
LOUDOUN COUNTY BOARD OF SUPERVISORS

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Loudoun County Public Schools:

Sam Adamo, Bev Tate, Kevin Lewis, Janet Gorski

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, 2005. 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.







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 about 278,000 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 1990's; since 2000, Loudoun County has been one of the fastest growing counties 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 agricultural living to its residents.

County Population*	278,778	Land Area (square miles)	517
Adjusted Gross Income***	\$80,709	Unemployment Rate	2.0%
Household Income**	\$120,235	Total Employment*	139,248
Public School Enrollment*	50,740	New Commercial Construction**	3,797,254 sf.
Cost Per Pupil*	\$12,098	New Residential Construction**	5,065 units
County & School Employees*	11,278	Office/Industrial Vacancy Rate**	13.1%

* Projected FY07

** Calendar Year 2005

***2003 figure

Top 10 Real Property Tax Payers

	<i>% of Tax Base</i>
America Online, Inc.-	0.65%
UUNET Technologies, Inc.	0.61%
Dulles Town Center Mall, LLC	0.37%
Virginia Electric and Power Company	0.37%
MCI Worldcom Network Services Inc.	0.36%
Toll Road Investors Partnership II, LP	0.31%
Belmont Land, LP	0.30%
Smith, Verlin W. et als Trustees	0.30%
Verizon Virginia Inc.	0.23%
PLC Dulles LP	0.20%

Top 10 Employers

	# of Employees
America Online, Inc.	5,000+
Loudoun County Public Schools	5,000+
Loudoun County	1,000-4,999
Department of Homeland Security	1,000-4,999
Loudoun Hospital Center	1,000-4,999
Toll Brothers, Inc.	1,000-4,999
U.S. Postal Service	1,000-4,999
United Airlines, Inc.	1,000-4,999
Verizon Business	1,000-4,999
Airline Pilots Association	500-999

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

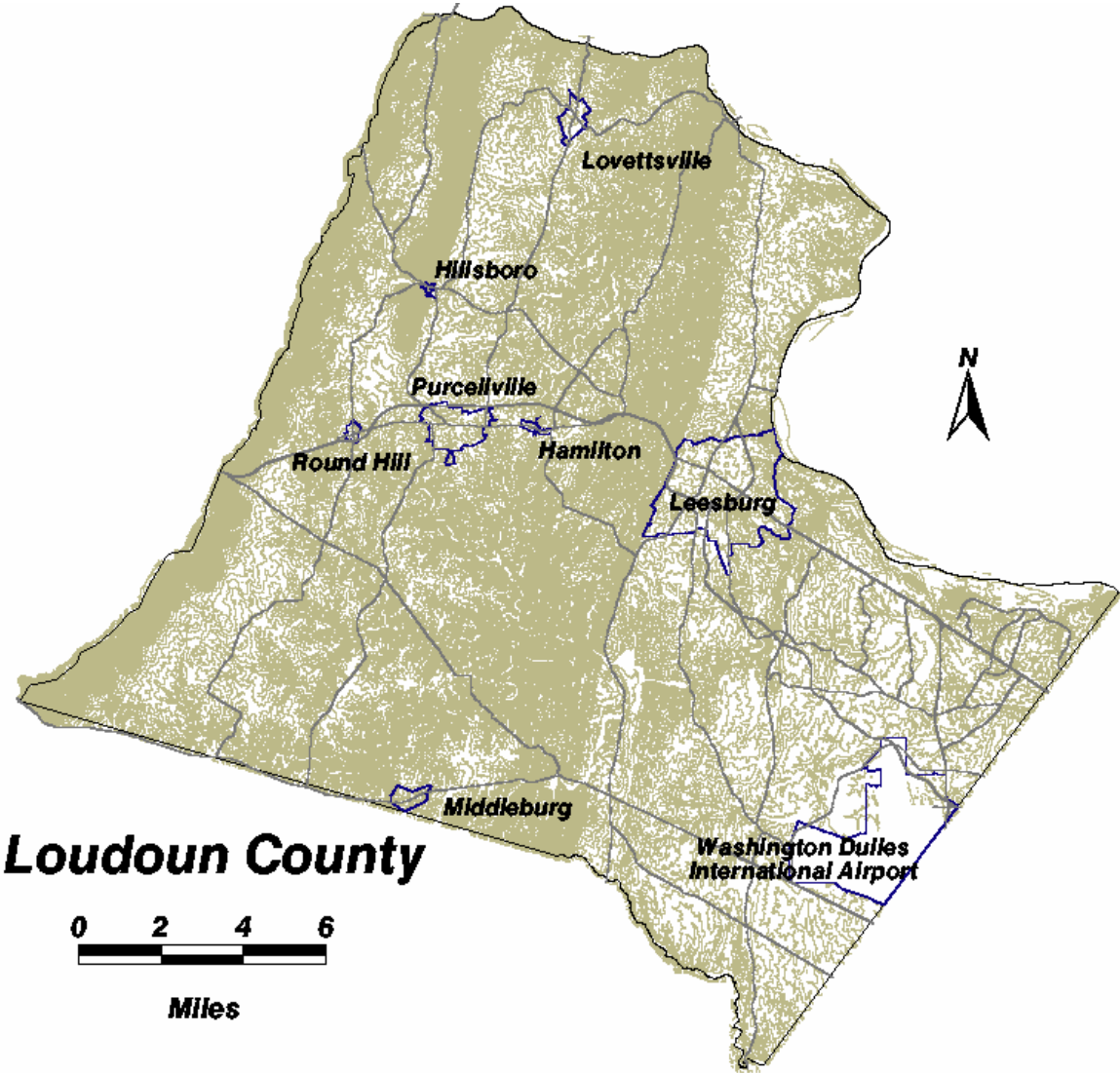




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Executive Summary

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Board of Supervisors

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July 1, 2006

To the Citizens of Loudoun County:

As the Chairman of the Loudoun County Board of Supervisors, I hereby present to you the FY 07 budget for the operation of your County government. The budget sets forth a plan for funding County government operations and the school system.

The public process of developing the budget began in February 2005, when the County Administrator presented the FY 07 Proposed Fiscal Plan to the Board of Supervisors. This document incorporated guidance provided by the Board during the preceding months, including the need to reduce the real property tax rate, address current and anticipated service and facility needs and cultivate public-private partnerships with community-based organizations and other service providers.

The Board of Supervisors held a public hearing on March 1 to give members of the public the opportunity to express their budget priorities. After the public hearing, the Board met in worksessions during March and April to deliberate on the budget. Throughout the budget review process, the Board received comments from hundreds of citizens through the County's e-mail system, and received many calls on the Citizen Comment Line and from residents who spoke at the public hearing and other public meetings.

In our deliberations, the Board had to make difficult decisions to balance service responsibilities and issues of affordability. The Board of Supervisors voted to approve on April 4, and subsequently reaffirmed on April 18, a real property tax rate of \$0.89 for FY 07. This constitutes a reduction of 15 cents from the FY 06 rate.

Economic and Demographic Environment

Last year marked a major milestone as Loudoun County achieved Triple-A status with all three major bond rating agencies. These ratings from Moody's, Fitch Ratings, and Standard and Poor's place Loudoun in the position to receive the most favorable interest rates available in issuing bonds. They also signify that Loudoun is a first-class community that possesses the resources and commitment necessary to provide important public services needed by the hundreds of thousands of people who live and work here.

Loudoun's high bond ratings are the result of many factors working together, including sound financial management of the County's limited resources, a favorable economic environment and commitment to economic development, and a willingness and capacity to invest in the County's future by providing essential community services, facilities and infrastructure.



In issuing its AAA rating last December, Standard and Poor's cited the County's "strong tax base growth, high and rising wealth levels, and completion of a financial forecasting model that provides the county with another financial tool as it copes with ongoing development." Standard and Poor's also said that "the county's historically low unemployment rate speaks to its economic strength" and the agency anticipates that "the county will continue to manage growth pressures, while maintaining its strong financial position."

Fitch Ratings upgraded Loudoun to AAA in June 2005. In issuing its rating, the firm noted "Loudoun County's demonstrated ability to achieve strong financial performance and manage a large and complex capital plan in a rapid growth environment." Fitch also cited Loudoun's "sizable tax base, diversifying economy, and relative affluence," noting that the County "has managed to build and maintain ample fiscal reserves across all governmental operating funds while addressing significant school capital and operating needs largely from own-source revenues."

In a report reaffirming Loudoun's Aaa bond rating, first issued in 2004, Moody's cited several other key factors contributing to the bond rating, stating that Loudoun "has a strong, growing and diverse tax base, high wealth levels, consistently solid financial performance, and moderate but increasing debt levels," and that it expects these factors to remain favorable. Moody's also cited Loudoun's high rate of job growth, low unemployment, and high per capita income.

Loudoun County continues to be ranked among the fastest growing counties in the United States, with a population that is projected to grow by 13,000 to 16,000 residents per year for the next several years. This rapid population growth continues to be the dominant local trend affecting the County government.

The regional economy is relatively sound, and Loudoun County remains highly attractive to employers and workers. Regional economic growth and job creation has encouraged Loudoun's population to grow from 86,000 in 1990 to about 263,000 in 2006. It is estimated that the County's population will exceed 318,000 by 2010.

This growth will lead to further economic development and spin-off businesses, requiring additional retail and other service industries. However, the County faces significant challenges resulting from the increasingly high demand for schools and public services, changing expectations on the part of our residents, and changing service patterns and requirements.

Fiscal Trends

Debt Load and Capacity

One of the main factors impacting the development of the FY 07 budget is debt. The County will carry a debt load of about \$1 billion in FY 07, mainly attributable to new school construction. Despite committing a significant amount of funding to pay-as-you-go project financing, the County's outstanding debt will increase dramatically over the next several years, largely because of voter-approved bond initiatives. By the end of FY 12, the level of outstanding debt could reach nearly \$1.4 billion.

Loudoun's ambitious Capital Improvements Program will also have a significant impact on operating expenses after these projects are complete and become operational. The FY 07 budget includes additional expenditures associated with new facilities for both the County and the School system. While no new schools will open in FY 07, the adopted School Board budget includes \$31.5 million to accommodate increases in enrollment. The budget for General County Government includes more than \$1.2 million in operational expenditures for new County facilities scheduled to open in later in FY 06 and in FY 07.

Insufficient Funding from State

Loudoun County continues to receive a diminishing share of funding from the State for many needed services. This trend is evident in the rate of reimbursement provided for State-mandated constitutional offices.

Between FY 03 and FY 07, expenditures for the Sheriff, Commonwealth's Attorney, Commissioner of the Revenue, Treasurer, General Registrar, Electoral Board and the Clerk of the Circuit Court increased by \$29.2 million, from \$41.9 million to \$71.1 million, or 70%. During the same period, State Compensation Board funding increased by about \$875,000, from \$8.2 million to \$9 million, or 10.7%.

State Compensation Board funding now constitutes 12.7% of the constitutional offices' revenue, down from 19.5% in FY 03. Even with the State's personal property tax reimbursement program, revenue from the Commonwealth now accounts for only 9.4% of General Fund revenue, as compared with nearly 12% in FY 03. This situation is not likely to improve in the near future.

Budget Overview

The FY 07 budget includes about \$1.4 billion in total appropriations. Of this amount, \$746 million will be supported by local tax funding. The Board reduced the real property tax rate from \$1.04 to \$0.89 and limited the impact of School system costs on taxpayers by reducing the School Board's FY 07 funding request by \$24.2 million. However, the FY 07 School system operating budget still represents a \$76.3 million, or 14%, increase over FY 06.

The FY 07 budget includes \$953.4 million for school operating costs, capital projects, asset replacement, and debt service; \$399.3 million for general county operations, capital projects, asset replacement, and debt service; \$7.5 million to implement the Comprehensive Services Act for At-Risk Youth (CSA); \$8.2 million for the Rt. 28 Highway Improvement Fund; and \$23.7 million for other funds.

About 73 percent of the \$746 million in revenues from local taxes will be used for school operating expenses and debt service, while about 26 percent will fund general County operating expenses and debt service. The remainder will be used to implement the CSA. Local funding for the School system's operating budget will increase by \$35 million (7 percent) in FY 07, while local funding for the general County government will increase by \$25.2 million (14 percent). Of the \$0.89 tax rate, 64.9 cents supports the School system budget.

Among general government services, local funding for public safety continued to increase and the relative share of funding for all other services declined. While the share of local tax funding for public safety operations has increased from \$254 per capita in FY 05 to \$271 per capita in FY 06 and \$282 per capita in FY 07, all other categories of government operations decreased from \$309 per capita in FY 05 to \$265 in FY 07.

County Government Enhancements

The adopted FY 07 fiscal plan provides funding in the general County government operating budget for several new initiatives, most of which address either critical public safety needs, management of capital projects or human services needs. Among the initiatives requiring additional local resources are:

- Law enforcement enhancements, including funding for additional Sheriff's field deputies;
- Staffing and equipment for fire and rescue services and support for volunteer fire and rescue companies;
- Staffing for emergency communications and dispatching;
- A new Office of Capital Construction to manage county government construction projects;
- Support for the Loudoun Youth Initiative, including the Purcellville Teen Club and the Eastern Loudoun Library Teen Center;
- Staff and operational funding to open the Carver Senior/Community Center in Purcellville, and;
- Additional staffing for the Mental Health Day Support and Child Protective Services programs.

Capital Improvements Program

The Board also adopted a Capital Improvements Program (CIP) totaling about \$1.4 million for FY 07-12. The CIP includes plans for building 11 elementary schools, two middle schools, and three high schools, as well as renovations to several older schools and land for future school projects.

For the first time, the adopted CIP supplements State efforts by appropriating \$12.5 million in preliminary engineering funding for road improvement projects. Other projects in the CIP include:

- Public safety center for fire, rescue and law enforcement in Brambleton;
- Eastern and western Sheriff's substations;

- New fire and rescue stations in Aldie, Kirkpatrick Farms, Leesburg South, the Dulles/Rt. 28 area, and western Loudoun, and renovations to other stations;
- Modular additions to the Adult Detention Center and an expansion to the Juvenile Detention Center;
- Broadlands Recreation Center, Brambleton District Park and renovations to County community centers;
- Dulles South Library;
- Renovations to the school system's former administration building in Leesburg for use as a senior center and administrative headquarters for the county's library system, and;
- Buildout of additional courtrooms to accommodate a new General District Court judge.

As in past years, long-term debt is the major source of funding for the CIP, which will require borrowing about \$1.1 billion over the next six years. The Board has also made a significant commitment to pay-as-you-go financing for capital projects, with approximately \$290 million of the CIP to be provided through local tax funding.

The FY 07 capital budget of \$291 million includes funding for \$76 million in general government projects and \$215 million in projects for the County Schools, and relies on approximately \$41 million in local tax funding, \$48 million in proffers, \$4 million in State lottery aid, \$190 million in general obligation bonds and lease purchase financing and \$8 million in Gas Tax, Commonwealth aid and fees.

Debt service for FY 07 totals \$121.9 million, an increase of \$9.2 million over FY 06. Debt service associated with general county projects totals \$19.3 million, while debt service for school projects totals \$102.6 million.

Conclusion

The Board of Supervisors has adopted a budget for FY 07 that includes funding for initiatives which the Board has identified as having a high priority, especially in the areas of public safety and capital construction. It also addresses the most critical community services needs to help maintain Loudoun County's high quality of life as the population continues to grow.

Sincerely,



Scott K. York

Chairman

Loudoun County Board of Supervisors



Loudoun County Organization Chart

Loudoun Residents

Board of Supervisors

Standing Committees:

- Economic Development
- Finance/Government Services
- Human Services
- Public Safety
- Transportation/Land Use

Court System

School Board

Policy Boards:

- Community Services Board (MH/MR/SAS)
- Library Board of Trustees
- Loudoun County Board of Social Services (Family Services)

County Attorney

County Administrator

Public
Safety

Community
Development

Finance

Community
Services

Internal
Operations

- * Animal Care & Control
- * Clerk of Circuit Court
- * Commonwealth Attorney
- * Community Corrections
- * Fire & Rescue Services
- * Juvenile Court Service Unit
- * Sheriff

- * Building & Development
- * Economic Development
- * Health Services
- * Planning Services
- * Solid Waste Management
- * Transportation Services

- * Clerk of Circuit Court
- * Commissioner of Revenue
- * Management & Financial Services
- * Treasurer

- * Extension Services
- * Family Services
- * Health Services
- * Library Services
- * Mental Health, Mental Retardation & Substance Abuse Services
- * Parks, Recreation and Community Services

- * Capital Construction
- * General Services
- * Information Technology
- * Management & Financial Services
- * Mapping & Geographic Information
- * Public Information

User's Guide

The *FY 2007 Fiscal Plan* is divided into eight sections to explain the County's planned expenditures and supporting revenues.

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.

Revenue

This section includes tables, charts and graphs that present the County's sources of revenue in FY 07: General Property Taxes, Local Non-Property Taxes, Other Local Sources of Revenue, Aid from the Commonwealth, and Federal Payments.

Program Budgets

The County explains 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 their operations, revenues and expenditures in detail. The program areas are *General Government Administration, Public Safety and Judicial Administration, Health & Welfare, Parks, Recreation & Culture, Community Development, and Miscellaneous*.

Department History

Provides a brief description of enhancements provided to each department over the past five fiscal years. Enhancements include changes to revenues, expenditures, and employees (FTE's).

Capital Improvement Program (CIP)

Provides detailed information regarding the County's proposed 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, operating impact and the costs of land acquisition, engineering, design and construction.

Debt Service

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

Provides a description of funds that do not fall into any of the *Fiscal Plan's* major program areas.

Fiscal Trends

Provides charts, graphs and narratives that describe economic and demographic trends occurring within the County.

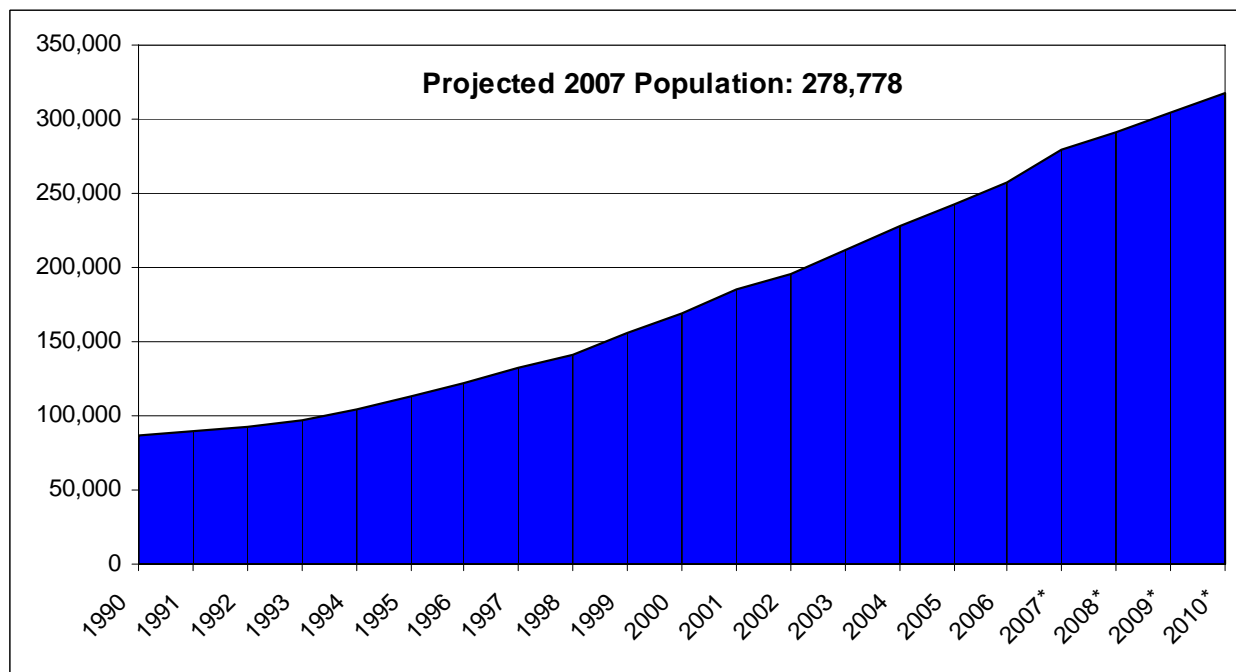
Fiscal Year 2007 Budget Process

Loudoun County's Fiscal Year 2007 begins on July 1, 2006, and ends on June 30, 2007. The County initiated its budget process in August 2005 to ensure the *Fiscal Plan* was adopted on time. Between September and November, the Departments submitted their budget requests to the Budget Office, which then support the County Administrator in his development of the *FY 2007 Proposed Fiscal Plan*. The Board of Supervisors organized budget worksessions, committee meetings and public hearings to review and revise the *Proposed Fiscal Plan*. Once the review process was complete, the Board of Supervisors officially approved the *County Adopted Fiscal Plan*.

Date	Action	Description
August 2, 2005	Budget Kickoff Meeting	The County Administrator provided departments with instructions for the upcoming budget process. Department heads compiled unmet needs lists and prioritized program enhancements.
September 8, 2005 – October 11, 2005	Department Meetings with the County Administrator	Each department met individually with the County Administrator to review their unmet needs and request enhancements. The County Administrator provided general direction to department heads regarding what to include in their budget requests.
October 14, 2005	CIP Forms, Department Base Budgets & Revenue Projections	Departments were asked to submit their base budget projections to begin compiling the overall fiscal plan. Departments submitted narratives, performance measures & authorized enhancement forms.
November 14, 2005- December 16, 2005	Proposed Fiscal Plan Development	County Administrator's senior staff and financial management incorporated base budget data, enhancement requests and projected fiscal data to develop the <i>FY 07 Proposed Fiscal Plan</i> .
January 2006	Draft Fiscal Plan Production	Budget staff organized, edited and compiled the final draft of the <i>FY 07 Proposed Fiscal Plan</i> to present to the Board of Supervisors.
February 14, 2006	County Administrator presented <i>FY 2007 Proposed Fiscal Plan</i> to the Board of Supervisors	The <i>FY 07 Proposed Fiscal Plan</i> was officially presented to the Board of Supervisors.
March 1, 2006	Public Hearings	The Board of Supervisors held a public hearing to gather public input on the <i>FY 07 Proposed Fiscal Plan</i> .
March 7 - April 8, 2006	Board of Supervisors' Budget Worksessions	The Board held budget worksessions to review the <i>FY 07 Proposed Fiscal Plan</i> and made changes to appropriations, revenue and tax rates.
April 5, 2006	Board of Supervisors adopted tax rates for Tax Year 2006	The Board set tax rates for Tax Year 2006.
April 18, 2006	Board of Supervisors adopted the <i>FY 07 Adopted Fiscal Plan</i>	The Board adopted the FY 07 Appropriations Resolution, creating the <i>FY 07 Adopted Fiscal Plan</i> . Staff completed final edits and sent the budget document to the printer.
July 1, 2006	Beginning of FY 2007	<i>FY 07 Adopted Fiscal Plan</i> implementation.

Demographic Environment

Loudoun County is one of the fastest growing counties in the United States. In the 1990's, the County nearly doubled its population with a 97% growth rate. The County's estimated population in 2007 will be 278,778; a population increase of 64% since 2000. Projections show the County will continue to grow at a rate of about 88% during this decade (2000-2010).

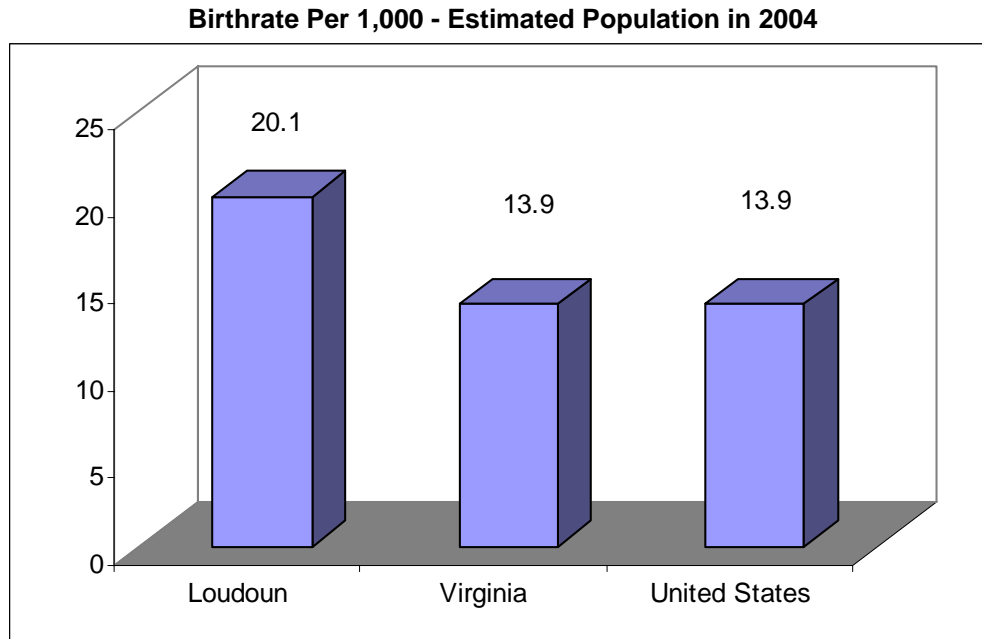


**Projected*

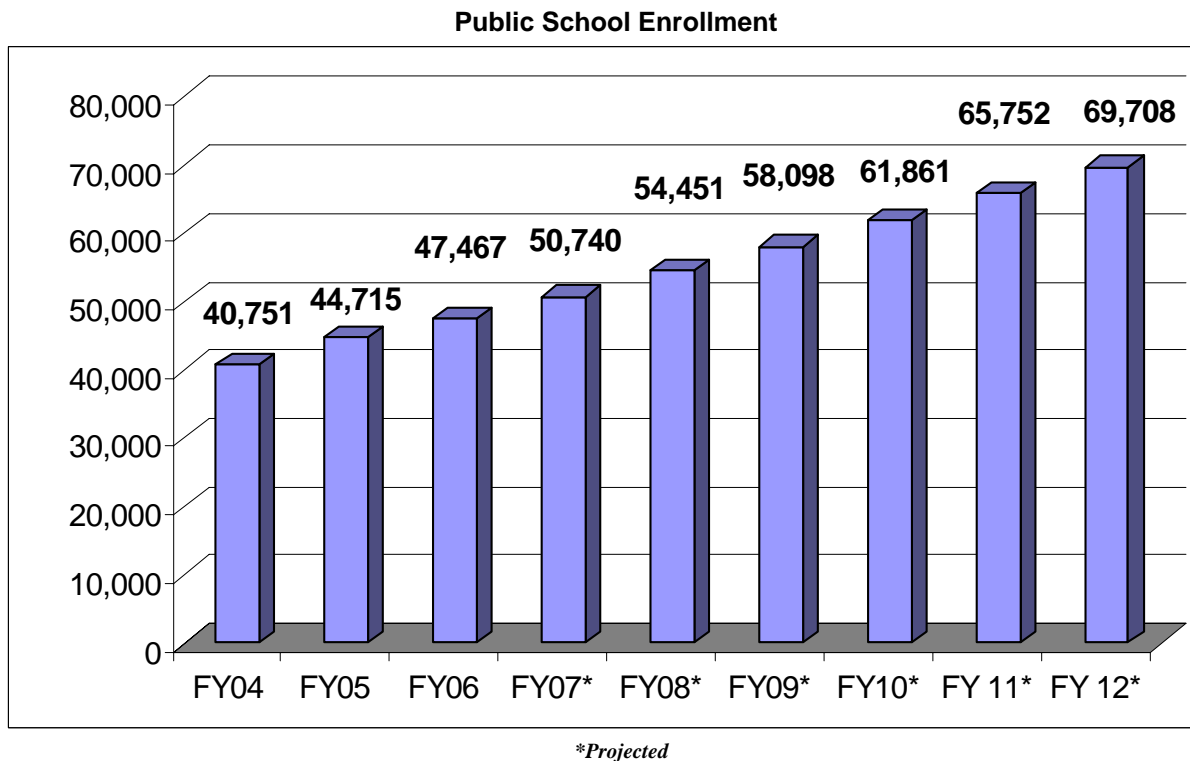
The majority of the County's population growth is due to the in-migration of new residents. It is estimated that more than 60% of Loudoun's population growth during the last two decades was due to migration. Sixty-three percent of Loudoun's residents have lived in the County for less than ten years. Many new residents come to Loudoun County to take advantage of its growing economy, job opportunities, housing availability and public school system.

Population growth can also be attributed to the County's high birthrate, which is roughly 45% higher than both the Commonwealth of Virginia's and the national average. This is due to the fact that young families dominate the County's population. Thirty-five percent of the County's residents are between the ages of 25-44.

Demographic Environment



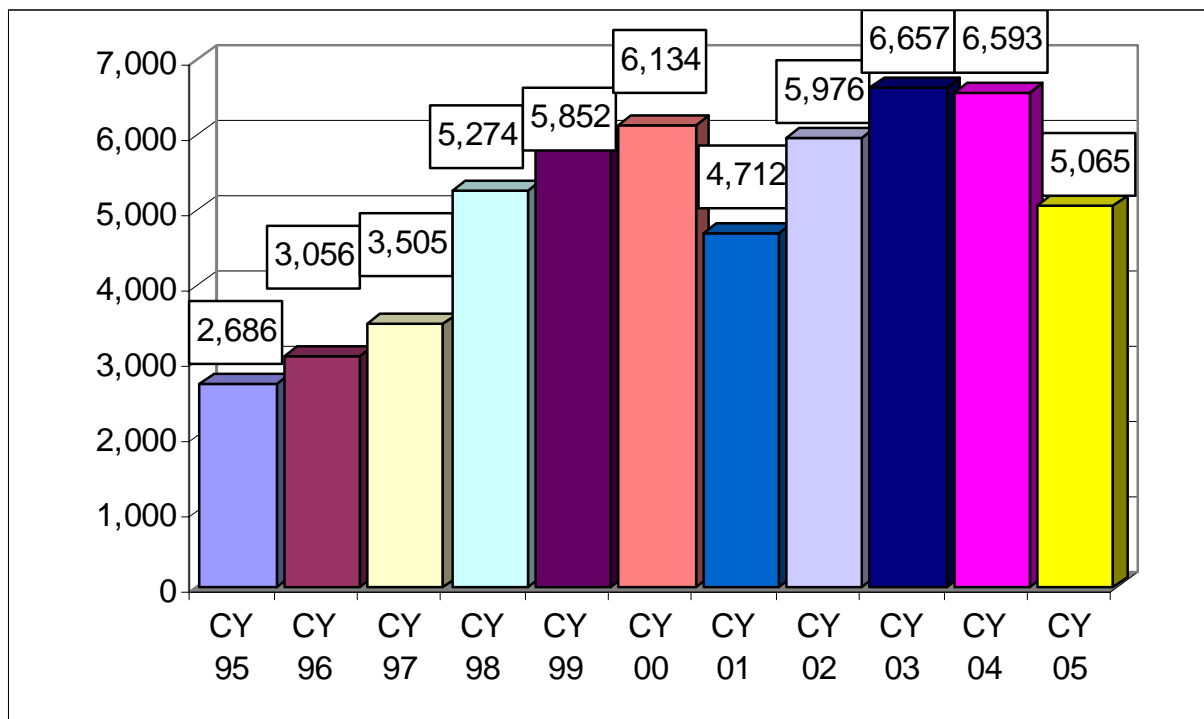
The high percentage of young families is responsible for the County's large population of school children. Twenty-six percent of the total population is between 5-19 years old; another 10% of the population is under five years old. Loudoun's public school enrollment grew 117% during the 1990's, and continues to increase 9% annually. Public school enrollment in 2007 is projected to total 50,740.



Demographic Environment

The number of residential building permits issued by the County will remain at a high level for the foreseeable future. In 2005, 62% of housing units in the County were single-family detached units, 26% were single-family attached units and 12% were multi-family units.

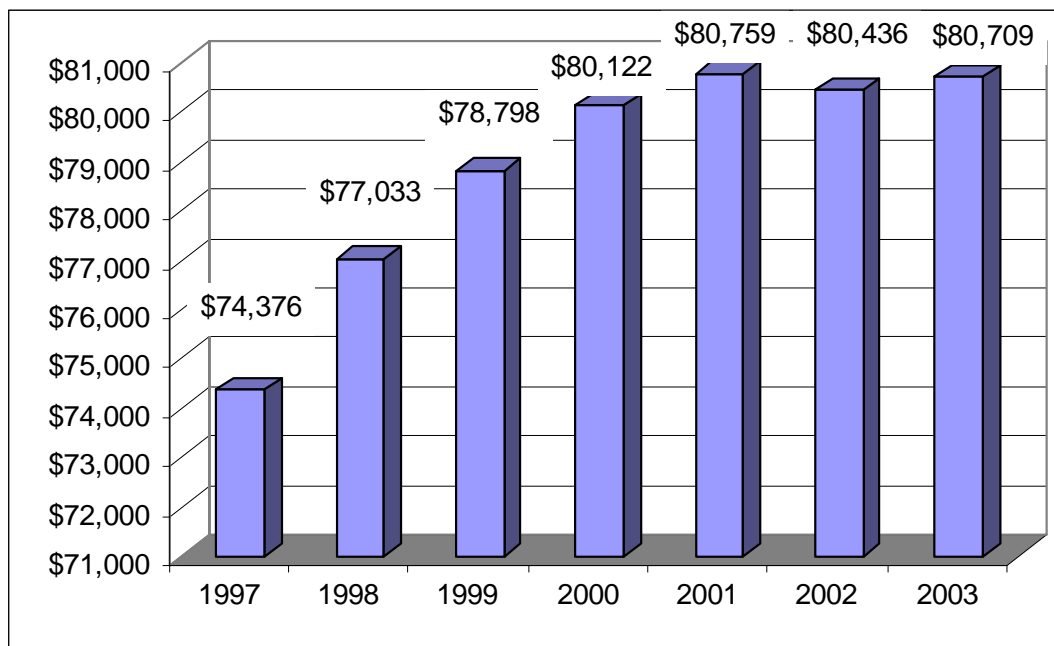
Residential Building Permits Issued for New Construction



Demographic Environment

The County's population growth is accompanied by high levels of income. The median adjusted gross income (income for married filers) grew from \$69,152 in 1996 to over \$80,000 in this decade. The U.S. Census Bureau's estimate of median household income tells a similar story. The most recent estimate, for 2003, is \$80,709.

Adjusted Gross Income of Loudoun Married Filers

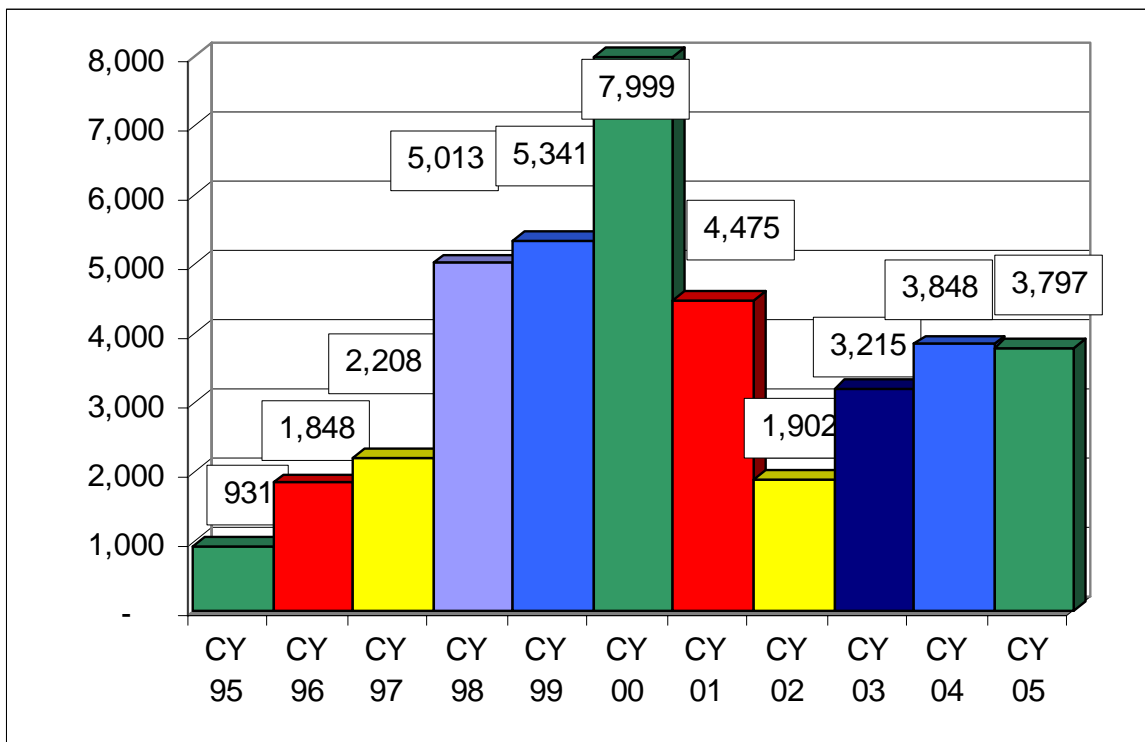


Economic Environment

In 2005, Loudoun County increased its overall employment by 6.9%. The increase in employment can be attributed to growth in the transportation & warehousing, construction, retail and service industries. Of the total number of jobs located in the County, 70% are employed in wholesale and retail trade, information technology, transportation, finance, insurance, real estate and other service industries.

While many jurisdictions are concerned about the economy, the Washington region is one of the few high growth regions in the northeastern United States. The County managed to create 32,887 new jobs between 2000 and 2005, while total employment more than doubled between 1990 and 2000. Loudoun's median family income of \$89,890 is the highest in Virginia and third highest in the nation, and the County's unemployment rate of 2% is the lowest in Virginia. Projections indicate that the County's total employment will increase 76% between 2000 and 2010.

Thousands of Square Feet of New Commercial 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 achieving this vision. Loudoun has earned a reputation as one of the most desirable places to live and work in the United States. Recent reports from the Federal government have ranked Loudoun number one among the nation's counties in both population and job growth.

The County's growth will lead to further economic development and spin-off businesses, requiring additional retail and other service industries. Expansion projects are currently underway at Washington-Dulles International Airport, George Washington University's Loudoun campus and Inova Health System's Loudoun Hospital campus. Significant new facilities include the Jack Kent Cooke Foundation and the renowned Howard Hughes Medical Institute, which is scheduled to finish construction on its state of the art biomedical science center later this year. The County's list of major employers includes America Online, the Department of Homeland Security, Inova Loudoun Hospital, United Airlines and Verizon Communications.

Growth will also not be without significant costs as the demand for public services and new schools continues to increase and transportation concerns continue to impact residents' quality of life. Furthermore, the intensely competitive economic environment presents a significant challenge for the County in its ongoing efforts to recruit and retain highly qualified workers.

Land Values

The estimated fair market value of real property is projected to increase from \$45.5 billion as of January 1, 2005, to \$59.8 billion as of January 1, 2006, and to \$65.6 billion as of January 1, 2007. These are increases of 32% in calendar year 2005 and 10% in calendar year 2006.

Residential property values in Loudoun County (including new construction) increased by 36% from January 1, 2005 to January 1, 2006, and are projected to increase by 11% during 2006. The average assessed value of a single family home in Loudoun increased by 28.4%, from \$409,759 in 2005 to \$526,111 in 2006. Total commercial and industrial values increased by 23% from January 1, 2005 to January 1, 2006, and are projected to increase by 8% as of January 1, 2007. Agricultural property values increased by 12% in 2005.

Service Delivery Environment

The rapid population growth in Loudoun County continues to be the dominant local trend, affecting every area of the government's operations. Loudoun is growing by 13,000-16,000 residents per year. About 40% of these new residents move here from Fairfax County; about 15% come from outside the region. 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.

Economic Environment

Schools: The continual growth of students in the County's public school system greatly affects the County's overall financial situation. Nearly 70% of the County's total appropriations are designated for the public school system. Continual increases in public school enrollment will continue to affect the County's tax rate and future financial flexibility.

The top priorities of the public school system are to improve class size and teacher quality. This involves funding school construction to keep up with the increasing number of schoolchildren and compensation enhancements to recruit new teachers. The FY 07 budget provides 96% of the School Board's funding request to operate the County's school system. The Board's Adopted Capital Improvement Program provides funding for nineteen schools scheduled to open between FY 08 and FY 12. These capital improvements will provide classroom space for nearly 19,000 additional students, an increase of 37% over FY 07 projected enrollment.

Public Safety: The Board of Supervisors has established keeping the number of Sheriff's deputies at or near the County's adopted per capita ratio of 0.8 deputies per 1,000 residents as a continuing goal. The FY 07 budget adds resources to the Sheriff's Office, including 22 field deputies, one captain, emergency communications staff, motor enforcement officers and court security staff.

The FY 07 budget also increases the number of career fire/rescue personnel to improve emergency response coverage within the County. 52 new positions will be dispatched to stations in Dulles South, Hamilton, Purcellville, Philomont and on the Route 50/15 corridor. In addition, staff will operate the new Moorefield Station Basic Life Saving Unit, implement employee firefighter safety and volunteer recruitment and retention programs and staff the emergency communications center.

Health & Welfare: The County continues to focus on waiting lists for vital human services, such as mental health, mental retardation and substance abuse services. The lists have been shortened as new facilities and programs are introduced to handle excess demand. But the number of new clients often outpaces the County's ability to provide services to everyone in need. The effort to keep pace with client growth will continue into the foreseeable future. The FY 07 budget adds resources to the child protective service, intensive community treatment and mental health programs and to support bilingual outreach and medical emergency preparation activities. The FY 07 budget also includes funding for replacement of the mental health/mental retardation client system, which will result in productivity improvements throughout the County's health and welfare agencies.

Parks & Recreation: Increases in the County's population also impacts citizen demand for the County's parks & recreation programs. The County continues to refine its program offerings, classes and sports leagues while expanding recreational space to accommodate the public's desires. The FY 07 budget adds resources to the Department of Parks, Recreation & Community Services to operate the new Carver Center in Purcellville and the Claude Moore Park Recreation Center in Sterling. The budget also includes funding for childcare programs and facilities planning.

Transportation: The FY 07 budget takes a major step toward direct County involvement in the development of road infrastructure by funding \$12.5 million in FY 07 for preliminary engineering on Routes 50 and 659 and spot improvements on Route 7. The budget also addresses transit needs by adding commuter buses and funding for development of park and ride lots in Leesburg and Purcellville.

Economic Environment

New Facilities: The FY 07 budget includes additional local tax funding for six projects that will become operational. These facilities include (department and local tax funding in parentheses):

- Adult Detention Center (Sheriff & General Services, \$3,110,000);
- Carver Center (PRCS & General Services, \$1,245,000);
- Edgar Tillett Memorial Park (PRCS, \$77,000);
- Courtroom Additions (Courts & Sheriff, \$165,000);
- Burn Building & Training Center Expansion (Fire & Rescue & General Services, \$370,000), and
- South Riding Fire/Rescue/Sheriff Station (Fire & Rescue, Sheriff & General Services, \$412,000).

In addition, the FY 07 budget includes funding for the Claude Moore Recreation Center, which is projected to be supported entirely by program and facility fee revenue.

Capital Improvement and Debt Service Environment

The FY 07-12 Adopted Capital Improvement Program, with its \$1.35 billion in combined General Government and School expenditures, totals \$290 million less than the Proposed CIP. Reductions implemented by the Board of Supervisors during the budget process totaled \$180.5 million on the General Government side, principally due to the deferment of major road construction projects, and \$109.7 million for the School system, reflecting the Board of Supervisors' commitment to its established debt issuance guidelines.

Debt Cap Guideline: The Board of Supervisors' adopted CIP was developed in the context of its decision to impose an annual guideline of maximum debt issuance for the six-year capital planning period. The Board's original guideline had a beginning debt issuance ceiling of no more than \$200 million in FY 05 with a gradual decrease to \$125 million per year in FY 10. During the FY 07 budget process, the Board subsequently amended the guideline to maintain the debt issuance ceiling at an ongoing constant level of \$200 million per year after consulting with the three major rating agencies. The use of the debt cap guideline shaped the decisions by which projects were ultimately adopted in the six-year plan, resulting in changes to schools and road projects. The amount of debt financing in the adopted CIP reflects a reduction of \$353.3 million in financing than what was projected in the proposed CIP.

FY 07 Approved Government Enhancements

The Board of Supervisors approved the following enhancements during the FY 07 budget process. The enhancements include additional personnel, or FTEs (Full-Time Equivalent personnel), and additional funding for operating expenses. The cost of the approved enhancements is assessed according to additional local tax funding (LTF) requirements. Any position or program enhancements without corresponding local tax funding amounts are paid for through the use of grant money, fee revenue, or other sources of outside income.

