progress toward achieving established objectives and goals.
Personal Property	A category of property other than real estate, identified for purposes of taxation, including personally owned items, corporate property, and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishing and manufacturing equipment. Goods held for sale by manufacturers, wholesalers, or retailers (i.e., inventory) are <u>not</u> included.
Policy	A high-level overall plan embracing the general goals and acceptable procedures of the governing body.
Private Contributions/Donations	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.



GLOSSARY OF TERMS

Proffer	An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include fleet management, field services, outpatient services and the Loudoun Youth Initiative.
Property Tax Rate	The rate of taxes levied against real or personal property expressed as dollars or \$100 of equalized assessed valuation of the property taxed.
Proposed Fiscal Plan	A plan of financial operations submitted by the County Administrator to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators. In addition, sections are included to show major budgetary/financial policies and guidelines used in the County's fiscal management. The document is commonly referred to as the proposed budget.
Proprietary Fund Types	Funds that account for County activities which are similar to private sector businesses. These funds measure net income, financial position and changes in financial position.
Prorate Tax System	A system in which taxes are assessed proportionally during the year.
Public Service Property	Property specifically designated for public service use, as determined by the State Corporation Commission. This category includes designated real property, such as land and buildings and other property, such as computers, copiers and cash registers.
Real Property	Real estate, including land and improvements (building, fencing, paving), classified for purposes of tax assessment.
Referendum	The principle or practice of submitting to popular vote a measure passed on or proposed by a legislative body or by popular initiative.
Regional Organization	Organizations to which the County is either a member or contributes as a funding source.
Resolution	A formal expression of opinion will, or intent voted by an official body or assembled group.
Revenue	An increase in assets or financial resources. Revenue types are from local sources, from the Commonwealth of Virginia, the Federal Government, and from Non-Revenue Receipts (other Financing Sources).
Revolving Loan Fund	A fund established by the Board of Supervisors for County Government, School, and Fire and Rescue company capital projects. Loans from the fund must be repaid back into the fund.
Rollback taxes	Amount of the difference between the taxes calculated for a property with and without the exemption for the previous five years.
Short-Term Debt	Debt with a maturity of less than one year after the date of issuance.
Special District	An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are the Fire/EMS Tax District, the Route 28 Special Improvement District and the Dulles Industrial Park Waster and Sewer District.



GLOSSARY OF TERMS

Special Revenue Funds	A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes.
State Compensation Board	A State Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.
Task Force	A group of individuals organized to discuss and research a particular topic. Task forces are often used as advisory groups on a given topic.
Tax Base	The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.



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