Department	Description	FY 07 LTF	FY 07 FTE
<u>General Government</u>			
Capital Construction	Director and Administrative Support	\$60,000	0.00
Capital Construction	Project Management	142,000	0.00
Capital Construction	Real Property Management	124,000	1.00
Countywide	Time and Attendance System	0	0.00
Cap. Construction, Mgmt. & Fin'l Svcs., Trans. Svcs.	Road Projects Management	184,000	4.00
County Administration	Advisory Commission on Youth Support	58,000	1.00
County Attorney	Staff Attorney to assist with Housing, Health and	104,000	1.00
General Services	Major Maintenance and Repair Project Management	188,000	2.00
Information Technology	Public Safety Engineer and Systems Programmer (Public Safety Communications Fund)	0	2.00
Mgmt. & Financial Svcs.	CIP Contracting Officer	74,000	1.00
Mgmt. & Financial Svcs.	Replace RMDI Grant Funding for Financial Analyst	91,000	0.00
<u>Treasurer</u>	<u>Accounting Program Assistant</u>	63,000	1.00
Subtotal General Government:		\$1,088,000	13.00
<u>Public Safety & Judicial Administration</u>			
Clerk of Circuit Court	Assistant Bookkeeper	\$63,000	1.00
Community Corrections	Probation Officer	78,000	1.00
Fire & Rescue Services	Advanced Life Support Unit - Route 50/15 Corridors	196,000	4.48
Fire & Rescue Services	Moorefield Station BLS Unit (Company 23)	147,000	4.48
Fire & Rescue Services	Dulles South Station Ladder Unit (Company 19)	565,000	17.92
Fire & Rescue Services	Vol. Fire and Rescue Companies Contribution Increase	400,000	0.00
Fire & Rescue Services	Request for Coverage from Hamilton Rescue (Co. 17)	260,000	4.48
Fire & Rescue Services	Request for Coverage from Purcellville Vol. Fire (Company 14)	314,000	8.96
Fire & Rescue Services	Safety Program Expansion	110,000	1.12
Fire & Rescue Services	Volunteer Recruitment & Retention	213,000	1.00
Fire & Rescue Services, Sheriff	Emergency Communications Dispatchers, Quality Assurance and Network Operations (Public Safety Communications Fund)	0	8.96
Fire & Rescue Services	Request for Coverage from Philomont Volunteer Fire (Company 8)	587,000	8.96
Fire & Rescue Services	Self Contained Breathing Apparatus (SCBA) Program	261,000	1.12
JCSU	Juvenile Probation Officer	107,000	1.07
JCSU	Replace expiring Grant Funding	176,000	0.00
JCSU, Comm. Corrections, Sheriff	Replace expiring Domestic Violence Grant funding	84,000	0.00
Sheriff	0.83 FTE:1,000 Field Deputy staffing ratio	2,762,000	23.54
Sheriff	Administrative Captain/Adult Detention Center	164,000	1.07
Sheriff	Court Security for Two New Courtrooms	417,000	5.35
Sheriff	Replace School Resource Officers Grant Funding	97,000	0.00
<u>Sheriff</u>	<u>Traffic Enforcement/Investigation (motorcycle officers)</u>	251,000	2.14
Subtotal Public Safety & Judicial Administration:		\$7,252,000	96.65

FY 07 Approved Government Enhancements

Department	Description	FY 07 LTF	FY 07 FTE
<u>Health and Welfare</u>			
Countywide	MHMRSAS Client System Replacement	\$0	0.00
Family Services	Child Protective Unit Social Workers	253,000	2.60
Family Services	Replace RMDI Grant Funding	294,000	0.00
Health Services	Medical Reserve Corps Coordinator	\$71,000	1.00
MHMRSA	Bilingual Staff	98,000	0.80
MHMRSA	Intensive Community Treatment (ICT) Program	0	2.47
MHMRSA	<u>Mental Health Day Support</u>	<u>0</u>	<u>3.00</u>
Subtotal Health and Welfare:		\$716,000	9.87
<u>Parks, Recreation & Culture</u>			
Library Services, Regional Organizations	Loudoun Youth Initiative - Purcellville Teen Club & Libraries Teen Center	\$58,000	0.53
PRCS	Carver Center Operations	568,000	10.86
PRCS	CASA Leadership Program	0	2.75
PRCS	Claude Moore Park Recreation Center Operations	0	35.46
PRCS	Parks Planner	114,000	1.00
PRCS	<u>Preschool Programs</u>	<u>0</u>	<u>3.00</u>
Subtotal Parks Recreation & Culture:		\$682,000	53.07
<u>Community Development</u>			
Building & Development	Assistant GIS Administrator	\$16,000	1.00
<u>Building & Development</u>	<u>Proffer Auditor</u>	<u>70,000</u>	<u>0.53</u>
Subtotal Community Development:		\$86,000	1.53
<u>Miscellaneous</u>			
Countywide	<u>Employee Compensation (2.25% COLA + 3% PFP)</u>	<u>\$5,300,000</u>	<u>0.00</u>
Subtotal Miscellaneous:		\$5,300,000	0.00
Total Adopted Enhancements:		\$15,182,00	174.65

Revenues and Local Tax Funding

In terms of available local tax funding, the chart below details the line items that constitute local tax funding. Real and personal property taxes represent the largest components of local tax funding available. Each cent on the real property tax rate equals about \$8.7 million in revenue and carryover.

Local Tax Funding

Revenue Source	FY 06 Adopted	FY 07 Adopted	Change
Real Property Taxes	\$474,972,440	\$526,523,823	\$51,551,383
Public Service Property Taxes	10,174,000	10,545,000	371,000
Delinquent Real Property Taxes	4,000,000	3,000,000	(1,000,000)
Penalties and Interest	3,080,000	3,388,000	308,000
Personal Property	97,800,000	114,986,000	17,186,000
Delinquent Personal Property	3,000,000	2,200,000	(800,000)
Mobile Homes	14,000	14,000	0
Aircraft	43,000	43,000	0
Heavy Equipment	1,450,000	1,450,000	0
Machinery and Tools	1,191,000	1,151,000	(40,000)
Sales Tax	42,000,000	44,500,000	2,500,000
Consumer Utility Tax	9,070,000	9,230,000	160,000
Short-Term Rental Tax	270,000	290,000	20,000
Cable TV Franchise Fees	1,130,948	1,325,948	195,000
Transient Occupancy Tax	1,210,000	1,640,000	430,000
Total	\$649,405,388	\$720,286,771	\$70,881,383
Use of General Fund Balance	\$37,156,081	\$26,510,005	(\$10,646,076)
Available Local Tax Funding	\$686,561,469	\$746,796,776	\$60,235,307



FY 07 Appropriation Schedule

Appropriations Category	FY 06 Adopted	FY 07 Adopted	Difference
School System			
School Board	\$537,542,494	\$613,856,662	\$76,314,168
Capital Projects	204,135,000	214,735,000	10,600,000
Asset Preservation	3,665,000	3,676,000	11,000
Debt Service	97,552,825	102,592,790	5,039,965
<u>Cafeteria Funds</u>	<u>16,490,315</u>	<u>18,528,586</u>	<u>2,038,271</u>
School System Total	\$859,385,634	\$953,389,038	\$94,003,404
County Government Services			
Operating Budget	\$271,150,807	\$300,277,585	\$29,126,778
Capital Projects	43,463,571	76,032,243	32,568,672
Asset Preservation	3,800,000	3,684,000	(116,000)
Other Funds	29,099,141	31,911,449	2,812,308
<u>Debt Service</u>	<u>15,144,365</u>	<u>19,347,650</u>	<u>4,203,285</u>
County Government Services Total	\$362,657,884	\$431,252,927	\$68,595,043
Comprehensive Services Act Fund	\$7,169,061	\$7,509,011	\$339,950
Total Appropriations	\$1,229,212,579	\$1,392,150,976	\$162,938,397

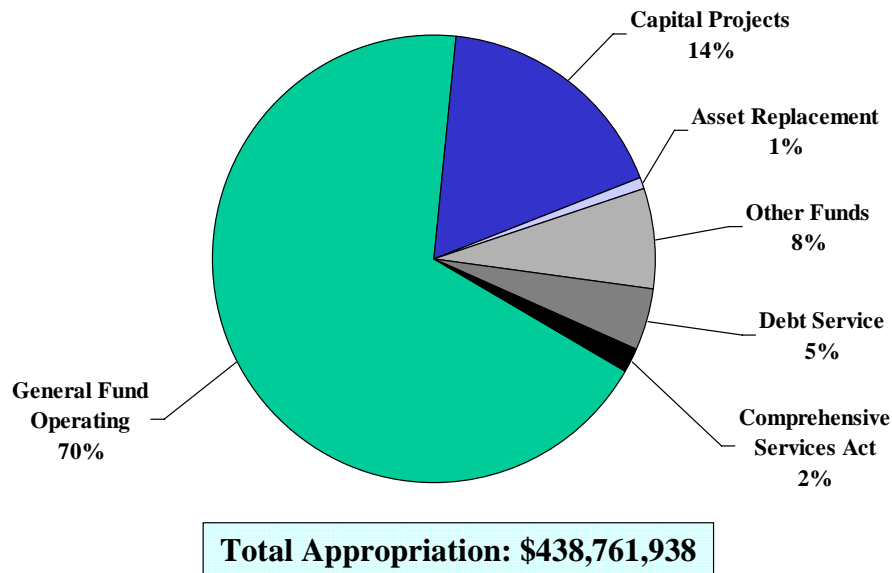
Other Funds	Expenditures	Revenue/ Carryover	Local Tax Funding
Legal Resource Center	\$34,360	\$34,360	\$0
Restricted Use Transient Occupancy Tax	2,460,000	2,460,000	0
Route 28 Special Tax District	8,200,000	8,200,000	0
Aldie Sewer Service District	59,000	59,000	0
Hamilton Sewer Service District	248,000	160,000	88,000
Public Transportation Fund	0	0	0
Rental Assistance Fund	8,303,999	8,303,999	0
Computer System Replacement Fund	1,500,000	0	1,500,000
Federal Foster Care Reimbursement Fund	0	0	0
Transfers to Other Funds - Workers Comp	1,500,000	0	1,500,000
<u>Public Safety Communications (E-911)</u>	<u>9,546,245</u>	<u>9,546,245</u>	<u>0</u>
Total Other Funds	\$31,851,604	\$28,763,604	\$3,088,000

FY 07 Use of Local Tax Funding/General Fund Balance

Category	FY 06 Adopted	FY 07 Adopted	Difference
School System			
School Board Adopted	\$407,081,000	\$443,391,452	\$36,310,452
Capital Projects	20,205,000	14,897,000	(5,308,000)
Asset Replacement	3,665,000	3,676,000	11,000
Debt Service	79,001,621	83,027,004	4,025,383
<u>Cafeteria Funds</u>	0	0	0
School System Total	\$509,952,621	\$544,991,456	\$35,038,835
County Government Services			
Operating Budget	\$152,181,109	\$152,431,910	\$250,801
Capital Projects	10,458,571	25,945,000	15,486,429
Asset Replacement	3,725,000	3,609,000	(116,000)
Debt Service	5,321,018	14,043,704	8,722,686
<u>Other Funds</u>	2,700,571	3,088,000	387,429
County Government Services Total	\$174,386,269	\$199,117,613	\$24,731,344
Comprehensive Services Act Fund	\$2,186,151	\$2,687,706	\$501,555
Total Local Tax Funding	\$686,525,041	\$746,796,776	\$60,271,735

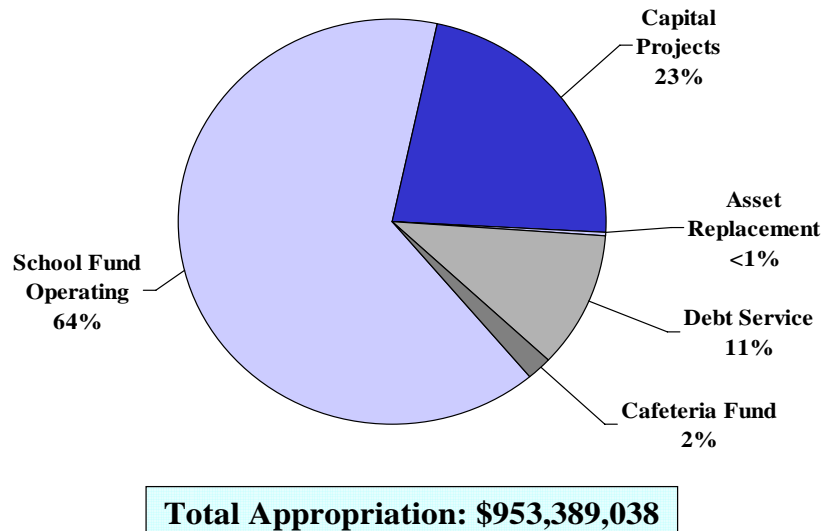
FY 2007 Adopted Fiscal Plan

General Government Appropriations



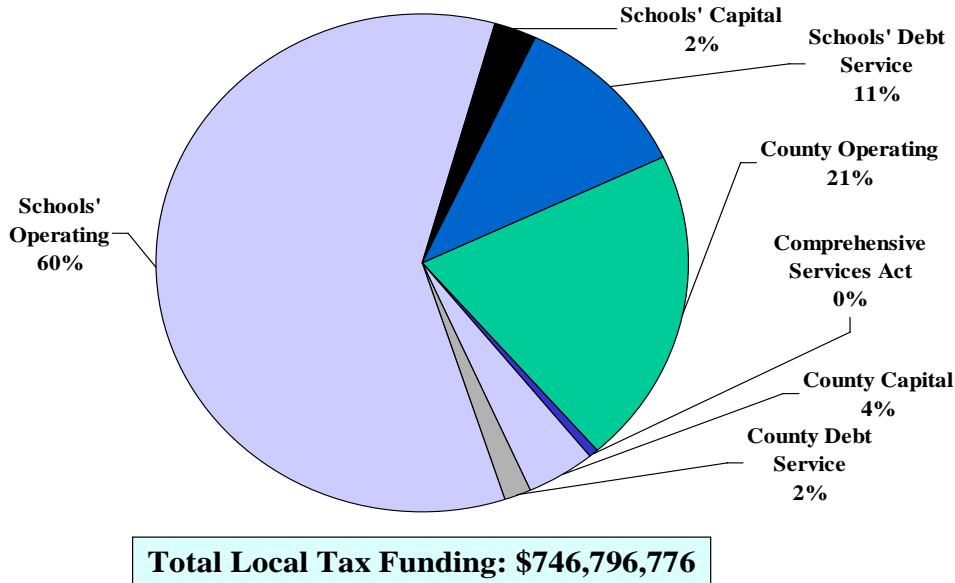
FY 2007 Adopted Fiscal Plan

Loudoun County Schools Appropriations



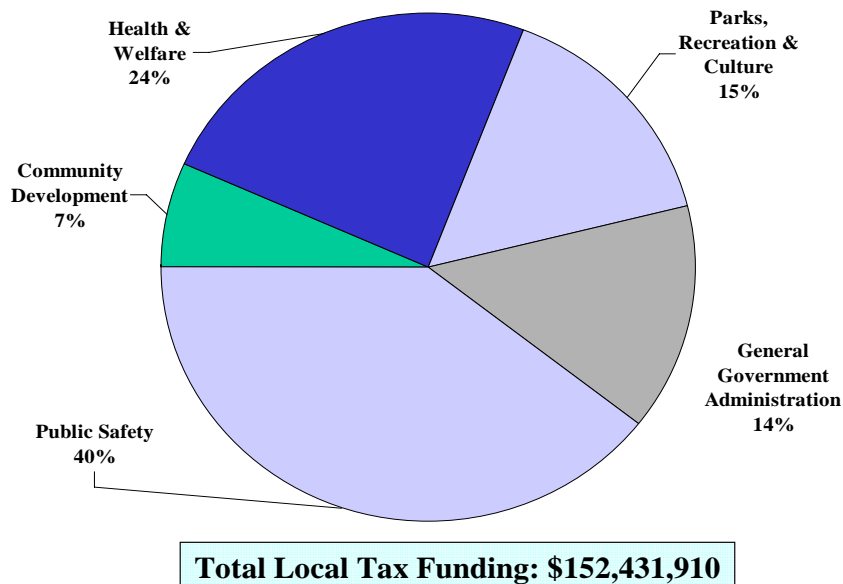
FY 2007 Adopted Fiscal Plan

Allocation of Local Tax Funding



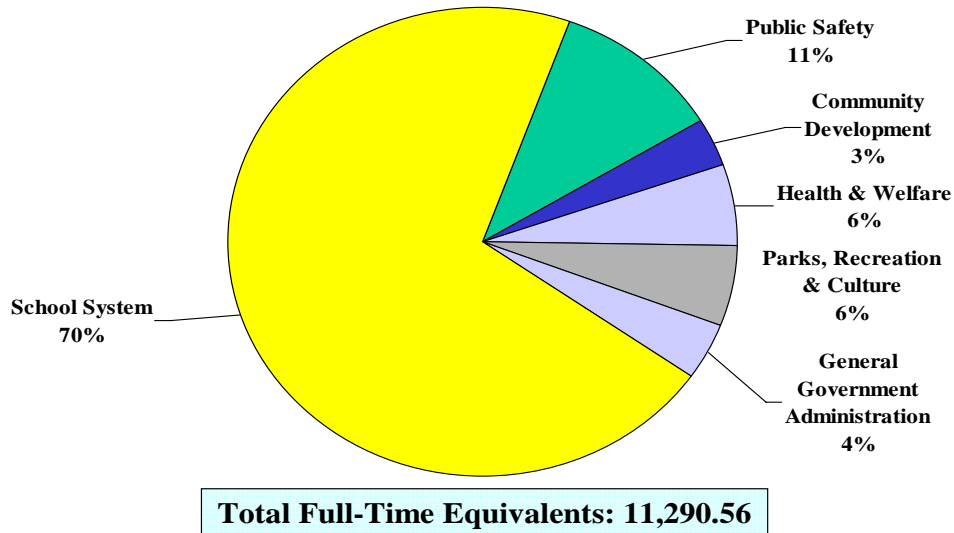
FY 2007 Adopted Fiscal Plan

County Operating Local Tax Funding



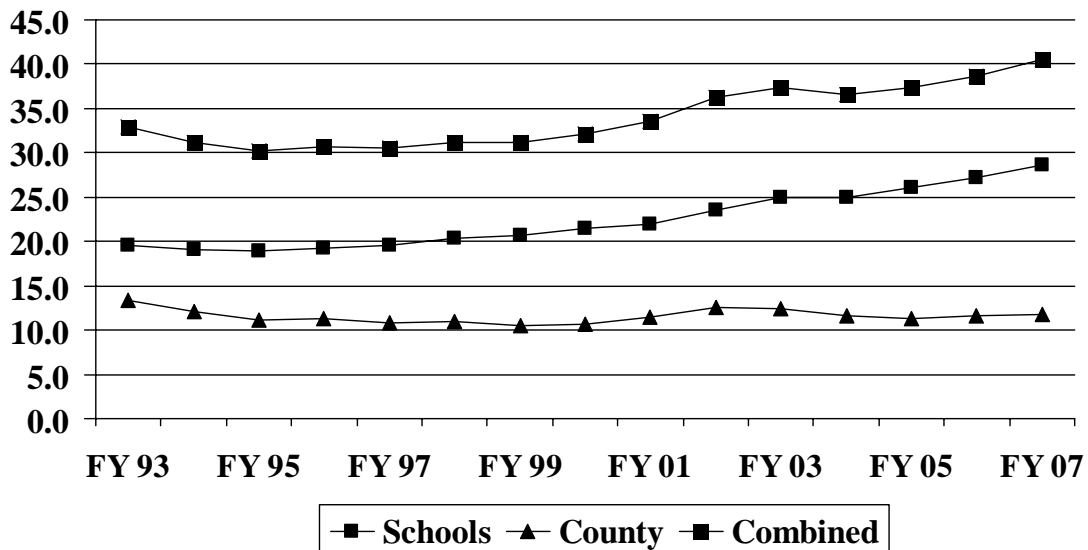
FY 2007 Adopted Fiscal Plan

Allocation of Positions



Historical Trends

Positions Per 1,000 Population, FY 93-FY 07



FY 2005-2007 Summary of Financial Sources and Uses of Fund Balance

Category	General Fund			School Fund		
	2005 Actual	2006 Estimate	2007 Budget	2005 Actual	2006 Estimate	2007 Budget
Revenue						
General Property Taxes	\$490,378,640	\$585,264,444	\$612,903,489	\$0	\$0	\$0
Other Local Taxes	94,284,377	106,315,195	103,590,198	0	0	0
Licenses and Permits	23,102,300	20,500,000	22,370,046	0	0	0
Fines and Forfeits	2,023,360	2,050,000	2,088,052	0	0	0
Use of money	5,126,789	8,000,000	8,791,336	863,680	1,023,945	0
Charges for Services	19,555,492	19,500,000	22,694,004	10,273,952	783,048	1,487,665
Miscellaneous Revenues	771,886	600,000	434,271	690,148	1,068,869	0
Recovered Costs	5,194,453	5,400,000	6,160,891	437,763	477,068	0
Intergovernmental Revenues	85,571,630	81,026,993	90,191,276	108,628,662	122,459,174	159,701,545
Other Financing Sources	<u>2,290,155</u>	<u>2,900,297</u>	<u>2,916,850</u>	<u>357,395,207</u>	<u>417,735,000</u>	<u>443,391,452</u>
Total Revenues:	\$728,299,082	\$831,556,929	\$872,140,413	\$478,289,412	\$543,547,104	\$604,580,662
Expenditures						
Personnel	\$157,790,608	\$179,312,828	\$201,788,603	\$0	\$465,052,401	\$0
Operating	74,435,671	97,550,245	90,774,730	0	80,112,798	0
Capital	2,110,822	5,285,699	6,214,252	0	13,881,467	0
Other	0	0	1,500,000	0	658,815	0
Education	0	0	0	471,644,364	0	605,580,662
Transfers Out	465,009,260	537,833,785	598,372,833	335,120	0	0
Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$699,346,361	\$819,982,557	\$898,650,418	\$471,979,484	\$559,705,481	\$605,580,662
Net Increase(Decrease) in Fund Balance:	\$28,952,721	\$11,574,372	(\$26,510,005)	\$6,309,928	(\$16,158,377)	(\$1,000,000)
Fund Balance, July 1:	\$119,095,635	\$148,048,356	\$159,622,728	\$23,349,329	\$29,659,257	\$13,500,880
Fund Balance, June 30:	\$148,048,356	\$159,622,728	\$133,112,723	\$29,659,257	\$13,500,880	\$12,500,880

FY 2005-2007 Summary of Financial Sources and Uses of Fund Balance

Category	Capital Improvement Program			Debt Service Fund		
	2005 Actual	2006 Estimate	2007 Budget	2005 Actual	2006 Estimate	2007 Budget
Revenue						
General Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Taxes	204,015	118,353	75,000	0	0	0
Licenses and Permits	6,905	3,376,237	0	0	0	0
Fines and Forfeits	0	0	0	0	0	0
Use of money	74,301	0	0	2,217,147	4,313,388	1,100,000
Charges for Services	104	0	0	0	0	0
Miscellaneous Revenues	25,569	105,840	0	0	0	0
Recovered Costs	0	83,567	0	0	0	0
Intergovernmental Revenues	1,025,367	4,914	0	0	0	0
<u>Other Financing Sources</u>	<u>251,535,136</u>	<u>112,685,869</u>	<u>299,552,243</u>	<u>424,233,107</u>	<u>153,442,526</u>	<u>97,070,708</u>
Total Revenues:	\$252,871,397	\$116,374,780	\$299,627,243	\$426,450,254	\$157,755,914	\$98,170,708
Expenditures						
Personnel	\$0	\$1,672,194	\$0	\$0	\$0	\$0
Operating	0	46,009,840	0	0	0	0
Capital	49,407,265	152,650,545	299,627,243	0	0	0
Other	0	14,129,115	0	158,085,000	57,200,000	121,940,440
Education	118,038,970	0	0	0	0	0
Transfers Out	2,941,000	0	0	190,815,000	0	0
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>82,585,391</u>	<u>89,354,018</u>	<u>0</u>
Total Expenditures:	\$170,387,235	\$214,461,694	\$299,627,243	\$431,485,391	\$146,554,018	\$121,940,440
Net Increase(Decrease) in Fund Balance:	\$82,484,162	(\$98,086,914)	\$0	(\$5,035,137)	\$11,201,896	(\$23,769,732)
Fund Balance, July 1:	\$128,863,024	\$211,347,186	\$113,260,272	\$40,253,142	35,218,005	\$46,419,901
Fund Balance, June 30:	\$211,347,186	\$113,260,272	\$113,260,272	\$35,218,005	\$46,419,901	\$22,650,169

FY 2005-2007 Summary of Financial Sources and Uses of Fund Balances

Category	Nonmajor Governmental Funds			Total Funds		
	2005 Actual	2006 Estimate	2007 Budget	2005 Actual	2006 Estimate	2007 Budget
<u>Revenue:</u>						
General Property Taxes	\$9,759,040	\$8,534,830	\$10,879,000	\$500,137,680	\$593,799,274	\$623,782,489
Other Local Taxes	12,728,721	18,915,456	25,686,224	\$107,217,113	125,349,004	129,351,422
Licenses and Permits	0	0	0	23,109,205	23,876,237	22,370,046
Fines and Forfeits	0	0	0	2,023,360	2,050,000	2,088,052
Use of money	0	0	0	8,281,917	13,337,333	9,891,336
Charges for Services	39,175	34,120	35,419	29,868,723	20,317,168	24,217,088
Miscellaneous Revenues	13,676	498,420	13,676	1,501,279	2,273,129	447,947
Recovered Costs	15,324,876	8,421,000	49,641,718	20,957,092	14,381,635	55,802,609
Intergovernmental Revenues	11,290,398	11,859,764	11,643,836	206,516,057	215,350,845	261,536,657
<u>Other Financing Sources</u>	<u>3,390,991</u>	<u>2,536,722</u>	<u>2,775,706</u>	<u>1,038,844,596</u>	<u>689,300,414</u>	<u>845,706,959</u>
Total Revenues:	\$52,546,877	\$50,800,312	\$100,675,579	\$1,938,457,022	\$1,700,035,039	\$1,975,194,605
<u>Expenditures:</u>						
Personnel	\$5,250,998	\$6,574,311	\$6,853,457	\$163,041,606	\$652,611,734	\$208,642,060
Operating	23,670,459	29,525,177	32,056,112	98,106,130	253,198,060	122,830,842
Capital	4,663,218	6,881,229	5,434,497	56,181,305	178,698,940	311,275,992
Other	0	0	0	158,085,000	104,141,948	123,440,440
Education	0	0	0	589,683,334	0	605,580,662
Transfers Out	16,509,671	10,086,481	54,700,186	675,610,051	547,920,266	653,073,019
<u>Debt Service</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>82,585,391</u>	<u>89,354,018</u>	<u>0</u>
Total Expenditures:	\$50,094,346	\$53,067,198	\$99,044,252	\$1,823,292,817	\$1,825,924,966	\$2,024,843,015
Net Increase (Decrease) in Fund Balance:	\$2,452,531	(\$2,266,886)	\$1,631,327	\$115,164,205	(\$125,889,927)	(\$49,648,410)
Fund Balance, July 1:	\$10,263,751	\$12,716,282	\$10,449,396	\$321,824,881	\$436,989,086	\$343,253,177
Fund Balance, June 30:	\$12,716,282	\$10,449,396	\$8,725,016	\$436,989,086	\$343,253,177	\$290,249,060

History of Expenditures by Department

Department	FY 03 Adopted	FY 03 Actual	FY 04 Adopted	FY 04 Actual
Boards, Commissions and Committees	\$1,763,000	\$2,203,220	\$1,787,000	\$2,135,894
County Administrator	2,251,000	2,052,747	2,091,000	2,008,628
Public Information	667,000	585,443	602,000	674,606
General Registrar	327,000	309,848	335,000	306,414
Regional Organizations & Contributions	2,904,000	2,853,711	3,086,000	3,065,308
County Attorney	1,462,000	4,593,071	1,683,000	3,460,465
Treasurer	2,930,000	2,657,938	2,938,000	2,872,204
Commissioner of the Revenue	2,013,000	1,887,692	2,057,000	1,876,026
Clerk of the Circuit Court	2,345,000	3,365,103	2,315,000	2,361,736
Commonwealth's Attorney	2,461,000	2,197,831	2,454,000	2,327,173
Sheriff	33,564,000	31,313,324	33,889,000	35,235,859
Management & Financial Services	10,370,000	9,307,073	10,153,000	9,276,405
Information Technology	12,174,000	13,201,262	12,190,000	13,805,858
General Services	19,495,000	18,741,272	17,138,000	21,333,668
Office of Capital Construction*	N/A	N/A	N/A	N/A
Courts	911,000	750,918	892,000	803,349
Building and Development	14,730,000	13,795,139	15,331,000	14,816,397
Fire and Rescue Services	24,208,000	22,427,070	27,706,000	27,007,764
Planning Services	2,770,000	2,007,864	2,704,000	1,991,815
Economic Development	2,065,000	1,604,458	1,969,000	1,917,476
Solid Waste Management	3,540,000	3,209,614	3,318,000	3,448,171
Mapping & Geo. Info.	1,883,000	1,617,645	1,842,000	1,807,962
Animal Care and Control	1,840,000	1,537,401	1,717,000	1,565,736
Health Services	3,117,000	3,456,955	3,539,000	3,455,748
Transportation Services	3,473,000	3,704,109	3,961,000	4,289,088
Library Services	8,560,000	7,464,338	9,194,000	8,934,338
Community Corrections	956,000	818,328	945,000	848,572
Mental Health & Mental Retardation	20,412,000	18,873,765	20,658,000	19,707,629
Parks, Recreation & Community Services.	20,309,000	19,431,442	20,467,000	21,063,609
Juvenile Court Services Unit	907,000	834,536	1,057,000	1,057,461
Family Services	23,337,000	23,605,596	23,557,000	25,186,277
Extension Services	472,000	412,151	454,000	428,853
Miscellaneous	(4,540,000)	2,663,015	6,222,000	3,608,438
General Government Subtotal	\$223,676,000	\$223,483,879	\$238,251,000	\$242,678,927
Schools	\$355,765,000	\$356,879,237	\$395,612,000	\$407,777,688
Total	\$579,441,000	\$580,363,116	\$633,863,000	\$650,456,615

* 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.

History of Expenditures by Department – Continued

Department	FY 05 Adopted	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Boards, Commissions and Committees	\$2,155,000	\$2,404,671	\$2,272,000	\$2,619,000
County Administrator	2,136,000	2,178,178	2,599,000	3,105,000
Public Information.	559,000	637,462	644,000	606,000
General Registrar	352,000	380,910	459,000	545,000
Regional Organizations & Contributions	3,481,000	3,474,269	4,308,000	4,446,000
County Attorney	1,661,000	2,175,617	1,906,000	2,121,000
Treasurer	2,983,000	2,993,689	3,235,000	3,608,000
Commissioner of the Revenue	2,102,000	1,841,247	2,296,000	2,367,000
Clerk of the Circuit Court	2,422,000	2,539,038	2,739,000	3,038,000
Commonwealth's Attorney	2,506,000	2,305,681	2,601,000	2,790,000
Sheriff	43,628,000	42,292,246	50,383,000	58,499,000
Management & Financial Services	9,673,000	10,687,766	12,140,000	12,963,000
Information Technology	12,195,000	13,580,808	14,822,000	16,540,000
General Services	16,453,000	19,360,778	20,199,000	22,857,000
Office of Capital Construction*	N/A	N/A	N/A	2,806,000
Courts	862,000	772,819	900,000	954,000
Building and Development	16,717,000	15,545,951	19,027,000	21,309,000
Fire and Rescue Services	29,582,000	29,571,822	34,414,000	40,255,000
Planning Services	2,328,000	2,001,846	2,487,000	2,965,000
Economic Development	1,605,000	1,818,849	1,840,000	1,893,000
Solid Waste Management	3,440,000	3,476,397	3,694,000	4,625,000
Mapping & Geo. Info.	1,653,000	1,824,308	1,802,000	1,996,000
Animal Care and Control	1,909,000	1,764,153	2,000,000	2,174,000
Health Services	3,653,000	3,512,415	3,855,000	3,838,000
Transportation Services	4,810,000	4,859,883	5,379,000	7,796,000
Library Services	9,533,000	9,433,194	10,360,000	10,982,000
Community Corrections	958,000	971,325	1,229,000	1,405,000
Mental Health & Mental Retardation	24,851,000	21,943,377	26,769,000	28,384,000
Parks, Recreation & Community Services.	22,278,000	22,284,574	25,268,000	28,945,000
Juvenile Court Services Unit	1,282,000	1,206,159	1,602,000	1,900,000
Family Services	26,924,000	27,222,079	28,539,000	30,689,000
Extension Services	487,000	465,984	503,000	542,000
Miscellaneous	4,044,000	5,362,136	1,236,000	(5,950,000)
General Government Subtotal	\$259,222,000	\$260,889,631	\$291,507,000	\$323,612,000
Schools	\$462,217,000	\$484,015,462	\$537,542,000	\$613,857,000
Total	\$721,439,000	\$744,905,093	\$829,049,000	\$937,469,000

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

* 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.

FTE (Full-Time Equivalent) History by Department

Department	FY 03	FY 04	FY 05	FY 06	FY 07
Boards, Commissions and Committees	2.00	1.00	1.00	1.00	1.00
County Administrator	20.60	19.80	19.80	21.53	24.53
Public Information	6.00	6.00	5.00	4.80	4.80
General Registrar	6.77	6.77	6.77	7.77	7.77
Regional Organizations & Contributions	0.00	0.00	0.00	0.00	0.00
County Attorney	17.00	19.00	17.00	19.00	20.00
Treasurer	38.34	37.34	38.34	39.34	40.34
Commissioner of the Revenue	33.55	32.55	32.55	32.55	32.55
Clerk of the Circuit Court	37.00	37.00	38.00	40.00	41.00
Commonwealth's Attorney	32.00	32.00	31.00	32.00	33.00
Sheriff**	444.58	476.11	520.24	589.28	624.18
Management & Financial Services	101.73	95.44	90.44	101.64	102.64
Information Technology	79.39	76.39	74.39	78.39	80.39
General Services	86.18	85.18	84.00	94.00	80.00
Office of Capital Construction*	N/A	N/A	N/A	N/A	25.00
Courts	6.00	6.00	6.00	6.00	6.00
Building and Development	216.00	230.00	235.59	255.40	256.90
Fire and Rescue Services	254.83	285.01	332.84	378.08	445.16
Planning Services	28.59	28.59	27.00	28.00	31.00
Economic Development	18.00	17.00	16.00	16.77	16.77
Solid Waste Management	20.10	20.10	25.10	25.10	28.10
Mapping & Geo. Info.	24.80	24.80	23.80	23.80	23.80
Animal Care and Control	32.36	31.22	31.89	32.89	32.89
Health Services*	71.00	73.00	74.00	80.00	82.00
Transportation Services	15.00	15.00	15.00	15.00	18.00
Library Services	164.01	144.63	144.63	144.63	145.16
Community Corrections	13.59	13.06	13.06	16.33	17.33
MH, MR, & Substance Abuse Services.	281.34	284.34	324.83	341.30	344.64
Parks, Recreation & Community Services.	358.68	367.61	383.18	428.65	476.65
Juvenile Court Service Unit*	27.28	31.56	32.63	34.77	35.84
Family Services	163.30	165.45	177.74	185.45	189.05
Extension Services**	11.63	9.37	10.37	11.37	11.37
Miscellaneous	0.00	0.00	0.00	0.00	0.00
General Fund Subtotal	2,611.65	2,671.32	2,832.19	3,084.84	3,277.86
School Fund	5,271.90	5,722.20	6,429.40	7,143.50	7,998.90
Central Services Fund	12.73	12.94	12.27	13.27	13.27
Law Library Fund	0.53	0.53	0.53	0.53	0.53
Total All Funds	7,896.81	8,406.99	9,274.39	10,242.14	11,290.56

* 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.

** Personnel counts in these departments include both State and County FTE.

History of Adopted Budgets by Fund

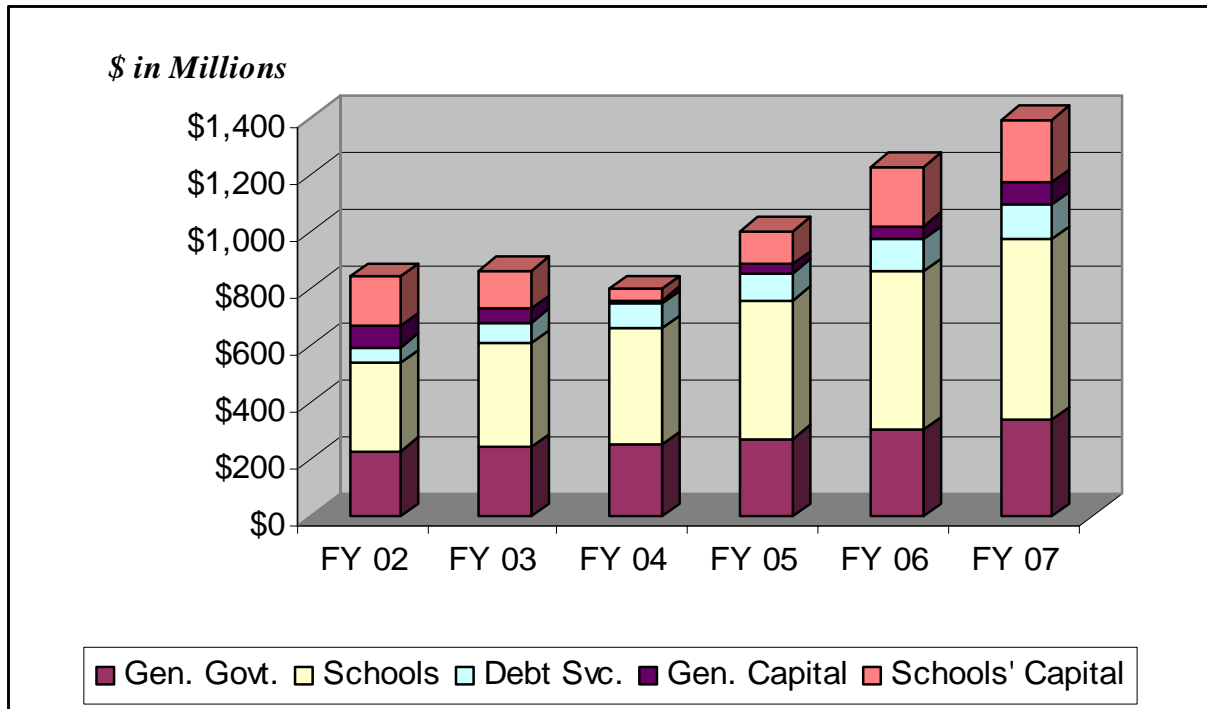
Dollar Amounts - Adopted Budget Distribution

<u>FY</u>	<u>Total</u>	<u>General Government</u>	<u>Schools</u>	<u>Combined Debt Svc.</u>	<u>General Capital</u>	<u>School Capital</u>
2002	\$840,897,407	\$230,985,686	\$306,274,166	\$59,020,070	\$75,893,000	\$168,724,485
2003	865,324,408	242,943,987	365,849,192	73,976,229	45,230,000	137,325,000
2004	799,199,402	255,425,027	407,756,442	84,291,933	13,904,000	37,822,000
2005	1,003,699,946	275,763,752	483,924,656	96,306,538	28,257,000	119,448,000
2006	1,229,212,579	307,419,009	554,032,809	112,697,190	47,263,571	207,800,000
2007	1,392,150,976	339,698,045	632,385,248	121,940,440	79,716,243	218,411,000

Note: General Government includes General Fund, non-Capital and Comprehensive Services Act Fund expenditures.

Percentage Distribution - Adopted Budget Distribution

<u>FY</u>	<u>General Government</u>	<u>Schools</u>	<u>Combined Debt</u>	<u>General Capital</u>	<u>School Capital</u>
2002	27.5%	36.4%	7.0%	9.0%	20.1%
2003	28.1%	42.3%	8.5%	5.2%	15.9%
2004	32.0%	51.0%	10.5%	1.7%	4.7%
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%



County Funds, Fund Structure and Basis of Budgeting

The 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 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 amounts 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, 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, the payment of debt service, and the 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.

County Funds, Fund Structure and Basis of Budgeting

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.

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, Public Safety Communications 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.

County Funds, Fund Structure and Basis of Budgeting

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 entirely funded through a combination of meal charges and contributions from the Federal and Commonwealth governments.

PUBLIC SAFETY COMMUNICATIONS FUND

The Emergency Communications fund was established by State mandate to operate the County's E-911 emergency communications programs. The revenue for this fund comes from E-911 fees, the consumer utility tax on cellular phones, and transfers from the General Fund.

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).

County Funds, Fund Structure and Basis of Budgeting

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 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.

County Funds, Fund Structure and Basis of Budgeting

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, and Agency Funds.

County Funds, Fund Structure and Basis of Budgeting

Fixed Assets, Capitalization and Depreciation

The standard for capitalization of tangible property is \$2,500 or more per unit with an expected useful life greater than one year. 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.

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 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 amounts, 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.

County Funds, Fund Structure and Basis of Budgeting

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 or 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 of approval.



COUNTY OF LOUDOUN, VIRGINIA BOARD OF SUPERVISORS FISCAL POLICY

Originally adopted December 17, 1984.
Revised through February 21, 2006

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. These policies of the Board are designed to establish guidelines for the fiscal stability of the County and to provide guidelines for the County's chief executive officer, the County Administrator.

These policies will be reviewed and updated periodically and will be presented to the Board for approval of any significant changes.

POLICY GOALS

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practices of the County. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the County's ability to insulate itself from fiscal crisis,
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible,
- 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 budget is a plan for raising and allocating resources. The objective is to enable service delivery with allocated resources. Services must be delivered to the citizens at a level which will meet real needs as efficiently and effectively as possible.

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

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 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.

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 of long term fiscal impacts.

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.

Existing Service Costs

The justification for base budget program costs will be a major factor during budget review.

Administrative Costs

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. Characters are broad classification of expenditures (i.e., personal services, operation and maintenance, capital outlay, etc.).
- The County Administrator will require the preparation of monthly budget status reports, interim financial statements, and annual financial reports.
- The County will remain current in payments to its employee and volunteer retirement systems.
- The County will develop and 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 develop, and annually update, a financial trend monitoring system which will examine fiscal trends from the preceding 5 years (trends such as revenues and expenditures per capita and adjusted for inflation, liquidity, operating deficits, etc.) Where possible, trend indicators will be developed and tracked for specific elements of the County's fiscal policy.
- The County will develop, and on a regular schedule 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:

Loudoun County – Fiscal Policy

<u>Tool</u>	<u>Review Process</u>	<u>Update Cycle</u>
Fiscal Impact Model (FIM)	Technical Review Committee for the Fiscal Impact Model	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	Technical Review Committee for the Fiscal Impact Model	Annual/Biannual Update of Inputs
10-Year Capital Needs Assessment (CNA)	Planning Commission Review and Board Adoption	Biennial Adoption

2. Debt Policies

The County will not fund current operations from the proceeds of borrowed funds; however, capital leases may be utilized for specialized vehicular equipment (e.g., school buses, landfill equipment) and information technology equipment and software systems in excess of \$200,000 and for all other projects or equipment in excess of \$500,000.

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 current portion of construction cost of the Capital Improvement Program (in excess of proffers) from current financial resources. The amount provided in current resources may be applied equally to all projects or only to specific projects.

The County may, when the Capital Needs Assessment indicates a trend of continually increasing capital requirements, decrease the maximum maturity of debt issues for construction from the normal 20 years to 15 years with the provisions that adjustments to the maturity schedule may be made if it is cost effective to shorten or lengthen the average life of the debt issue.

The County will analyze market conditions prior to debt issuance to determine the most advantageous average life. The debt structure will be lengthened during low interest rates and shortened during high rates.

The County, to minimize debt issuance costs, may, at its discretion, on a project by project basis, subject to a public hearing of the Board on the proposed financing where applicable, use alternative financing mechanisms for general obligation (GO) bonds requiring a referendum, including the Virginia Public School Authority (VPSA), the Virginia Resources Authority (VRA), revenue bonds (for revenue supported activities), lease revenue bonds, 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:

Loudoun County – Fiscal Policy

<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) and information technology equipment and software systems (2)	Lease-Purchase Financing (lease agreements, lease revenue bonds, certificates of participation, etc.) either negotiated by County or sold by County to market	Lease-Purchase Financing (lease purchase agreements, lease bonds, certificates of participation, etc.) either negotiated by County or sold by County to market
\$500,000 up to the cost of a new elementary school for additions, renovations, etc. (1)(2)	GO Bonds sold by County to VRA (water, sewer, solid waste only) (3) Revenue Bonds sold by County to VRA (water, sewer, solid waste only) Revenue Bonds sold by County to market (water, sewer, solid waste, etc.)	GO bonds sold by County to VPSA (schools only), subject to a public hearing of the Board on the proposed financing
\$500,000 up to the cost of a new elementary school for new facilities (1)(2)	GO Bonds sold by County to VRA (water, sewer, solid waste only) (3) Revenue Bonds sold by County to VRA (water, sewer, solid waste only) Revenue Bonds sold by County to market (water, sewer, solid waste, etc.) Lease-Purchase Financing (Lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing	GO Bonds sold by County to VPSA (schools only), subject to a public hearing of the Board on the proposed financing Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing
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 Revenue Bonds sold by County to market (water, sewer, solid waste, etc.) Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing	Referendum for GO Bonds sold by County to market Lease-Purchase Financing (lease revenue bonds, certificates of participation, etc.) sold by County to market, subject to a public hearing of the Board on the proposed financing

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

The County will, when financing capital improvements, or other projects or equipment by issuing bonds or entering into capital leases, 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 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 AA/Aa tax exempt rate at the time of the loan approval. Such loans will be made from and remain an asset of the General Fund.

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

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

- Annual debt issuance limit of \$200 million.
- Net debt per capita should remain under \$2,500.
- 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 7.5%.
- Debt service expenditures as a percentage of governmental fund expenditures should not exceed 10%.
- The affordability index, consisting of a weighted average of the first three ratios (20%, 45% and 35%, respectively), shall be updated annually.

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.

The County will maintain good communications about its financial condition with bond and credit rating institutions.

The County will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.

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 attempt to maintain a diversified and stable economic base by supporting policies promoting tourism, agriculture, commercial, and industrial employment.

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.

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.

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 increment. 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 taxes levied on or after July 1, 1997 resulting from a granted rezoning in the Capital Project Fund. These funds are to be dedicated to be used for projects within the impacted subarea of development unless the Board, after considering current fiscal conditions, approves an alternative designation of the funds.

The County will use available fund balances at year end to raise the fiscal reserves (designations for cash liquidity purposes) to the level of 10% of net governmental revenues. Amounts remaining shall be used for the following purposes (listed in priority order):

- Increase other reserves as deemed necessary
- Transfer to the Capital Projects Fund to reduce future debt issuance amounts
- Use for the acquisition of advanced technology for the School System
- Leave in the unrestricted General Fund balance

4. **Accounts Receivable Policies**

The County will use proper internal controls to protect its 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 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 Investment Policy of the Treasurer, adopted by the County's Finance Board on March 6, 1990 and last amended on September 6, 2000, shall become a part of this policy.

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 insure 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 maintaining a low level of risk.

The County will regularly review contractual consolidated banking services.

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

The County will establish and maintain a high standard of accounting practices in conformance with uniform financial reporting in Virginia and Generally Accepted Accounting 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 regular monthly financial statements and 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 Committee will serve as the Board's Audit Committee and is responsible for approving the selection of the independent firm of certified public accountants (the Board's external auditor) to perform an annual financial and compliance audit, defining the audit scope and receiving the report of the auditor.

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

7. **Capital Budget Policies**

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

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

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

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

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

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

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

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

The County will make use of non-debt capital financing sources through the use of alternate sources, including proffers and Pay-As-You-Go financing. The County will attempt to finance not less than 10% of the current portion of construction costs of the Capital Improvements Program (in excess of proffers) through the use of such non-debt sources. The amount to be funded from local tax funding will be equal to the proportionate amount of the personal property tax collection derived by fifty cents of the total tax rate.

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

The County will maintain a three-tier system for the County-wide maintenance, enhancement, and creation of the County and School physical plant. This system will protect the County's capital investment and minimize future maintenance and replacement costs.

The operating budget will provide for minor and preventive maintenance.

The capital asset replacement 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.

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.

The County will transfer any annual premium savings to the Self Insurance Fund when an analysis of cost and benefit indicates long-term cost savings are achievable by retaining increments of risk until the total annual exposure is reserved.

10. **Reserve Policies**

The County will maintain a fund balance designation for fiscal cash liquidity purposes (i.e., fiscal reserve) that will provide sufficient cash flow to minimize the potential of short term tax anticipation borrowing.

Undesignated fund balances, plus the designation for fiscal cash liquidity purposes, at the close of each fiscal year, should be equal to no less than 10% of governmental fund net operating revenues.

The County will maintain appropriated contingencies to provide for unanticipated expenditures. The three contingencies and their recommended minimum funding levels are:

- Personnel Contingency (\$100,000). These funds are to be used for unanticipated or unplanned staffing needs on a temporary or permanent basis.
- Litigation Contingency (\$75,000). These funds are to be used for litigation purposes at the recommendation of the County Attorney.
- General Contingency (\$250,000). These funds are to be used for emergency, unexpected or unanticipated situations that may require expenditures by the County or to address unanticipated revenue shortfalls.

The County will maintain sufficient self-insurance reserves as established by professional judgement 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 insure 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.

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

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

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

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

The petition must address:

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

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

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

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

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

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

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

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

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



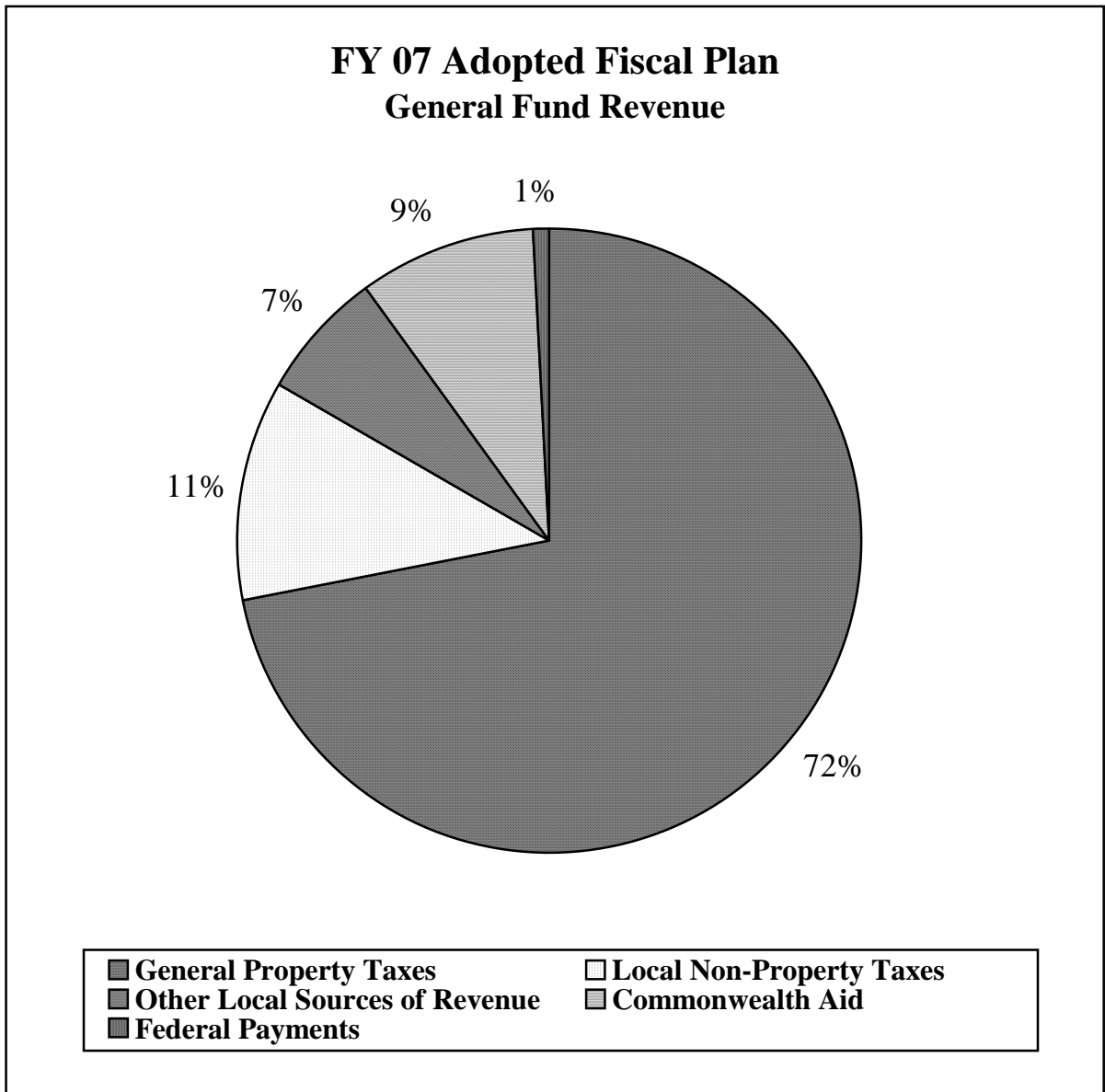


General Fund Revenue

General Fund Revenue

General Fund revenue is divided into five major categories. These include (1) General Property Taxes, (2) Local Non-Property Taxes, (3) Other Local Sources of Revenue, (4) Commonwealth Aid and (5) Federal Payments.

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



General Fund Revenue

General Fund Revenue Profile

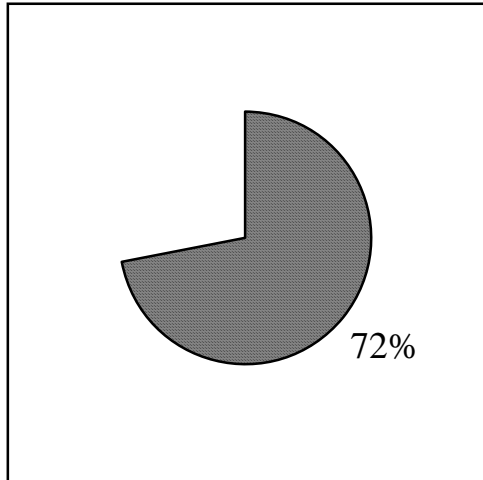
	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Local Revenue					
Local Tax Revenue:					
General Property Taxes	\$360,156,152	\$424,632,360	\$490,378,640	\$560,441,000	\$612,357,000
Local Non-Property Taxes	<u>67,194,707</u>	<u>79,601,555</u>	<u>94,284,377</u>	<u>88,027,000</u>	<u>103,589,000</u>
Total Local Tax Revenue	\$427,350,859	\$504,233,915	\$584,663,017	\$648,468,000	\$715,946,000
Other Local Sources of Revenue:					
Permits & Privilege Fees	\$17,046,705	\$17,779,983	\$23,102,300	\$21,418,000	\$22,917,000
Fines & Forfeitures	1,439,119	1,688,132	2,023,360	1,944,000	2,088,000
Use of Money & Property	2,791,621	2,249,291	5,126,789	2,990,000	8,791,000
Charges for Services	13,113,364	16,900,254	19,555,492	18,031,000	22,694,000
Miscellaneous Revenue	1,343,262	773,876	572,692	309,000	434,000
Recovered Costs	5,433,696	5,540,171	5,194,451	6,108,000	6,161,000
Other Financing Sources	<u>1,633,602</u>	<u>2,428,696</u>	<u>2,824,471</u>	<u>2,981,000</u>	<u>2,917,000</u>
Total Other Local Sources of Revenue	\$42,801,369	\$47,360,403	\$58,399,555	\$53,781,000	\$66,002,000
Total Local Revenue	\$470,152,228	\$551,594,318	\$643,062,572	\$702,249,000	\$781,948,000
Commonwealth Aid:					
State Non-Categorical Aid	\$46,487,688	\$51,507,374	\$55,952,338	\$44,025,000	\$62,216,000
State Shared Expenses	8,169,342	8,324,280	9,087,902	8,814,000	9,044,000
State Categorical Aid	<u>9,217,268</u>	<u>8,832,227</u>	<u>10,345,275</u>	<u>9,627,000</u>	<u>11,040,000</u>
Total Commonwealth Aid	\$63,874,298	\$68,663,881	\$75,385,515	\$62,466,000	\$82,300,000
Federal Payments:					
Payments in Lieu of Taxes	\$1,741	\$0	\$1,784	\$3,000	\$3,000
Federal Categorical Aid	<u>7,503,503</u>	<u>10,097,729</u>	<u>10,184,331</u>	<u>7,259,000</u>	<u>7,889,000</u>
Total Federal Payments	\$7,505,244	\$10,097,729	\$10,186,115	\$7,262,000	\$7,892,000
Total General Fund Revenue	\$541,531,770	\$630,335,928	\$728,634,202	\$771,977,000	\$872,140,000

Real and Personal Property Tax Rates

Rates per \$100 Assessed Value, Per Tax (Calendar) Year.

	2002	2003	2004	2005	2007
Real Property	\$1.05	\$1.11	\$1.1075	\$1.04	\$0.89
Personal Property	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20
Personal Property – Volunteer Fire & Rescue	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Personal Property – Elderly & Disabled	\$2.10	\$2.10	\$2.10	\$2.10	\$2.10
Personal Property – Special Fuels	-	-	-	\$0.01	\$0.01
PSC Personal Property – Vehicles	\$4.20	\$4.20	\$4.20	\$4.20	\$4.20
PSC Personal Property – Other	\$1.05	\$1.11	\$1.1075	\$1.04	\$0.89
Heavy Equipment	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
Mobile Homes	\$1.05	\$1.11	\$1.1075	\$1.04	\$0.89
Machinery & Tools	\$2.75	\$2.75	\$2.75	\$2.75	\$2.75
Satellite Manufacturing Equipment	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Aircraft & Flight Simulators	\$0.01	\$0.01	\$0.01	\$0.01	\$0.01
Route 28 Improvement District	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Hamilton Improvement District	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Aldie Improvement District	\$0.27	\$0.27	\$0.27	\$0.27	\$0.13

General Property Taxes



This category refers to real property taxes and personal property taxes, and is projected to constitute about 72% of all General Fund revenue in FY 07. Real property taxes are levied on the assessed value of real estate property 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 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 May 5th. Personal property bills for prorated taxes (for vehicles and trailers new to the County on August 1 or later) are also due on December 5th. Starting in FY 02, the Board extended the payment date for business personal property taxes from May 5th to June 5th.

Real Property

For FY 07, the Adopted Fiscal Plan includes a countywide real property tax rate of \$0.89. 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. Descriptions for each may be found in the Other Funds section.

In FY 02, the real estate tax liability on qualifying elderly and disabled residents was reduced from 2% of gross household income to 0%. In December 2004, the program's thresholds for household income and net worth were increased (to \$72,000 gross combined income and \$340,000 net financial worth – excluding primary dwelling and associated land) as allowed by 2004 General Assembly action. The reduction in the real estate tax liability was also extended to the home plus three acres, rather than the previous one acre.

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 residential communities.

Personal Property

Personal property taxes are levied at rates dependent upon the classification of property. Beginning in FY 1999, the State began a phased reduction of personal property taxes on the first \$20,000 in value of private vehicles. During the 2004 State General Assembly session, the reduction was held to 70%, with the foregone revenue reimbursed to localities. Beginning in 2006, the State's reimbursement to localities is capped, and the reduction on each citizen's tax bill could decline over time. Further information may be found in the State Non-Categorical Aid section on page R-15.

General Fund Revenue

There are three special programs that reduce the personal property tax rate on vehicles: volunteer fire & rescue, elderly & disabled, and special fuels. 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 resident is taxed at \$2.10 per \$100 assessed value. The 2004 General Assembly allowed localities to establish a separate category and tax rate for “clean special fuels” vehicles, such as hybrid and alternative fuel vehicles. Beginning in 2005, the Board of Supervisors established a new special fuels tax rate of \$0.01.

Public Service Corporation Real and Personal Property Taxes

Public service corporations (PSC) are utilities. The State Corporation Commission assessed 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.

To better track the contribution public service corporations make to Loudoun’s revenues, PSC real and non-vehicle personal property taxes began to be accounted for separately in FY 05. Prior to this time, both sources of revenue had appeared in the PSC real property tax line, as they both are taxed at the real property tax rate. Beginning with FY 07, these two types of taxes are budgeted separately.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
General Property Taxes					
Current real property taxes	\$288,534,130	\$348,191,380	\$408,828,294	\$474,972,000	\$526,524,000
Current real property taxes - rollback	0	4,988	(240,451)	0	0
Delinquent real property taxes	3,247,994	6,419,149	4,794,326	4,000,000	3,000,000
Payments in lieu of taxes	0	0	155,400	0	0
PSC real property taxes	9,288,832	8,830,805	8,035,007	10,123,000	8,510,000
PSC personal property – vehicles	28,177	61,575	26,553	52,000	30,000
PSC personal property taxes	0	0	1,934,737	0	2,005,000
Current personal property taxes	36,949,150	40,861,557	46,663,443	51,016,000	52,342,000
Delinquent personal property taxes	3,174,258	3,481,755	2,193,502	3,000,000	2,200,000
Mobile home taxes	3,876	6,928	14,274	14,000	14,000
Aircraft taxes	42,931	41,942	44,893	43,000	43,000
Heavy equipment taxes	1,317,683	1,400,652	1,589,927	1,450,000	1,450,000
Satellite manufacturing equipment	945	1,080	945	1,000	1,000
Computer equipment	13,413,696	11,721,580	11,693,602	11,500,000	11,700,000
Current machinery & tool taxes	1,016,322	1,122,576	1,153,474	1,140,000	1,150,000
Delinquent machinery & tools taxes	0	0	0	1,190,000	1,150,000
Penalties (all property taxes)	2,005,670	1,464,997	2,122,058	2,000,000	2,200,000
Interest (all property taxes)	1,132,488	1,021,396	1,368,756	1,080,000	1,188,000
Interest (late payments on tickets)	0	0	0	3,080,000	3,388,000
Total General Property Taxes	\$360,156,152	\$424,632,360	\$490,378,640	\$560,441,000	\$612,357,000

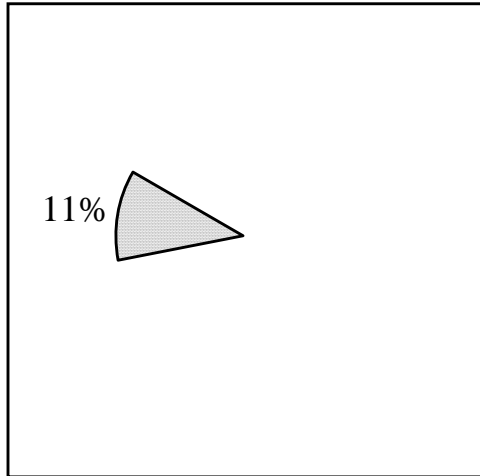
A historical summary of all property tax rates may be found on page R-2.

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 each tax base, coupled with forecasts of growth. 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.

General Fund Revenue

Local Non-Property Taxes



Local non-property tax revenue includes a variety of local tax revenues independent of general property taxes. The largest single item in this category 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 \$44.5 million in FY 07.

The County levies a tax on consumer utility purchases, such as natural gas, electricity, and telephone service. 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
Cellular Telephones	9% of the first \$30, \$2.70 maximum per month

The Board extended the consumer utility tax to include cellular telephones beginning in FY 02. Revenue from this initiative is dedicated toward offsetting expenses associated with operation of the County's E-911 system. Anticipated revenue may be found in the narrative for the Public Safety Communications Fund.

A flat fee of \$2.00 per telephone number also provides revenue for the operation of the County's E-911 emergency dispatch service. This fee was increased beginning in FY 03 from \$1.00 per line. Revenues related to public safety communications (including the E-911 fee) are included in the Public Safety Communications Fund.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Local Non-Property Taxes – Sales & Utilities					
Local sales & use taxes	\$30,927,884	\$37,760,453	\$40,440,519	\$42,000,000	\$44,500,000
Consumer utility taxes	<u>7,978,990</u>	<u>8,427,734</u>	<u>8,716,935</u>	<u>9,070,000</u>	<u>9,230,000</u>
Subtotal – Sales & Utilities	\$38,906,874	\$46,188,187	\$49,157,454	\$51,070,000	\$53,730,000

Loudoun County levies a Business, Professional and Occupational License (BPOL) tax on businesses located within the County. This revenue category is projected to yield \$23.5 million in FY 07. BPOL tax rates vary according to the category of business. An individual business's obligations are calculated by applying the applicable rate to its gross receipts from the preceding calendar year. In FY 02, the Board increased the license rate for contractor business, professional and occupational licenses to the regional average of \$0.13 per \$100 gross receipts. Beginning in FY 00, those businesses with annual gross receipts less than \$200,000 became exempt from the gross receipts component of the BPOL tax, but these businesses still pay an annual fee of \$30. BPOL rates are listed with the categories' budgeted revenues.

General Fund Revenue

	BPOL Tax Rate	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Local Non-Property Taxes -BPOL						
Amusements	\$0.21/\$100	\$56,186	\$50,718	\$54,178	\$55,000	\$58,000
Business service occupations	0.17/100	2,830,926	3,383,247	3,880,628	3,850,000	4,250,000
Personal service occupations	0.23/100	365,944	552,198	622,144	600,000	675,000
Contractors & contracting	0.13/100	4,014,963	5,222,901	6,725,397	6,000,000	7,500,000
Hotels & motels	0.23/100	186,992	172,211	249,407	200,000	260,000
Professional & specialized	0.33/100	737,272	871,206	1,025,647	950,000	1,250,000
Renting by owner	0.16/100	556,732	612,980	602,075	500,000	650,000
Repair service occupations	0.16/100	194,627	242,785	239,516	250,000	250,000
Retail merchants	0.17/100	3,926,104	4,396,123	4,929,447	4,750,000	5,400,000
Wholesale merchants	0.05/100	219,232	260,079	325,418	300,000	340,000
Money lenders	0.16/100	7,279	13,684	32,125	10,000	25,000
Coin operated machines	150 ¹	150	350	350	500	500
Itinerant merchants	500/year	11,647	28,652	28,586	30,000	35,000
Professional bondsmen	50/year	0	200	100	100	100
Short-term rentals	0.20/100	258,536	243,214	273,552	270,000	290,000
Retail merchants/s-t rentals	0.20/100	77,250	74,597	89,125	85,000	95,000
Business svcs./aircraft leases	0.05/100	52,084	51,688	51,043	53,000	55,000
Precious mental dealers	0.17/100	0	65	800	500	1,000
Consumer utility licenses	0.50/100	394,681	574,395	714,477	690,000	900,000
Computer services	0.15/100	1,212,200	925,674	955,722	900,000	950,000
Research & development	0.03/100	9,236	12,602	10,192	15,000	13,000
Satellite imaging services	0.15/100	(42,766)	28,709	39,992	30,000	45,000
Application fees	30	216,030	258,180	273,840	300,000	325,000
Penalties, interest & cost	---	72,116	102,379	107,115	100,000	100,000
Subtotal – BPOL	---	\$15,357,421	\$18,078,837	\$21,230,879	\$19,939,000	\$23,467,000

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.

As the exclusive franchiser for the County's cable television system, the County collects cable franchise license fees from the County's cable franchisee. In FY 99, the County began operation under a 7.5 years' renewal of the cable franchise agreement that expired in late FY 98. Like the expired agreement, the current franchise provides for the remission of an amount equal to 5% of the franchise's annual gross receipts. Beginning in FY 04, there is also a franchise fee for open video systems.

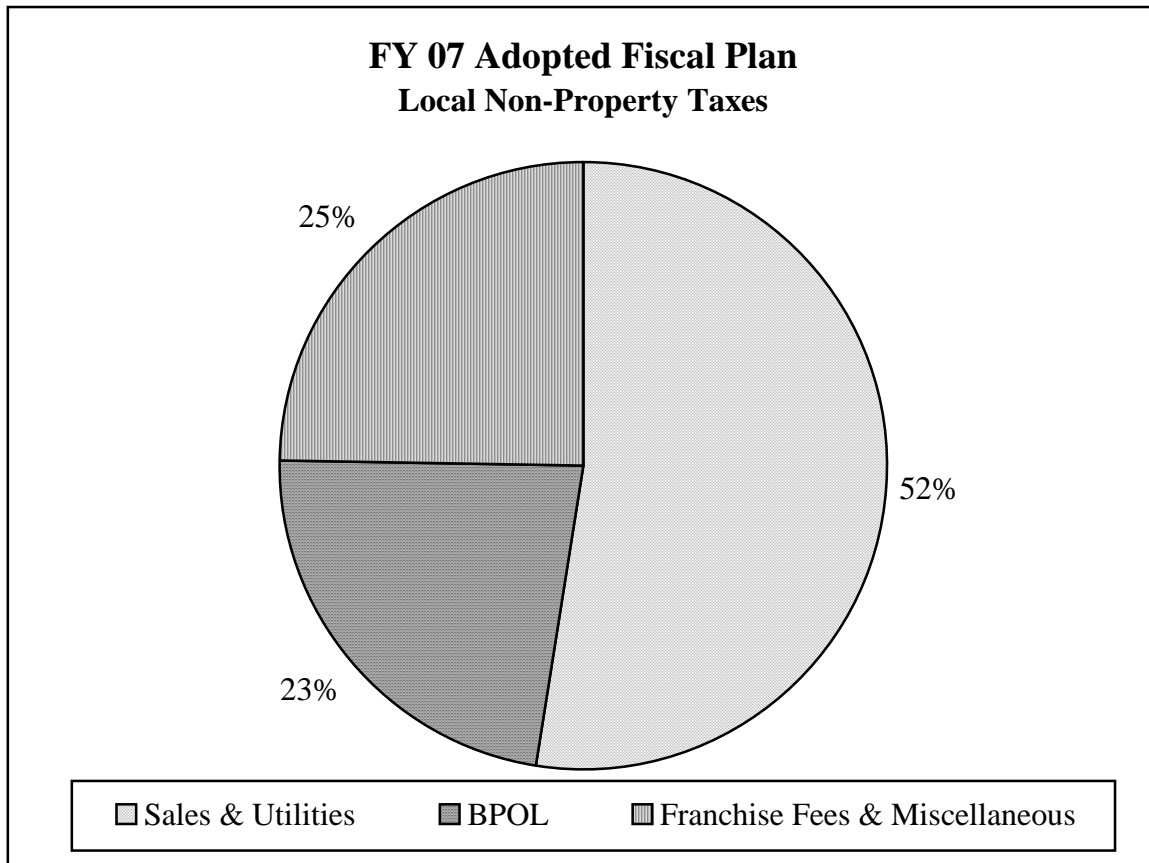
The County receives motor vehicle license taxes for the issuance of decals by the Office of the Treasurer, in connection with enforcement of the County's personal property tax program. As part of the FY 04 budget process, the Board of Supervisors increased the fees for automobiles and motorcycles from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

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. Revenue associated with this category is 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 the Adopted Fiscal Plan.

General Fund Revenue

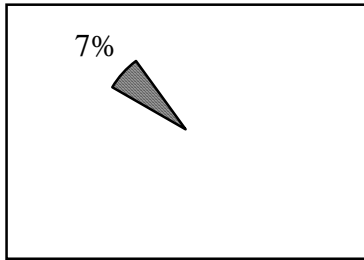
	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Local Non-Property Taxes – Franchise Fees & Miscellaneous					
Cable TV license tax	\$938,133	\$1,060,662	\$1,126,858	\$1,126,000	\$1,226,000
Open video systems	0	0	16,432	5,000	100,000
Motor vehicle licenses	3,724,898	4,277,412	4,624,522	4,300,000	4,800,000
Temporary motor vehicle licenses	1,310	1,184	1,521	1,000	1,000
Bank franchise taxes	293,148	335,675	563,757	350,000	600,000
Recordation taxes	6,809,030	8,434,634	15,733,899	10,000,000	18,000,000
Taxes on wills	25,415	30,428	24,658	26,000	26,000
Hotel & motel room taxes	1,138,478	1,194,536	1,804,397	1,210,000	1,640,000
Subtotal – Franchise Fees & Misc.	\$12,930,412	\$15,334,531	\$23,896,044	\$17,018,000	\$26,392,000



	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Local Non-Property Taxes - Total					
Sales & Utilities	\$38,906,874	\$46,188,187	\$49,157,454	\$51,070,000	\$53,730,000
BPOL	15,357,421	18,078,837	21,230,879	19,939,000	23,467,000
Franchise Fees & Miscellaneous	12,930,412	15,334,531	23,896,044	17,018,000	26,392,000
Total – Local Non-Prop. Taxes	\$67,194,707	\$79,601,555	\$94,284,377	\$88,027,000	\$103,589,000

General Fund Revenue

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. In 2005, the Board of Supervisors approved a false alarm ordinance, allowing the County to charge fines for false alarms. For FY 07, revenue from this fees is forecasted to be \$100,000.

An internal staff analysis is currently underway to update land development fees. Legislative and zoning verification fees are currently under consideration by the Transportation/Land Use Committee, with additional fees to come.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Permits & Privilege Fees					
Dog licenses	\$61,481	\$72,538	\$80,971	\$67,000	\$75,000
Kennel application fees	100	300	100	300	300
Vicious and dangerous dog licenses	1,800	2,250	1,750	2,000	2,000
Hydrogeologic reviews	0	0	871	0	0
Plan review fees	0	0	0	25,000	25,000
Site plan revision fees	4,600	18,640	45,600	27,000	60,000
Rural site plan fees	0	4,600	11,500	10,000	10,000
As-built submission fees	16,150	9,000	22,800	11,000	40,000
Soils map reviews/mapping fees	9,941	128,412	233,517	136,000	150,000
Remote access fees	0	0	0	250,000	200,000
Final development plan fees	0	15,730	11,333	11,000	40,000
Weekender jail fees	436	722	235	1,000	1,000
Land use tax application fees	73,913	65,945	51,657	65,000	65,000
Transfer fees	13,109	16,015	17,513	13,000	17,000
Zoning permits	598,900	586,630	660,670	551,000	537,000
Zoning conversions	2,530	2,880	0	0	0
Commission permits	4,928	1,540	770	4,000	7,000
Building permits	9,755,011	11,323,595	14,918,403	14,317,000	14,364,000
Electrical permits	170,928	337,464	513,625	364,000	480,000
Plumbing permits	217,257	337,131	492,935	375,000	470,000
Mechanical fees	67,980	143,161	220,525	146,000	220,000
Septic tank permits	88,125	127,552	135,488	89,000	89,000
Occupancy permits	208,194	178,385	203,675	196,000	125,000
Erosion & sediment control permits	657,168	820,417	726,894	977,000	690,000
Solicitor permits	1,720	1,880	1,570	2,000	2,000
Weapons permits	19,928	12,659	13,256	15,000	15,000
Biosolids application permits	1,008	0	0	3,000	3,000
Fire permits	94,954	169,924	255,233	270,000	340,000
Refuse vehicle hauling licenses	8,880	11,310	12,020	11,000	11,000
Sanitation & water permits & fees	153,376	162,533	197,570	148,000	148,000
Swimming pool permits	32,565	35,590	35,040	30,000	30,000
Mixed beverage licenses	23,281	28,205	32,302	32,000	34,000

General Fund Revenue

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<i>Permits & Privilege Fees, continued.....</i>					
Sanitation licenses	\$13,348	\$13,643	\$15,336	\$15,000	\$15,000
Water supply licenses	4,704	4,779	4,932	4,000	4,000
Bond reduction processing fees	112,145	91,630	112,885	80,000	115,000
Construction plan review fees	809,956	518,219	555,550	519,000	610,000
Healthland sites evaluation	31,498	4,067	19,607	35,000	35,000
Solid waste facility permits	27,565	22,812	21,114	19,000	19,000
Comprehensive plan amendments	5,784	23,521	88,313	10,000	11,000
Massage parlor fees	5,680	4,350	4,200	5,000	5,000
Rezoning	251,890	159,830	645,104	189,000	684,000
Rezoning modifications	16,202	39,325	31,460	39,000	65,000
Zoning concept plan amendments	36,810	27,618	51,429	55,000	238,000
Special exceptions	100,099	63,940	125,512	66,000	306,000
Floodplain alterations	117,366	27,741	31,584	23,000	41,000
Variances	2,450	3,150	100	1,000	1,400
Appeals	13,650	5,150	4,900	7,000	6,000
Preliminary subdivisions	190,831	145,090	301,964	209,000	300,000
Preliminary record subdivisions	103,792	88,780	89,548	66,000	70,000
Record subdivisions	669,316	315,899	301,461	175,000	240,000
Family subdivisions	94,745	732	0	8,000	50,000
Subdivision waivers	101,045	17,440	36,750	20,000	40,000
Subdivision exceptions	0	58	3,636	2,000	1,000
Boundary line adjustments	49,732	27,480	40,465	28,000	45,000
Final site plans	700,617	416,014	400,130	334,000	399,000
Site plan amendments	143,350	120,930	129,400	117,000	134,000
Certificates of appropriateness	810	1,260	1,395	1,000	1,000
False alarm fee	0	0	0	182,000	100,000
Floodplain study fees	37,723	26,400	38,750	28,000	49,000
Replacement well fees	500	700	500	500	500
Well & septic reinspection fees	1,990	2,365	2,475	2,000	2,000
BOCA clearance fees	12,856	16,850	18,300	15,000	15,000
Technical sewage plan review fees	900	0	900	2,000	2,000
Percolation test monitoring fees	3,850	2,500	1,800	4,000	4,000
Bond final release fees	185,389	171,607	186,927	213,000	240,000
Bond final release inspection fees	0	0	0	2,000	2,000
Bond extension fees	275,450	148,835	195,300	126,000	310,000
FMS waiver fees	27,500	37,500	40,750	27,000	30,000
Overlot grading fees	608,900	617,400	702,000	647,000	475,000
Total – Permits & Privilege Fees	\$17,046,706	\$17,779,983	\$23,102,300	\$21,418,000	\$22,917,000

Fines and Forfeitures

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

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Fines & Forfeitures					
Traffic violation fines	\$990,855	\$1,243,637	\$1,525,002	\$1,309,000	\$1,436,000
Fire lane violation fines	98,005	125,595	150,676	136,000	151,000
Dulles airport pkg. & traffic fines	268,779	171,269	154,237	170,000	170,000
Parking fines	73,360	117,967	116,441	70,000	80,000
Animal law violation fines	170	39	199	3,000	3,000
Campaign reporting violation fines	100	0	0	0	0
Zoning violations	7,850	18,035	13,513	9,000	23,000
DUI incidents	0	11,590	63,292	247,000	225,000
Total – Fines & Forfeitures	\$1,439,119	\$1,688,132	\$2,023,360	\$1,944,000	\$2,088,000

General Fund Revenue

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 is expected to rebound with rising low interest rates.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Use of Money & Property					
Interest on investments	\$2,330,422	\$1,808,812	\$4,663,608	\$2,400,000	\$8,000,000
Dividends on investments	0	0	0	70,000	0
Interest on loans	7,631	6,762	6,355	9,000	9,000
Rental of general & school prop.	45,938	43,646	50,970	45,000	45,000
Rental of recreational property	355,691	364,174	365,449	379,000	650,000
Concession rentals/commissions	31,227	3,155	8,207	14,000	14,000
Sales of material and supplies	20,252	22,070	31,928	73,000	73,000
Sale of salvage & surplus	0	481	0	0	0
Sales of meals to non-prisoners	460	191	272	500	300
Total – Use of Money & Property	\$2,791,621	\$2,249,291	\$5,126,789	\$2,990,000	\$8,791,000

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. Health programs are administered by the Department of Family Services and 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 oversee the maintenance and sale of maps from the County's Geographic Information System database. The Office of Solid Waste Management administers fees associated with the disposal of solid waste at the County landfill. Beginning with the FY 06 budget, landfill revenue required to offset operational expenses is posted to the General Fund, while revenue in excess of direct operating expenditures has been posted to the Capital Projects Fund to offset the cost of future cell construction and closure. In all cases, revenue estimates for this category incorporate a combination of historical trends analysis and projected increases in the agencies' client base.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Charges for Services					
Photographic fees	\$0	\$0	\$0	\$100	\$50
Freedom of information fees	0	0	0	100	1,000
Loss of summons copy	0	0	0	100	50
ATF form	0	0	0	100	50
Good conduct letter	0	0	0	100	50
Incident reports	0	0	0	100	50
Excess of court officers	2,487,444	3,025,325	3,303,080	3,000,000	3,500,000
Sheriff's fees	8,065	8,012	9,592	8,000	9,000
Costs collected in court cases	153,198	211,884	196,403	171,000	171,000
Commonwealth's Attorney fees	3,066	3,085	3,442	0	0
Background investigation charges	90	25	130	0	0
Street light charges	4,340	2,591	2,609	3,000	5,000
Courthouse security fees	160,585	212,156	113,692	220,000	175,000
Well & septic evaluation charges	12,100	10,365	9,570	12,000	12,000
Residential service fees	191,834	206,526	217,650	215,000	245,000
Outpatient clinic fees	126,190	114,222	152,680	175,000	175,000
Day treatment clinic fees	3,803	5,394	6,763	4,000	7,000

General Fund Revenue

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<i>Charges for Services, continued...</i>					
Parent-infant development fees	\$62,184	\$58,038	\$47,748	\$60,000	\$50,000
Sales of medication, drugs, etc.	5,633	11,405	13,848	12,000	18,000
Aftercare services fees	6,650	4,584	5,562	7,000	7,000
Court evaluation charges	53,929	43,265	62,676	55,000	65,000
Substance abuse counselor fees	80,221	69,121	93,847	83,000	90,000
Emergency services fees	14,680	13,445	13,511	15,000	15,000
Veterans services fees	150	0	0	0	0
Sales of meals	37,590	0	0	0	0
Cafeteria sales	19,629	23,589	16,099	23,000	23,000
Recreation fees	213,722	238,628	346,800	458,000	458,000
Community center fees	532,845	560,681	574,285	582,000	885,000
Swimming pool fees	251,027	292,816	314,007	294,000	300,000
League sports fees	195,142	215,729	236,175	236,000	236,000
Group events fees	193,408	309,043	371,870	245,000	245,000
Transportation fees for group events	54,469	35,089	38,665	45,000	46,000
After school activity fees	2,965,035	3,223,378	3,265,859	4,171,000	4,113,000
Summer camp fees	1,034,843	1,240,263	1,553,839	1,560,000	1,715,000
Admission charges	104,249	75,546	80,913	251,000	1,421,000
Library fees & fines	18,481	20,897	22,412	24,000	24,000
Sales of maps, surveys, plats, etc.	3,169	3,407	4,077	3,000	2,000
Sales of publications	59,956	125,212	172,157	103,000	128,000
Sales of cartographic maps	5,189	3,827	4,512	6,000	6,000
Sales of digital data	17,654	13,921	22,510	16,000	16,000
Sales of special cartographic maps	12,321	8,056	6,254	6,000	5,000
Animal protection charges	11,765	13,540	13,125	15,000	15,000
Board of Animals	10,216	12,125	11,173	11,000	11,000
Animal adoption fees	8,688	14,701	15,077	12,000	12,000
Animal neuter & spaying fees	18,723	27,358	24,200	25,000	25,000
Tournament fees	19,493	0	0	0	0
Record check charges	8,802	5,851	6,265	6,000	7,000
Accident report charges	23,614	26,758	29,217	25,000	30,000
Fingerprinting charges	2,000	2,839	3,520	3,000	4,000
Clerk of Court copy fees	0	0	9,582	0	45,000
Sheriff processing fees	9,869	13,496	19,924	15,000	20,000
Lock up fees	1,076	0	0	1,000	0
DNA sample of felons fees	259	501	757	1,000	1,000
Respite care fees	89,498	89,359	116,198	80,000	120,000
Hydrogeologic fees	10,452	1,742	4,518	10,000	10,000
House arrest fees	0	4,140	2,626	5,000	5,000
Daycare fees	631,457	632,760	821,857	816,000	1,004,000
Information services fees	302	422	231	0	0
PB, FI & N water sample fees	50	50	25	0	0
Preschool fees	932,071	1,114,362	1,474,368	1,290,000	1,449,000
Sale of medication	356	3	0	0	0
Commuter bus	1,172,655	1,626,303	1,861,611	2,061,000	3,370,000
Sales of recyclable waste	20,472	48,811	32,039	0	0
Landfill fees – construction waste	128,452	421,626	1,030,250	0	0
Landfill fees – construction waste type 2	67,649	81,184	86,358	0	0
Landfill fees – municipal waste	529,844	647,858	1,288,210	0	0
Landfill fees – mixed waste	125,805	212,022	332,403	0	0
Landfill fees – yard waste	44,961	93,292	95,661	0	0
Landfill fees – tires	13,805	15,079	19,452	0	0
Landfill fees – appliances	6,755	9,639	10,388	0	0
Rebate – recycle paper	5,589	8,140	29,592	0	0
Discharge assistance program (DAD)	125,125	115,500	26,036	115,000	115,000
Joblink fees	550	405	0	500	500
Case management fees	119	479	11,443	2,000	54,000
Landfill - Contracted Municipal Solid Waste	0	1,270,386	896,449	1,475,000	2,232,000
Total – Charges for Services	\$13,113,363	\$16,900,256	\$19,555,492	\$18,031,000	\$22,694,000

General Fund Revenue

Miscellaneous Revenue

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

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Miscellaneous Revenue					
Miscellaneous revenues	\$873,870	\$211,707	\$167,187	\$46,000	\$141,000
Primary fees	0	0	2,124	0	0
Gifts/donations – private sources	142,237	460,609	349,922	223,000	253,000
Sale of property & nonfixed assets	20,702	18,694	2,997	5,000	5,000
Returned check fees	12,617	12,796	16,379	12,000	12,000
Payments for damage to books	19,146	20,294	25,913	21,000	21,000
Court collection	0	18	123	0	0
DMV collection fees	30,152	49,758	6,540	2,000	2,000
Contributions – Government Entity	244,540	0	1,507	0	0
Total – Miscellaneous Revenue	\$1,343,264	\$773,876	\$572,692	\$309,000	\$434,000

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 also receives payments from insurance companies and the Federal government for medical services provided under the auspices of County programs.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Recovered Costs					
Housing prisoners – State	\$482,305	\$469,723	\$546,620	\$480,000	\$525,000
Housing prisoners – other	362,372	423,842	105,504	100,000	0
Costs for town elections	0	13,573	0	13,000	13,000
Extraditions	34,716	34,690	25,322	40,000	45,000
Charges by insurance	191,901	210,343	224,963	200,000	223,000
Soil Water Conservation District personnel	263,428	257,158	298,374	250,000	250,000
Juvenile detention contracts	82,490	102,200	110,230	73,000	80,000
Juvenile detention per diem payments	76,425	52,050	87,720	40,000	40,000
Central MH/MR services	33,722	45,168	28,360	33,000	25,000
Costs for protective services	244,719	257,370	196,192	167,000	125,000
Rents for Virginia agencies	47,514	11,227	3,884	4,000	4,000
Comprehensive Services Act	55,198	32,530	35,068	59,000	62,000
United States Tennis Association	0	0	2,494	0	0
Medicaid cost recoveries	2,682,828	2,833,499	2,898,618	4,005,000	4,172,000
Loudoun Hospital	18,377	14,775	8,825	12,000	9,000
Risk & insurance	9,198	47,012	0	0	0
HIDTA substance abuse prevention	79,046	85,028	72,867	0	81,000
Miscellaneous recoveries	769,456	649,983	549,410	633,000	508,000
Total – Recovered Costs	\$5,433,695	\$5,540,171	\$5,194,451	\$6,108,000	\$6,161,000

General Fund Revenue

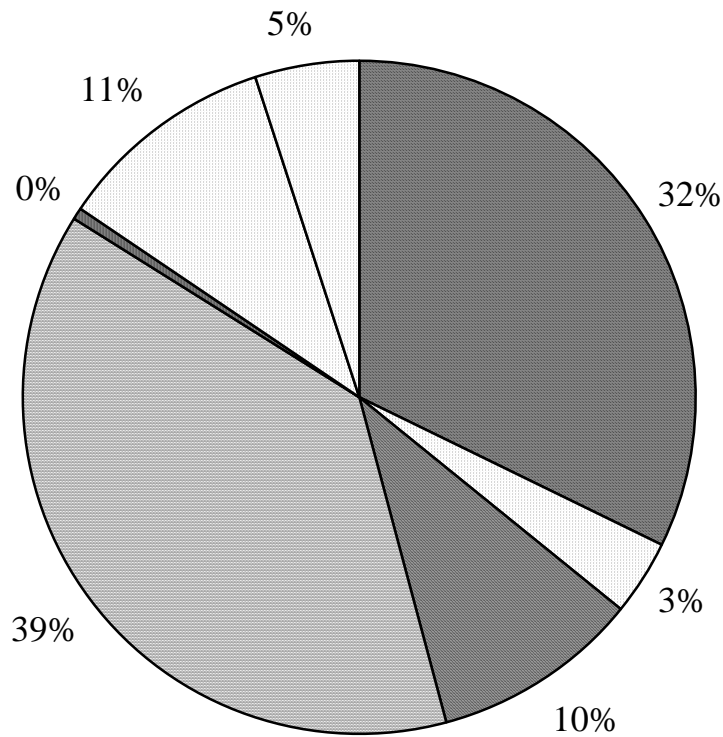
Other Financing Sources

The County receives revenue from the sale of assets and issuance of bonds and leases for capital and facilities improvements. The capital lease revenue in FY 07 represents lease-purchase financing for the replacement of the MH/MR/SAS client system and development of a new time and attendance system. This category also includes transfers from various other funds. For FY 07, transfers are proposed from the Comprehensive Services for At-Risk Youth and Families (CSA) Fund for program management and from the Local Gasoline Tax Fund to support County transportation and transit-related services.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Other Financing Sources/Non-Revenue Receipts					
Sale of buses, police cars, govt. vehicles	\$0	\$0	\$35,000	\$0	\$0
Sale of machinery & equipment	0	120,622	41,949	0	0
Sale of other fixed assets	694	0	0	1,300,000	0
Repayment of loans/principal	327,098	1,010,074	199,195	0	0
Capital leases	0	0	0	0	1,000,000
Transfers from School Fund	331,269	348,875	335,120	0	0
Transfer from CSA Fund	0	0	0	183,000	183,000
Transfers from TOT Fund	160,973	80,112	93,561	112,000	0
Transfers from Public Safety Comm. Fund	0	0	1,300,000	0	0
Transfers from Capital Projects Fund	5,590	0	29,000	0	0
Transfers from Animal Trust Fund	0	0	7,000	0	0
Transfers from Local Gasoline Tax Fund	807,978	869,013	783,646	1,386,000	1,734,000
Total – Other Financing Sources	\$1,633,602	\$2,428,696	\$2,824,471	\$2,981,000	\$2,917,000

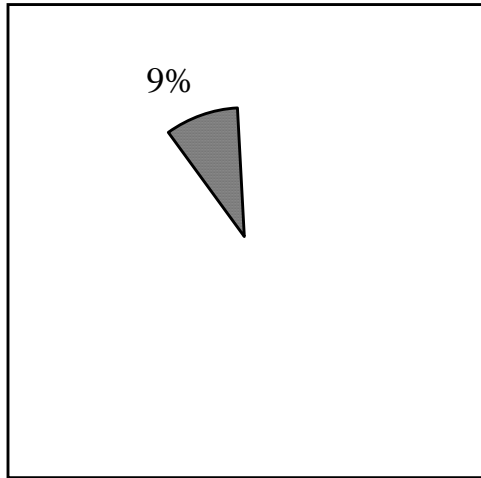
	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Other Local Sources of Revenue - Total					
Permits & Privilege Fees	\$17,046,705	\$17,779,983	\$23,102,300	\$21,418,000	\$22,917,000
Fines & Forfeitures	1,439,119	1,688,132	2,023,360	1,944,000	2,088,000
Use of Money & Property	2,791,621	2,249,291	5,126,789	2,990,000	8,791,000
Charges for Services	13,113,364	16,900,254	19,555,492	18,031,000	22,694,000
Miscellaneous Revenue	1,343,262	773,876	572,692	309,000	434,000
Recovered Costs	5,433,696	5,540,171	5,194,451	6,108,000	6,161,000
Other Financing Sources	1,633,602	2,428,696	2,824,471	2,981,000	2,917,000
Total – Other Local Revenue	\$42,801,369	\$47,360,403	\$58,399,555	\$53,781,000	\$66,002,000

**FY 07 Adopted Fiscal Plan
Other Local Sources of Revenue**



■ Permits & Privilege Fees	□ Fines & Forfeitures
■ Use of Money & Property	■ Charges for Services
■ Miscellaneous Revenue	□ Recovered Costs
□ Other Financing Sources	

Aid from the Commonwealth



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 are 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, using U. S. Census data. 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 is the first full fiscal year that this cap will be in place. The amount of revenue coming to Loudoun will be the same each year, and will be published by March 1, 2006. A projection based on State forecasts is included below. Because State law requires the amount paid by the taxpayer to make up any shortfall, current personal property taxes (p. R-4) will likely increase to offset any reduction in this revenue line.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
State Non-Categorical Aid					
ABC profits	\$163,426	\$205,970	\$79,178	\$200,000	\$80,000
Wine taxes	151,321	127,672	82,994	130,000	80,000
Motor vehicle carriers taxes	7,764	4,046	7,011	5,000	5,000
Mobile home titling taxes	3,510	6,754	4,587	7,000	7,000
Taxes on deeds	2,166,622	3,112,047	4,170,886	3,000,000	5,200,000
Daily vehicle rental tax	4,726,862	5,317,779	5,946,311	5,400,000	5,900,000
State property tax reimbursement	<u>39,268,183</u>	<u>42,733,105</u>	<u>45,661,371</u>	<u>35,283,000</u>	<u>50,944,000</u>
Total – State Non-Categorical	\$46,487,688	\$51,507,373	\$55,952,338	\$44,025,000	\$62,216,000

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. FY 07 projections reflect the Compensation Board's FY 06 allocations. The Compensation Board generally adopts its official allocation budget following the adoption of the County budget.

General Fund Revenue

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
State Shared Expenses					
Commonwealth's Attorney	\$475,227	\$563,165	\$603,155	\$532,000	\$532,000
Sheriff	6,400,553	6,549,297	7,144,467	6,975,000	7,205,000
Commissioner of Revenue	272,940	244,265	269,190	272,000	272,000
Treasurer	333,090	306,788	319,592	313,000	313,000
Medical Examiner	1,050	2,220	1,860	2,000	2,000
Registrar	54,389	53,452	77,377	86,000	86,000
Electoral Board	12,104	11,844	55,645	12,000	12,000
Clerk of Circuit Court	619,989	593,249	616,616	621,000	621,000
Total – State Shared Expenses	\$8,169,342	\$8,324,280	\$9,087,902	\$8,814,000	\$9,044,000

State Categorical Aid

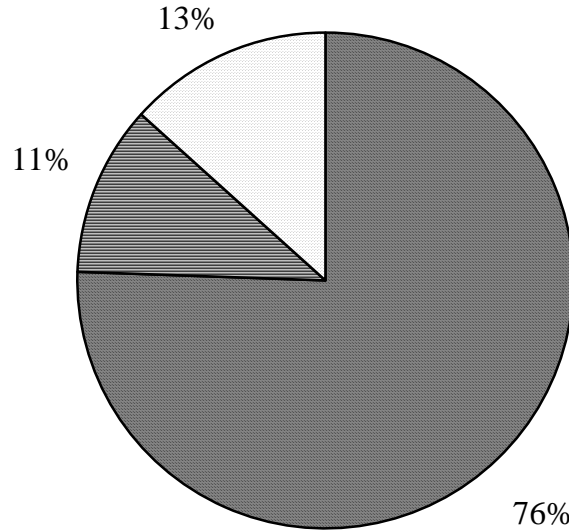
The County receives a variety of grants and other revenues that have been designated for specific purposes. Annual revenue estimates are developed by the administering departments based on the latest information available.

	Department	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
State Categorical Aid						
Social services state & local hospital	Fam. Serv.	\$4,431	\$4,951	\$5,403	\$4,000	\$5,000
Social services general relief	Fam. Serv.	376,098	88,476	78,351	72,000	74,000
Social services ADC foster care	Fam. Serv.	165,171	45,379	47,216	77,000	67,000
Fam. svcs. aged/blind/disabled	Fam. Serv.	119,694	115,463	103,348	120,000	104,000
Aging services special transportation	PRCS	0	8,045	8,045	8,000	8,000
Aging svcs. community based svcs.	PRCS	22,042	29,108	29,108	29,000	29,000
Aging svcs. home delivered meals	PRCS	19,142	3,761	10,037	10,000	10,000
Aging services Title III match	PRCS	4,331	4,331	4,331	4,000	4,000
Aging services FAN care	PRCS	0	241	0	0	0
Aging services/ VICAP	PRCS	2,000	1,000	4,000	2,000	2,000
Fuel assistance	Fam. Serv.	0	0	51	0	100
Food stamp program	Fam. Serv.	188,051	167,217	162,863	157,000	163,000
Family support payments	Fam. Serv.	23,385	21,464	24,095	21,000	24,000
Low-income energy assistance	Fam. Serv.	83,991	115,084	239,399	127,000	245,000
Discretionary grants	Fam. Serv.	9,959	0	0	0	0
Child care & development	Fam. Serv.	654,591	651,249	592,495	406,000	654,000
Family preservation support	Fam. Serv.	10,200	76,481	72,969	22,000	92,000
Title IVE foster care	Fam. Serv.	7,279	6,496	7,607	6,000	8,000
Adoption assistance	Fam. Serv.	57,979	61,961	64,854	62,000	69,000
Medicaid assistance	Fam. Serv.	101,621	103,735	113,881	113,000	114,000
Child care development	Fam. Serv.	0	0	0	0	126,000
View transitional	Fam. Serv.	180,885	114,372	164,275	171,000	209,000
Respite care for foster families	Fam. Serv.	298	240	639	500	500
Outdoor recreation	Reg. Org.	(13,056)	5,000	0	0	0
Lottery proceeds for schools	Non. Dept.	2,825,068	2,806,144	2,831,309	3,490,000	4,008,000
Highway safety	Transport.	0	0	161,499	0	34,000
Rehabilitative service	MHMRSA	23,533	46,479	43,632	27,000	66,000
EMS motor vehicle registration	Fire & Resc.	174,241	89,751	101,867	66,000	66,000
JDC block grant	Fam. Serv.	605,989	631,706	643,000	630,000	630,000
VJCCCA juv. detention reimbursement	Fam. Serv./ PRCS	203,625	203,625	203,625	203,000	204,000
Fire service insurance fee	Fire & Resc.	0	0	403,721	100,000	100,000
DBH reimbursement	MHMRSA	2,704	5,146	2,417	2,000	2,000
Litter control	Solid Waste	26,670	39,066	18,615	30,000	30,000
Libraries	Libraries	222,912	218,635	216,025	216,000	216,000
Pre-trial program	Comm. Corr.	402,268	414,218	416,275	419,000	419,000
Byrne	Sheriff	615	0	0	0	0
Aging svcs. care coordination program	PRCS	50,000	50,000	50,000	50,000	50,000

General Fund Revenue

	Department	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<i>State Categorical Aid, continued...</i>						
School resource officer	Sheriff	\$13,612	\$0	\$13,900	\$0	\$0
Homeless intervention program	Fam. Serv.	207,227	137,000	137,000	137,000	137,000
State transit formula assistance	Transport.	277,338	344,181	479,536	523,000	700,000
MH/MR alcohol abuse services	MHMRSA	434,016	447,709	465,626	451,000	451,000
Mental health services	MHMRSA	849,861	876,814	880,910	860,000	896,000
MH/MR mental retardation srvs.	MHMRSA	292,333	342,525	353,886	338,000	277,000
MR family support	MHMRSA	65,201	57,281	48,324	57,000	57,000
NGRI mental health	MHMRSA	1,000	1,000	8,000	0	0
Operation match	Fam. Serv.	24,022	0	0	0	0
Discharge assistance	MHMRSA	253,039	253,039	253,039	253,000	253,000
Emergency shelter grant	Fam. Serv.	12,302	14,142	14,821	27,000	14,000
Early intervention	MHMRSA	3,125	3,125	0	3,000	89,000
MH psychiatric staff	MHMRSA	12,948	0	0	0	0
Children and adolescents w/SED	MHMRSA	42,760	67,044	139,441	135,000	135,000
MR non-waiver	MHMRSA	45,321	0	0	0	0
State SA prev. incentive grant (SIG)	MHMRSA	(4,816)	0	0	0	0
MR OBRA continuing care	MHMRSA	14,076	13,380	13,258	14,000	14,000
Virginia tobacco settlement program	PRCS/ MHMRSA	64,436	63,350	131,385	143,000	68,000
Civil war cavalry battles	Board/Comm.	0	0	2,336	0	0
Virginia fire program mini-grant	Fire & Rescue	0	1,580	5,677	0	0
Substance abuse prim. treat block grant	MHMRSA	0	11,286	0	0	0
Virginia water quality improvement	Fam. Serv.	24,525	15,000	0	0	0
Public emergency assistance	General Serv./ Fire & Rescue/ Sheriff/ Solid Waste/ PRCS	0	12,046	0	0	0
Comprehensive transit awareness	Transport.	0	12,433	16,518	0	0
State capital lease assistance	Sheriff/ Transport.	0	0	0	0	165,000
Spanish speaking probation officer	Comm. Corr.	0	0	31,875	43,000	43,000
Regional discharge assistance	MHMRSA	0	0	45,334	0	0
Processing chancery papers	Clerk Cir. Ct.	18,964	10,214	10,357	0	35,000
Conservation – chancery papers	Clerk Circ. Ct.	10,261	7,440	0	0	0
Virginia respite care	PRCS	0	0	72,106	0	0
Home safe home Virginia	PRCS	0	11,825	0	0	0
Item conservation – library of VA	Clerk Cir. Ct.	0	0	7,470	0	0
Fraud free program	Fam. Serv.	0	989	4,201	0	0
Total – State Categorical Aid		\$9,217,268	\$8,832,227	\$10,345,275	\$9,627,000	\$11,040,000

**FY 07 Adopted Fiscal Plan
Commonwealth Aid**

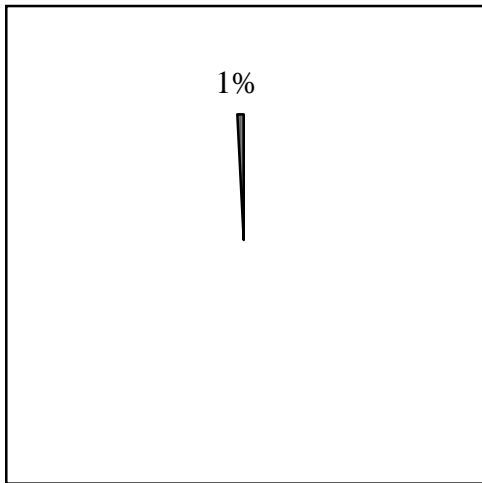


Non-Categorical Aid
 Shared Expenses
 Categorical Aid

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Commonwealth Aid - Total					
State Non-Categorical Aid	\$46,487,688	\$51,507,374	\$55,952,338	\$44,025,000	\$62,216,000
State Shared Expenses	8,169,342	8,324,280	9,087,902	8,814,000	9,044,000
State Categorical Aid	<u>9,217,268</u>	<u>8,832,227</u>	<u>10,345,275</u>	<u>9,627,000</u>	<u>11,040,000</u>
Total – Commonwealth Aid	\$63,874,298	\$68,663,881	\$74,385,515	\$62,466,000	\$82,300,000

General Fund Revenue

Federal Payments



Payments by 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 trafficking 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.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Payments in Lieu of Taxes					
Federal Entitlement Land	<u>\$1,741</u>	<u>\$0</u>	<u>\$1,784</u>	<u>\$3,000</u>	<u>\$3,000</u>
Total – In Lieu of Taxes	\$1,741	\$0	\$1,784	\$3,000	\$3,000

Federal Categorical Aid

Federal aid received by the County is principally of the categorical type. Examples of programs received Federal assistance include foster care, refugee assistance, drug and alcohol abuse programs, low income housing assistance, employment assistance, Medicaid and Aid to Families with Dependent Children. The majority of these grants are administered by the Department of Family Services. In addition, the Department of Family Services and Parks, Recreation and Community Services administer significant proportions of this category.

	Department	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Federal Categorical Aid						
Aging services Title IIIF	PRCS	\$5,759	\$5,672	\$5,635	\$5,000	\$5,000
Title XX staff development	Fam. Serv.	150	762	0	1,000	100
Aging services Title IIIC	PRCS	23,934	23,322	23,560	24,000	24,000
Aging services Title IIIB	PRCS	55,198	57,420	51,812	52,000	52,000
Aging services health & human svcs.	PRCS	9,289	5,322	8,100	9,000	9,000
Aging svcs. Title IIIC (home delivery)	PRCS	29,911	29,641	29,030	29,000	29,000
Aging services senior employment	PRCS	12,268	7,001	8,204	13,000	13,000
Aging services RSVP	PRCS	28,274	29,405	29,405	29,000	29,000
Fuel assistance	Fam. Serv.	0	0	117	0	85
Aging services Title IIIG/outreach	PRCS	698	651	653	1,000	1,000
Title IV (passengers)	Fam. Serv.	211,682	205,690	0	221,000	0
Juvenile accountability incentive	Fam. Serv.	46,579	24,096	16,994	0	0
Child care for homeless children	Fam. Serv.	1,103	14,562	25,228	0	25,000
Food stamp program	Fam. Serv.	565,289	685,921	773,232	338,000	726,000

General Fund Revenue

	Department	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<i>Federal Categorical Aid, continued...</i>						
Temp. assistance to needy families	Fam. Serv.	\$425,784	\$162,514	\$242,656	\$167,000	\$235,000
Refugee & entrant assistance	Fam. Serv.	230,448	6,466	12,253	6,000	10,000
Low-income home energy assist.	Fam. Serv.	90,257	123,803	239,925	127,000	245,000
Child care assistance	Fam. Serv.	684,439	827,460	1,257,815	901,000	1,177,000
Discretionary grants	Fam. Serv.	38,915	51,949	51,145	53,000	63,000
Child care & development	Fam. Serv.	567,321	774,536	389,158	562,000	342,000
Family preservation support	Fam. Serv.	45,988	129,716	33,405	137,000	44,000
Title IVE foster care	Fam. Serv.	388,584	421,488	952,768	617,000	901,000
Adoption assistance	Fam. Serv.	105,551	107,417	119,174	115,000	113,000
Child care block grants	Fam. Serv.	317,078	448,854	530,633	463,000	494,000
Independent living	Fam. Serv.	2,901	1,579	3,454	4,000	5,000
Medical assistance	Fam. Serv.	329,255	367,729	452,500	247,000	342,000
View transitional	Fam. Serv.	238,016	197,316	244,341	185,000	218,000
Block grant	Fam. Serv.	341,395	340,621	386,363	345,000	379,000
Emergency assistance	Fam. Serv.	316,197	8,197	3,388	0	0
Romania – US against child abuse	Fam. Serv.	2,477	0	0	0	0
Adoption incentive payment	Fam. Serv.	4,901	10,153	2,500	0	0
Respite care for foster families	Fam. Serv.	538	433	1,155	1,000	1,000
USDA meal reimbursements (NSIP)	Fam. Serv.	25,594	40,022	36,423	27,000	27,000
Community Development Block Grant	Fam. Serv./ Man. Fin.	0	0	111,074	940,000	880,000
Mental health terrorism related SAMHSA	MHM RSA	89,271	7,361	3,900	0	0
FEMA – terrorism-related counseling	MHM RSA	438	0	0	0	0
One-time prevention grant	MHM RSA	0	0	0	126,000	126,000
Housing-14.235/support housing	Fam. Serv.	106,429	106,429	106,429	106,000	106,000
HOPWA AIDS housing	Fam. Serv.	70,491	66,338	65,197	85,000	85,000
Drug control & sys. improvements	Sheriff	72,467	38,227	37,500	0	0
LLE block grant	Sheriff	17,211	26,971	23,814	0	0
HUD Section 8 assistance	Fam. Serv.	4,546	5,659	3,913	6,000	0
Violence Against Women Act	Comm. Atty.	16,541	37,374	26,470	29,000	29,000
Runaway and homeless youth	Fam. Serv.	9,960	0	0	0	0
DOT highway safety	Transport./ Sheriff	139,634	50,930	8,649	173,000	173,000
Emergency operations assistance	Fire & Rescue	14,754	14,759	11,188	20,000	20,000
Highway safety	Sheriff	8,333	7,731	0	0	0
Aging services Title IIIIE - caregivers	PRCS	21,842	16,171	18,842	19,000	19,000
ISTEA grant	PRCS/ Gen. Svcs.	6,294	1,962,753	659,719	0	0
Youth services Title II weekenders	PRCS/ MHM RSA/ JCSU/ Fam. Serv.	47,396	109,443	83,194	8,000	8,000
Project Childsafe	Sheriff	500	1,500	7,776	0	0
Alcohol abuse	MHM RSA	126,216	126,216	124,067	25,000	25,000
Early intervention	MHM RSA	194,359	295,678	166,070	250,000	234,000
Youth Services Girls, Inc.	PRCS	38,389	58,936	57,348	0	0
Alcohol and drug prevention	MHM RSA	96,700	96,700	96,700	97,000	97,000
Cons. Product Safety Commission	Fire & Rescue	(4,430)	0	0	0	0
PATH case management	MHM RSA	29,473	30,033	35,128	29,000	6,000
Indoor plumbing/rehabilitation	Fam. Serv.	(999)	0	0	46,000	0
SARPOS substance abuse residential	MHM RSA	19,709	10,860	25,408	20,000	20,000
Promotion of the humanities	Library	10,080	700	1,200	0	0
Life and times of John Steinbeck	Library	400	0	100	0	0
CMAQ funding	Transport.	38,400	73,586	56,240	0	0
HUD supportive housing	Fam. Serv.	49,117	50,518	28,392	62,000	118,000
Emergency shelter grant	Fam. Serv.	52,022	25,640	13,320	18,000	12,000
Alcohol – women's set aside	MHM RSA	134,080	134,080	134,080	0	0
Drug – women's set aside	MHM RSA	0	0	0	134,000	134,000
Public library construction	Libraries	0	900	325	0	0

General Fund Revenue

	Department	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<i>Federal Categorical Aid, continued...</i>						
Psychiatric staff	MHM RSA	\$4,532	\$0	\$0	\$0	\$0
SA prevention	MHM RSA	6,150	1,000	0	0	0
Cops universal hiring	Sheriff	209,078	344,094	247,214	0	0
One-time substance abuse prevention	MHM RSA	11,500	4,000	0	0	0
FBG/substance abuse	MHM RSA	45,051	24,532	53,832	15,000	15,000
Criminal justice planning	Comm. Corr.	26,485	38,480	42,770	52,000	0
FEMA crisis counseling	MHM RSA	401,053	192,773	0	0	0
TOPPS	MHM RSA	1,250	0	0	0	0
Federal Motor Carrier safety	Sheriff	17,472	0	0	0	0
VDEM-US DOJ equipment	Fire & Rescue	0	3,778	25,714	0	0
FEMA FY 2002 assistance	Fire & Rescue	0	140,000	0	0	0
NSIP AAA	PRCS	38,155	37,516	40,366	41,000	40,000
Recreation Trails Program	PRCS	24,494	0	0	0	0
Wetlands mapping and inventory	B&D	7,807	22,368	11,315	0	0
VA State incentive project	MHM RSA	63,751	70,493	41,053	0	0
State criminal alien assistance	Sheriff	0	10,608	36,530	0	0
LLE block-pass-thru	Sheriff	18,339	0	0	0	0
MH Child Development	MHM RSA	18,383	2,642	0	21,000	0
Hazards emergency planning	Fire & Rescue	0	36,615	0	0	0
Economic development	Ec. Dev.	0	24,498	45,414	0	0
Public emergency assistance	Gen. Svcs./ Fire & Rescue/ Solid Waste/ PRCS/ Sheriff	0	93,957	0	0	0
Improvement of education	Sheriff	0	0	84,874	0	0
Domestic preparedness	Fire & Rescue/ Sheriff	0	0	662,525	0	0
Gang-free schools and community	Sheriff	0	454,525	894,197	0	0
Alcohol traffic safety	Sheriff	0	10,527	371	0	0
Safety incentives to prevent DUI	Sheriff	0	2,340	10,031	0	0
Emergency arrest and enforcement	Comm. Corr./ JCSU Sheriff	0	0	123,207	192,000	183,000
Housing counseling assistance	Fam. Serv.	2,700	0	1,560	0	2,000
Streams report NFWF	B&D	25,000	0	0	0	0
SAMSHA subst. abuse mental health	MHM RSA	29,907	16,735	0	0	0
Fraud free program	Fam. Serv.	0	989	4,201	0	0
JJDP detention alternatives	JCSU	0	0	22,032	69,000	52,000
Total – Federal Categorical Aid		\$7,503,503	\$10,097,731	\$10,184,331	\$7,259,000	\$7,889,000

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Federal Payments - Total					
Payments in lieu of taxes	\$1,741	\$0	\$1,784	\$3,000	\$3,000
Federal categorical aid	<u>7,503,503</u>	<u>10,097,729</u>	<u>10,184,331</u>	<u>7,259,000</u>	<u>7,889,000</u>
Total – Federal Payments	\$7,505,244	\$10,097,729	\$10,861,115	\$7,262,000	\$7,892,000

Tax Exemptions

A 2002 amendment to the State Constitution, effective January 1, 2003, directed localities to determine which organizations will be exempt from local property taxes. Previously, the General Assembly granted tax exemptions; tax exemptions previously granted by the General Assembly remain in place. In December 2003, the Board of Supervisors approved new tax exemptions for three organizations.

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

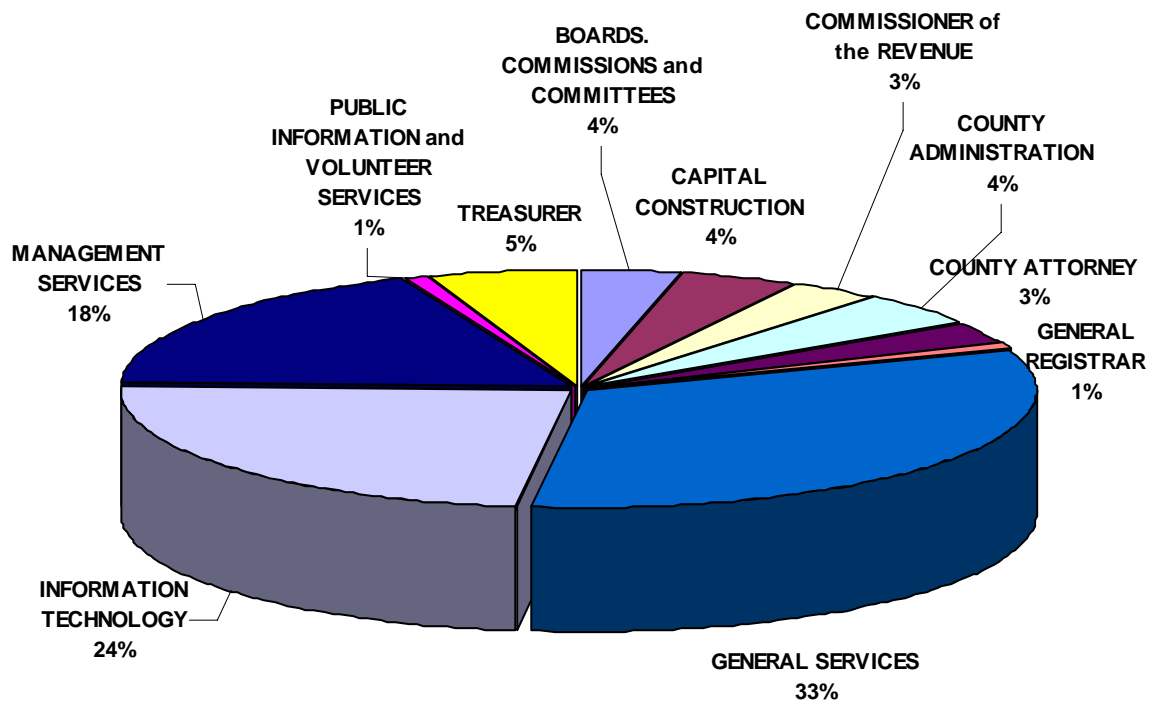
Organization	Real Property		Personal Property		Annual (CY 06) Revenue Exempted
	CY 06 Assessment	Revenue Exempted	CY 06 Assessment	Revenue Exempted	
Air Force Retired Officers Community	\$69,269,300	\$616,497	\$109,167	\$4,585	\$621,082
Friends of the Animal Shelter	1,027,400	9,144	112,972	4,745	13,889
Howard Hughes Medical Institute	296,000,000	2,634,400	219,053	9,200	2,643,600
Jack Kent Cooke Foundation	8,129,000	72,348	0	0	72,348
Life Line	635,000	5,651	0	0	5,651
Prison Fellowship Ministries Foundation	19,342,100	172,145	1,556,375	65,368	237,513
Virginia Regional Transportation Association	3,551,800	31,611	1,584,859	4,841	36,452
Total	\$397,954,600	\$3,541,796	\$3,582,426	\$88,739	\$3,630,535



General Government Administration

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GENERAL GOVERNMENT FY 2007 ADOPTED EXPENDITURES



General Government Administration

	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ADOPTED	FY 2007 ADOPTED
BOARDS, COMMISSIONS AND COMMITTEES	\$2,203,220	\$2,135,894	\$2,404,671	\$2,272,000	\$2,619,000
CAPITAL CONSTRUCTION	0	0	0	0	2,814,000
COMMISSIONER OF THE REVENUE	1,887,692	1,876,026	1,841,247	2,296,000	2,367,000
COUNTY ADMINISTRATION	2,052,747	2,008,628	2,178,178	2,599,000	3,105,000
COUNTY ATTORNEY	4,593,071	3,460,465	2,175,617	1,906,000	2,121,000
GENERAL REGISTRAR	309,848	306,414	380,910	459,000	545,000
GENERAL SERVICES	18,741,272	21,333,668	19,360,778	21,199,000	22,857,000
INFORMATION TECHNOLOGY	13,201,262	13,805,858	13,580,808	14,822,000	16,540,000
MANAGEMENT & FINANCIAL SERVICES	9,307,073	9,276,405	10,687,766	12,140,000	12,963,000
PUBLIC INFORMATION & VOLUNTEER SERVICES	585,443	674,606	637,462	644,000	606,000
TREASURER	<u>2,657,937</u>	<u>2,872,205</u>	<u>2,993,689</u>	<u>3,235,000</u>	<u>3,608,000</u>
TOTAL GOVERNMENT ADMINISTRATION	\$55,539,565	\$57,750,169	\$56,241,126	\$61,572,000	\$70,145,000

Boards, Commissions and Committees

DESCRIPTION

The Boards, Commissions, and Committees section is considered a department for budgetary purposes. This agency consists of the Board of Supervisors and advisory boards, commissions and committees appointed by the Board of Supervisors. Several of the boards are prescribed by various sections of the Code of Virginia while Federal law requires others. The Board of Supervisors have established some of the boards. Some are temporary units, created to accomplish specified tasks, while others are ongoing.

Each board, commission and committee provides a vehicle for policy discussion and 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 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 establishes reasonable rules and procedures as well as allowable costs for implementing the mandatory affordable rental and for-sale housing program. The ADUAB is also responsible for reviewing allowable modification requests. The ADUAB is a ten (10) 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. The Board of Equalization 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 five-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 15.1-494.497 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.

Commission on Women

This commission consists of nine citizen volunteer members who are appointed by the Board of Supervisors, one for each electoral district. The commission members serve four-year terms, coincident with the term of the Board of Supervisors. The Commission on Women serves in an advisory capacity to the Board, identifying problems that the women and citizens of the community face, including employment, health, education, safety, day care, housing and legal rights.

Commuter Bus Advisory Board

This Board provides advice and technical assistance for the County's commuter bus service. This includes recommendations on route design and evaluation, surveying and marketing efforts, and the assignment of fare collection duties.

Boards, Commissions and Committees

Community Criminal Justice Board

Effective July 1, 1995, the Community Criminal Justice Board (CCJB) replaced the Community Corrections Resource Board. The CCJB is the policy-making board for the Community Corrections Program. This Board is State mandated under the Code of Virginia, 1950, as amended, Section 53.1-183. The CCJB consists of the following members: (1) Circuit Court Judge, (2) General District Court Judge, (3) Juvenile and Domestic Relations Court Judge, (4) Chief Magistrate, (5) Sheriff to represent law enforcement, (6) an attorney for the Commonwealth, (7) a public defender or an attorney who is experienced in the defense of criminal matters, (8) a representative of local education, and (9) a representative of the community services boards. The Board of Supervisors appoints six additional members. Each appointed member serves a four-year term concurrent with the term of the Board of Supervisors, with the exception of Constitutional Officers and other judicial officials who will serve their elected or appointed terms.

Community Services Board

This panel consists of 15 at-large members appointed by, and responsible to, the Board of Supervisors. The Community Services Board serves as the County's agent "...in the establishment and operation of community mental health, mental retardation and substance abuse programs as provided for in Chapter 10, Title 37.1, of the Code of Virginia (1950) as amended..." The Loudoun County Community Services Board, which is the policy board for the County's Department of Mental Health/Mental Retardation/Substance Abuse Services, was established by the Board of Supervisors in 1973. Its members are appointed for a three-year term.

Economic Development Commission

This commission consists of a maximum of 27 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 supervises all elections and referenda conducted in Loudoun County. It 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 terms by the Circuit Court Judge.

Fire and Rescue Commission

The Board of Supervisors revamped the Fire and Rescue Commission in late FY 02. The reconstituted body 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. One member of the Board of Supervisor serves as an ex-officio member. The committee reviews and comments on inputs to the Fiscal Impact Model (FIM) and provides input to staff on the input variable values for the upcoming year, i.e. real income growth, inflation rate, and population growth.

Library Board of Trustees

The nine-member Library Board of Trustees is appointed by the Loudoun County Board of Supervisors for a four-year term; each member may be reappointed for one subsequent four-year term. One Board of Supervisors member 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, to determine library policies, to approve expenditures of library funds and to receive gifts to the library system.

Boards, Commissions and Committees

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

Northern Virginia Transportation Commission

This organization receives, invests, and disburses Loudoun County's local gasoline tax funds. The County pays administrative fees to cover the cost of service from the Local Gasoline Tax Fund. For further information see the Local Gasoline Tax fund section of this document (see page 658 – Volume 2).

Open Space Advisory Committee

The Open Space Advisory Committee is a nine-member body appointed by the Board of Supervisors for a four-year term, to run concurrently with Board of Supervisors as per the Board policy. The committee was established in 1972 to provide information to the Board of Supervisors and coordinate and sponsor research activities on current issues and alternatives regarding open space and land use in Loudoun County.

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 Improvements Program for the County. The Planning Services staff supplies professional and support services to the Commission.

Rural Economic Development Council

This committee consists of up to 21 members who are appointed by the Board of Supervisors. The purposes of the Council are to: promote the economic growth and vitality of Loudoun County's agricultural, horticultural and equine industries, furnish information and provide 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 are appointed for two-year terms. Seven members represent rural based agencies, ten members represent rural industry sectors and four members serve at-large. The Board of Supervisors approved the Rural Economic Development Council by-laws in November 2000 and the initial slate of members was approved in March 2001.

Social Services Board

This Board is responsible for determining department policy, services, and administrative oversight. By authority of the Code of Virginia (Title 63.1-38 through 63.1-58.1), 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 local 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 Social Services Board (63.1-40, Code of Virginia).

Telecommunications Committee

This Committee is composed of seven members who are appointed by the Board of Supervisors to periodically review County policies and ordinances regarding telecommunications and advise the Board of Supervisors on recommended updates. The Committee conducts research, analyzes County telecommunications strategy related to land use planning, and provides general guidance and recommendations to the Board of Supervisors. The Committee also responds to specific land use applications related to telecommunications as requested by the Board of Supervisors.

Boards, Commissions and Committees

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,079,020	\$1,252,203	\$1,435,579	\$1,469,000	\$1,756,000
Operations & Maintenance	786,727	883,691	958,881	784,000	844,000
Capital Outlay	337,473	0	10,211	19,000	19,000
Total Expenditures:	\$2,203,220	\$2,135,894	\$2,404,671	\$2,272,000	\$2,619,000
Revenue					
Local Fees, Charges, Etc.	\$490,998	\$280,585	\$308,500	\$264,000	\$264,000
Commonwealth	12,104	11,844	57,981	12,000	12,000
Total Revenues:	\$503,102	\$292,429	\$366,481	\$276,000	\$276,000
Local Tax Funding:	\$1,700,118	\$1,843,465	\$2,038,190	\$1,996,000	\$2,343,000
FTE Summary:	2.00	1.00	1.00	1.00	1.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Boards, Commissions, and Committees provides services at the County Administrator's recommended level. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 03 Mid-Year: As part of budget reductions 1.00 FTE (administrative assistant) was eliminated from the Board of Supervisors office.

Boards, Commissions and Committees

BOARD OF SUPERVISORS:

Program Expenditure Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Program Expenditures					
Personnel	\$546,385	\$650,471	\$792,445	\$948,000	\$1,185,000
Operations & Maintenance	455,456	544,340	577,774	385,000	426,000
Capital	<u>242,900</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Expenditures:	\$1,244,741	\$1,194,811	\$1,370,219	\$1,333,000	\$1,611,000
Program Revenues					
Local Fees, Charges, Etc.	<u>\$242,900</u>	<u>\$0</u>	<u>\$256</u>	<u>\$0</u>	<u>\$0</u>
Total Revenues:	\$242,900	\$0	\$256	\$0	\$0
Local Tax Funding:	\$1,001,841	\$1,194,811	\$1,369,963	\$1,333,000	\$1,611,000
FTE Summary:	2.00	1.00	1.00	1.00	1.00

BOARD OF EQUALIZATION:

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$40,523	\$35,072	\$37,066	\$58,000	\$60,000
Operations & Maintenance	3,510	2,301	2,669	2,000	2,000
Capital	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,000</u>	<u>1,000</u>
Total Expenditures:	\$44,033	\$37,373	\$39,735	\$61,000	\$63,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$44,033	\$37,373	\$39,735	\$61,000	\$63,000

BOARD OF ZONING APPEALS:

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$11,751	\$11,796	\$11,751	\$12,000	\$17,000
Operations & Maintenance	<u>5,122</u>	<u>3,415</u>	<u>7,596</u>	<u>6,000</u>	<u>6,000</u>
Total Expenditures:	\$16,873	\$15,211	\$19,347	\$18,000	\$23,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$16,873	\$15,211	\$19,347	\$18,000	\$23,000

Boards, Commissions and Committees

ELECTORAL BOARD:

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditure					
Personnel	\$103,644	\$149,898	\$150,438	\$125,000	\$169,000
Operations & Maintenance	39,397	63,074	81,182	101,000	111,000
Capital Outlay	<u>94,573</u>	<u>0</u>	<u>10,211</u>	<u>18,000</u>	<u>18,000</u>
Total Expenditures:	\$237,614	\$212,972	\$241,831	\$244,000	\$298,000
Revenue					
Fees, Charges & Recovered Costs	\$168	\$15,677	\$2,424	\$13,000	\$13,000
Commonwealth	<u>12,104</u>	<u>11,844</u>	<u>55,645</u>	<u>12,000</u>	<u>12,000</u>
Total Revenues:	\$12,272	\$27,521	\$58,069	\$25,000	\$25,000
Local Tax Funding:	\$225,342	\$185,451	\$183,762	\$219,000	\$273,000

PLANNING COMMISSION:

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$130,865	\$141,732	\$141,780	\$141,000	\$141,000
Operations & Maintenance	<u>19,202</u>	<u>18,746</u>	<u>19,442</u>	<u>35,000</u>	<u>35,000</u>
Total Expenditures:	\$150,067	\$160,478	\$161,222	\$176,000	\$176,000
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$150,067	\$160,478	\$161,222	\$176,000	\$176,000

Note: The FY 04 Adopted Fiscal Plan included a \$1,000 salary increase for each of the nine Planning Commissioners.

Boards, Commissions and Committees

Funding History

	FY 03	FY 04	FY 05	FY 06	FY 07
Program Financial Summary	Actual	Actual	Actual	Adopted	Adopted
Affordable Dwelling Unit Board	\$382	\$755	\$1,464	\$2,000	\$2,000
Civil War Calvary Battles	0	0	2,336	0	0
Commission on Aging	1,158	874	429	2,000	2,000
Commission on Women	7,731	6,046	5,105	9,000	9,000
Community Services Board	6,269	10,354	7,913	8,000	12,000
Disability Services Board	7,750	7,750	5,912	0	0
Economic Development Commission	30,172	39,130	29,466	3,000	3,000
Fire and Rescue Commission	173	60	316	6,000	6,000
Fiscal Impact Committee	1,137	0	130	2,000	2,000
Library Board of Trustees	984	1,004	2,222	1,000	1,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Counsel	0	0	0	2,000	2,000
Social Services Board	1,389	1,227	2,294	2,000	2,000
Soil & Water Conservation District Board	452,725	447,795	514,671	402,000	406,000
Telecommunications Committee	22	54	59	0	0
TOTAL	\$509,892	\$515,049	\$572,317	\$440,000	\$448,000

	FY 03	FY 04	FY 05	FY 06	FY 07
Program Revenue Summary	Actual	Actual	Actual	Adopted	Adopted
Civil War Calvary Battles	\$0	\$0	\$2,336	\$0	\$0
Commission on Women	575	0	1,551	1,000	1,000
Community Services Board*	(1,365)	0	0	0	0
Disability Services Board	7,750	7,750	5,895	0	0
Soil & Water Conservation Dist Board	240,970	257,158	298,374	250,000	250,000
TOTAL	\$247,930	\$264,908	\$308,156	\$251,000	\$251,000

* FY 03 payment recorded incorrectly, should be expenditure not a reduction of revenue.

	FY 03	FY 04	FY 05	FY 06	FY 07
Local Tax Funding	Actual	Actual	Actual	Adopted	Adopted
Affordable Dwelling Unit Board	\$382	\$755	\$1,464	\$2,000	\$2,000
Civil War Calvary Battles	0	0	0	0	0
Commission on Aging	1,158	874	429	2,000	2,000
Commission on Women	7,156	6,046	3,554	8,000	8,000
Community Services Board	7,634	10,354	7,913	8,000	12,000
Disability Services Board	0	0	17	0	0
Economic Development Commission	30,172	39,130	29,466	3,000	3,000
Fire and Rescue Commission	173	60	316	6,000	6,000
Fiscal Impact Committee	1,137	0	130	2,000	2,000
Library Board of Trustees	984	1,004	2,222	1,000	1,000
Open Space Advisory Committee	0	0	0	1,000	1,000
Rural Economic Development Counsel	0	0	0	2,000	2,000
Social Services Board	1,389	1,227	2,294	2,000	2,000
Soil & Water Conservation District Board	211,755	190,637	216,297	152,000	156,000
Telecommunications Committee	22	54	59	0	0
TOTAL	\$261,962	\$250,141	\$264,161	\$189,000	\$197,000

Office of Capital Construction

MISSION

The Office of Capital Construction provides management and technical expertise, services and research in the area of capital facility construction management. The Office of Capital Construction executes all phases of the County's Capital Improvement Plan. This is accomplished by producing safe, functional, and cost effective facilities in accordance with predetermined timelines and budgets.

DESCRIPTION

The Office of Capital Construction is included in the FY 07 Adopted Fiscal Plan as a newly created agency that provides dedicated resources to manage the County's rapidly expanding Capital Plan. This office will serve as the principal staff point of contact for matters relating to the County's Capital projects, including design and engineering, construction management and project support. The Office of Capital Construction will be established effective FY 07 by combining resources from General Services and Parks, Recreation and Community Services. The FY 07 Adopted Fiscal Plan includes an additional 2.00 FTE to establish a real property manager and one transportation capital project manager.

By transferring resources from several departments within the County, the Office of Capital Construction will combine the intimate knowledge of projects within those departments with the overarching procedures necessary to develop a comprehensive approach.

The County Administrator created an interdisciplinary work team in FY 05 to manage and re-engineer the County's capital project management practices. The team was made up of staff representatives from the departments of Management and Financial Services, Parks, Recreation and Community Services, County Administration, General Services, and Building and Development. The recommendation to create the Office of Capital Construction was a key recommendation from this team, which identified additional capital project management support positions in other agencies using FY 06 and FY 07 enhancements, as well as vacant positions. These support positions are located in the County Attorney's office, Building & Development, Transportation Services and the Department of Management & Financial Services.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends

- Delivery of capital facilities has not kept pace with project scheduling identified by the CIP.
- By allowing each department to handle their own capital facilities planning, and splitting project implementation between General Services and PRCS, the process becomes fragmented with insufficient prioritization and planning at the County level.
- Land acquisition can be a time-consuming, difficult process to manage. The County's land acquisition process is spread across different agencies which adversely impacts project timelines and delays the delivery of capital projects.
- State and local legislation, practices and policies limit opportunities to reduce project timelines.
- Finding qualified contractors at a reasonable cost has become increasingly difficult.

FY 07 Major Goals:

- Develop agency management and professional staff.
- Create standardized procedures for capital project processes such as land acquisition, design, permitting, construction and closeout.
- Transfer development and oversight duties related to capital projects from other County departments.
- Project managers will devote more resources to pre-construction reports that can help reduce risk, improve contract administration and strengthen the County's relationship with private sector contractors.
- Improve project close-outs using the newly developed capital project standard procedures.
- Streamline the land acquisition process to create efficiencies and reduce unnecessary steps.

Capital Construction

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	-	-	-	-	\$1,552,000
Operations & Maintenance	-	-	-	-	998,000
Capital Outlay	-	-	-	-	256,000
Central Vehicle Fund	-	-	-	-	0
Total Expenditures:	N/A	N/A	N/A	N/A	\$2,806,000
Revenue					
Local Fees, Charges, Etc	-	-	-	-	\$0
Commonwealth	-	-	-	-	0
Federal	-	-	-	-	0
Other	-	-	-	-	0
Public Safety Fund	-	-	-	-	0
Total Revenues:	N/A	N/A	N/A	N/A	\$0
Local Tax Funding:	N/A	N/A	N/A	N/A	\$2,806,000
FTE Summary:	N/A	N/A	N/A	N/A	25.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Office of Capital Construction includes enhancements totaling 2.00 FTE and \$367,000 in additional local tax funding for a real property manager and a transportation project manager. Other staff members and funding were transferred to the Office of Capital Construction from General Services and Parks, Recreation and Community Services. The Board of Supervisors directed the County Administrator to transfer additional positions to the Office of Capital Construction that will occur after the adoption of the FY 07 Budget.

Capital Construction

Planned Accomplishments/Objectives for FY 07

Goal: Deliver approved capital projects in accordance with the Capital Improvement Plan schedule.

Objective: Successfully advance currently funded capital projects to the next milestone of planning, design, or construction.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of funded active capital projects	15	21	28	26
Projects meeting milestone dates	60%	62%	75%	73%

Goal: Deliver approved capital projects within budget.

Objective: Incur less than 5 percent change order rate.

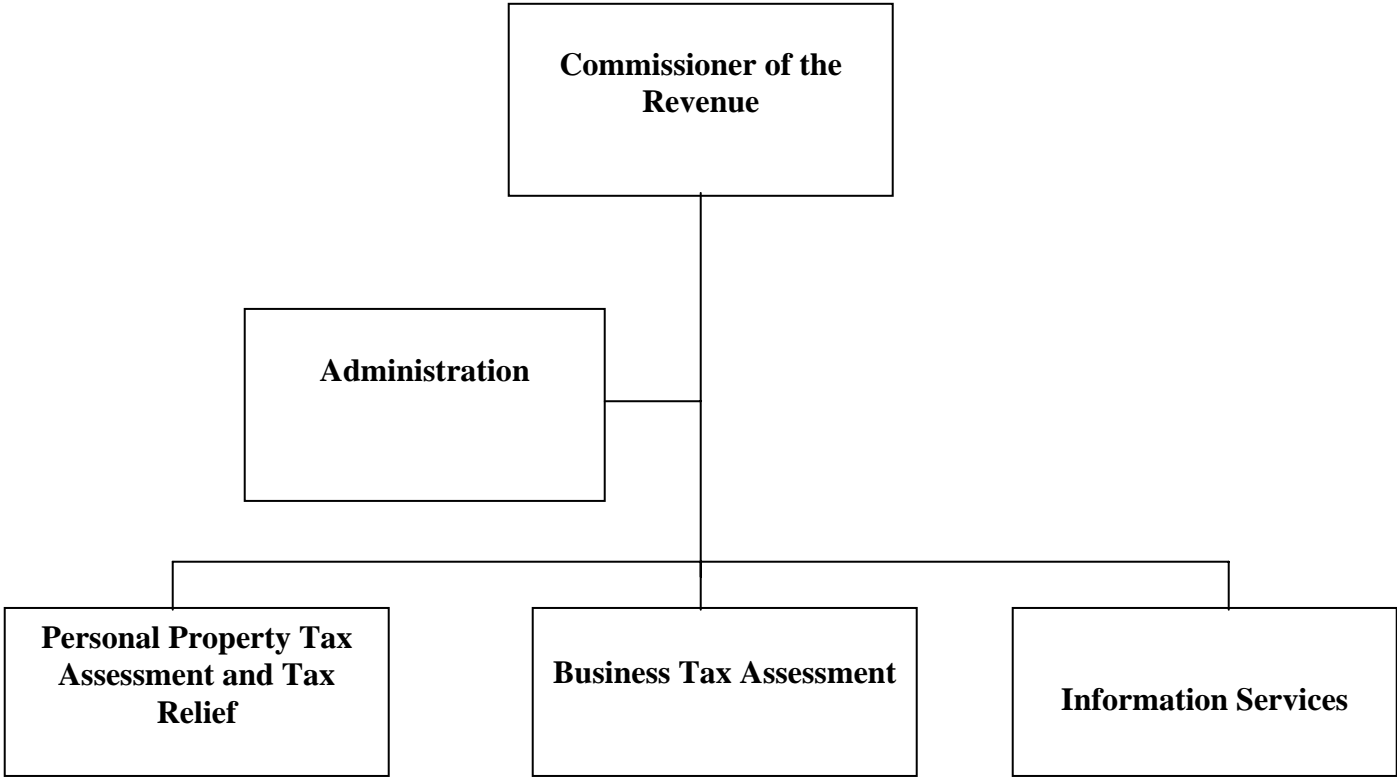
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Change order rate for capital projects	3.8%	9%	5%	0%

Goal: Deliver quality capital projects that meet or exceed the needs of County residents and staff.

Objective: Maintain a customer satisfaction rating of 90% or above.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Customer satisfaction rating	90%	85%	90%	90%

Commissioner of the Revenue



Commissioner of the Revenue

MISSION

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 ordinance in a manner that is efficient, fair, equitable and thorough, while protecting the confidential personal and business information entrusted to the office.

DESCRIPTION

The Commissioner of the Revenue is an 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 approximately 80% 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. In December 2005, the State Compensation Board increased the FY 06 funding for the Commonwealth's share of office expenses, salaries and benefits to \$277,613.

As the chief tax assessing officer in Loudoun County, the Commissioner of the Revenue and his staff identify, classify and value individual 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 estate. The office 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, administers the local tax relief program for the elderly and disabled and provides state income tax filing assistance.

After the completing the assessment process, the Commissioner's Office forwards all assessment information to the Treasurer's Office for use in producing 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 affect on Loudoun citizens and businesses.

The Commissioner's office is comprised of three distinct divisions: Personal Property Tax Assessment & Tax Relief, Business Tax Assessment & Compliance, Information Services and Department Administration. The main office is located on the first floor of the County Government Center and a satellite office in the Loudoun Tech Center serves eastern Loudoun residents.

Commissioner of the Revenue

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

The office's challenge is to effectively serve Loudoun's rapidly growing citizen and business population in an environment with ever-changing tax regulations and technology. Unlike other agencies, the Commissioner of the Revenue's staff interacts with most every existing resident and business annually. In addition, staff provides service to most every new resident and business either through the registration of a vehicle for personal property tax or the registration of a local business. The office also provides Loudoun's incorporated towns with personal property assessment and tax relief applicant data for use in administering their tax programs as well as exchanges business tax information for use in administering business tax programs.

Growth

- Increasing number of residents and businesses in the County adds to the sheer volume of work.
- 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 do not have Internet access.
- The volume of new construction and increase in the number of commercial centers in the County requires more discovery work to ensure compliance with local tax regulations.

Legislation

- 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.
- During Virginia's 2006 General Assembly session, new legislation was introduced and passed regarding an increase to the Tax Relief for the Elderly and Disabled Program's real property net worth qualifying limits.
- Virginia's legislature annually considers changes to or elimination of the personal property tax on vehicles and business property, and the business, professional and occupational license tax. Considerable staff time is required to analyze the specific language contained in each bill and arrive at fiscal impacts.
- Virginia's cap on car tax reimbursements to localities goes into effect in CY 06, requiring assessment system modifications and administrative changes. The implementation of these changes will increase taxpayer inquiries as they attempt to understand the program changes.

Economy

- Consolidations in the information technology and telecommunications sectors as well as instability in the airline industry continue to result in assessment appeals, litigation and bankruptcies.
- Economic conditions affect taxpayers' willingness and ability to pay often resulting in assessment appeals.

Technology

- Improvements in the office's automated assessment and taxpayer reporting processes, including via the Internet, are necessary to keep pace with growth and changes made to other agency processes and applications.
- The office's ability to meet technology goals is dependent upon the Department of Information Technology.

FY 07 Major Goals:

- Subject to the approval of the Board of Supervisors, contract with the Virginia Department of Motor Vehicles (DMV) to become a license agent and provide select vehicle transactions.

FY 06 Major Achievements:

- Completed development of new organization structure including identification of proper position classifications.
- Reconfigured office space to support new organization structure and reconfigured phone system.
- Additional training funds provided by the Board of Supervisors enabled staff to take advantage of professional training opportunities.
- Networked copier and fax machines to enable the office to maximize imaging capabilities.
- To improve service to tax relief applicants, all frontline Information Services division staff have obtained their Virginia Notary certification to enable them to witness applicant signatures.
- Implemented a system change restricting the issuance of a business license, if any outstanding taxes are due.

Commissioner of the Revenue

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,597,865	\$1,675,070	\$1,640,787	\$2,063,000	\$2,118,000
Operations & Maintenance	289,827	200,956	200,460	233,000	249,000
Total Expenditures:	\$1,887,692	\$1,876,026	\$1,841,247	\$2,296,000	\$2,367,000
Revenue					
Local Fees, Charges, Etc	\$15,415,314	\$18,199,503	\$21,553,385	\$20,051,000	\$23,811,000
Commonwealth	272,940	244,265	269,190	272,000	272,000
Total Revenues:	\$15,688,254	\$18,443,768	\$21,822,575	\$20,323,000	\$24,083,000
Local Tax Funding:	(\$13,800,562)	(\$16,567,742)	(\$19,981,328)	(\$18,027,000)	(\$21,716,000)
FTE Summary:	33.55	32.55	32.55	32.55	32.55

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Commissioner of the Revenue provides services at the County Administrator's recommended level. The FY 07 budget also includes funding for implementation of compensation increases and increased benefit costs effective September 2006.

Budget History:

FY 03 Mid-Year: 1.00 FTE (Tax Information Specialist) in the business tax program was eliminated during midyear budget reductions.

Commissioner of the Revenue

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Personal Property Tax Assessment and Tax Relief	\$433,592	\$457,643	475,407	\$512,000	\$544,000
Business Tax Assessment	859,638	837,454	660,224	984,000	979,000
Information Services	341,431	413,814	422,874	493,000	514,000
Department Administration	253,031	167,115	282,742	307,000	330,000
Total	\$1,887,692	\$1,876,026	\$1,841,247	\$2,296,000	\$2,367,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Personal Property Tax Assessment and Tax Relief	\$506,756	\$540,708	\$775,752	\$565,000	\$815,000
Business Tax Assessment	15,181,498	17,903,060	21,046,823	19,758,000	23,268,000
Information Services	0	0	0	0	0
Department Administration	0	0	0	0	0
Total	\$15,688,254	\$18,443,768	\$21,822,575	\$20,323,000	\$24,083,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Personal Property Tax Assessment and Tax Relief	(\$73,164)	(\$83,065)	(\$300,345)	(\$53,000)	(\$271,000)
Business Tax Assessment	(14,321,860)	(17,065,606)	(20,386,599)	(18,774,000)	(22,289,000)
Information Services	341,431	413,814	422,874	493,000	514,000
Department Administration	253,031	167,115	282,742	307,000	330,000
Total	(\$13,800,562)	(\$16,567,742)	(\$19,981,328)	(\$18,027,000)	(\$21,716,000)

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Personal Property Tax Assessment and Tax Relief	7.01	7.01	6.01	6.01	6.01
Business Tax Assessment	15.00	14.00	14.00	14.00	14.00
Information Services	8.53	8.53	9.53	9.53	9.53
Department Administration	3.01	3.01	3.01	3.01	3.01
Total	33.55	32.55	32.55	32.55	32.55

Commissioner of the Revenue - Personal Property Tax Assessment and Tax Relief

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. This division maintained and assessed personal property tax in compliance with Virginia State Code (including property, which is assessed by the Commonwealth) and County Ordinances over 379,000 accounts in tax year 2005. The number of accounts increases each year along with Loudoun's population. Accounts are established and adjusted year-round due to proration. This division also prepares the Personal Property Books that are provided to the Treasurer for use in producing personal property tax bills. Additionally, this division is charged with qualifying vehicles under the Personal Property Tax Relief Act of 1998 (No Car Tax) so that the County receives its appropriate share of the personal property tax reimbursement from the state.

In addition to the assessment of personal property, division staff provides input, research and analysis on all relevant State and local legislative issues and tax matters as requested. Staff has 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 incorporated towns.

The tax relief program provides a tax reduction to qualified applicants on their homes and/or vehicles. Staff assists taxpayers in the completion of applications. Additionally, they review taxpayer provided documentation and determine qualification based on the program's guidelines. Due to the needs of the population served by this program, substantial 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 07 Issues:

- Multiple tax accounts for each taxpayer results in redundant account maintenance and associated postage and mailing costs.

FY 07 Challenges:

- Applicants for the Tax Relief for the Elderly and Disabled Program utilize sophisticated investments and estate planning mechanisms.
- Implementation of the Virginia's cap on car tax reimbursement will increase taxpayer inquiries as they attempt to understand the program changes.
- Virginia's legislature annually considers changes to or elimination of the personal property tax on vehicles. Considerable staff time is required to analyze the specific language contained in each bill and arrive at a fiscal impact.
- Virginia's cap on car tax reimbursements to localities goes into effect in CY 06, requiring assessment system modifications and administrative changes.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$307,317	\$324,194	\$346,722	\$371,000	\$397,000
Operations & Maintenance	126,275	133,449	128,685	141,000	147,000
Total Expenditures:	\$433,592	\$457,643	\$475,407	\$512,000	\$544,000
Revenue					
Local Fees, Charges, Etc	\$293,148	\$335,675	\$563,757	\$350,000	\$600,000
Commonwealth Funding	213,608	205,033	211,995	215,000	215,000
Total Revenues:	\$506,756	\$540,708	\$775,752	\$565,000	\$815,000
Local Tax Funding:	(\$73,164)	(\$83,065)	(\$300,345)	(\$53,000)	(\$271,000)
FTE Summary:	7.01	7.01	6.01	6.01	6.01

Commissioner of the Revenue - Personal Property Tax Assessment and Tax Relief

Planned Accomplishments/Objectives for FY 07

Goal: Improve online services available to residents reducing the necessity to transact business in person.

Objective: Upgrade the online vehicle registration process to automatically download data into the tax assessment system and allow the reporting of the sale or move of a vehicle.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Percent of completion for design of automated vehicle registration download	N/A	N/A	100%	N/A

Goal: Prepare personal property assessment books by prescribed deadlines.

Objective: Accommodate timely semiannual and supplemental billing by the Treasurer.

<i>Performance Measures</i>	Actual CY 04	Actual CY 05	Est. CY 06	Proj. CY 07
Number of Accounts Assessed/Updated/ Purged ^{1 *}	358,000	379,000	402,000	426,000
Countywide Personal Property Assessments (\$'s) ^{2 *}	2,879,026,000	3,547,000,000 **	3,653,000,000	3,763,000,000
Number of Exonerations ^{3 *}	54,000	59,000	62,000	65,000
Number of Supplements ^{4 *}	25,000	37,000	41,000	45,000

Notes:

*Includes both personal and business tangible property; information is recorded on a calendar year basis.

**Effective 2005, public utility tangible personal property assessments were accounted for on the personal property tax rolls. Previously, this property was reported on the real property tax rolls.

Sources:

¹Personal Property Account Summary by Tax Year (CRISR003)

²Personal Property Levy Summary by Use and Type (CRISR045)

³Personal Property Exonerations (CRIS606)

⁴Personal Property Levy Book Tax Calculate Summary (CRIS36)

Commissioner of the Revenue - Personal Property Tax Assessment and Tax Relief

Planned Accomplishments/Objectives for FY 07

Goal: Effectively administer the County's Tax Relief program for the elderly and disabled.

Objective: Reduce the tax relief turnaround time between application and approval.

<i>Performance Measures</i>	Actual CY 04	Actual CY 05	Est. CY 06	Proj. CY 07
Number of real estate and personal property applications and certificates qualified ^{1*}	2,000	2,180	2,300	2,550
Number of real estate and personal property certifications processed ^{2*}	930	1,600	1,860	950
Number of real estate and personal property applications processed ^{2*}	1,400	1,360	1,240	1,200

Notes:

*Information is recorded on a calendar year basis.

Sources:

¹*Tax Relief processed by Quarter (ELDRTR17-A)*

²*Tax Relief applications by Quarter (ELDRTR17-B)*

Commissioner of the Revenue - Business Tax Assessment & Compliance

DESCRIPTION

This division is comprised of two programs: Business Tax Assessment and Compliance. The Business Tax program is responsible for the assessment 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 taxes, excluding real estate. Business Tax assessors research, classify property and receipts and assess and maintain all business tax accounts. Staff has extensive customer contact from taxpayers visiting the office, phone calls, e-mail, and correspondence. Customers include business owners, leasing companies, other localities, accountants and attorneys.

In addition to the assessment of business tangible personal property and business professional and occupational license tax, division staff provides input, research and analysis on all relevant State and local legislative issues and tax matters as requested. The Compliance program is comprised of business tax auditors and field compliance representatives. Staff auditors review taxpayer business records and tax returns to ensure equitable assessment and compliance with Loudoun County ordinance and State tax code. Field compliance staff identifies unregistered businesses by visiting commercial centers and construction sites throughout the County and researching a variety of discovery resources. 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 07 Issues:

- Multiple tax accounts for each taxpayer results in redundant account maintenance and associated postage and mailing costs.

FY 07 Challenges:

- The volume of new construction and the increase in the number of commercial centers in the County requires more discovery work to ensure compliance with local tax regulations.
- Consolidations in the information technology and telecommunications sectors as well as instability in the airline industry continue to result in assessment appeals, litigation and bankruptcies.
- Economic conditions affect taxpayers' willingness and ability to pay often resulting in assessment appeals.
- Compliance division staff does not have remote access to business tax assessment systems or other online resources when performing field work outside of the office inhibiting their ability to respond to taxpayer inquiries.
- Virginia's legislature annually considers changes to or elimination of the business, professional and occupational license tax. Such proposals could potentially impact the underlying processes and applications used to manage the business tax programs.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$710,205	\$785,375	\$605,692	\$915,000	\$902,000
Operations & Maintenance	149,433	52,079	54,532	69,000	77,000
Total Expenditures:	\$859,638	\$837,454	\$660,224	\$984,000	\$979,000
Revenue					
Local Fees, Charges, Etc	\$15,122,166	\$17,863,828	\$20,989,628	\$19,701,000	\$23,211,000
Commonwealth Funding	59,332	39,232	57,195	57,000	57,000
Total Revenues:	\$15,181,498	\$17,903,060	\$21,046,823	\$19,758,000	\$23,268,000
Local Tax Funding:	(\$14,321,860)	(\$17,065,606)	(\$20,386,599)	(\$18,774,000)	(\$22,289,000)
FTE Summary:	15.00	14.00	14.00	14.00	14.00

Commissioner of the Revenue - Business Tax Assessment & Compliance

Planned Accomplishments/Objectives for FY 07

Goal: Prepare business, professional and occupational license and business tangible personal property tax books by prescribed deadlines.

Objective: Accommodate timely semiannual and supplemental billing by the Treasurer.

<i>Performance Measures</i>	Actual CY 04	Actual CY 05	Est. CY 06	Proj. CY 07
Number of Business Tax Accounts Maintained ^{1, 2, 3, 4*}	48,000	52,000	54,600	54,600
Business Tax Revenue (\$'s) ^{5,6*}	\$47,107,000	\$51,148,000 **	\$44,551,000	\$48,081,000

Notes:

*Information is recorded on a calendar year basis.

** Effective 2005, public utility tangible personal property assessments were accounted for on the personal property tax rolls.

Previously, this property was reported on the real property tax rolls.

Sources:

¹Summary of Business Accounts by Location for Fiscal Year (BATSF32A)

²Summary of Business Accounts by Location for Calendar Year (BATSC32A)

³Summary of Business Tangible Accounts by Location for Fiscal Year (CRISF32A)

⁴Summary of Business Tangible Accounts by Location for Calendar Year (CRISC32A)

⁵Financial Accounting Management Information System (FAML6450) – BPOL Revenue

⁶Personal Property Levy Summary by Use and Type (CRISR045) – Computer Equipment, Furniture & Fixtures, Heavy Equipment, Machinery & Tools, and Satellite Revenue

Commissioner of the Revenue - Information Services

DESCRIPTION

The Information Services Division provides frontline assistance to taxpayers at the office's front counters and over the telephone. Staff counsels taxpayers regarding local and state tax regulations and refers them to agencies, as needed. Additionally, staff is responsible for receiving, sorting and distributing completed tax forms and taxpayer correspondence. This division also processes tax form and business license mailings and, subject to the approval of the Board of Supervisors, will begin providing DMV Select services in Fiscal Year 2007.

BUDGET OVERVIEW

FY 07 Issues:

- The Internal Revenue Service is no longer providing Virginia local tax offices with federal income tax forms thus increasing service demands on staff.

FY 07 Challenges:

- Applicants for the Tax Relief for the Elderly and Disabled Program typically prefer interaction with tax specialists in person.
- The increasing number of new 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.
- Growing non English-speaking population adds to the number of walk-in customers, who transact business with cash.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual\	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$332,311	\$403,177	\$412,708	\$481,000	\$502,000
Operations & Maintenance	9,120	10,637	10,166	12,000	12,000
Total Expenditures:	\$341,431	\$413,814	\$422,874	\$493,000	\$514,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Commonwealth	0	0	0	0	0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$341,431	\$413,814	\$422,874	\$493,000	\$514,000
FTE Summary:	8.53	8.53	9.53	9.53	9.53

Commissioner of the Revenue - Information Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide timely service.

Objective: Manage front counter and phone service levels.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Ensure that citizens receive a response that is friendly, informative, accurate, literate and timely.	N/A	N/A	100%	100%

Commissioner of the Revenue - Department Administration

DESCRIPTION

Department Administration is responsible for 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. In addition to daily management activities, Administration is responsible for human resources administrative functions including: defining the organizational structure, developing comprehensive job descriptions and performance measures, classifying positions, developing position advertisements, screening applications, conducting applicant interviews, completing salary worksheets, checking references, issuing offer letters, performing department orientation, and ensuring new employees are properly equipped. Administration also works with the Department of Information Technology to develop and implement automated assessment system and Internet upgrades. The Commissioner and Chief Deputy respond to assessment appeals, defend legal challenges and prepare the departmental budget.

BUDGET OVERVIEW

FY 07 Issues:

- The current telephone system does not adequately monitor and report details of incoming call traffic by vector which inhibits management's ability to ensure proper staffing levels.
- Office's ability to implement technology initiatives is dependent upon the Department of Information Technology.

FY 07 Challenges:

- The office is continuously challenged by ever-increasing demands concerning legal issues and increasingly frequent requests for statistical and other tax data.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$248,032	\$162,324	\$275,665	\$296,000	\$317,000
Operations & Maintenance	4,999	4,791	7,077	11,000	13,000
Total Expenditures:	\$253,031	\$167,115	\$282,742	\$307,000	\$330,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Commonwealth	0	0	0	0	0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$253,031	\$167,115	\$282,742	\$307,000	\$330,000
FTE Summary:	3.01	3.01	3.01	3.01	3.01

Commissioner of the Revenue - Department Administration

Planned Accomplishments/Objectives for FY 07

Goal: Complete assessment processes by prescribed deadlines.

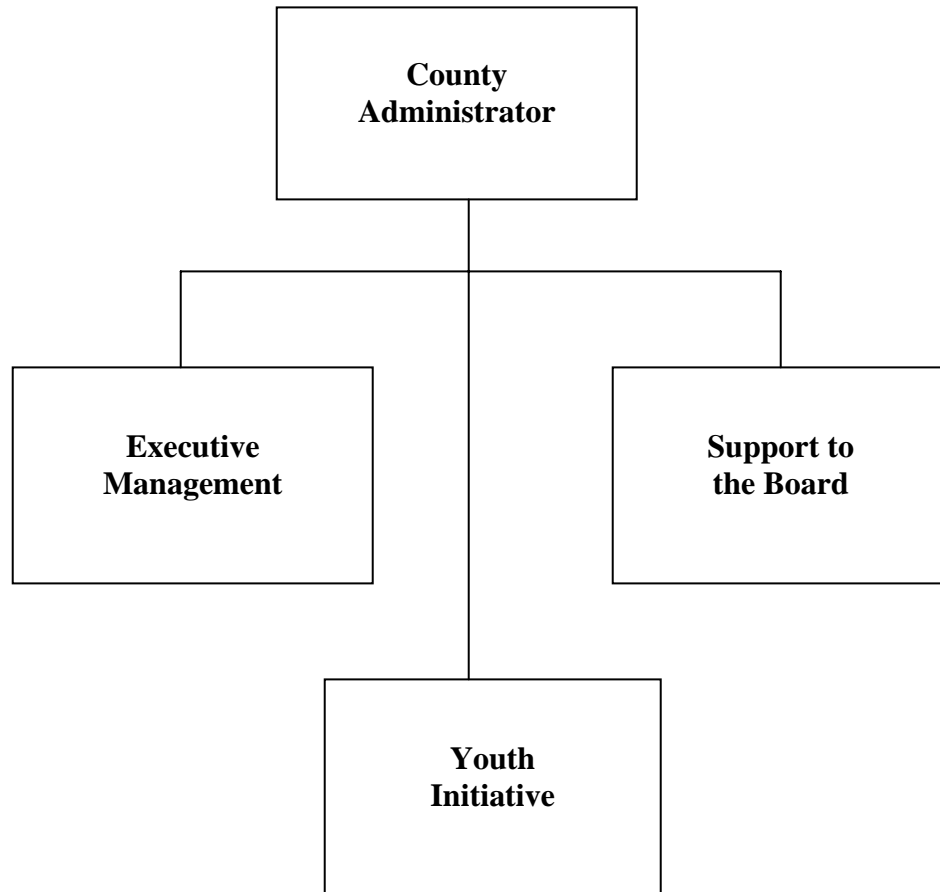
Objective: Ensure the balanced application of local taxes.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Countywide personal property assessments per FTE (\$'s)	\$86.1 Million	\$109 Million	\$112 Million	\$116 Million

Notes:

Information is recorded on a calendar year basis.

Office of the County Administrator



Office of the County Administrator

MISSION

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, resolutions, 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. This office also provides oversight of the Youth Initiative program which was adopted as a new initiative by the Board of Supervisors in FY 06.

BUDGET OVERVIEW

FY 07 Issues and Challenges:

- Loudoun continues to be the fastest growing county in the Commonwealth and one of the fastest growing in the country maintaining a high quality of life with an annual growth rate of 8.3% since the 2000 census.
- The regional economy remains strong and Loudoun continues to be highly attractive to employers and employees with an employment increase of 7.2% over last year.
- Coupled with continued growth and rising property values, the challenge will be to continue sound fiscal management with growing demands of service delivery and proportionately less funding from the State for many services.
- The County continues to face rising costs for many of its capital construction projects and will be challenged to deliver these facilities on budget and on time.
- The Office of the County Administrator will continue to address succession planning during FY 07 as many key staff will be retiring within the next several years.

FY 07 Major Goals:

- Provide effective leadership that develops among employees a clear sense of mission, purpose, and task.
- Maintain the County's AAA bond rating with Moody's Investors, Fitch and Standard & Poors.
- Continue to work with departments in enhancing technology efforts to meet citizen service needs through interactive applications as well as expand and enhance efforts in telecommuting for the general government workforce.
- Continue performance measurement audits across all departments with a goal of completing 4 additional departments.
- Provide executive oversight and implementation of the newly adopted Fire and Rescue Service Plan.
- Continue to coordinate implementation of Route 50 Task Force recommendations which is one of the highest priorities of the Board of Supervisors. This includes work on proposed amendments to the General Plan and Countywide Transportation Plan.
- Provide Loudoun County youth with additional safe, recreational teen-centered spaces, working with local communities, HOAs, towns, etc.
- Provide ADA/HIPAA Compliance assistance to departments through the Office of the County Administrator.

FY 06 Major Achievements:

- Received a Aaa bond rating from Moody's Investors in the Spring of 2004 and AAA from Fitch Ratings in 2005. Standards & Poor's awarded its AAA rating in November 2005.
- Continues to receive 95% "good to excellent" satisfaction rating for County services.
- Conducted a biennial employee survey in May 2006 and 2/3 of County workforce participated.
- Appointed CIP team, composed of staff from various departments, provided executive oversight of capital project management and team recommendations in October 2005 to prepare for the FY 07 budget.
- Developed guidelines for program performance measurement audits for County departments and agencies and completed four departments during FY 06.
- Web casting and archiving of Board business meetings and public hearings began in March 2006.
- Loudoun Youth Initiative web site went live October, 2005 with 18,052 page visits by the third quarter of FY 06.
- Adoption of the Route 50 Task Force Report and Fire and Rescue Service Plan by Board of Supervisors.

Office of the County Administrator

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,737,345	\$1,858,893	\$1,915,319	\$2,143,000	\$2,700,000
Operations & Maintenance	315,402	149,735	198,006	456,000	405,000
	0	0	64,853	0	0
Total Expenditures:	\$2,052,747	\$2,008,628	\$2,178,178	\$2,599,000	\$3,105,000
Revenue					
Local Fees, Charges, Etc	\$109,129	\$4,765	\$115,484	\$116,000	\$116,000
Total Revenues:	\$109,129	\$4,765	\$115,484	\$116,000	\$116,000
Local Tax Funding:	\$1,943,618	\$2,003,863	\$2,062,694	\$2,483,000	\$2,989,000
FTE Summary:	20.60	19.80	19.80	21.53	24.53

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Office of the County Administrator includes one enhancement totaling 1.00 FTE and \$58,000 in additional local tax funding for the Loudoun Youth Initiative. Local tax funding also increases by \$165,000 for two long term temporary positions assisting with teleworking processes and the Americans with Disability Act (ADA) and the Health Insurance Portability & Accountability Act (HIPPA). The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvements Program projects can be found on page 473 – Volume 2.

Budget History:

FY 03 Mid-Year: A position (1.00 FTE) was transferred from the Department of Management Services to the Office of the County Administrator as the new Deputy County Administrator position assigned to human services departments.

FY 04: The reorganization of administrative support functions resulted in the elimination of 0.80 FTE and the transfer of 1.00 FTE to the Department of Fire & Rescue Services.

FY 04 Mid-Year: Two positions (2.00 FTE) were transferred as the Internal Audit function for the County and moved from Financial Services to the Office of the County Administrator. One position (1.00 FTE) was eliminated from the Environmental and Historic Resources Program and one position (1.00 FTE) was eliminated from the Internal Audit function.

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.

Office of the County Administrator

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Executive Management	\$1,258,977	\$1,164,929	\$1,244,236	\$1,206,000	\$1,655,000
Support to the Board	793,770	843,699	906,833	964,000	984,000
Youth Initiative	0	0	27,109	429,000	466,000
Total	<u>\$2,052,747</u>	<u>\$2,008,628</u>	<u>\$2,178,178</u>	<u>\$2,599,000</u>	<u>\$3,105,000</u>

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Executive Management	\$108,532	\$4,526	\$113,997	\$116,000	\$116,000
Support to the Board	597	239	1,487	0	0
Youth Initiative	0	0	0	0	0
Total	<u>\$109,129</u>	<u>\$4,765</u>	<u>\$115,484</u>	<u>\$116,000</u>	<u>\$116,000</u>

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Executive Management	\$1,150,445	\$1,160,403	\$1,130,239	\$1,090,000	\$1,539,000
Support to the Board	793,173	843,460	905,346	964,000	984,000
Youth Initiative	0	0	27,109	429,000	466,000
Total	<u>\$1,943,618</u>	<u>\$2,003,863</u>	<u>\$2,062,694</u>	<u>\$2,483,000</u>	<u>\$2,989,000</u>

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Executive Management	11.00	10.00	10.00	10.00	12.00
Support to the Board	9.60	9.80	9.80	9.53	9.53
Youth Initiative	0	0	0	2.00	3.00
Total	<u>20.60</u>	<u>19.80</u>	<u>19.80</u>	<u>21.53</u>	<u>24.53</u>

Office of the 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; oversight of capital projects; community outreach, workforce training initiatives; and ADA/HIPPA compliance efforts 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. This office also provides analytical and technical assistance on program performance information and other research projects to Management and Financial Services.

BUDGET OVERVIEW

FY 07 Issues:

- Continue its support of professional development and employee recognition among the County's employees and will strive to enhance and sustain a high performance organization by attracting, retaining and rewarding the workforce.
- Begin implementation of an enhanced training program using a core competency model for the County's workforce.
- Continue to promote excellent front-line customer service in all County agencies seeking a 96% "good to excellent" satisfaction rating for county services.
- Continue telecommuting coordination assistance for all County departments/agencies.

FY07 Challenges:

- Maintain high credit ratings to ensure fiscal efficiency for Loudoun's citizens
- Continue efforts through administrative management of problem resolutions between departments and divisions regarding citizen requests/inquiries with the new customer response management system which is scheduled for operation in FY 07.
- Provide continued executive oversight on the Route 50 implementation efforts and the Countywide Transportation Plan amendments.
- Provide oversight on the implementation of the Fire and Rescue Service Plan.
- Increase frequency of teleworking from average of 1.5 days a week to 3 days per week and the number of teleworkers to 20%.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$983,261	\$1,059,664	\$1,056,852	\$1,076,000	\$1,535,000
Operations & Maintenance	275,716	105,265	122,531	130,000	120,000
Total Expenditures:	\$1,258,977	\$1,164,929	\$1,179,383	\$1,206,000	\$1,655,000
Revenue					
Local Fees, Charges, Etc	\$108,532	\$4,526	\$113,997	\$116,000	\$116,000
Total Revenues:	\$108,532	\$4,526	\$113,997	\$116,000	\$116,000
Local Tax Funding:	\$1,150,445	\$1,160,403	\$1,065,386	\$1,090,000	\$1,539,000
FTE Summary:	11.00	10.00	10.00	10.00	12.00

Office of the County Administrator - Executive Management

Planned Accomplishments/Objectives for FY 07

Goal: Maintain the County's credibility in the municipal finance markets with continued strong bond ratings.

Objective: Maintain Aaa bond rating with Moody's, Fitch and Standard & Poor's rating agencies.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
County's Bond Ratings:				
Moody's	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AA+	AA+	AAA	AAA
Fitch	AA+	AAA	AAA	AAA

Goal: Attract and retain a high quality workforce.

Objective: Reduction of County workforce turnover rate to 12% or lower.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
County workforce turnover rate	11%	12.8%	13%	13%
Employee satisfaction "good to excellent" through biennial survey	N/A	78%	N/A	76%

Goal: Quality assurance of all program performance information.

Objective: Develop guidelines for program performance measurement audits for various County departments and agencies.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of program performance measurement audits	N/A	N/A	4	4

Office of the 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 07 Issues:

- The Board continues its busy standing committee schedule with a total of five standing committees meeting each month. Staff from the Office of the County Administrator continues to support all of these committees by assisting the respective chairs of the various committees in establishing the agendas, coordinating the meeting materials and providing followup as needed. It is projected that 60 or more meetings will be held during FY 07.
- Staff continues to provide administrative support to Board-appointed advisory committees and task force groups. Additional advisory committees may be established as appropriate requiring additional administrative support.

FY07 Challenges:

- The legislative liaison will be preparing the Board's legislative package for the 2007 General Assembly, which is scheduled to be a short session in the early months of 2007. Staff estimates that 2,900 legislative bills will be introduced for this session with approximately 850 legislative bills requiring staff review.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$754,084	\$799,229	\$858,467	\$918,000	\$920,000
Operations & Maintenance	39,686	44,470	48,366	46,000	64,000
Total Expenditures:	\$793,770	\$843,699	\$906,833	\$964,000	\$984,000
Revenue					
Local Fees, Charges, Etc	\$597	\$239	\$1,487	\$0	\$0
Total Revenues:	\$597	\$239	\$1,487	\$0	\$0
Local Tax Funding:	\$793,173	\$843,460	\$905,346	\$964,000	\$984,000
FTE Summary:	9.60	9.80	9.80	9.53	9.53

Office of the County Administrator - Support to the Board

Planned Accomplishments/Objectives for FY 07

Goal: Providing information concerning County issues to the public in a timely manner.

Objective: Provide meeting summaries to Board, staff and the public reflecting actions and background information.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of business meeting and public hearing minutes completed	49	44	44	41
Number of minutes pulled for revision	0	0	1	0
Action summaries not completed within one day of meeting	3	6	3	3

Goal: Develop and support the Board of Supervisors' legislative package for the 2007 General Assembly Session.

Objective: Receive and consolidate staff comments on pending legislation before the 2007 General Assembly to enable the Board's legislative liaison to provide timely influence in support of the Board of Supervisors' adopted positions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of legislative bills introduced	3,117	2,939	3,000	2,900
Number of legislative bills sent to staff for review	1,144	1,120	900	850

Office of the County Administrator - Youth Initiative

DESCRIPTION

The Loudoun Youth Initiative (LYI) is a consortium of involved citizens representing government, business, faith-based, education, civic and youth organizations, who are committed to coordinating and implementing substantial resources to address challenges identified by Loudoun's youth. The LYI, through the Loudoun County Advisory Commission on Youth, seeks to be an effective contributor and recognized leader in coordinated efforts to address the challenges facing Loudoun County's youth by: 1) identifying, organizing, and coordinating the enormous resources available through the County's government, business, educational, faith-based, community and youth organizations; 2) organizing and coordinating initiatives and projects to address the challenges facing the County's youth; 3) providing technical assistance to bolster youth outreach, service delivery and community planning efforts; and 4) establishing strategic alliances with organizations, civic groups, and the community at large.

BUDGET OVERVIEW

FY 07 Issues:

- A Strategic Plan was created from the "Listening to Youth" and "Step Up" events held during 2004. Outlining the vision, mission, values, goals and strategies of the Loudoun Youth Initiative, the Strategic Plan was presented to and ratified by the Board of Supervisors in February 2005. The second "Listening to Youth" and "Step Up 2006" will be conducted in FY 07, with the subsequent consideration of youth-identified priorities and needs.
- The Loudoun Youth, Inc., a non-profit, 501(C) corporation was formed in 2005 to serve as the County's youth-focused, public-private organization to support youth initiative activities. This organization will continue its efforts to support the Loudoun Youth Initiative.
- The ongoing success of the first Loudoun County website for teens will be dependent upon the continuing meaningful involvement of teens in the planning, design, direction and management.
- Transportation for teens continues to thrive as a program and event-based service. More and more teens are choosing to avail themselves of this free service.
- The developing network of teen services is continuing to incorporate government, non-profit, faith-based, for-profit, community and business efforts to meet the needs of Loudoun County's teen population.
- Additional emphasis needs to be placed on programs targeted for the prevention of bullying and substance abuse.

FY 07 Challenges:

- The most pressing challenge facing the Loudoun Youth Initiative continues to be the strengthening and expansion of the consortium of involved representatives from all facets of the community. A larger network of individuals and organizations must be successfully engaged to maintain the significant ongoing progress in the multiple strategy areas during FY 07.
- Another challenge facing the Loudoun Youth Initiative is the continued strong involvement of youth in program planning and assessment, marketing and public relations efforts, through the Youth Advisory Council. Greater support is needed in the form of recruitment, developing and fostering relationships, monitoring activities and progress, leading and guiding the ongoing development of youth.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$149,000	\$245,000
Operations & Maintenance	0	0	27,109	280,000	221,000
Total Expenditures:	\$0	\$0	\$27,109	\$429,000	\$466,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$0	\$0	\$27,109	\$429,000	\$466,000
FTE Summary:	0.00	0.00	0.00	2.00	3.00

Office of the County Administrator - Youth Initiative

Planned Accomplishments/Objectives for FY 07

Goal: Provide Loudoun County youth with additional safe, recreational teen centered spaces, working with local communities, HOAs, towns, etc.

Objective: Increase the number of public teen destination programs/centers by 2 annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of teen destinations/centers supported by LYI	NA	1	3	5

Goal: Provide a program and event-based transportation service for Loudoun youth.

Objectives: Increase the number of teens riding the “Teen Machine”.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of programs/events for which the “Teen Machine” is used as a transport system.	N/A	5	5	10
Number of riders on the “Teen Machine”	N/A	125	2,176	4,500

Goal: Improve the provision of youth-oriented information.

Objective: Create and maintain a teen-based website and use the site to provide youth-oriented information.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of page visits on the youth website home page	N/A	N/A	18,000/ year	25,000/year
Level of satisfaction with design and content on website	N/A	N/A	60%	75%

Goal: Assist parents and youth in addressing bullying/peer intimidation and the detrimental effects of alcohol, tobacco and other drugs.

Objective: Expand youth oriented educational forums related to effects of bullying/peer intimidation and the abuse of alcohol, tobacco and other drugs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of prevention forums	N/A	N/A	N/A	6
Number of youth attending prevention forums	N/A	N/A	N/A	600
Number of national programs offered	N/A	N/A	N/A	2
Number of participants in continuation of national programs	N/A	N/A	N/A	50

County Attorney

County Attorney

County Attorney

MISSION

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. These functions are managed under one program: Legal Counsel.

BUDGET OVERVIEW

FY 07 Issues, Challenges and Trends: 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:

- *Land Development:* There will be a sustained demand for the services of legal counsel to assist in the management of new growth in the County. Throughout the 1990's the office has seen a substantial workload increase in the review of proffers, deeds, performance bonds and other legal documents associated with land development approvals. The implementation of proffer, zoning, subdivision and site plan requirements involves the office in various other ways. The projections for new residential and commercial growth indicate that these workloads will be sustained or will increase for the foreseeable future. To the extent that the Board wishes to initiate changes to land use policies and regulations, assistance of legal counsel will be required.
- *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 increased legal support.
- *Taxation:* Tax assessment and collection efforts involving the office have fluctuated with the economy. Even in boom times, however, the County now experiences a base level of tax assessment challenges, largely due to the presence of more complex appraisal subjects as the County develops. The tax collection cases were brought in-house a number of years ago, and there is a sustained volume of work from year to year. In the event of an economic downturn, there will most likely be a significant increase in these workloads. This office has increased support to the Treasurer, Commissioner of Revenue and Assessor, including handling of bankruptcy matters, proactive collection efforts, and response to opinion requests.
- *Regulatory Enforcement:* Civil enforcement of County regulations includes zoning, erosion and sediment control and solid waste regulations. Increasing demands have been placed on the office to support a more active enforcement program.
- *General Government:* Increasing demands for legal services come from a wide range of other County activities, departments and agencies. Areas requiring substantial legal support include: Freedom of Information Act requests, personnel law, social services representation, legal services to public safety agencies, preparation of ordinances, housing programs, and cable franchise regulation and compliance.
- *Litigation:* Actions on land use matters, including the revision of the County's land use plans and regulations, have resulted in various legal challenges requiring an active defense. A substantial contingency has been established to defend regulatory changes, and this contingency should be reviewed periodically to ensure that it is maintained at an appropriate level. With respect to other litigation involving damage claims, these are generally handled by insurance counsel.

County Attorney

FY 07 Major Goals:

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

FY 06 Major Achievements:

- Managing increasing demands for legal services with constrained resources.
- Improved turnaround times for review of land development applications (multi-year).
- Increased regulatory enforcement efforts over (multi-year).
- Increased support of tax collection efforts including monitoring bankruptcy filings for tax officials (multi-year).

County Attorney

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,327,787	\$1,428,535	\$1,536,017	\$1,773,000	\$1,976,000
Operations & Maintenance	3,265,284	2,031,930	639,600	133,000	145,000
Total Expenditures:	\$4,593,071	\$3,460,465	\$2,175,617	\$1,906,000	\$2,121,000
Revenue					
Local Fees, Charges, Etc	\$153,166	\$61,526	\$147,882	\$109,000	\$172,000
Total Revenues:	\$153,166	\$61,526	\$147,882	\$109,000	\$172,000
Local Tax Funding:	\$4,439,905	\$3,398,939	\$2,027,735	\$1,797,000	\$1,949,000
FTE Summary:	17.00	19.00	17.00	19.00	20.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the County Attorney's Office includes enhancements totaling 1.00 FTE and \$104,000 in additional local tax funding for an attorney. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006. Revenue increases are reflective of the revised cost allocation model for land development revenue.

Budget History:

FY 03 Mid-Year: The Board of Supervisors approved enhancements totaling 2.00 FTE (Assistant County Attorney and paralegal) for litigation and taxation support.

FY 04: 2.00 FTE were eliminated (Assistant County Attorney and paralegal).

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

County Attorney

Planned Accomplishments/Objectives for FY 07

Goal: Provide legal services in support of the general county government.

Objective: Deliver effective and timely advice or representation based on established priorities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Litigation (non-tax): land use, general litigation, personnel, enforcement (does not include actions resolved prior to filing of lawsuit), and Social Services. (New cases opened does not reflect average open caseload, including matters filed in prior years).	153	144	120-150	120-150
Land Development (legal documents, subdivision/site plan review)				
Submissions Received	1,747	1,672	1,500-2,000	1,500-2,000
Submissions Reviewed	1,762	1,566	1,500-2,000	1,500-2,000
Turnaround (calendar year)				
Within 10 days	62%	54%	51%	51%
Within 20 days	83%	85%	80%	80%
Within 30 days	91%	93%	92%	92%
Tax collection cases (bankruptcy, tax foreclosure, SCC filings, priority tax project)	62	16	25-50	25-50
New files opened, written request for opinions/advice	452	400	425-500	425-500

General Registrar

General Registrar

General Registrar

MISSION

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 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 07 Issues, Challenges & Trends:

- The General Registrar's Office will face the challenge of filling one vacancy and training new staff.
- Due to the overcrowding of office space the office will be preparing for move to larger office space to accommodate both Electoral Board and the General Registrar.
- Collaborating with the Electoral Board, the office will be adding new voting equipment to comply with the Help America Vote Act.

FY 07 Major Goals:

- Maintain the current level of service while replacing and adding new staff.
- The Office will implement 60 new touch screen voting machines.

FY 06 Major Achievements:

- Handled workload and met deadlines while below full staffing levels.
- Notified approximately 25,500 voters of polling place changes made prior to the November 2005 General Election.
- Implemented new voting equipment for May 2006 Town Elections and June 2006 Democratic Primary.

General Registrar

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$287,423	\$275,290	\$321,671	\$426,000	\$451,000
Operations & Maintenance	22,425	31,124	59,239	33,000	74,000
Capital Outlay	0	0	0	0	20,000
Total Expenditures:	\$309,848	\$306,414	\$380,910	\$459,000	\$545,000
Departmental Revenue					
Commonwealth	\$54,389	\$53,452	\$77,377	\$86,000	\$86,000
Total Revenues:	\$54,389	\$53,452	\$77,377	\$86,000	\$86,000
Local Tax Funding:	\$255,459	\$252,962	\$303,533	\$373,000	\$459,000
FTE Summary:	6.77	6.77	6.77	7.77	7.77

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the General Registrar's Office provides services at the County Administrator's recommended level. Local tax funding increased due to the lease of 60 look up devices and the purchase of mail sorter equipment. FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

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

General Registrar

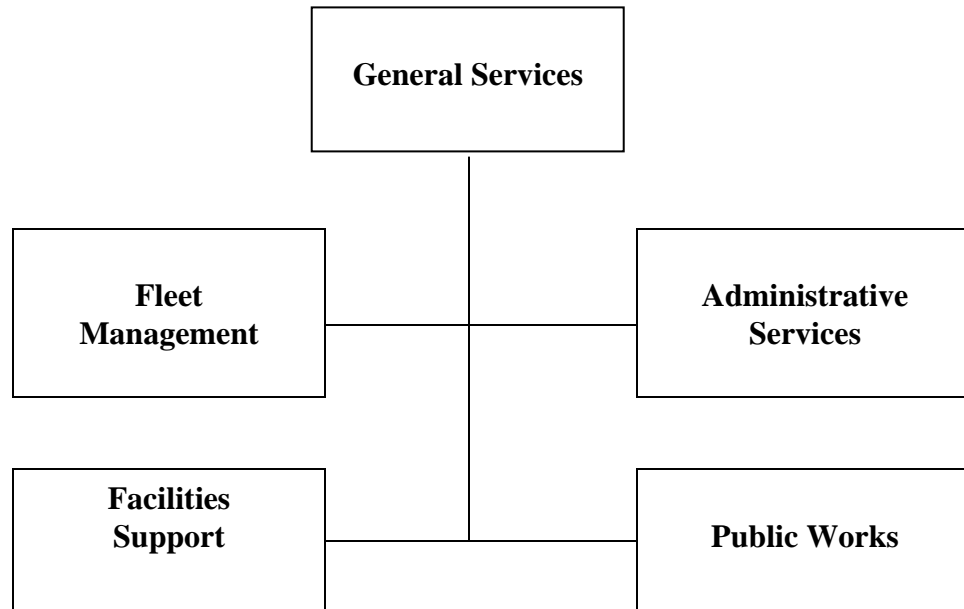
Planned Accomplishments/Objectives for FY 07

Goal: Provide each resident of Loudoun County with the opportunity to exercise his or her right to vote in an efficient and equitable manner.

Objective: Process and provide voter registration applications, absentee voting, and voting information to all libraries and community centers throughout Loudoun County.

<i>Performance Measures</i>	Actual FY 03	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of applications received	22,336	26,013	32,758	22,350	22,100
# of incomplete applications received	1,127	1,010	1,230	792	900
# of incomplete applications received	7,163	5,939	7,747	6,678	6,500
# of registered voters	121,116	126,350	141,720	147,367	150,000
# of applications processed in Leesburg DMV	8,167	8,831	11,058	6,544	6,500

General Services



General Services

MISSION

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, and street sign support to the public; 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 and street sign programs. 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: Fleet Management, Facilities Support, Public Works and Administrative Services.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- 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 VPDES 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.
- Facilitate the transfer of facility development to the new Office of Capital Construction.

FY 07 Major Goals:

- Complete detailed property condition surveys for County owned facilities and implement a five-year assessment-based major maintenance and repair program.
- Complete the comprehensive long range planning study to identify programmatic needs and potential long term capital improvements for stormwater infrastructure.
- 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.

FY 06 Major Achievements:

- Assumed responsibility for support of emergency operations under the County’s Emergency Operations Plan: Emergency Support Function 3.
- Satisfied VPDES annual permit requirements and expanded the County-wide comprehensive stormwater infrastructure maintenance and inspection program.
- Successfully advanced approved CIP projects to the next milestone of planning, design, construction and occupancy.
- Completed the Lovettsville Library Addition and Phase II Courts Renovation/Expansion projects.
- Integrated new leased and owned facilities into the preventive, essential and emergency maintenance programs.
- Implemented computerized, web-based work management system in facilities and public works programs.
- Integrated fire apparatus and specialized public safety vehicles into the County’s 1,000 vehicle fleet.

General Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$4,422,843	\$4,594,181	\$4,974,345	\$6,192,000	\$5,603,000
Operations & Maintenance	13,238,606	16,069,634	13,922,599	13,731,000	16,618,000
Capital Outlay	538,725	665,578	450,871	1,276,000	636,000
Central Vehicle Fund	541,098	4,275	12,963	0	0
Total Expenditures:	\$18,741,272	\$21,333,668	\$19,360,778	\$21,199,000	\$22,857,000
Revenue					
Local Fees, Charges, Etc	\$182,769	\$217,987	\$173,918	\$161,000	\$251,000
Commonwealth	0	6,487	0	0	0
Federal	0	1,773,369	599,439	0	0
Other	0	0	26,401	0	0
Public Safety Fund	0	0	0	350,000	350,000
Total Revenues:	\$182,769	\$1,997,843	\$799,758	\$511,000	\$601,000
Local Tax Funding:	\$18,558,503	\$19,335,825	\$18,561,020	\$20,688,000	\$22,256,000
FTE Summary:	86.18	85.18	84.00	94.00	80.00

Prior year budgets and actuals include funding for the Project Management program, which is transferred to the new Office of Capital Construction in FY 07.

FY 07 Board Action: The FY 07 Adopted budget for General Services includes enhancements totaling 2.00 FTE and \$188,000 in additional local tax funding for two project managers in the County's major maintenance and repair program. Local tax funding increases \$1.57 million due to increased facility lease payments, utility costs, fuel, and contractual cost increases. Cost increases are offset by the transfer of 16.00 FTE to the new Office of Capital Construction.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 479, 480, 481, 482, 483, 484, 485, 486, and 487. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 on tables beginning on page 606.

Budget History:

FY 03 Mid-Year: A project manager position (1.00 FTE) was transferred to Building & Development.

FY 04 Mid-Year: Three part-time positions (1.18 FTE) were consolidated into one full-time position (1.00 FTE).

FY 05: One facility maintenance position (1.00 FTE) was eliminated as part of the department's FY 05 budget reductions.

FY 05 Mid-Year: 1.00 FTE was transferred from MHMRSAS to General Services.

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

General Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Fleet Management	\$421,026	\$489,381	\$560,750	\$614,000	\$814,000
Project Management	1,572,460	1,578,131	1,338,685	2,630,000	0
Facilities Support	13,188,152	13,775,244	13,579,255	14,738,000	18,770,000
Public Works	2,944,575	4,760,545	3,180,422	2,423,000	2,378,000
Administrative Services	615,059	730,367	701,666	794,000	895,000
Total	\$18,741,272	\$21,333,668	\$19,360,778	\$21,199,000	\$22,857,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Fleet Management	\$34,200	\$32,951	\$41,856	\$45,000	\$50,000
Project Management	0	0	1,401	0	0
Facilities Support	148,569	149,126	155,452	466,000	551,000
Public Works	0	1,815,766	601,049	0	0
Administrative Services	0	0	0	0	0
Total	\$182,769	\$1,997,843	\$799,758	\$511,000	\$601,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Fleet Management	\$386,826	\$456,430	\$518,894	\$569,000	\$764,000
Project Management	1,572,460	1,578,131	1,337,284	2,630,000	0
Facilities Support	13,039,583	13,626,118	13,423,803	14,272,000	18,219,000
Public Works	2,944,575	2,944,779	2,579,373	2,423,000	2,378,000
Administrative Services	615,059	730,367	701,666	794,000	895,000
Total	\$18,558,503	\$19,335,825	\$18,561,020	\$20,688,000	\$22,256,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Fleet Management	5.00	6.00	8.00	8.00	8.00
Project Management	16.00	14.00	13.00	16.00	0.00
Facilities Support	38.19	37.19	34.00	35.00	35.00
Public Works	18.99	18.99	19.00	24.00	26.00
Administrative Services	8.00	9.00	10.00	11.00	11.00
Total	86.18	85.18	84.00	94.00	80.00

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, busses and heavy equipment. This program also manages the County's vehicle operating and replacement funds, and co-manages the Vehicle Maintenance Facility with the Loudoun County Public School System.

BUDGET OVERVIEW

FY 07 Issues:

- Current staffing resources are unable to keep pace with the combined fleet maintenance and public safety vehicle management workloads in the County.
- Increases in the cost of fuel escalated the cost of operating vehicles by approximately 30% during FY 06.
- The growth in the combined County and School fleet (1,947 vehicles in FY 06) has surpassed the current Vehicle Maintenance Facility's maintenance bay and parking capacity. Adding capacity at the Leesburg site and establishing satellite facilities are critical to providing an adequate level of service to the fleet.
- The continued addition of specialized fire and rescue apparatus to the fleet will require the addition of dedicated, specially-trained mechanics to the Vehicle Maintenance Facility's staff within two years, and the future construction of a fire apparatus-focused maintenance facility.

FY 07 Challenges:

- Maintain current customer service levels for an expanding fleet with constrained staffing levels.
- Restrain vehicle operating cost increases in a climate of volatile fuel prices.
- Ensure appropriate fleet vehicles are efficiently allocated across County organizations for maximum use.
- Contain capital replacement costs by extending vehicle life beyond expected replacement thresholds.
- Develop comprehensive technical specifications for various classes of fire apparatus: meet programmatic needs, ensure timely acquisition and provide cost-effective, maintainable public safety vehicles.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$288,494	\$352,808	\$457,192	\$475,000	\$555,000
Operations & Maintenance	123,227	132,242	103,558	139,000	259,000
Capital Outlay	9,305	4,331	0	0	0
Total Expenditures:	\$421,026	\$489,381	\$560,750	\$614,000	\$814,000
Revenue					
Local Fees, Charges, Etc	\$34,200	\$32,951	\$41,856	\$45,000	\$50,000
Total Revenues:	\$34,200	\$32,951	\$41,856	\$45,000	\$50,000
Local Tax Funding:	\$386,826	\$456,430	\$518,894	\$569,000	\$764,000
FTE Summary:	5.00	6.00	8.00	8.00	8.00

General Services - Fleet Management

Planned Accomplishments/Objectives for FY 07

Goal: Maximize the usage of the County's vehicles.

Objective: Fleet vehicles are available for use at least 98% of the time.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Vehicle availability per month	98.5%	97.5%	98.0%	98.0%

Goal: Maximize the usage of the County's vehicles.

Objective: Fleet vehicles are operated an average of 9,500 miles annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Annual mileage per vehicle	9,749	9,967	9,500	9,500

Goal: Repair/maintain County vehicles to provide safe and cost effective transportation.

Objective: Vehicles remain serviceable to/beyond the expected minimum replacement limits of 6 years/100,000 miles.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of vehicles meeting replacement criteria	231	256	297	330
Number of vehicles replaced by sale	59	78	75	80
Average salvage value of replaced vehicles	\$1,608	\$2,396	\$2,700	\$3,000

Goal: Repair/maintain County vehicles to provide safe and cost effective transportation.

Objective: Operating and maintenance costs are less than the \$0.445/mile reimbursement rate for private vehicle use.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total net number County vehicles maintained and serviced	980	992	1,030	1,050
Vehicle operations and maintenance cost per mile	\$0.25	\$0.29	\$0.33	\$0.36

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, as well as the 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, American with Disabilities Act (ADA) compliance, medical records privacy act compliance (HIPPA), indoor air quality monitoring, annual facility condition inspections, and construction management of selected major maintenance and repair projects. 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, contract management, heating and air conditioning, plumbing, electrical, carpentry, locksmith and custodial services.

BUDGET OVERVIEW

FY 07 Issues:

- Current staffing and funding resources will be unable to effectively operate and maintain the public facilities to be opened by the County in the next three years.
- The increasing age and high occupancy rates in existing facilities substantially increases maintenance requirements.
- Mandated Federal and State programs such as ADA, HIPPA, etc. require significant effort in addition to essential repair and maintenance.
- There is a critical need for additional workspace to accommodate the growth in various County programs and activities.

FY 07 Challenges:

- Locate, modify and operate sufficient leased space to accommodate new County workspace requirements.
- Continue to operate expanding programs and activities in existing owned and leased space that has been reorganized for maximum utilization.
- Satisfy unique programmatic requirements cost-effectively.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,730,156	\$1,671,148	\$1,775,684	\$2,075,000	\$2,645,000
Operations & Maintenance	10,568,677	11,677,231	11,451,560	12,007,000	15,489,000
Capital Outlay	356,806	426,865	339,048	656,000	636,000
Central Vehicle Fund	532,513	0	12,963	0	0
Total Expenditures:	\$13,188,152	\$13,775,244	\$13,579,255	\$14,738,000	\$18,770,000
Revenue					
Local Fees, Charges, Etc	\$148,569	\$126,876	\$130,452	\$116,000	\$201,000
Commonwealth	0	2,528	0	0	0
Federal	0	19,722	0	0	0
Transfers	0	0	25,000	0	0
Public Safety Communications Fund	0	0	0	350,000	350,000
Total Revenues:	\$148,569	\$149,126	\$155,452	\$466,000	\$551,000
Local Tax Funding:	\$13,039,583	\$13,626,118	\$13,423,803	\$14,272,000	\$18,219,000
FTE Summary:	38.19	37.19	34.00	35.00	35.00

General Services - Facilities Support

Planned Accomplishments/Objectives for FY 07

Goal: Operate and maintain County facilities to provide a safe, healthy, and functional work environment.

Objective: Respond to work requests in a timely manner to minimize impact on occupants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Square feet of owned space maintained	942,000	958,000	1,175,000	1,175,000
Respond to emergency work requests within one hour.	N/A	97%	100%	100%
Respond to routine essential work requests within 48 hours.	N/A	92%	100%	100%

Goal: Acquire adequate leased space to support essential County programs and activities.

Objective: Acquire and manage leased space to meet user needs and schedules.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Square feet of space leased by the County	256,000	255,000	270,000	290,000
Average cost per square foot of leased space	\$17.78	\$18.10	\$19.49	\$20.50
Acquire, build out, and occupy leased space without interruption or delay to County program activities.	100%	100%	100%	100%
Notify landlords of facility emergencies within one hour.	N/A	97%	100%	100%
Notify landlords of routine essential facilities issues within one day of occupant notification.	N/A	97%	100%	100%

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; designing and constructing major facility repair and maintenance projects; design, construction management and maintenance of designated bicycle/pedestrian trail projects; installing and maintaining County street name signs; maintenance of public works structures including bridges and pedestrian underpasses; and selected public works operations including stormwater infrastructure maintenance and repair, emergency response to property flooding, and snow removal on County property.

BUDGET OVERVIEW

FY 07 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.
- Periodic, detailed property condition surveys for the County's owned facilities are critical to developing the five-year program to address and prioritize the most critical repair and maintenance requirements.
- Current staffing resources will be unable to keep pace with the facility maintenance and repair workload of the County.

FY 07 Challenges:

- Provide training and equipment to the Public Works force critical to the emergency response mission.
- Identify programmatic needs and potential long term capital improvements for stormwater infrastructure.
- Develop and implement strategies to adequately fund major public works initiatives in emergency response, stormwater repair and maintenance, and the major maintenance and repair of County facilities.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,050,004	\$1,125,062	\$1,204,561	\$1,416,000	\$1,556,000
Operations & Maintenance	1,807,701	3,564,486	1,943,527	1,007,000	822,000
Capital Outlay	78,285	66,722	32,334	0	0
Central Vehicle Fund	8,585	4,275	0	0	0
Total Expenditures:	\$2,944,575	\$4,760,545	\$3,180,422	\$2,423,000	\$2,378,000
Revenue					
Local Fees, Charges, Etc	\$0	\$58,160	\$1,610	\$0	\$0
Commonwealth	0	3,959	0	0	0
Federal	0	1,753,647	599,439	0	0
Total Revenues:	\$0	\$1,815,766	\$601,049	\$0	\$0
Local Tax Funding:	\$2,944,575	\$2,944,779	\$2,579,373	\$2,423,000	\$2,378,000
FTE Summary:	18.99	18.99	19.00	24.00	26.00

General Services - Public Works

Planned Accomplishments/Objectives for FY 07

Goal: Train and equip Public Works personnel to support the County's Emergency Response Plan.

Objective: Provide awareness and emergency response training to 100% of assigned personnel.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Awareness training completed for all public works personnel.	10%	25%	60%	70%
Emergency response and incident management training completed for public works management personnel.	20%	60%	80%	90%

Goal: Train and equip Public Works personnel to support the County's Emergency Response Plan.

Objective: Acquire tools and equipment to enable emergency response.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Required tools are stocked and available for emergency response.	50%	75%	85%	90%
Assigned response personnel are equipped with personal protective gear	N/A	50%	50%	60%
Major emergency response equipment identified and acquired	20%	75%	85%	90%

Goal: Repair/maintain stormwater infrastructure to restore system to its original design capability.

Objective: Develop and execute comprehensive stormwater infrastructure repair, maintenance, and construction plan.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Major maintenance/capital construction requirements identified	N/A	0%	60%	70%
Essential/routine repair and maintenance requirements identified	20%	50%	80%	85%
Capital stormwater repair and maintenance funds obligated	90%	95%	100%	98%

Goal: Repair/maintain County-owned facilities to support County programs and activities.

Objective: Develop and execute major maintenance and repair programs for County owned facilities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Facility assessments completed for County-owned facilities	20%	50%	80%	90%
Assessment-based 5-year major maintenance/repair program developed	20%	50%	80%	85%
Execute 75% of identified major maintenance and repair projects during fiscal year of funds appropriation	N/A	0%	100%	100%

General Services - Administrative Services

DESCRIPTION

This program area provides selected energy management activities for County-wide administrative, fiscal and supply management support, as well as leadership and guidance to the department's three programs: Fleet Management, Facilities Support and Public Works. Energy management includes new utility service analysis 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, real property records management, and front-line customer service support at the Government Center and the Shenandoah Office Building.

BUDGET OVERVIEW

FY 07 Issues:

- The increasing cost of energy, the opening of new County facilities, and increasing service demands on all programs continues 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 07 Challenges:

- Restrain energy costs in a volatile energy market and a fast-paced growth environment.
- 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 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$578,749	\$625,346	\$668,505	\$758,000	\$847,000
Operations & Maintenance	33,110	50,868	33,161	36,000	48,000
Capital Outlay	3,200	54,153	0	0	0
Total Expenditures:	\$615,059	\$730,367	\$701,666	\$794,000	\$895,000
 Local Tax Funding:	 \$615,059	 \$730,367	 \$701,666	 \$794,000	 \$895,000
FTE Summary:	8.00	9.00	10.00	11.00	11.00

General Services - Administrative Services

Planned Accomplishments/Objectives for FY 07

Goal: Minimize the annual energy cost increases for County-occupied facilities.

Objective: Total energy cost per square foot of County-owned space increases less than 20% annually.

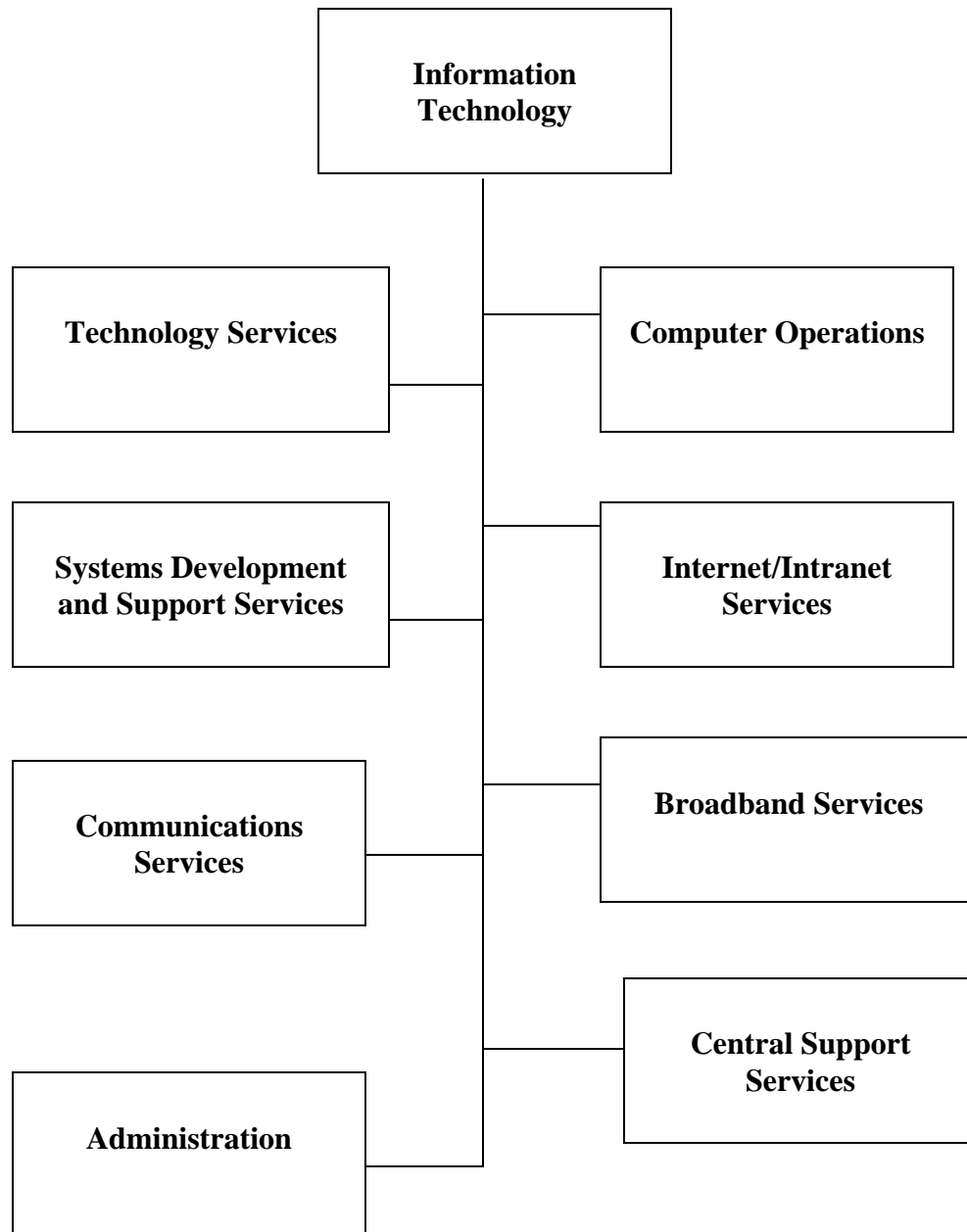
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total energy costs	\$1,947,967	\$2,010,527	\$2,749,942	\$3,687,386
Total energy costs – owned space	\$1,700,129	\$1,788,091	\$2,469,607	\$3,308,005
Square feet of owned space	942,000	958,000	1,175,000	1,405,000
Energy cost per square foot of owned space	\$1.80	\$1.87	\$2.10	\$2.35
% increase in energy cost per square foot	N/A	4%	12%	12%

Goal: Limit departmental growth by maximizing use of technology and contracted services.

Objective: Department personnel total remains less than 0.5 employees per 1,000 County residents.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Department personnel total per 1,000 residents	0.371	0.337	0.357	0.337

Information Technology



Information Technology

MISSION

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 public schools.

DESCRIPTION

The Department of Information Technology provides information and office automation systems and services to the departments of the County government and public school system and radio communications and video services to the County's public safety agencies and volunteers. The department provides services on a 24-hour per day, 7 day per week basis. County information systems provide data processing and management information for key County and School activities including tax administration, public safety dispatching, school administration, land development and fiscal management. Services provided to County and School staffs cover a range of activities including training, problem solving, hardware maintenance, systems development, network management, video services, radio communications, telecommunications, records management, copying services, mail, surplus and courier service. The department's services are provided through five programs plus Central Support Services, which is included in the Central Services Fund.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The challenges associated with growth in the community manifests itself in demands for new or updated information systems by County and public school departments, the expansion of computer networks to new facilities, and the support of increasing numbers of personal computers, associated equipment, and software.
- Competing for IT resources to implementation of new systems and services is the requirement to update and replace existing technologies due to the fast pace of technological change. Technological change creates the requirement to evaluate new technologies and to replace and update existing technologies on a selective and thoughtful basis.
- Achieve compliance with ADA (Americans with Disabilities Act) website requirements.
- The Board of Supervisors' initiative to expand the delivery of broadband internet services to County residents and businesses continues to be a department initiative and challenge for FY 07.
- The provision of adequate support of technologies required for the County government telework initiative, pilot projects, and staff teleworkers is an increasing role of the department.

FY 07 Major Goals:

- Implement or replace seven information systems for the public schools and County government.
- Provide network services to eight additional public school and County government facilities.
- Implement ADA and financial audit management letter recommendations.
- Continue the implementation of mobile communications and reporting for the public safety agencies.
- Provide information and recommendations to the Board of Supervisors for the expansion of community broadband services for residents and businesses in the County.
- Provide technological solutions that facilitate and enhance the effectiveness of the County government's telework initiative.

FY 06 Major Achievements:

- Extended the county/public school network to nine additional facilities.
- Implemented 200 mobile data computers and reporting systems for use in field-based Sheriff's cruisers.
- Implemented nine new information systems for the county government and public schools.
- Implemented the Reverse 911 and Citizen Alert System for public safety and other departments.
- Expanded the wide area network to include five new schools.
- Implemented the additional 800 MHz public safety radio channels.

Information Technology

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$6,033,525	\$6,324,580	\$6,714,606	\$7,456,000	\$8,275,000
Operations & Maintenance	5,727,055	5,928,749	6,129,247	6,149,000	6,934,000
Capital Outlay	1,440,682	1,552,529	736,955	1,217,000	1,331,000
Total Expenditures:	\$13,201,262	\$13,805,858	\$13,580,808	\$14,822,000	\$16,540,000
Departmental Revenue					
Cable Franchise Fees	\$0	\$0	\$0	\$200,000	\$154,000
Revenue:	\$0	\$0	\$0	\$200,000	\$154,000
Public Safety Communications Fund:	\$1,945,515	\$2,344,992	\$2,445,947	\$2,850,000	\$3,401,000
Local Tax Funding:	\$11,255,747	\$11,460,866	\$11,134,861	\$11,772,000	\$12,985,000
FTE Summary:	79.39	76.39	74.39	78.39	81.39

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Information Technology includes enhancements totaling 2.00 FTE and \$201,000 in the Public Safety Communications Fund for one systems engineer and one senior systems programmer, and additional local tax funding for systems support, telephones and internal services. The FY 07 budget also reflects the addition of 1.00 FTE transferred from Management & Financial Services in mid-year FY 06, and funding for implementation of compensation increases and increased benefits costs effective September 2006.

Information on scheduled projects on the Capital Asset Preservation Fund can be found in Volume 2 on tables beginning on page 606.

Budget History:

FY 03 Mid-Year: The department eliminated two systems analyst positions (2.00 FTE) and a web development specialist (1.00 FTE).

FY 04 Mid-Year: The department eliminated two program specialist positions (2.00 FTE) and one program manager position (1.00 FTE).

FY 05: 1.00 FTE was added to the Public Safety Communications Fund.

FY 05 Mid-Year: The Board added 1.00 FTE in mid-FY 05 for a Broadband Services Manager.

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

FY 06 Mid-Year: 1.00 FTE was transferred from Management & Financial Services to Computer Operations.

**For more information on the Central Services Fund see Volume 2 on page 648.*

Information Technology

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Technology Services	\$3,732,811	\$3,405,806	\$3,618,410	\$3,428,000	\$3,654,000
Computer Operations	3,596,687	3,488,789	2,909,962	3,207,000	3,393,000
Systems Development	3,737,166	3,906,570	4,000,441	4,286,000	5,012,000
Internet/Intranet Services	414,824	416,402	432,113	469,000	522,000
Communications Services	1,399,577	2,254,572	2,221,022	2,850,000	3,401,000
Broadband Services	0	0	46,190	200,000	154,000
Administrative Support	320,197	333,719	352,670	382,000	404,000
Total	\$13,201,262	\$13,805,858	\$13,580,808	\$14,822,000	\$16,540,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Technology Services	\$0	\$0	\$0	\$0	\$0
Computer Operations	0	0	0	0	0
Systems Development	0	0	0	0	0
Internet/Intranet Services	0	0	0	0	0
Communications Services	1,945,515	2,344,992	2,445,947	2,850,000	3,401,000
Broadband Services	0	0	0	200,000	154,000
Administrative Support	0	0	0	0	0
Total	\$1,945,515	\$2,344,992	\$2,445,947	\$3,050,000	\$3,555,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Technology Services	\$3,732,811	\$3,405,806	\$3,618,410	\$3,428,000	\$3,654,000
Computer Operations	3,596,687	3,488,789	2,909,962	3,207,000	3,393,000
Systems Development	3,737,166	3,906,570	4,000,441	4,286,000	5,012,000
Internet/Intranet Services	414,824	416,402	432,113	469,000	522,000
Communications Services	(545,938)	(90,420)	(224,925)	0	0
Broadband Services	0	0	46,190	0	0
Administrative Support	320,197	333,719	352,670	382,000	404,000
Total	\$11,255,747	\$11,460,866	\$11,134,861	\$11,772,000	\$12,985,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Technology Services	19.00	20.00	18.00	18.00	18.00
Computer Operations	13.87	13.53	13.53	14.53	14.53
Systems Development	34.19	32.86	31.86	33.86	34.86
Internet/Intranet Services	5.00	4.00	4.00	4.00	4.00
Communications Services	2.33	2.00	3.00	3.00	5.00
Broadband Services	0.00	0.00	0.00	1.00	1.00
Administrative Support	4.00	4.00	4.00	4.00	4.00
Total	78.39	76.39	74.39	78.39	81.39

Information Technology - Technology Services

DESCRIPTION

This program provides technical support services to County Government offices, community centers, libraries, public school administrative offices, school buildings, and other facilities. Services include equipment and software installation, troubleshooting and repair, training, equipment upgrades and replacements, asset control, management and administration of the County Email System, 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. On-going PC software training is provided to County Government and the Public School staff.

BUDGET OVERVIEW

FY 07 Issues:

- Continue to provide timely support, to implement new and innovative technologies, and to maintain customer satisfaction in an expanding, dynamic, and increasingly complex technological environment with restrictive work force and budgetary practices.

FY 07 Challenges:

- Provide satisfactory customer support for an increasing number of PCs and networked facilities.
- Provide adequate manpower and other support resources for the integration of newly adopted technologies such as Blackberries, Teleworking, VOIP, and wireless networks and devices into the county government and public school technological environment.
- Maintain a balance between customer satisfaction, financial considerations, and employee morale while achieving results and maintaining an adequately trained technology staff.
- Reduce the Countywide PC replacement cycle from five years to four years.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,460,862	\$1,473,383	\$1,409,654	\$1,561,000	\$1,732,000
Operations & Maintenance	1,994,693	1,716,382	1,903,748	1,793,000	1,882,000
Capital Outlay	277,256	216,041	305,008	74,000	40,000
Total Expenditures:	\$3,732,811	\$3,405,806	\$3,618,410	\$3,428,000	\$3,654,000
Local Tax Funding:	\$3,732,811	\$3,405,806	\$3,618,410	\$3,428,000	\$3,654,000
FTE Summary:	19.00	19.00	20.00	18.00	18.00

Information Technology - Technology Services

Planned Accomplishments/Objectives for FY 07

Goal: Connect new Schools and County facilities to the County network.

Objective: Increase the number of County Government and Public School facilities networked as a percent of total facilities networked.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est FY 06	Proj. FY 07
Number and percent of facilities networked	145/100%	154/100%	163/100%	171/100%
FY 06 – Connect 5 new schools, new ADC, new school admin building, Hamilton F&R, F&R Bld.	N/A	N/A	100%	Completed
FY 07 - Connect 2 Group Homes, 2 Town Homes, new EOC, Moorefield PS, Purcellville F&R, Carver Senior Ct.	N/A	N/A	N/A	100%

Goal: Maintain a County staff customer satisfaction rating of 95% for office automation and network services.

Objective: Close 70% of service call requests within 48hrs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est FY 06	Proj. FY 07
Desktop Computer user satisfaction rating for personal computer and network support services	98%	94%	92%	92%
Percentage of calls closed within 48 hours	57%	88.5%	70%	70%

Goal: Provide Personal Computer Training to an increasing county and public school staff and maintain a staff satisfaction rating of 95%.

Objective: Improve Countywide knowledge through IT training classes.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est FY 06	Proj. FY 07
Confidence level before class	N/A	67%	34%	34%
Confidence level after class	N/A	88%	90%	90%
Overall employee satisfaction rating for personal Computer Training	98%	95%	95%	95%

Information Technology - Technology Services

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide reliable automation infrastructure through replacement and upgrade of existing technologies.

Objective: Upgrade and replace Netware servers, implement fault tolerant network switches, reduce the PC replacement cycle from five to four years.

	Actual FY 04	Actual FY 05	Est FY 06	Proj. FY 07
<i>Performance Measures</i>				
Replace eight (8) NetWare servers (% completed)	N/A	N/A	50%	100%
Upgrade network switches to support fault tolerance (% completed)	N/A	N/A	N/A	100%
Upgrade sixteen (16) Netware servers to version 6.5 (% completed)	N/A	27%	60%	100%
Upgrade Treasurer's Sterling Office to high speed connection	N/A	N/A	100%	Completed
Reduce the PC replacement cycle from five (5) to four (4) years	N/A	N/A	N/A	100%

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 130+ 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. The security policies define the information and systems security responsibilities of DIT and the departments that use over 100 major County government and public school information systems and networks.

BUDGET OVERVIEW

FY 07 Issues:

- The aging infrastructure in the Information Technology Center building presents almost daily challenges. Cooling and power systems are over seventeen years old and although most are scheduled for replacement, the day-to-day operational status of the data center is frequently tenuous. A major project to replace the building uninterruptible power system is planned for FY 07.
- Work to establish a more robust Disaster Recovery plan that provides servers and communications facilities at the backup facility.
- The Public Safety Master Plan effort which will be presented as part of the FY 08 budget process will directly impact long term planning related to the use of the Information Technology Center.
- Integrity of County and schools information assets is imperative. Further expansion of wireless "hotspots" requires constant vigilance to insure information is secure and available to those who need it.

FY 07 Challenges:

- Incorporating Regional Department of Homeland Security initiatives and the projects related to the Federal Urban Area Security Initiative (UASI) grant.
- Addressing data exchange security and the use of evolving wireless networks.
- The activities related to the provision of secure IT services for use by teleworkers is increasing.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,044,263	\$1,125,039	\$1,161,552	\$1,248,000	\$1,303,000
Operations & Maintenance	1,669,722	1,490,133	1,528,751	1,693,000	1,899,000
Capital Outlay	882,702	873,617	219,659	266,000	191,000
Total Expenditures:	\$3,596,687	\$3,488,789	\$2,909,962	\$3,207,000	\$3,393,000
Local Tax Funding:	\$3,596,687	\$3,488,789	\$2,909,962	\$3,207,000	\$3,393,000
FTE Summary:	13.87	13.53	13.53	14.53	14.53

Information Technology - Computer Operations

Planned Accomplishments/Objectives for FY 07

Goal: Comply with County financial auditor's recommendations related to disaster recovery.

Objective: Update disaster recovery plans, procedures and equipment.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Replacement of primary tape backup system for County Enterprise Server (% completed)	N/A	N/A	N/A	100%
Implement backup servers at School Admin facility (% completed)	N/A	N/A	10%	15%

Goal: Provide adequate computing availability for the on-time delivery of Countywide services.

Objective: Maintain operational availability of all major computer systems at 99% or better.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Major computer availability	99.3%	99.3%	99.5%	99.4%
Process new county staff teleworkers through IT security review	N/A	16	92	112

Information Technology - Systems Development and Support Services

DESCRIPTION

The Systems Development and Support program provides 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. 130 major information systems and subsystems are utilized by the County government and public schools and are maintained and supported by this program. Services are provided through five teams of programmer/analysts and systems analysts assigned to two of DIT's operating divisions.

BUDGET OVERVIEW

FY 07 Issues:

- Requests for new information systems and enhancements to existing systems from both County government and public school departments continue to be high. Other departmental requests for smaller system development projects required for minor enhancements and changes to existing information systems must be concurrently serviced.
- Continue modifying the development practices and procedures to achieve compliance with the financial auditor's management letter recommendations.

FY 07 Challenges:

- Balancing the requirement to constrain costs and staffing levels against the requirement to implement new systems on time and within budget and to provide timely enhancement services to existing systems remains a challenge.
- Modifying processes related to the County financial auditor's request to enhance the internal change control processes without incurring additional costs and staffing requirements will continue to be difficult.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$2,709,342	\$2,877,850	\$3,107,265	\$3,392,000	\$3,719,000
Operations & Maintenance	994,195	981,866	824,293	894,000	1,293,000
Capital Outlay	33,629	46,854	68,883	0	0
Total Expenditures:	\$3,737,166	\$3,906,570	\$4,000,441	\$4,286,000	\$5,012,000
Local Tax Funding:	\$3,737,166	\$3,906,570	\$4,000,441	\$4,286,000	\$5,012,000
FTE Summary:	34.19	32.86	31.86	33.86	34.86

Information Technology - Systems Development and Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Improve and enhance service delivery to County and public school departments through implementation of new information systems.

Objective: Begin implementation of four new information systems.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Percent completed:				
Management & Financial Services - Real Estate Assessment System	N/A	10%	100%	Complete
Sheriff's Department - Jail Management System	N/A	10%	100%	Complete
Sheriff's Department - Alarm Billing System	N/A	N/A	100%	Complete
Sheriff's Department - Automated Vehicle Location System	N/A	N/A	50%	100%
Fire and Rescue Department - Records Management System Phase I	N/A	N/A	100%	Complete
Human Resources - Online Personnel Action Forms	N/A	N/A	100%	Complete
Human Resources - Online Employment Applications System	N/A	10%	100%	Complete
Public Schools - Special Education IEP System	N/A	10%	50%	100%
Public Schools - Data Warehouse System Phase I	N/A	N/A	100%	Complete
Social Services - Information Mgmt. System - Phase 1	N/A	10%	100%	Complete
Public Safety and Other Departments - Roam Secure System	N/A	80%	100%	Complete
Department of Public Safety - Records Management System	N/A	N/A	20%	100%
County Administration - Customer Resource Mgmt. (CRM) System	N/A	N/A	15%	100%
Management & Financial Services - New Budget System	N/A	N/A	15%	100%
MH/MR/SA - Community Services Board's Client System	N/A	N/A	N/A	100%

Goal: Improve and enhance service delivery of County and public school departments through implementation of major enhancements to information systems.

Objective: Develop implementation plan of major enhancements to six information systems.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Percent completed:				
Public Schools - Web enablement of the Student Information System	N/A	5%	50%	50%
Building & Development - Phase I of the web enablement of the permits function in the Land Records System (LMIS)	N/A	N/A	50%	100%
Management & Financial Services and Public Schools - Assume system maintenance responsibility for the Financial System (FAMIS), improve system performance, and Web enable the core system functions	N/A	N/A	50%	100%
County & Public Schools - Benefits Systems changes for new Health Insurance Plan	N/A	N/A	100%	Complete
Public Schools - Human Resources Systems changes for Employee Self Service Benefits	N/A	N/A	25%	100%
Payroll / HR / Benefits system upgrade (Cyborg 5.1) and conversion to DB2 - Public Schools	N/A	N/A	50%	100%
Payroll / HR / Benefits system upgrade (Cyborg 5.1) and conversion to DB2 - County Government	N/A	N/A	50%	100%
Public Schools - Online Purchasing Requisitions and Purchase Orders	N/A	N/A	100%	Complete
Public Schools - Data Warehouse System Phase II	N/A	N/A	N/A	100%
Building & Development/ Fire Marshal's - Mobile Inspectors	N/A	N/A	25%	100%

Information Technology - Systems Development and Support Services

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Modify business practices to be in compliance with the County financial auditor's recommendations related to the County's change control process.

Objective: Maintain compliance with the auditor's recommendations.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Implement separation of staff duties per the auditor's recommendations (% completed)	N/A	10%	100%	Complete
Implement a change control system and procedures per the auditor's recommendations (% completed)	N/A	15%	80%	100%

Goal: Provide timely systems development implementation services to County and public school departments.

Objective: Develop and implement 90% of systems development projects on time.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Percent of requests for systems development projects (estimated at more than 3 days to complete) completed on time:				
Human Services	94%	90%	90%	90%
Finance	93%	84%	90%	90%
Land Records	92%	95%	90%	90%
Schools	92%	94%	90%	90%
Tax Administration	95%	95%	90%	90%
Maintain a 95% monthly closure rate for Public Safety System calls for assistance	95%	94%	95%	95%

Information Technology - Internet/Intranet Services

DESCRIPTION

The Internet/Intranet Program is responsible for design, installation, and maintenance of systems that host 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.

BUDGET OVERVIEW

FY 07 Issues:

- Demand for Internet/Intranet services is high. The 40% increase in utilization of the County website between FY 04 and FY 05 demonstrates the public's desire to use web based services. These systems are accessed 7 x 24 x 365 and as such require highly available systems.
- The reliance by County staff on the internal forms and electronic paystubs is indicative of the broad support among County staff for more efficient online intranet based self-service applications as well as indicated a need for highly available systems.
- It is the goal of the Internet/Intranet Services program to work with County departments to improve internal County government processes, improve and add services provided to the public through the County website, and to increase quantity of information and options for the delivery of information to the public.
- The County website must maintain compliance with ADA (Americans with Disabilities Act) requirements.
- This program's web engineering resources also directly support the IT security functions within DIT and the increased use of the Virtual Private Network by the expanded County government teleworker program has significantly increased workload.

FY 07 Challenges:

- Balancing the demand for services against limited and static resources impedes the development of new web based systems and is a challenge.
- Comply with ADA regulations by expanding use of the content management system in the County's Internet and Intranet websites.
- Expanding the use of the County's newly, implemented web-casting system to meetings other than cable broadcast board meetings.
- Implementing new services, while being required to share web engineering resources with other IT programs.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$344,618	\$358,194	\$390,615	\$407,000	\$434,000
Operations & Maintenance	58,064	31,322	35,522	46,000	62,000
Capital Outlay	12,142	26,886	5,976	16,000	26,000
Total Expenditures:	\$414,824	\$416,402	\$432,113	\$469,000	\$522,000
Local Tax Funding:	\$414,824	\$416,402	\$432,113	\$469,000	\$522,000
FTE Summary:	5.00	4.00	4.00	4.00	4.00

Information Technology - Internet/Intranet Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide quality Internet and Intranet services and web applications to residents and County employees.

Objective: Increase/enhance services for residents and County employees using web technology.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of new Web (Intranet and Internet) applications developed and implemented	8	8	8	8
Average number of monthly Internet user sessions on County website	191,435	267,000	220,000*	235,000
Average number of monthly staff user sessions of the County Intranet	66,887	62,000	84,000	90,000

*User sessions decrease because users are remaining on the website longer, thus viewing more web pages per session.

Goal: Improve effectiveness and efficiency for managing Internet/Intranet websites to reach ADA compliance.

Objective: Implement content management systems for the Internet and Intranet.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
All departments and agencies - Implement content management system for Internet (% completed)	N/A	N/A	100%	Completed
All departments and agencies - Implement content management system for the Intranet (% completed)	N/A	N/A	10%	90%

Goal: Implementation of new technologies.

Objective: Implement web-casting systems.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Increase use of web-casting system for meetings other than broadcast Board of Supervisor meetings (# of depts. using system)	0	0	0	2
Board of Supervisors - Implement web-casting and archiving of Board and public meetings (% completed)	N/A	N/A	100%	Completed

Information Technology - Communications Services

DESCRIPTION

This program, which is part of the Public Safety Communication Fund, 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, Animal Care & Control, and the police departments for the Towns of Leesburg, Middleburg, and Purcellville. There are also the radios in use by the Virginia Game Wardens serving Loudoun County, Northern Virginia Community College security, Commonwealth Attorney, Juvenile Probation, 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 07 Issues:

- Work began in late FY 05 and will continue through FY 08 to comply with the Federal Communication Commission's recent ruling, which is designed to reduce interference to the 800 MHz radio systems by Nextel and other cellular operators. This will require Loudoun County to relocate its 800 MHz radio frequencies to other frequencies in the 800 MHz spectrum. The cost for the relocation project will be borne by Nextel Communications. Staff must provide project oversight over the activities of Motorola and other contractors that will be engaged to perform this work to insure ongoing availability of the public safety radio communications system.
- Phase III of the mobile data computer project for frontline fire and rescue apparatus is planned for completion in FY 07. This is the last phase to complete the deployment of mobile data for the Fire and Rescue system including volunteer apparatus. The program must also support the addition of radio equipment approved as part of the FY 07 budget.
- Support of aging infrastructure at the DIT facility is consuming communications staff time insuring that critical systems are maintained to the level necessary to insure there are no disruptions.

FY 07 Challenges:

- Maintaining public safety radio system availability at 99.99% while working with regional partners to insure the successful completion of the 800 MHz rebanding project with minimal disruption of the public safety radio system.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$167,195	\$172,048	\$282,606	\$392,000	\$587,000
Operations & Maintenance	997,428	1,693,394	1,800,987	1,598,000	1,740,000
Capital Outlay	234,954	389,130	137,429	860,000	1,074,000
Total Expenditures:	\$1,399,577	\$2,254,572	\$2,221,022	\$2,850,000	\$3,401,000
Public Safety Communications Fund:	\$1,945,515	\$2,344,992	\$2,445,947	\$2,850,000	\$3,401,000
Local Tax Funding:	(\$545,938)	(\$90,420)	(\$224,925)	\$0	\$0
FTE Summary:	2.33	2.00	3.00	3.00	5.00

Information Technology - Communications Services

Planned Accomplishments/Objectives for FY 07

Goal: Maintain public safety radio system reliability.

Objective: Maintain the Public Safety Radio System at the highest level of system availability.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
800 MHz System Availability	99.99%	100%	100%	99.99%

Goal: Comply with FCC ruling requiring rebanding of 800 MHz public safety radio system.

Objective: Negotiate contract with Motorola Communications and Nextel Communications for rebanding work and complete the system rebanding.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Negotiate and award a Motorola Communications contract for services (% complete)	N/A	N/A	100%	100%
Negotiate and award a Nextel Communications contract for services (% complete)	N/A	N/A	100%	100%
Reband the public safety radio system	N/A	N/A	10%	25%

Goal: Maintain network reliability and enhance disaster recovery capabilities.

Objective: Maintain the high speed data microwave system that connects DIT to County Government backbone and school backup facility at the highest level of system availability.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
High speed microwave availability	N/A	N/A	99.50%	99.70%
Analyze options and develop a recommendation for the establishment of an IT disaster recovery site	N/A	N/A	N/A	100%

Information Technology - Communications Services

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Deliver emergency dispatch information via wireless technology to public safety first responders.

Objective: Completion of Phase III of the Fire & Rescue mobile data project.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Phases I and II of Mobile Data Computer project completed (% completed)	N/A	N/A	100%	N/A
Phase III of Mobile Data Computer project (% completed)	N/A	N/A	N/A	100%
Automatic Vehicle Locations (AVL) and enroute mapping (% completed)	N/A	N/A	50%	100%

Information Technology - Broadband Services

DESCRIPTION

The intent of this program is to investigate and propose ways that the County government and Board of Supervisors can better promote and deliver broadband internet services to residents and business entities in the County. This program was created by the Board of Supervisors in December, 2005 and was initially established as a temporary two year program. A full time position was established in April 2005 to focus on this initiative.

BUDGET OVERVIEW

FY 07 Issues:

- Broadband services was established by the Board as a temporary program to analyze the requirements and needs of the community including residents, businesses, and government entities, and to develop strategies for improving access to residential broadband, business broadband, and the Countywide internal network called iNet. Proposed alternative actions are to be presented to the Board of Supervisors for their consideration, followed by implementation of action plans as directed. Funding for this program will not be available in FY 08.
- This program has since become engaged in supporting the County's telework program.

FY 07 Challenges:

- Developing alternative visions and action plans for the expansion of Countywide broadband services that are cost effective and give consideration to the financial impacts upon the County and its taxpayers.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	-	-	\$25,476	\$96,000	\$116,000
Operations & Maintenance	-	-	20,714	\$104,000	38,000
Total Expenditures:	\$0	\$0	\$46,190	\$200,000	\$154,000
Revenue					
Cable Franchise Fees	-	-	\$0	\$200,000	\$154,000
Total Revenue:	\$0	\$0	\$0	\$200,000	\$154,000
Local Tax Funding:	\$0	\$0	\$46,190	\$0	\$0
FTE Summary:	0.00	0.00	0.00	1.00	1.00

Information Technology - Broadband Services

Planned Accomplishments/Objectives for FY 07

Goal: INet – Upon direction from the Board of Supervisors – Develop, publish, and award RFP for development and build out of fiber optic loop infrastructure. Supervise and oversee efforts of deployment and integration of fiber into daily DIT operating structure.

Objective: Ensure fiber optic ring is deployed to decrease telecom cost to the County and increase services offered in government. Deployed fibers could also be used by private companies for broadband development.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
Develop and publish RFP for fiber optic service with drops in multiple locations of the County as defined by the Board of Supervisors (% completed)	N/A	N/A	100%	100%
Historical -- Develop INet and business build analysis and possible actions for the BOS to take to improve level of services to County residents. (% completed)	N/A	10%	100%	100%

Goal: Residential – Upon direction from the Board of Supervisors – Pursue a residential broadband implementation strategy to improve broadband connectivity to residents in the most direct and cost effective means needed.

Objective: Increase broadband availability in Loudoun County.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
Based on recommendations from staff and Dynamic City on increasing broadband services in Loudoun -- Implement Board of Supervisors directives. *	N/A	Gathering Data	TBD	TBD
Historical -- Conduct meetings with residential HOAs and homeowners on broadband access and community needs. Meetings in Planning Areas	N/A	4 / 22%	18 / 100% Meetings	18 / 100% Meetings
Historical -- Determine available service for residential and business broadband customers. Gather data on wire line and wireless providers	N/A	Determine Need for RFP	100%	Completed

*Present recommendations to Economic Development Commission in February 2006.

Information Technology - Broadband Services

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Business – Upon direction from the Board of Supervisors – Implement plans and policies to increase broadband connectivity to businesses in Loudoun County.

Objective: Increase knowledge base of broadband business services and providers in Loudoun County.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Continue to meet with and serve as resource to business focused land developers to educate about broadband needs and broadband environment in Loudoun County.	N/A	Begin	Ongoing	Ongoing
Develop database of buildings that have fiber connectivity that can be used for economic development purposes (% completed).	N/A	5%	50%	90%
Maintain database of fiber locations and fiber paths in Loudoun County (% completed).	N/A	5%	50%	90%
Conduct surveys with residential, business, and government leaders regarding broadband initiative – Conduct interviews to gauge next steps to increase broadband access (number of meetings and percent progress)	N/A	20 / 17%	80 / 66% Interviews	120 / 100% Interviews

Information Technology - Administrative Support

DESCRIPTION

The services provided by this program include the overall general management of the Department of Information Technology, administrative and clerical support to the department, performance of management studies, and strategic planning. The general management function includes the development of the annual information systems plan for the County government and the public school system, the development and administration of Countywide information system budgets, and the general management of the department. Administrative services include processing the departmental payroll, registration of County and school system employees into PC software training classes, preparation of purchase orders and payment of bills, reception, and general clerical support for the department. The department purchases or approves the purchase of all computer hardware and software used in county departments and agencies. Participation in management studies and participation in general management functions of the County government are also included in this program.

BUDGET OVERVIEW

FY 07 Issues:

- The transfer of the Central Support Services to the Department of Information Technology in FY 05 and the assignment of the Broadband initiative to the department in mid-year FY 05 were accomplished without increases in administrative support staff.

FY 07 Challenges:

- Maintaining satisfactory performance levels given the increases in day-to-day activities in the office as the department adds staff, functions, programs, and services will be a challenge.
- Addressing the level of PC purchasing activities associated with personal computer replacements including equipment specification, receiving, inventorying, and scheduling will be a challenge as the number of annual PC replacements increases with the reduction in the replacement cycle from 5 to 4 years.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$307,245	\$318,066	\$337,438	\$360,000	\$384,000
Operations & Maintenance	12,952	15,653	15,232	22,000	20,000
Total Expenditures:	\$320,197	\$333,719	\$352,670	\$382,000	\$404,000
Local Tax Funding:	\$320,197	\$333,719	\$352,670	\$382,000	\$404,000
FTE Summary:	4.00	4.00	4.00	4.00	4.00

Information Technology - Administrative Support

Planned Accomplishments/Objectives for FY 07

Goal: Enhance Countywide service delivery through the timely acquisition of appropriate information technology products, software, and services for all county departments.

Objective: Coordinate and conduct County government-wide purchasing of information products, software and services.

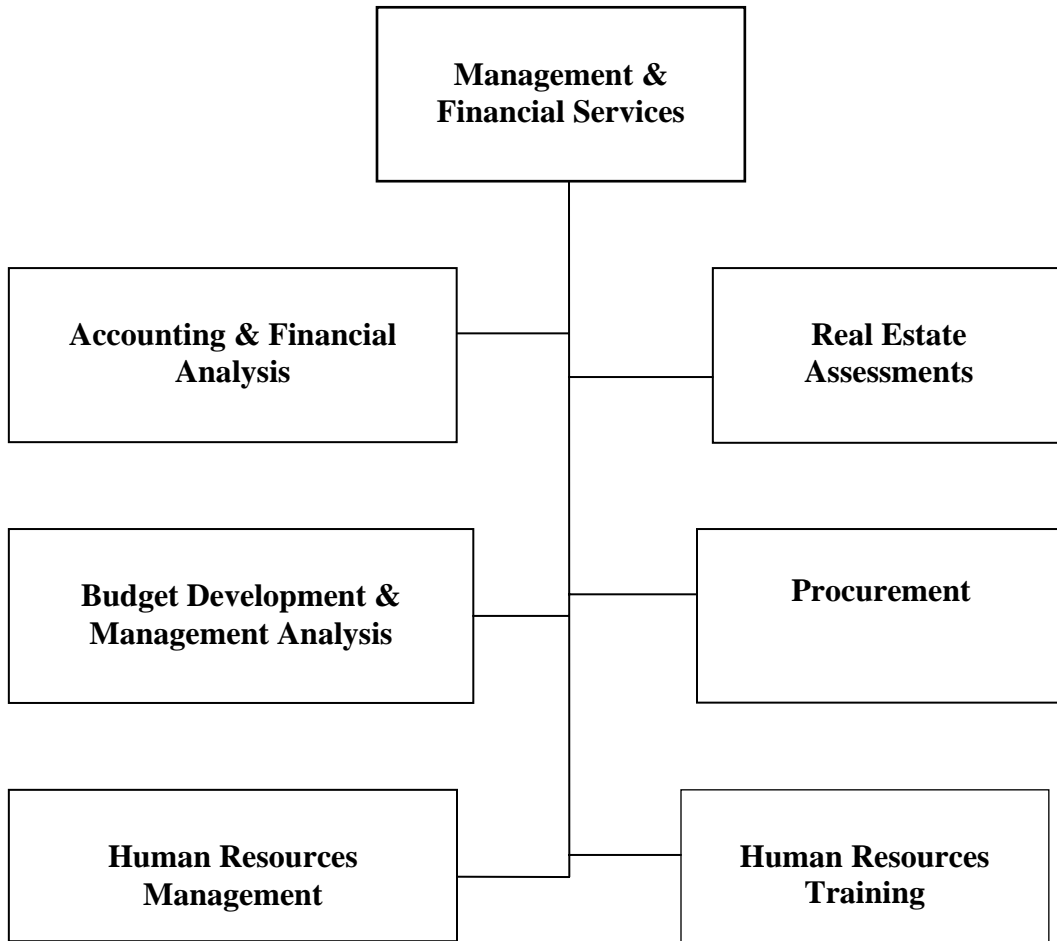
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of IT purchase orders processed	880	1,258	1,092	1,192
Number of IT Request for Proposals prepared and processed	6	3	4	4

Goal: Provide administrative support to department programs to ensure efficient operation.

Objective: Perform departmental administrative processing tasks on time.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of DIT programs supported	5	8	8	8
Number of personal computer training programs scheduled	44	43	41	41

Management and Financial Services



Management and Financial Services

MISSION

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, and maintaining a fair and equitable real property tax base.

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, human resources, procurement, financial accounting and reporting, payroll, risk management, insurance, capital financing and debt management. Management and Financial Services also will manage the real estate assessment process and maintain County land use assessment and property records. The department's programs include Budget Development and Management Analysis, Procurement, Human Resources and Benefits management, Training, Accounting and Financial Analysis and Real Estate Assessments.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The County government has responded to continuing population growth and changing demographics by approving ambitious enhancements to County services and a substantial capital improvement program. Proliferation in the number of programs and capital projects places a growing demand on department staff.
- Land development in the County has resulted in tremendous growth in the number of parcels and new construction assessments. The number of parcels and the number of improved properties, will impact the volume of assessment appeals and litigation.
- Recent staff turnover, with its corollary impact on training and productive capacity, will require additional training and workload adjustments for several divisions.
- Management of Countywide 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.

FY 07 Major Goals:

- Manage the debt issuance process and maintain the debt limits set by the County Board of Supervisors.
- Install financial management sub-systems in other departments to aid in the automation of the General Government and continue to advance the implementation of e-services for the department's clients.
- Identify and assess all new construction in a rapidly growing environment and administer land use and revitalization programs.
- Successfully implement the Board of Supervisors' grant initiative and continue to advance the performance measurement initiative.
- Manage the County's insurance programs to provide maximum cost effectiveness and benefit.
- Implement employee training programs that are focused on a core competency training model with a customer service program, e-training initiatives, project management training and Hispanic language training. A continued customer service focus will enhance service delivery to residents.
- Begin implementation of a new Budget Development and Production System.
- Manage County compensation programs effectively in order to attract and retain a highly qualified workforce.

FY 06 Major Achievements:

- Earned Achievement of Excellence in Procurement Award for 2005 from National Procurement Institute.
- Implementation of new health plan provider and plan redesign options including a health savings account.
- Successfully recruited and filled nearly 500 vacant positions in order to provide service delivery to residents.
- Received Distinguished Presentation Award and Certificate of Achievement for Excellence from the Government Finance Officers' Association for the FY 05 budget document and for FY 05 Comprehensive Annual Financial Report.

Management and Financial Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$6,778,189	\$6,985,498	\$7,487,605	\$8,640,000	\$9,420,000
Operations & Maintenance	2,500,476	2,278,948	3,183,827	3,460,000	3,503,000
Capital Outlay	59,124	11,960	16,334	40,000	40,000
Total Expenditures:	\$9,337,789	\$9,276,406	\$10,687,766	\$12,140,000	\$12,963,000
Departmental Revenue					
Local Fees, Charges, Etc.	\$335,932	\$137,519	\$246,392	\$307,000	\$178,000
Total Revenues:	\$335,932	\$137,519	\$246,392	\$307,000	\$178,000
Federal Foster Care Reimbursement:	\$76,887	\$82,475	\$87,319	\$94,000	\$0
Local Tax Funding:	\$8,924,970	\$9,056,412	\$10,354,055	\$11,739,000	\$12,785,000
FTE Summary:	100.73	95.44	90.44	101.64	102.64

FY 07 Board Action: The FY 07 Adopted Fiscal Plan includes enhancements totaling 3.00 FTE and \$154,000 in additional local tax funding. Local tax funding also increases by \$30,000 for internal audit services. The FY 07 budget includes 1.00 FTE transferred to County Administration and 1.00 FTE transferred to the Department of Information Technology in mid-year FY 06, and funding for the implementation of compensation and increased benefits costs effective September 2006.

Budget History:

FY 03 Mid-Year: Management Services transferred 0.25 FTE to County Administration to increase a part-time administrative support position to 60 hours per pay period and eliminated 5.00 FTE.

FY 04 Mid-Year: 2.00 FTE for the Internal Audit Program were transferred from Financial Services to County Administration.

FY 05: Three positions (3.00 FTE) were eliminated from the Human Resources Division. The Department of Management Services was combined with the Department of Financial Services to form the new Department of Management and Financial Services.

FY 05 Mid-Year: The Board added 2.00 FTE in mid-FY 05 for Budget Development and Management Analysis and Financial Management and Analysis. 2.20 FTE were transferred from Parks, Recreation & Community Services, Building & Development and Animal Care & Control for one internal investigator, one budget analyst and to increase an existing front counter position to full time.

FY 06: The Board added 7.00 FTE for two grant specialists, two assessors, one HR 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.

Management and Financial Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Accounting/Financial Analysis	\$2,872,834	\$2,743,917	\$3,196,883	\$3,054,000	\$3,180,000
Real Estate Assessments	1,743,758	1,842,463	2,021,537	2,285,000	2,525,000
Budget Development & Management Analysis	1,001,149	956,095	1,091,045	1,407,000	1,465,000
Procurement	591,807	643,428	706,527	1,334,000	1,169,000
Human Resources Management	2,495,078	2,560,406	3,189,609	3,448,000	3,927,000
HR – Training	<u>633,163</u>	<u>530,097</u>	<u>482,165</u>	<u>612,000</u>	<u>697,000</u>
Total	\$9,337,789	\$9,276,406	\$10,687,766	\$12,140,000	\$12,963,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Accounting/Financial Analysis	\$319,272	\$120,101	\$272,891	\$327,000	\$101,000
Real Estate Assessments	73,330	67,109	52,934	68,000	68,000
Budget Development & Management Analysis	0	0	0	0	0
Procurement	20,217	23,662	6,229	6,000	9,000
Human Resources Management	0	9,122	1,657	0	0
HR – Training	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	\$412,819	\$219,994	\$333,711	\$401,000	\$178,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Accounting/Financial Analysis	\$2,553,562	\$2,623,816	\$2,923,992	\$2,757,000	\$3,079,000
Real Estate Assessments	1,670,428	1,775,354	1,968,603	2,217,000	2,457,000
Budget Development & Management Analysis	1,001,149	956,095	1,091,045	1,407,000	1,465,000
Procurement	571,590	619,766	700,298	1,328,000	1,160,000
Human Resources Management	2,495,078	2,551,284	3,187,952	3,448,000	3,927,000
HR – Training	<u>633,163</u>	<u>530,097</u>	<u>482,165</u>	<u>612,000</u>	<u>697,000</u>
Total	\$8,924,970	\$9,056,412	\$10,354,055	\$11,739,000	\$12,785,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Accounting/Financial Analysis	25.02	24.00	20.00	20.00	20.00
Real Estate Assessments	27.00	26.00	27.00	29.00	29.00
Budget Development & Management Analysis	11.61	10.10	10.10	14.30	14.30
Procurement	9.80	9.54	9.54	12.54	13.54
Human Resources Management	23.49	21.99	19.99	21.99	21.99
HR – Training	<u>3.81</u>	<u>3.81</u>	<u>3.81</u>	<u>3.81</u>	<u>3.81</u>
Total	100.73	95.44	90.44	101.64	102.64

Management and Financial Services – Accounting & Financial Analysis

DESCRIPTION

This program provides for department-wide management and leadership and manages the centralized system for processing, recording, maintaining and reporting of financial transactions, including the Comprehensive Annual Financial Report; for the payment of personal services resulting from employment and the compilations and reporting thereof; for the management of risk by either transferring the risk to risk pools or commercial insurance brokers; for the management of the self-insured worker's compensation plans and develops capital financing strategies for the funding of the Capitol Improvement Program. This division also provides business automation and web development services for all automated systems within the department.

BUDGET OVERVIEW

FY 07 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 division will also continue to monitor insurance markets to provide the lowest cost insurance products for the County.
- The County's public safety programs are the fastest growing programs, which places the most stress on the self funding worker's compensation program.
- 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.

FY 07 Challenges

- Migrate from payment of vendors by check to payment through the Automated Clearing House.
- Convert to an efficient document management system to streamline the vendor payment process.
- 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.

Program Financial Summary	FY 03 Actual	FY 04 Adopted	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,680,237	\$1,509,185	\$1,529,603	\$1,734,000	\$1,834,000
Operations & Maintenance	1,145,433	1,234,732	1,662,158	1,320,000	1,346,000
Capital Outlay	47,164	0	5,122	0	0
Total Expenditures	\$2,872,834	\$2,743,917	\$3,196,883	\$3,054,000	\$3,180,000
Revenues					
Local Fees, Charges, Etc.	\$242,385	\$37,626	\$185,572	\$233,000	\$101,000
Total Revenues:	\$242,385	\$37,626	\$185,572	\$233,000	\$101,000
Federal Foster Care Reimbursement	\$76,887	\$82,475	\$87,319	\$94,000	\$0
Local Tax Funding:	\$2,553,562	\$2,623,816	\$2,923,992	\$2,727,000	\$3,079,000
FTE Summary:	25.02	24.00	20.00	20.00	21.00

Management and Financial Services – Accounting & Financial Analysis

Planned Accomplishments/Objectives for FY 07

Goal: Maintain prompt payment of vendors, Schools and employees.

Objective: Meet all financial obligations and maintain compliance with the Virginia Prompt Payment Act.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of operating checks	89,347	94,000	97,000	98,750
Number of employee payments made	73,088	77,000	79,000	82,500
Maintain compliance with Prompt Payment Act	Yes	Yes	Yes	Yes

Goal: Issue, as needed, General Obligation Bonds, Capital Leases and Other Financings.

Objective: Minimize the cost of borrowing to the County.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of debt issues	7	3	4	5
Net debt issuance (per year)	\$156,906,000	\$193,730,000	\$142,401,000	\$243,810,000

Goal: Maintain the County's credibility in the municipal finance markets with continued strong bond ratings.

Objective: Maintain Aaa bond rating with Moody's, Standard and Poor's and Fitch rating agencies.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
County's Bond Ratings:				
Moody's	Aaa	Aaa	Aaa	Aaa
Standard & Poor's	AA+	AA+	AAA	AAA
Fitch	AA+	AAA	AAA	AAA

Management and Financial Services - Real Estate Assessments

DESCRIPTION

The Real Estate Assessment Office performs Real Property Assessments to fulfill the requirements of Article X of the Virginia Constitution and in accordance with the Code of Virginia Title 58.1. This office manages a Countywide system for the annual maintenance of real property assessments in accordance with Chapter 860 and 848 of the Codified Ordinances of Loudoun County. Annual maintenance is normal for urbanizing high growth communities desiring to maintain equitable real property assessments. This office also administers the Land Use Tax program and maintains ownership and related information, ensuring timely and accurate preparation of information for the Treasurer to complete the real property tax billing process.

BUDGET OVERVIEW

FY 07 Issues:

- Land development in the County has produced tremendous growth in the number of parcels and new construction assessments.
- The number of parcels and the number of improved properties will impact the effectiveness of real property assessment operations. As that quality level is impacted, assessment appeals and litigation will continue to rise under current market conditions.
- While the real property tax remains and will likely continue as the County's single largest primary revenue source, legislators and the public continually scrutinize this tax and the underlying assessed values.

FY 07 Challenges:

- Identify and assess all new construction, update records for changes in ownership and subdivision, continue to administer the Land Use Assessment and Revitalization programs, and prepare assessment defenses before the Board of Equalization in a rapidly growing environment.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,603,373	\$1,654,151	\$1,841,308	\$2,000,000	\$2,216,000
Operations & Maintenance	140,385	188,312	175,042	245,000	269,000
Capital Outlay	0	0	5,187	40,000	40,000
Total Expenditures	\$1,743,758	\$1,842,463	\$2,021,537	\$2,285,000	\$2,525,000
Revenues					
Local Fees, Charges, Etc.	\$73,331	\$67,109	\$52,934	\$68,000	\$68,000
Total Revenues:	\$73,331	\$67,109	\$52,934	\$68,000	\$68,000
Local Tax Funding:	\$1,670,427	\$1,775,354	\$1,968,603	\$2,217,000	\$2,457,000
FTE Summary:	27.00	26.00	27.00	29.00	29.00

Management and Financial Services - Real Estate Assessments

Planned Accomplishments/Objectives for FY 07

Goal: Revalue existing and new parcels to create the County Land Book.

Objective: Annually assess all real property at 100% of Fair Market Value per State Codes and County Ordinances. State Tax Department Ratio is based on sales data occurring after reassessment is completed and does not consider appreciation in values after effective date of assessment.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of parcels	92,900	99,728	103,218	106,831
Parcels valued to required standards.	100%	100%	100%	100%
Countywide assessment to market value estimated by State Tax Department	83.75%	84.59%	85.44%	86.29%

Goal: Assess all new construction of new structures according to State Codes and County Ordinances.

Objective: Value 100% of all new structures to add supplemental assessments to the County Land Book.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of new structures completed after January 1 st of tax year	3,586	3,755	3,932	4,117
New structures assessed for supplemental assessments	100%	100%	100%	100%

Goal: Update Real Estate Records to Prepare County Land Book.

Objective: Process new deeds, subdivisions and related records to insure accurate records within the timeframe required for production of the County Land Book.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of changes made to complete County land book	54,076	58,181	59,500	64,584
Changes made to complete County land book	100%	100%	100%	100%

Management & Financial Services – Budget Development and Management Analysis

DESCRIPTION

This program provides primary support to the County Administrator in development, analysis, review and implementation of the County's operating and capital projects budgets and directs the Countywide 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 07 Issues:

- This division directs the development and implementation of the County budget, an increasingly complex task given recent changes to the size of the County workforce and the number of programs. Program staff works with agency managers to provide resource planning services and management of budgets and expenditures so that service delivery concepts can be developed and implemented in a realistic manner.
- The County government has responded to continuing population growth and changing demographics by approving ambitious enhancements to County services and a substantial capital improvement program. Proliferation in the number of programs and capital projects places a growing demand on division staff.
- The Board of Supervisors approved a grants initiative as part of the FY 06 budget. The grants program provides oversight, consultation and assistance for grant proposal development and management compliance efforts by County agencies.
- This division serves as the County government's primary resource for management analysis services, providing support to County Administration and departments for a variety of special projects using existing staff and through the Countywide management internship program.
- The changes experienced in the County government in recent years brought a heightened need for more effective measurement of program effectiveness. FY 05 marked the inaugural year of a Countywide performance measurement initiative. Beginning with quarterly reports on program activities, this program continues in FY 06 with the redesign of the budget document to become more effective at providing information for managers and policymakers to manage service delivery and resource allocation.

FY 07 Challenges:

- Continue development of the countywide grant initiative through training programs and process implementation that encourages the development of outside funding resources to help defray and augment County services.
- Work with County departments and the School system to successfully implement the FY 06 budget and develop an FY 07 budget that incorporates management direction regarding service delivery and the implementation of new facilities within the fiscal guidelines established by the Board of Supervisors.
- Begin implementation of a new budget development and production system.

Program Financial Summary	FY 03 Actual	FY 04 Adopted	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$803,483	\$839,939	\$935,500	\$1,225,000	\$1,264,000
Operations & Maintenance	197,666	116,156	\$155,545	182,000	201,000
Total Expenditures	\$1,001,149	\$956,095	\$1,091,045	\$1,407,000	\$1,465,000
Revenues	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$1,001,149	\$956,095	\$1,091,045	\$1,407,000	\$1,465,000
FTE Summary:	11.61	10.10	10.10	14.30	15.30

**Management & Financial Services -
Budget Development and Management Analysis**

Planned Accomplishments/Objectives for FY 07:

Goal: Provide timely and accurate revenue and expenditure analysis to County departments and management and maintain a positive fiscal environment.				
Objective: Provide quarterly revenue, expenditure and performance measurement updates to the Board of Supervisors. Target actual performance to within 5% of projections.				

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Budget adjustments processed	3,293	3,278	3,400	3,500
Number of interim updates provided to Finance/Government Services Committee	3	3	3	3
General Fund Performance (actual vs. budget)				
Revenue	106%	107%	105%	105%
Expenditure	98%	97%	95%	95%

Goal: Maintain growth strategies through the development of the Capital Improvement Program.				
Objective: Monitor all capital projects accounts and provide management assistance with development of the six-year CIP.				

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
New capital project requests reviewed during budget process (non-school projects)	59	60	65	75
Total value of adopted Six-Year CIP (\$ M)	\$697	\$790	\$1,020	\$1,354

Goal: Successfully implement the Board of Supervisors' grant initiative.				
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 \$1,000,000.				

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Develop and maintain inventory on grant-funded programs (% complete)	N/A	N/A	100%	100%
Value of potential new grant opportunities identified by using external databases and working with outside organizations.	N/A	N/A	\$1 million	\$2.4 million

Management & 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 07 Issues:

- After many years of stability, Procurement is experiencing annual vacancies, both within the division and in the departments with delegated purchasing authority. With a training period for procurement 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 2006 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 07 Challenges:

- Develop and implement e-procurement enhancements, including e-Quotes, which will allow users to request and receive informal quotes electronically, and e-Bids, which will provide electronic, rather than paper-based, submission of bids and proposals
- Develop an in-house web-based ordering system, which will allow departments to make small purchases without attending substantial mainframe training.
- Earn the Achievement of Excellence in Procurement award again for 2006 from the National Purchasing Institute.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$547,834	\$586,929	\$660,999	\$898,000	\$1,049,000
Operations & Maintenance	43,973	56,499	45,528	436,000	120,000
Total Expenditures:	\$591,807	\$643,428	\$706,527	\$1,334,000	\$1,169,000
Revenue					
Local Fees, Charges, Etc	\$20,217	\$23,662	\$6,229	\$6,000	\$9,000
Total Revenues:	\$20,217	\$23,662	\$6,229	\$6,000	\$9,000
Local Tax Funding:	\$571,590	\$619,766	\$700,298	\$1,328,000	\$1,160,000
FTE Summary:	9.80	9.55	12.53	12.54	13.54

Management & Financial Services - Procurement

Planned Accomplishments/Objectives for FY 07

Goal: Ensure operational excellence in the procurement of goods, services, and construction.

Objective: Provide continuous innovation/improvements in efficiency and effectiveness. Achieve and maintain benchmark standard for purchases by departments under delegated authority.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Cost per dollar purchased	\$0.010	\$0.014	\$0.010	\$0.010
Purchases by departments under delegated authority/percent of total value (Benchmark = 80% of number/20% of value)	80%/14%	73%/15%	70%/14%*	80%/14%
New term contracts	3	3	4	2

* Reduced percentages due to department buyer vacancies.

Goal: Ensure operational excellence in the procurement of goods, services, and construction.

Objective: Achieve and maintain a 95% internal customer satisfaction ranking and a 4.5 average external customer satisfaction rating.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of IFBs/RFPs	70	89	82	84
Average time to process and award IFBs/RFPs (weeks)	15	13	14	14
Internal customer satisfaction	97%	92%	95%	95%
External customer satisfaction Rating (5 max)	4.6	4.8	4.8	4.8

Management & Financial Services - Human Resources Management

DESCRIPTION

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

BUDGET OVERVIEW

FY 07 Issues:

- Continued fast growth and demand for County services places the County in a challenging position to attract and retain a high quality workforce. The Board of Supervisors approved 200+ new positions in FY 06. In addition, continued turnover of about 13% will result in a total recruitment of about 600 regular County positions.
- Meeting the demands of a workforce with expectations of professional development opportunities, a competitive pay and benefits package and reasonable workload assignments will be a challenge given the growth and service demands the County faces.
- The management of benefit programs will continue to be a challenge especially given increased health care cost trends. Continue evaluation of health plan costs and design will be required in order to balance costs and the use of benefits as a key recruitment and retention tool.

FY 07 Challenges:

- Attract and retain a high number of employees given new positions and turnover, especially in skilled and technical occupations.
- Deliver pay at a level to place County Compensation at 95% of market.
- Manage the cost of the health care plan in an inflationary cost environment and design plans to create incentives for cost reductions.
- Review of process and introduction of automation as costs permit such as the automated online employment application process and interactive benefits applications.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,852,446	\$2,067,081	\$2,242,037	\$2,430,000	\$2,622,000
Operations & Maintenance	642,632	493,325	947,572	1,018,000	1,305,000
Total Expenditures:	\$2,495,078	\$2,560,406	\$3,189,609	\$3,448,000	\$3,927,000
Revenue					
Local Fees, Charges, Etc	\$0	\$9,122	\$1,657	\$0	\$0
Total Revenues:	\$0	\$9,122	\$1,657	\$0	\$0
Local Tax Funding:	\$2,495,078	\$2,551,284	\$3,187,952	\$3,448,000	\$3,927,000
FTE Summary:	23.49	21.99	19.98	21.99	21.99

Management & Financial Services - Human Resources Management

Planned Goals/Objectives for FY 07

Goal: To attract and retain a quality workforce in order to deliver high quality County services to citizens.

Objective: Attract qualified applicants and fill 200 new positions and an estimated 350+ vacant positions as a result of turnover.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of recruitments conducted	465	505	500	600
Total number of job applications received	14,825	17,690	20,000	25,000

Goal: Recommend, develop and implement pay strategies to attract and retain a highly qualified workforce.

Objective: To be at 95% of the competitive market relative to pay band mid-points.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Mid-point of pay band compared to market average	N/A	97%	98%	96%

Goal: Manage health care cost increases.

Objective: Maximize benefits for employees while minimizing cost increases.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
County health insurance program cost trend	N/A	9.6%	11%	13%
Market-wide health insurance cost trend	N/A	9.2%	14%	14%

Management & 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 training curriculum provides knowledge and skills development to employees in the areas of policies, laws, and regulations; employee relations activities, customer service, management, leadership and other competencies. A core competency skills program is being developed for a focused approach on ensuring all employees receive training on specific skill sets over the next two to four years.

BUDGET OVERVIEW

FY 07 Issues:

- Economic growth, the increased demand for service delivery and newly hired staff has resulted in a larger more diverse workforce. These demands have resulted in a greater need to ensure staff is oriented and trained.
- Employee expectations for professional development will place greater demand on training program offerings in order to attract and retain a highly skilled workforce.
- A recent training needs assessment of County staff has resulted in specific training program development over the next four years. Training programs will be focused on a core competency training model, e-training initiatives, Hispanic language training to enhance customer service delivery and a greater focus on specific skills training such as writing, time management and project management. Additionally, evaluation programs and measuring outcomes will be a focus.
- As a result of growth and turnover, new employees will require training.

FY 07 Challenges:

- Analyze current training curriculum based on the Countywide core competency model, identify needed programs, and develop curriculum to begin delivering competency training.
- Evaluate the County's orientation programs to improve their applicability to the needs of new County employees.
- Introduce e-learning programs and seek opportunities to deliver training using a blended delivery format in a cost effective manner.
- Continue delivery of leadership and supervisory training programs.
- Implement a project management training program to address skills needed to manage projects.
- Implement a focused customer service training program, as part of the Core Competency Training Model.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$290,816	\$328,214	\$278,158	\$353,000	\$435,000
Operations & Maintenance	330,387	189,923	197,982	259,000	262,000
Capital Outlay	11,960	11,960	6,025	0	0
Total Expenditures:	\$633,163	\$530,097	\$482,165	\$612,000	\$697,000
 Local Tax Funding:	 \$633,163	 \$530,097	 \$482,165	 \$612,000	 \$697,000
FTE Summary:	3.81	3.81	3.81	3.81	3.81

Management & Financial Services - Human Resources Training

Planned Goals/Objectives for FY 07

Goal: Continue to deliver supervisory training to develop supervisory skills.

Objective: Enhance supervisors' skills in order to create a work environment that retains and develops staff.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of supervisors trained in County policies, leadership/management skills and legal issues	640	556	650	700

Goal: Deliver New Employee Orientation programs.

Objective: Provide new employees with Human Resources and Benefits information to immediately engage them in the County workforce.

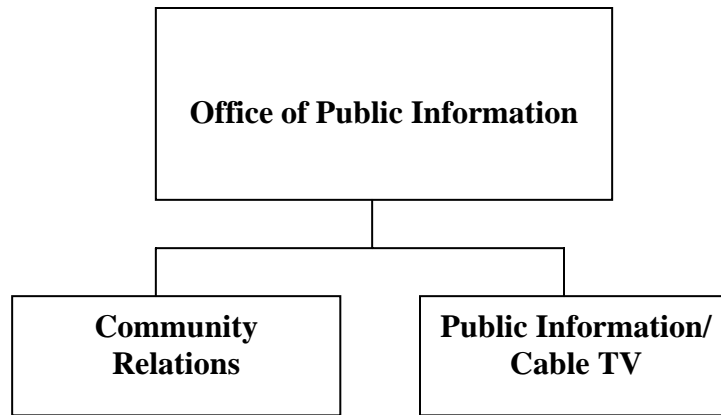
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of participants in New Employee Orientation	364	433	450	550

Goal: Introduce greater measurement of training programs and training for impact programs.

Objective: Engage supervisors in the development and progress of staff.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of participants in supervisor follow up program	N/A	N/A	30	30

Public Information



Public Information

MISSION

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, County website, publications, and cable television, and responds to requests for information from the public. The Public Information Office plays a core role in disseminating information to the public to help ensure the safety of the public during actual and potential emergencies. The office coordinates internal communications activities to ensure effective communication of information within the County organization. The office 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 office is also responsible for administration of the cable television and open video system (OVS) franchises.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The Public Information Office will face the challenge of meeting the demands of a growing population for timely, accurate, complete information about County issues and programs with a staff that has been reduced by 20% since FY 04.
- 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 Adelphia or its successor.
- In light of the high rate of population growth, efforts to communicate effectively with new residents and developing neighborhoods will be especially important.

FY 07 Major Goals:

- Increase the value of volunteer work in the community by 10%.
- Continue to enhance the quality of the Leadership Loudoun program as measured by survey of participants.
- Produce and distribute 300 news releases, resulting in over 1,200 media placements valued at over \$150,000.
- Respond to 98% 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 10%.
- Successfully administer two new cable television franchise agreements.

FY 06 Major Achievements:

- Usage of Loudoun's online volunteer database continued to expand, greatly increasing the number of volunteer placements.
- The value of student volunteer scholarships donated by local businesses continued to increase.
- The office coordinated logistical and promotional support for community outreach efforts of the Loudoun Youth Initiative.
- The office received three national awards for the County website and annual report.
- Usage of the Loudoun County Website continued to grow significantly and more features were added.
- The office coordinated negotiations on two cable television franchise agreements as well as the transfer of the existing franchise from Adelphia to Comcast.

Public Information

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$351,771	\$378,856	\$352,120	\$369,000	\$396,000
Operations & Maintenance	233,672	293,250	282,842	275,000	210,000
Capital Outlay	0	2,500	2,500	0	0
Total Expenditures:	\$585,443	\$674,606	\$637,462	\$644,000	\$606,000
Revenue					
Local Fees, Charges, Etc.	\$99,902	\$155,060	\$200,844	\$231,000	\$184,000
Total Revenues:	\$99,902	\$155,060	\$200,844	\$231,000	\$184,000
Local Tax Funding:	\$485,541	\$519,546	\$436,618	\$413,000	\$422,000
FTE Summary:	6.00	6.00	5.00	4.80	4.80

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Public Information Office provides services at the County Administrator's recommended level. Operating expenditures decline by \$53,000 in anticipation of completion of the cable franchise agreements. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 05: A community outreach specialist was eliminated during the budget process.

FY 05 Mid-Year: 0.20 FTE was transferred to County Administration to increase a deputy clerk support position to full-time.

Public Information

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Community Relations	\$234,140	\$241,276	\$212,468	\$178,000	\$186,000
Public Information/Cable TV	351,303	433,330	424,994	466,000	420,000
Total	<u>\$585,443</u>	<u>\$674,606</u>	<u>\$637,462</u>	<u>\$644,000</u>	<u>\$606,000</u>

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Community Relations	\$0	\$0	\$0	\$0	\$0
Public Information/Cable TV	99,902	155,060	200,844	231,000	184,000
Total	<u>\$99,902</u>	<u>\$155,060</u>	<u>\$200,844</u>	<u>\$231,000</u>	<u>\$184,000</u>

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Community Relations	\$234,140	\$241,276	\$212,468	\$178,000	\$186,000
Public Information/Cable TV	251,401	278,270	224,150	235,000	236,000
Total	<u>\$485,541</u>	<u>\$519,546</u>	<u>\$436,618</u>	<u>\$413,000</u>	<u>\$422,000</u>

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Community Relations	3.00	3.00	2.00	2.00	2.00
Public Information/Cable TV	3.00	3.00	3.00	2.80	2.80
Total	<u>6.00</u>	<u>6.00</u>	<u>5.00</u>	<u>4.80</u>	<u>4.80</u>

Public Information - Community Relations

DESCRIPTION

This program 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 Volunteer Services program matches volunteers with community needs, recognizes Loudoun's outstanding volunteers, and promotes and recognizes student volunteers. It also provides support to the Loudoun Volunteer Services 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 also coordinates community meetings and forums, and supports special initiatives such as the Loudoun Youth Initiative.

BUDGET OVERVIEW

FY 07 Issues:

- The Community Relations program will continue to coordinate the Volunteer Services and Leadership Loudoun programs, and will continue to support 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 the Loudoun Youth Initiative.

FY 07 Challenges:

- The Community Relations staff is increasingly involved with local and regional emergency preparedness efforts and planning for the coordination of volunteers in emergency situations.
- Funding for the community outreach consultant was reduced significantly in FY 06, which will limit the number of hours the consultant can be used to plan and facilitate public forums.
- As the County population continues to grow, it will be important for the office to conduct community outreach activities to keep residents informed about local government issues and engaged in solving community problems.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$147,250	\$151,730	\$124,665	\$136,000	\$146,000
Operations & Maintenance	86,890	87,046	85,303	42,000	40,000
Capital Outlay	0	2,500	2,500	0	0
Total Expenditures:	\$234,140	\$241,276	\$212,468	\$178,000	\$186,000
 Local Tax Funding:	 \$234,140	 \$241,276	 \$212,468	 \$178,000	 \$186,000
FTE Summary:	3.00	3.00	2.00	2.00	2.00

Public Information - Community Relations

Planned Accomplishments/Objectives for FY 07

Goal: Increase the number of volunteer referrals and connections.

Objective: Increase the value of volunteer placements by 10% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of volunteer referrals and connections	1,646	2,488	2,737	3,010
Estimated value of volunteer work	\$27 M	\$37 M	\$41 M	\$45 M

Goal: Continue to enhance quality of Leadership Loudoun as a program for citizen education and engagement.

Objective: Achieve at least a 95% favorable rating by program participants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of participants in Leadership Loudoun/Discover Loudoun programs	87	22	20	20
Percentage of participants giving favorable rating to program	N/A	100%	100%	100%

Goal: Respond promptly to requests for information and provide outreach activities and materials to inform and engage residents.

Objective: Respond to 98% of inquiries within 24 hours.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Percentage of inquiries responded to within 24 hours.	98%	93%	93%	98%
Number of newcomers' kits distributed	323	417	337	300
Number of participants in community forums	417	1,117*	230	200

*A one-year increase in this measure in FY 05 is attributable to several community forums that kicked off the Loudoun Youth Initiative.

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 the safety of the public 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 provides administrative support to the Cable Television Advisory Committee. It also produces programming for the government access channel (Channel 2) and posts announcements on the channel's Bulletin Board.

BUDGET OVERVIEW

FY 07 Issues:

- As the County population continues to grow, the demand for information is likely 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 Citizen Alert 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 free newspaper space and airplay.
- Negotiations on a franchise agreement with Verizon, renewal of a franchise with Adelphia and the pending transfer of Adelphia's franchise to Comcast are all expected to be complete by early FY 07. The Public Information Office will be responsible for administering the new cable television franchises with Verizon and, eventually, Comcast.
- The Public Information Office has taken over from the cable operator the responsibility for programming the government access channel bulletin board and replays of the videotaped Board of Supervisors meetings. This will continue in FY 07.

FY 07 Challenges:

- The public increasingly expects that timely information will be available 24/7 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. These demands will be especially pronounced in the event of an emergency or crisis situation.
- 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.
- In light of the growing Hispanic population in Loudoun County, there will likely be increasing need for the publication of materials in Spanish as well as English, which would impact staff time and translation and printing costs.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$204,521	\$227,126	\$227,455	\$233,000	\$250,000
Operations & Maintenance	146,782	206,204	197,539	233,000	170,000
Total Expenditures:	\$351,303	\$433,330	\$424,994	\$466,000	\$420,000
Revenue					
Local Fees, Charges, etc.	\$99,902	\$155,060	\$200,844	\$231,000	\$184,000
Total Revenues:	\$99,902	\$155,060	\$200,844	\$231,000	\$184,000
Local Tax Funding:	\$251,401	\$278,270	\$224,150	\$235,000	\$236,000
FTE Summary:	3.00	3.00	3.00	2.80	2.80

Public Information - Public Information/Cable TV

Planned Accomplishments/Objectives for FY 07

Goal: Increase the number of press releases written, distributed, and placed in the media.

Objective: Increase the value of press releases placed in the local media by 5% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of press releases distributed	297	299	300	300
Number of media placements of press releases	1,005	1,267	1,292	1,317
Estimated value of media placements	\$89,972	\$109,504	\$164,000	\$167,000

Goal: Continue to build on the Loudoun County Website to make it a primary source of information for residents.

Objective: Increase the number of website page views by 10% annually.

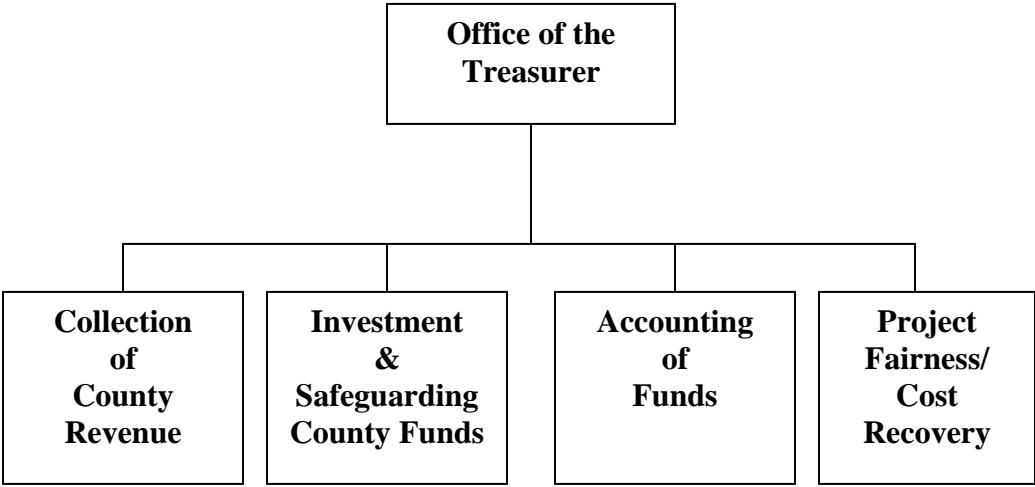
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of web pages posted	3,788	3,015	2,500	2,500
Number of website "page views"	14.5 M	22.2 M	24.4 M	26.8 M

Goal: Increase use of County government access channel to provide more information to subscribers.

Objective: Increase number of announcements on the Government Access bulletin board by 10% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Hours of cable programming produced	5	5	5	5
Number of announcements on Government Access bulletin board	40	108	119	131

Office of the Treasurer



Office of the Treasurer

MISSION

The Treasurer is an elected official under the State's Constitution and the Code of Virginia. The Treasurer's Office is dedicated to serving the citizens, commercial sector, Board of Supervisors and other government agencies; to collecting all real and personal property, business license and other taxes as specified by the State Code; to investing and safeguarding of County funds; to account for County funds; to providing quality customer services; and to 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 07 Issues, Challenges & Trends:

- As the population of the County continues to increase, the Treasurer's Office faces a major challenge of responding to over 93,000 telephone calls and processing over 660,000 payments per year. The collections group targets over 72,000 delinquent accounts and accounting processes 76,000 transactions and refunds.
- The expanded use of technology is paramount to the efficient operation of the office. With the assistance of the Department of Information Technology, it is the Treasurer's intent to upgrade existing systems, develop new automated systems and expand e-commerce. The goal of these new systems is to enhance customer service and minimize labor intensive processing by staff. The online personal property, real property and Business License Search & Pay is a success and contributes to 10% of all tax payments processed.
- The department is sensitive to changes in tax code legislation. The office educates the public about such changes and makes the necessary system enhancements. In FY 07, the Office will need to make the necessary modifications to the treasury management systems to accommodate the second phase of the cap on PPTRA which includes the changes on the collection of delinquent personal property taxes.

FY 07 Major Goals:

- In partnership with the Departments of Management and Financial Services and Information Technology, the Treasurer's Office will establish and administer the payment to vendors by Automated Clearing House (ACH) and the associated automated notification to the vendor; and intends to expand the program to include the ability to receive ACH installment payments from vendors and taxpayers.
- Implement changes to the personal property database for the collection of the State Share by delinquent taxpayers due to the changes to PPTRA.
- Implement changes to the personal property tax bill to consolidate all tax associated with a specific property on one bill. This would eliminate the need to print a bill for each year and half due on the property.
- Bill semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by mandated date, at least 14 business days prior to the due date.

Office of the Treasurer

FY 06 Major Achievements:

- Implemented new integrated cashiering system with image capability. The new system is user friendly, and the image capabilities have significantly reduced research time.
- Established a relationship with a third party vendor to consolidate and process electronic tax payment processing called E-Box. These are payments that are made by each citizen via their online bank bill pay system which generated a check payment without a tax coupon which required manual processing. Most citizens expected their online bank bill pay system generated electronic payments. This system consolidates all bank bill pay payments into an ACH file to deposit and process.
- Implemented enhancement to the Treasurer's Office web-site to accept payments for Business Professional and Occupancy licenses.
- Implemented changes to the personal property database, cashiering system, high-speed processor, website, and tax bills to convert the account number from 6 digit to 8 digit.
- Implemented changes to the personal property database for the computation of tax relief as required by the changes to the Personal Property Tax Reimbursement Act (PPTRA).

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,935,372	\$2,072,345	\$2,190,278	\$2,435,000	\$2,667,000
Operations & Maintenance	709,571	786,864	600,703	766,000	907,000
Capital Outlay	12,995	12,995	202,708	34,000	34,000
Total Expenditures:	\$2,657,938	\$2,872,204	\$2,993,689	\$3,235,000	\$3,608,000
Departmental Revenue					
Local Fees, Charges, Etc.	\$6,695,870	\$6,955,416	\$9,906,564	\$7,327,000	\$13,442,000
Commonwealth	937,843	884,240	827,951	813,000	813,000
Total Revenues:	\$7,633,713	\$7,839,656	\$10,734,515	\$8,140,000	\$14,255,000
Local Tax Funding:	(\$4,975,775)	(\$4,967,452)	(\$7,740,826)	(\$4,905,000)	(\$10,647,000)
FTE Summary:	38.34	37.34	38.34	39.34	40.34

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Treasurer includes enhancements totaling 1.00 FTE and \$63,000 in additional local tax funding for an accounting program assistant. The FY 07 budget also includes additional funding for postage and the implementation of compensation and increased benefits costs effective September 2006.

Budget History:

FY 03 Mid-Year: 1.00 FTE was eliminated from the Project Fairness Program during a mid-year budget reduction.

FY 04 Mid -Year: The Board added 1.00 FTE to support the Cost Recovery Program, which assesses a \$100 fine against individuals found guilty of driving under the influence (DUI), reckless driving, license violations or hit and run traffic incidents.

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

Office of the Treasurer

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Collection of County Revenue	\$2,093,860	\$2,259,295	\$2,306,289	\$2,445,000	\$2,795,000
Invest/Safeguard of County Funds	209,417	239,511	238,026	253,000	276,000
Accounting of Funds	292,019	290,597	336,168	398,000	384,000
Project Fairness	62,642	82,801	113,206	140,000	153,000
Total	\$2,657,938	\$2,872,204	\$2,993,689	\$3,236,000	\$3,608,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Collection of County Revenue	\$4,135,766	\$4,868,513	\$5,081,277	\$4,705,000	\$5,205,000
Invest/Safeguard of County Funds	2,223,174	1,776,678	4,546,597	2,400,000	8,000,000
Accounting of Funds	0	0	0	0	0
Project Fairness	1,274,773	1,194,465	1,106,641	1,035,000	1,050,000
Total	\$7,633,713	\$7,839,656	\$10,734,515	\$8,140,000	\$14,255,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Collection of County Revenue	(\$2,041,906)	(\$2,609,218)	(\$2,774,988)	(\$2,260,000)	(\$2,410,000)
Invest/Safeguard of County Funds	(2,013,757)	(1,537,167)	(4,308,571)	(2,147,000)	(7,724,000)
Accounting of Funds	292,019	290,597	336,168	398,000	384,000
Project Fairness	(1,212,131)	(1,111,664)	(993,435)	(895,000)	(897,000)
Total	(\$4,975,775)	(\$4,967,452)	(\$7,740,826)	(\$4,904,000)	(\$10,647,000)

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Collection of County Revenue	28.69	29.39	29.75	30.75	31.75
Invest/Safeguard of County Funds	1.95	1.95	1.94	1.94	1.94
Accounting of Funds	5.90	5.10	4.89	4.89	4.89
Project Fairness	1.80	0.90	1.76	1.76	1.76
Total	38.34	37.34	38.34	39.34	40.34

Office of the 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. The comprehensive program prepares and mails tax bills; collects and processes revenue; issues County decals; provides quality customer service relating to taxes; and accounts for all revenue from the various County agencies, departments, and programs.

BUDGET OVERVIEW

FY 07 Issues:

- To maintain a high level of customer service provided to internal and external customers, the Treasurer's Office will utilize all resources (Loudoun County Alert System, Press Releases, etc) available to communicate property tax information for the citizens. As the population increases in the County, it becomes more challenging to keep the public informed on tax policies.
- The Treasurer's Office reviews, bills and collects all taxes, licenses and fees in the County in compliance with all local, state and federal regulations. The office reviews collection and processing procedures and identifies areas for enhancements. Some examples of the technological initiatives include an integrated high-speed processor and cashier system image database, acceptance of tax payments over the Internet and utilization of lock box services. Due to increases in the number of transactions processed each year, the office strives to identify and improve efficiency.
- The Treasurer's Office administers the Route 28 and Dulles Town Center Community Development Authority (CDA) special tax districts. The office mails real property tax bills, collects and processes payments, and reconciles revenue. On a monthly basis, the staff notifies the State of Virginia regarding the amount of Route 28 revenue collected and remits payments to the State. The staff also reviews Dulles Town Center CDA special tax district revenue and remits funds collected to the Authority as specified by the agreement.

FY 07 Challenges:

- Growth in the County population has resulted in a 10% increase in the number of real and personal property tax accounts each year.
- Continue to maintain low delinquency rates to minimize the local tax burden to residents. The staff utilizes online system access to Department of Motor Vehicles (DMV) and Virginia Employment Commission (VEC) to research and identify delinquent taxpayers. The staff also utilizes all available collection tools, such as State set-off debt, tax liens, warrants, payment plans and DMV stops. The collectors assist other County & School departments with collecting outstanding invoices, returned checks, and delinquent HIP loans.
- Amend the County Ordinance relating to the issuance of Business Licenses. The Treasurer's Office will require that all delinquent taxes (personal property) associated with a business be satisfied before issuing a Business License. This will significantly improve the collection of taxes.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,445,406	\$1,537,976	\$1,590,563	\$1,762,000	\$1,989,000
Operations & Maintenance	635,459	708,324	513,018	673,000	796,000
Capital Outlay	12,995	12,995	202,708	10,000	10,000
Total Expenditures:	\$2,093,860	\$2,259,295	\$2,306,289	\$2,445,000	\$2,795,000
Revenue					
Local Fees, Charges, Etc	\$3,802,676	\$4,561,725	\$4,761,685	\$4,392,000	\$4,892,000
Commonwealth	333,090	306,788	319,592	313,000	313,000
Total Revenues:	\$4,135,766	\$4,868,513	\$5,081,277	\$4,705,000	\$5,205,000
Local Tax Funding:	(\$2,041,906)	(\$2,609,218)	(\$2,774,988)	(\$2,260,000)	(\$2,410,000)
FTE Summary:	28.69	29.39	29.75	30.75	31.75

Office of the Treasurer - Collection of County Revenue

Planned Accomplishments/Objectives for FY 07

Goal: Collect all County and School revenue, including real and tangible personal property taxes, and serve as the depository of all cash receipts.

Objective: Bill and collect 95% of semi-annual real estate, semi-annual prorated personal property, and annual business license taxes by the mandated dates.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of accounts levied	668,944	717,308	753,173	790,832
Dollar values levied	\$445M	\$515M	\$540M	\$568M
Tax value collected in dollars (<i>current and delinquent</i>)	\$462M	\$528M	\$544M	\$582M
Tax value collected online in dollars (<i>credit cards and e-check</i>)	\$8M	\$14M	\$14.7M	\$17M

Office of the 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 07 Issues:

- The County's primary investment objective is to preserve capital and liquidity. The office complies with the investment policy and maintains a conservative portfolio of security investments that limits the County's exposure.
- The County utilizes the investment portfolio's weighted average to maturity, in comparison with the associated US 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.
- The County's investment earnings reflect the fluctuations in the US economy. The stabilization of the markets contributes to the County realizing increasing interest rates.

FY 07 Challenges:

- Meet all cash flow requirements, while focusing on safety and liquidity through the ability to forecast the County's drawdown.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$160,261	\$187,459	\$184,550	\$192,000	\$205,000
Operations & Maintenance	49,156	52,052	53,476	61,000	71,000
Total Expenditures:	\$209,147	\$239,511	\$238,026	\$253,000	\$276,000
Revenue					
Local Fees, Charges, Etc.	\$2,223,174	\$1,776,678	\$4,546,597	\$2,400,000	\$8,000,000
Total Revenues:	\$2,223,174	\$1,776,678	\$4,546,597	\$2,400,000	\$8,000,000
Local Tax Funding:	(\$2,013,757)	(\$1,537,167)	(\$4,308,571)	(\$2,147,000)	(\$7,724,000)
FTE Summary:	1.95	1.95	1.94	1.94	1.94

Office of the Treasurer - Investment & Safeguarding County Funds

Planned Accomplishments/Objectives for FY 07

Goal: Maintain 100% compliance with the County's Investment Policy.

Objective: Meet and exceed established monthly benchmark in relation to the County's portfolio rate of return.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average dollar value of investment portfolio	\$163M	\$164M	\$170M	\$280M
Average rate of return	1.25%	2.62%	3.50%	4.75%
Average benchmark	1.08%	2.28%	3.25%	4.50%

Goal: Deposit funds within 24 hours of receipt in the office.

Objective: Analyze and determine cash flows to ensure adequate funding is available to meet County's daily needs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average percent of available funds maintained for liquidity	37%	27%	30%	30%

Office of the Treasurer – Accounting of Funds

DESCRIPTION

The Treasurer's Office manages the disbursement of all County and School accounts, 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 07 Issues:

- The expanded use of technology is paramount to the efficient operation of the office. With the assistance of the Department of Information Technology, it is the Treasurer's intent to upgrade existing systems, develop new automated systems and expand e-commerce. The goal of these new systems is to enhance customer service by minimizing labor intensive processing by staff. For example, the implementation of ACH vendor payments in FY 06 eliminated the distribution and associated mailing costs of operating checks and improved the reconciliation of the operating bank account.
- The Office regularly reviews banking services for new technologies and systems solutions that would improve reconciliation and service delivery efficiencies. For example, County implemented positive pay to its payroll and operating accounts to protect the County from fraudulent issuance of checks and daily notification of unmatched check numbers and/or dollar amounts.
- The Treasurer's Office is responsible for the reconciliation and administration of all County bank accounts. The Office reconciles accounts for other departments, such as the Parks, Recreation and Community Services (PRCS) and Sheriff's Inmate, Canteen and Work Release accounts.

FY 07 Challenges:

- Notify parties of 6,000 un-cashed County checks prior to submission of Unclaimed Property report to the State.
- Reconcile the County's 33 bank statements within 60 days of month end.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$287,062	\$285,509	\$331,385	\$388,000	\$373,000
Operations & Maintenance	4,957	5,088	4,783	10,000	11,000
Total Expenditures:	\$292,019	\$290,597	\$336,168	\$398,000	\$384,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$292,019	\$290,597	\$336,168	\$398,000	\$384,000
FTE Summary:	5.90	5.10	4.89	4.89	4.89

Office of the Treasurer – Accounting of Funds

Planned Accomplishments/Objectives for FY 07

Goal: Account for the application of real property, personal property and business license tax payments.

Objective: Research and process payment re-application or authorize real property, personal property and business license tax refunds.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of accounting entries	24,031	31,815	32,000	33,400
Number of tax refunds authorized	41,903	44,660	45,000	46,900
Average number of outstanding checks per month	7,366	4,872	7,000	5,500

Goal: Monitor and verify all County disbursements and receipts.

Objective: Reconcile the County's 33 bank statements within 60 days of month end.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Percent of time bank reconciliations are completed within 60 days	100%	100%	99%	99%

Office of the 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 the citizenry. The Sheriff's Office issues citations on vehicles with expired, improper or missing County decals. The Treasurer's Office administers the collection of issued citations and associated personal property taxes and collection fees. The Cost Recovery program is also a joint effort between the Treasurer's Office and the Sheriff's Office. The Sheriff's Office submits a listing of convictions related to DUI, reckless driving, driving without a license or on a suspended license, in addition to a license that is revoked or a hit and run. The Treasurer's Office sends a bill to the individual to recover the emergency response costs.

BUDGET OVERVIEW

FY 07 Issues:

- County residents with vehicles garaged in Loudoun are legally required to register those vehicles with the Commissioner of the Revenue. Operation Fairness will actively seek to identify and enforce vehicle registration. Loudoun County participates in the Northern Virginia Compact for Local Motor Vehicle License Enforcement. The participating jurisdictions reciprocally enforce local motor vehicle license display requirements.
- The Cost Recovery program is reliant on conviction data processed by the court system and provided by the Sheriff's Office. There is a 3 to 6 month gap between the time of an incident and the cost recovery bill levied. There are several issues that impact this time gap, such as scheduling of court date, appeal process, etc.

FY 07 Challenges:

- Identify and enforce compliance with County personal property registration.
- Levy and collect additional tax revenue generated from vehicles registered due to Project Fairness.
- Bill and collect fees from individuals convicted of DUI and other traffic violations to recover emergency response costs.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$42,643	\$61,401	\$83,780	\$93,000	\$100,000
Operations & Maintenance	19,999	21,400	29,426	23,000	29,000
Capital Outlay	0	0	0	24,000	24,000
Total Expenditures:	\$62,642	\$82,801	\$113,206	\$140,000	\$153,000
Revenue					
Local Fees, Charges, Etc	\$670,020	\$617,013	\$598,282	\$535,000	\$550,000
Commonwealth	604,753	577,452	508,359	500,000	500,000
Total Revenues:	\$1,274,773	\$1,194,465	\$1,106,641	\$1,035,000	\$1,050,000
Local Tax Funding:	(\$1,212,131)	(\$1,111,664)	(\$993,435)	(\$895,000)	(\$897,000)
FTE Summary:	1.80	0.90	1.76	1.76	1.76

Office of the Treasurer - Project Fairness/Cost Recovery

Planned Accomplishments/Objectives for FY 07

Goal: Identify and enforce compliance with County personal property registration.

Objective: Issue warning notices and notices of violation to vehicles with expired, improper or missing County decals.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of warning notices issued	11,896	11,629	12,491	12,500
Number of violation notices issued	3,120	2,399	3,120	3,200
Number of new accounts established on discovered vehicles	11,006	8,984	12,657	12,700

Goal: Recover costs of emergency response to accidents and incidents from individual convicted of the driving offense.

Objective: Issue bills and collect fees from individuals convicted of DUI, reckless driving, hit and run, and driving with a suspended/revoked license.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of cost recovery bills issued	233	610	400	400
Dollar value of recovered fees (includes Treasurer's Office and Sheriff's Office revenue)	\$11,590	\$63,751	\$30,000	\$30,000

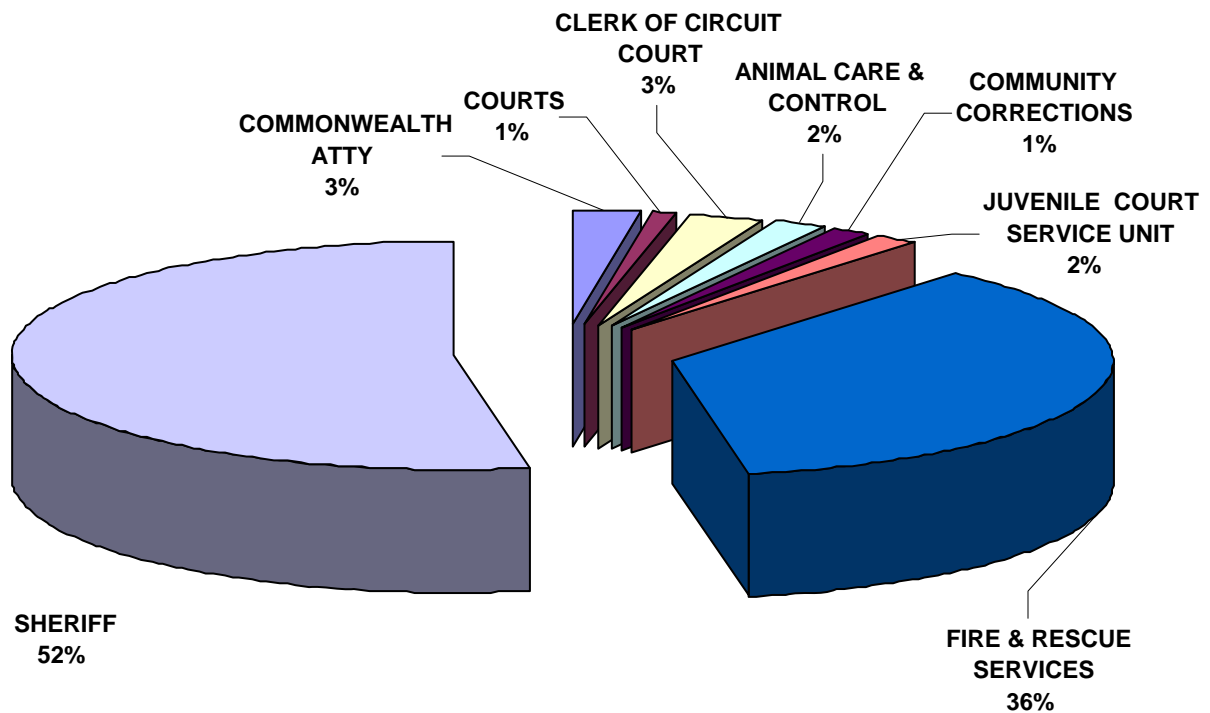
Notes



Public Safety and Judicial Administration

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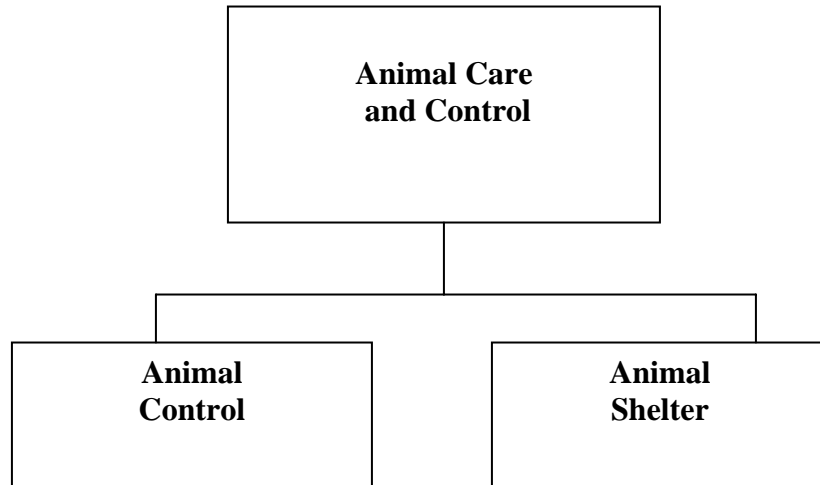
PUBLIC SAFETY & JUDICIAL ADMINISTRATION FY 2007 ADOPTED EXPENDITURES



Public Safety and Judicial Administration

	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ADOPTED	FY 2007 ADOPTED
ANIMAL CARE AND CONTROL	\$1,537,401	\$1,565,736	\$1,764,153	\$2,000,000	\$2,174,000
CLERK OF CIRCUIT COURT	3,365,103	2,361,736	2,539,038	2,739,000	3,038,000
COMMONWEALTH'S ATTORNEY	2,197,831	2,327,173	2,305,681	2,601,000	2,790,000
COMMUNITY CORRECTIONS	818,328	848,572	971,325	1,229,000	1,405,000
COURTS	750,918	803,349	772,819	900,000	954,000
FIRE AND RESCUE SERVICES	22,427,070	27,007,764	29,571,822	34,411,000	40,255,000
JUVENILE COURT SERVICE UNIT	834,536	1,057,461	1,206,159	1,602,000	1,900,000
SHERIFF	<u>31,313,323</u>	<u>35,235,859</u>	<u>42,292,246</u>	<u>50,383,000</u>	<u>58,499,000</u>
TOTAL PUBLIC SAFETY	\$63,244,510	\$71,207,650	\$81,423,243	\$95,865,000	\$111,015,000

Animal Care & Control



Animal Care and Control

MISSION

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 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 on behalf of the citizens of Loudoun County. In addition to caring for the animals under its charge, the Animal Shelter is open to the public for animal adoptions, surrenders, lost and found identification, euthanasia requests, and professional counseling and guidance. Community outreach and volunteer programs provide public relations activities designed to enhance the department's adoption, pet education and critical volunteer activities that support housed animal care and adoption events. Animal Control provides enforcement and rabies control services, in accordance with Code of Virginia and County/local ordinance, to the citizens of Loudoun County 24-hours-a-day, 7-days-a-week.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Manage numerous challenges presented by the increased demands for service.
- Continue efforts to provide a safe and humane living environment for the animals housed at the Animal Shelter.
- Continue efforts to return pets to their rightful owners through micro-chipping, the department website, pet identification and registration programs and other forms of educational communication with the public.
- Continue efforts to work with the Sheriff's Office and the Department of Fire and Rescue Services to evaluate and recommend improvements and upgrades to the communications system.
- Continue Community Outreach/Volunteer programs to inform and educate the public and enhance the department's ability to provide for the humane care and treatment of the animals housed at the Shelter.

FY 07 Major Goals:

- Improve customer service to the residents of Loudoun County.
- Lower euthanasia rates by expanding on breed rescue, alternative placement, micro-chipping and pet identification programs.
- Expand public outreach and education and develop stronger contacts and partnerships with County community service and public safety agencies.
- Increase efforts to partner with area veterinarians to institute spay and neuter programs for dogs and cats.
- Improve response times and provide greater area coverage and service for animal control operations.
- Improve dispatch and communication systems.
- Install mobile data terminals in the Animal Control vehicles increasing productivity and reducing response times.

FY 06 Major Achievements:

- Developed a new behavioral assessment program to further the department's efforts to effectively assess the adoptability of dogs/puppies and improve the department's ability to place them in compatible homes.
- Provided assistance and relief efforts to the hurricane ravaged areas of southern Mississippi, including transportation of animal medical supplies and equipment; the collection of stray and surrendered animals; and the relocation and adoption of homeless pets.
- Hosted three specialized Animal Control classes that improve the expertise of our Animal Control Officers as well as enhancing the department's reputation as a leader in the field of Animal Control.
- Hosted event for public safety officials to discuss wildlife issues in Loudoun County in an effort to improve communications, education and response to citizen concerns regarding wildlife.
- Participated in the Holiday Coalition providing pet food supplies to the less fortunate citizens of Loudoun County through our C.A.R.E. program.
- Provided pet rescue oxygen masks and training to each Fire and Rescue Station and Animal Control Officer to increase the survival rate of pets involved in fires.
- Hosted compassion fatigue training for staff assigned to northern Virginia shelter facilities.
- Provided opportunities to the community in an effort to improve pet identification and promote spay/neuter of companion animals.

Animal Care and Control

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,261,137	\$1,290,446	\$1,384,646	\$1,682,000	\$1,783,000
Operations & Maintenance	238,528	275,290	369,707	318,000	391,000
Capital Outlay	37,736	0	9,800	0	0
Total Expenditures:	\$1,537,401	\$1,565,736	\$1,764,153	\$2,000,000	\$2,174,000
Departmental Revenue:					
Local Fees, Charges, Etc.	\$112,998	\$142,851	\$146,595	\$134,000	\$143,000
Transfers In	0	0	7,000	0	0
Total Revenues:	\$112,998	\$142,851	\$153,595	\$134,000	\$143,000
Local Tax Funding:	\$1,424,403	\$1,422,885	\$1,610,558	\$1,866,000	\$2,031,000
FTE Summary:	32.36	31.22	31.89	32.89	32.89

FY 07 Budget Analysis: The FY 07 Adopted Fiscal Plan for Animal Care and Control provides services at the County Administrator's recommended level. The local tax funding increased due to the increased in fuel and maintenance cost. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvements Program projects can be found on page 513 in Volume 2. Information on scheduled projects for the Capital Asset Preservation Fund can be found in tables beginning on page 606 in Volume 2.

Budget History:

FY 03 Mid-Year: A program assistant position (1.07 FTE) was eliminated.

FY 04 Mid-Year: 0.67 FTE was transferred from the Department of Mental Health, Mental Retardation and Substance Abuse Services to increase a part-time animal care technician to full time.

FY 05 Mid-Year: 0.07 FTE was transferred to Management and Financial Services.

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

Animal Care and Control

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Animal Control	\$657,001	\$593,513	\$729,206	\$820,000	\$931,000
Animal Shelter	880,400	972,223	1,034,947	1,180,000	1,243,000
Total	\$1,537,401	\$1,565,736	\$1,764,153	\$2,000,000	\$2,174,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Animal Control	\$75,316	\$88,667	\$96,145	\$87,000	\$95,000
Animal Shelter	37,682	54,184	57,450	47,000	48,000
Total	\$112,998	\$142,851	\$153,595	\$134,000	\$143,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Animal Control	\$581,685	\$504,846	\$633,061	\$733,000	\$836,000
Animal Shelter	842,718	918,039	977,497	1,133,000	1,195,000
Total	\$1,424,403	\$1,422,885	\$1,610,558	\$1,866,000	\$2,031,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Animal Control	9.13	10.13	10.13	11.13	11.13
Animal Shelter	23.23	21.09	21.76	21.76	21.76
Total	32.36	31.22	31.89	32.89	32.89

Animal Care and Control - Animal Control

DESCRIPTION

The Animal Control Officers (ACOs) enforce state and local animal laws as mandated by the Code of Virginia Section 3.1-796.104. The ACOs protect residents and companion animals from sick, injured, rabid or dangerous animals. Emergency service is provided 24-hours-a-day, 7-days-a-week and includes rescue of sick or injured domestic animals, removing aggressive domestic animals and potential rabid animals, protecting livestock from dog attacks, and providing assistance to law enforcement and fire & rescue personnel. Reports of animal cruelty and neglect are investigated and resolved through education and, when necessary, through the courts. When time permits, animal control officers provide educational presentations to school and youth groups on dog bite prevention and basic animal care and coordinate citizen programs with community and residential organizations.

BUDGET OVERVIEW

FY 07 Issues:

- The consistent increase in residents and pet population continues to place additional workload on a program whose staffing level has not increased proportionately to the demand for service.
- Due to the large number of subdivisions and expanded communities throughout Loudoun County, the animal control officers are unable to be strategically located consistently enough to provide an effective and responsive public safety service.
- An increase in response times and a decrease in quality resolution to animal related issues and concerns may potentially have an impact on the citizens of Loudoun County.
- Residential sprawl has resulted in an increase in wildlife contact. Animal Control will have to increase efforts to respond to and educate the public on wildlife issues.
- The department is improving the public safety communication system to increase the effectiveness of Animal Control as a first responder to emergency animal issues.

FY 07 Challenges:

- The Animal Control operation will continue to face an increase in demand for service and a greater need for community outreach programs.
- With new residents entering the County, the demand and expectation for service will continue to evolve to a higher level of need with a greater sense of urgency.
- Increases in resident contacts with wildlife and dangerous dogs will also place a greater demand on the animal control officers.
- The animal control officers will be faced with greater public scrutiny as they try to prioritize and provide timely service to requests for service and/or complaints.
- Providing adequate resources to properly investigate and follow-up on enforcement cases will place additional demands on this operation's ability to respond to request for service and to dedicate the necessary time to properly resolve animal related issues.
- Resolving communications issues among the public safety agencies and enhancing Animal Control's communications systems will be key in improving response times, increasing area coverage and providing additional safety measures for staff.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$537,462	\$525,866	\$561,819	\$705,000	\$770,000
Operations & Maintenance	81,803	67,647	157,587	115,000	161,000
Capital Outlay	37,736	0	9,800	0	0
Total Expenditures:	\$657,001	\$593,513	\$729,206	\$820,000	\$931,000
Departmental Revenue:					
Local Fees, Charges, Etc.	\$75,316	\$88,667	\$96,145	\$87,000	\$95,000
Total Revenues:	\$75,316	\$88,667	\$96,145	\$87,000	\$95,000
Local Tax Funding:	\$581,685	\$504,846	\$633,061	\$733,000	\$836,000
FTE Summary:	9.13	10.13	10.13	11.13	11.13

Animal Care and Control - Animal Control

Planned Accomplishments/Objectives for FY 07

Goal: Improve rescue capabilities by expanding training and partnerships.

Objective: Increase the number of partnerships to other Public Safety Agencies, animal oriented professionals and animal rescue organizations by 20%. Increase number of animal rescue training opportunities by 10%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of partnerships with external organizations/agencies	N/A	15	18	20
Number of opportunities for joint agency animal rescue responses	N/A	3	5	10
Number of community outreach efforts designed to familiarize the public on Animal Care and Control	0	3	6	12
Number of joint agency rescue training sessions	0	0	4	6

Goal: Increase identification efforts to minimize number of animals taken to the Shelter.

Objective: Expand the number of pets registered in the County through micro-chipping and pet identification and registration by 10%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of dogs estimated in Loudoun County	53,874	56,975	60,066	62,879
Number of dogs licensed	11,675	12,738	13,745	18,700
Percentage of dogs licensed	22%	22%	23%	30%
Number of pets registered	1008	1,163	1,428	1,600
Number of pets returned to owner	634	602	650	700

Animal Care and Control - Animal Control

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Improve service delivery to all communities located in the Eastern part of the County.

Objective: Increase the number of Animal Control Officer hours in Eastern Loudoun¹ in order to decrease response times to 30 minutes (average).

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number Animal Control Officer hours in Eastern Loudoun	N/A	3,820	4,000	5,772
Number of Animal Control Officer hours in Western Loudoun	N/A	3,680	3,752	3,752
Average Response Time – Eastern Loudoun	45 min.	50 min	45 min	30 min
Average Response Time – Western Loudoun	30 min.	30 min	30 min	30 min

¹*Eastern Loudoun – generally east of Leesburg*

Goal: To maintain the current level of successful resolution of complaints while managing the increased demand for service and growing need to enforce local and state ordinances and/or laws.

Objective: Continue to work directly with citizens to obtain compliance and increase the number of cases resolved outside of court, while improving investigations and case preparation to assist in ensuring the successful conviction of unresolved cases by the courts.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of animal control complaints	3,612	4,189	4,050	5,000
Number of complaint follow-up responses	12,135	12,060	12,500	12,750
Number of cases resolved outside of court	3,397	3,998	3,800	4,775
Number of court cases	215	191	200	225
Number of convictions ² – Court dispositions	177	183	180	215

²*Conviction rates include court imposed settlements and/or deferred findings.*

Animal Care and Control - Animal Shelter

DESCRIPTION

The Code of Virginia, Section 3.1-796.96 mandates that the governing body of each County shall maintain (or cause to be maintained) a pound in accordance with guidelines issued by the State 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 programs, including 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. Other services provided include medical care from local veterinarians, vaccinations against distemper for all dogs and cats, and treatment for parasites and fleas. As mandated by the Code of Virginia, Section 3.1-796.126:1, all adopted dogs and cats are spayed or neutered before going to their new homes. In addition the shelter maintains a community and volunteer outreach program. The volunteer workforce provides critical, hands-on support to department staff. Volunteers socialize animals, assist with the department website, perform administrative tasks, help at special events, groom animals, aid in veterinarian transport, and perform other special duties, as needed. Community Outreach includes, but is not limited to, website and email communications, radio and TV appearances, newspaper advertisements and articles, school & community education programs, special events, and other innovative programs that reach out to Loudoun residents.

BUDGET OVERVIEW

FY 07 Issues:

- Current shelter location is a challenge to citizens in the eastern and southern parts of the County needing services.
- The shelter will continue to increase efforts to rescue partners and alternative adoption resources.
- The shelter will move forward with efforts to manage pet/animal population control such as spay/neuter programs and the increased intake of dangerous/aggressive dogs.
- Resources will be directed toward public education, help to prevent animal cruelty and neglect, increase adoptions and decrease stray or surrendered animals.
- Will continue to cultivate and grow the volunteer workforce as well as expand the expertise in the field.
- Plan to expand community outreach efforts through local media and electronic based communication tools.

FY 07 Challenges:

- The greatest challenge the Animal Shelter continues to face is that there is no control over the types of animals that come into the shelter. There are no guarantees that pets turned into the shelter by owners can responsibly return to the community through adoption. Efforts to reduce the return of pets after adoption will continue to help in resolving this issue.
- Finding alternative adoption resources and rescue partners has become more difficult as well as finding the resources to attend regional adoption events, which have proven to be a valuable adoption resource.
- Staffing, available resources and facility issues will continue to challenge the shelter operations and impact this program's ability to expand hours of operation and enhance the care and treatment of animals housed at the facility.
- Staff will continue recruiting and retaining a volunteer workforce.
- Demands for the department's presence at community events results in scheduling conflicts will increase.
- Community outreach must find new ways to use modern technology to enhance communications with the public.
- Staff will continue to obtain additional grant funding for programs to enhance community outreach efforts.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$723,675	\$764,580	\$822,827	\$977,000	\$1,013,000
Operations & Maintenance	156,725	207,643	212,120	203,000	230,000
Capital Outlay	0	0	0	0	0
Total Expenditures:	\$880,400	\$972,223	\$1,034,947	\$1,180,000	\$1,243,000
Departmental Revenue:					
Local Fees, Charges, Etc.	\$37,682	\$54,184	\$57,450	\$47,000	\$48,000
Total Revenues:	\$37,682	\$54,184	\$57,450	\$47,000	\$48,000
Local Tax Funding:	\$842,718	\$918,039	\$977,497	\$1,133,000	\$1,195,000
FTE Summary:	23.23	21.09	21.76	21.76	21.76

Animal Care and Control - Animal Shelter

Planned Accomplishments/Objectives for FY 07

Goal: Increase alternatives to adoption by expanding the number of animal assistance programs, partnerships and foster care providers.

Objective: Expand animal assistance programs and increase partnerships that provide adoption alternatives by 30%. Increase number of foster care providers by 40% and number of fostered animals by 40%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of approved Breed Rescue Partners, Partner Organizations and other Alternative Programs	49	67	70	73
Number of foster care providers	7	9	12	15
Number of animals fostered	N/A	28	35	50

Goal: Increase the long term success of adoptions and reduce the overall number of dogs and cats surrendered.

Objective: Decrease the number of adopted dogs and cats returned within one year of adoption by implementing positive matching programs and educational information. Provide the public with tools and information that will assist in keeping pets successfully in their homes, rather than surrendering them to the shelter, through initiatives such as a shelter school, behavioral help line, Pet First Aid and other educational programs for pet owners.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of dogs received in the Shelter	1,155	1,046	1,046	1,077
Number of cats received in the Shelter	1,621	1,705	1,900	1,957
Number of other animals received in the Shelter (excluding wildlife)	N/A	312	350	360
Number of dogs returned within 1 year of adoption	32	51	45	45
Number of cats returned within 1 year of adoption	22	47	50	50
Number of dogs surrendered	338	320	320	300
Number of cats surrendered	616	855	875	900

Animal Care and Control - Animal Shelter

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: To increase the number of live animal placements from the shelter.

Objective: Increase by 3% the number of animals adopted out or transferred to breed rescue organizations through adoption programs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of dogs and cats placed through adoption	831	867	893	920
Number of other animals placed through adoption	177	196	202	208
Number of dogs and cats placed through rescue	45	31	34	36
Percentage of dogs placed through adoption	N/A	61%	62%	63%
Percentage of cats placed through adoption	N/A	40%	41%	42%
Percentage of other animals placed through adoption	N/A	47%	48%	49%

Goal: Increase the department's presence in the local media.

Objective: Establish partnerships with local media outlets to ensure that department news, updates, programs, and animals are promoted to the community. Maintain a regular schedule of television & radio appearances along with regular placements in local newspapers & publications.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of partnerships with local media outlets that feature department news and/or animals on a regular (weekly or monthly) basis.	3	5	7	9

Animal Care and Control - Animal Shelter

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Expand total number of volunteers and increase donated time.

Objective: Maintain a minimum of 50 volunteers completing at least 3,000 volunteer hours. Implement Jr. Volunteer Summer program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average number of active volunteers	15	44	53	57
Total number of volunteer hours	376	3,369	3,450	3,550
\$ Value of Volunteer hours	\$7,533	\$67,447	\$69,069	\$71,071

Goal: Website and email communications to provide information to update the public on community events, department activities and provide educational information on various animal related topics.

Objective: Increase email subscriptions and website activity by 20%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Increase in number of email subscribers	440	734	1,200	1,500
Increase in number of visits to the website	104,828	124,840	144,000	164,000

Clerk of Circuit Court

Clerk of Circuit Court

Clerk of Circuit Court

MISSION

The mission of the Clerk of 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 service.

DESCRIPTION

The Office of the Circuit Court Clerk is organized into several 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, concealed weapon permits, subpoenas, and the collection of court fines and costs assessed by the court; Administration – management of office operations, budget and finance, payroll, human resources and other related administrative/managerial functions. The Clerk's Office also operates the Law Library. The office accounts for monies and disburses the local share directly to the locality. Local revenue collected in FY 05 for Grantor/Grantee taxes on the recordation of deeds alone was over \$15 million. The Clerk's Office collects fines and fees for other County departments that do not appear in the office's actual revenue. The departments benefiting from these collections are the Office of the Sheriff and the Commonwealth's Attorney.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The Clerk of the Circuit Court will encounter many challenges in FY 07 as population growth continues to create increasing demands for services and stress on existing facilities. The number of felony criminal cases, misdemeanor criminal appeal cases and civil cases will increase as population growth continues.
- The increasing volume of deed recordings due to continued residential growth and home refinancing along with the increased value of real estate in Loudoun County will result in more revenue collected by the Clerk of Circuit Court.

FY 07 Major Goals:

- Study the feasibility of scanning older court files and storing these files offsite.
- Initiate a new cooperative criminal evidence review program with the Chief Judge, Commonwealth Attorney and the Sheriff to identify certain criminal evidence that may be transferred to the Office of the Sheriff for retention or destruction.
- Implement a new program in accounting operations to improve the frequency of payment of court ordered restitution to victims of crime.
- Integrate an online forms program through the website to allow citizens to prepare certain court documents prior to appearing in person at the courthouse.

FY 06 Major Achievements:

- Implemented a new pilot Circuit Court Case Management System (CCMS) in cooperation with the State Supreme Court to improve data accuracy and access.
- Implemented an aggressive new records purge system to destroy older case files per Virginia Code and Court order to maximize valuable file storage space.
- Implemented a pilot project to scan court order books on to computer disk for permanent retention for improved efficiency.
- Implemented a new fines and costs review system to improve the overview and collection of court ordered fines and costs.
- Implemented a new automated juror questionnaire processing system that allows citizens who receive a juror questionnaire to electronically respond to the questionnaire, resulting in more efficient processing by staff and a reduction of staff time required to process juror information.
- Implemented an improved probate website to provide more information on the probate of wills and estates and provide questions and answers to prepare citizens prior to appearing at the courthouse.
- Installed new security surveillance system to improve the security of valuable historical records.
- Developed plan and created displays and educational material to commemorate the county's 250th anniversary.

Clerk of Circuit Court

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures:					
Personnel	\$1,923,513	\$2,072,605	\$2,229,381	\$2,477,000	\$2,776,000
Operations & Maintenance	291,965	253,153	229,840	231,000	231,000
Capital Outlay	1,149,625	35,978	79,817	31,000	31,000
Total Expenditures:	\$3,365,103	\$2,361,736	\$2,539,038	\$2,739,000	\$3,038,000
Departmental Revenue:					
Local Fees, Charges, Etc.	\$10,039,446	\$11,506,402	\$19,088,731	\$13,289,000	\$21,788,000
Commonwealth	2,815,836	3,722,950	4,805,329	3,621,000	5,856,000
Total Revenues:	\$12,855,282	\$15,229,352	\$23,894,060	\$16,910,000	\$27,644,000
Local Tax Funding:	(\$9,490,179)	(\$12,867,616)	(\$21,355,022)	(\$14,171,000)	(\$24,606,000)
FTE Summary:	37.00	37.00	38.00	40.00	41.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Clerk of the Circuit Court includes enhancements totaling 1.00 FTE and \$63,000 in additional local tax funding for an assistant bookkeeper. Revenue increases incorporate the department's estimates for increased Recordation tax, State Aid and Fee revenue. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 03: The Board approved 1.00 FTE for a probate clerk to provide services for visiting judges using the fourth circuit court courtroom.

FY 04 Mid-Year: The Board added 1.00 FTE for an archival records manager.

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

Clerk of Circuit Court

Planned Accomplishments/Objectives for FY 07

Goal: Annually issue Concealed Weapon Permits within 45 days per the Code of Virginia.

Objective: Process and issue 100% of concealed weapon permit applications within 45 days.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of concealed weapons permits	563	554	625	640
Permits issued within guidelines	100%	100%	100%	100%

Goal: Ensure that a sufficient pool of jurors is provided for criminal and civil jury trials as required by the Code of Virginia.

Objective: Issue requisite number of jury summons to provide adequate numbers of jurors.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of jury summons issued	15,500	17,200	19,000	20,350
Successful jury pools provided to complete jury trials	100%	100%	100%	100%

Goal: Annually probate all wills and estates as required by the Code of Virginia.

Objective: Enhance website and public information kiosk to improve the efficiency of the probate division.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of wills probated and probate appointments	950	1,599	750	825
Wills probated within the guidelines of the Code of Virginia	100%	100%	100%	100%

Goal: Annually process all criminal fund court payments within 30 days as required by the Virginia Supreme Court.

Objective: Process and deliver 100% of applicable criminal fund payments to the Virginia Supreme Court.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of criminal fund court payments processed	734	761	775	788
Court payments processed within 30 days	100%	100%	100%	100%

Clerk of Circuit Court

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide public access to all deed recordings within 30 days per code of Virginia.

Objective: Process and scan all recording into land records system within 30 days.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est.. FY 06	Proj. FY 07
Number of digitally scanned legal records	1,014,721	1,084,547	1,261,235	1,324,297
Records available within 30 days	100%	100%	100%	100%

Goal: 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.

Objective: Index all court cases and update the case management system.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est.. FY 06	Proj. FY 07
Number of court cases filed*	6,245	5,546	7,037	7,283
Court cases entered into system within required standards	100%	100%	100%	100%

* Court cases include law, chancery, criminal, juvenile appeals and adoptions.

Standards are prescribed by the format of the Case Management System which is maintained by the Supreme Court of Virginia. The Clerk of the Circuit Court must provide court files for public access to court files per Virginia Code Section 19.2-240, 16.1- 302, 16.1-269.1, 8.01-331,17.1-129.

Commonwealth's Attorney

Commonwealth's Attorney

Commonwealth's Attorney

MISSION

The mission of the Commonwealth's Attorney is to investigate and prosecute felony, misdemeanor, traffic and juvenile criminal cases. The cases are presented by the following law enforcement offices: Virginia State Police, the Loudoun County Sheriff's Office, the Leesburg, Middleburg and Purcellville Police Departments, the Metropolitan Washington Airport Authority Police Department and the County's department of Social Services, and Animal Care and Control. In addition, the Commonwealth's Attorney handles criminal complaints filed by private citizens. The Victim Witness program, also overseen by this Office, provides an interface between the judicial system and crime victims and witnesses. The program helps ensure victim/witness cooperation in the prosecution process, increases witness safety and reduces the trauma that often results from being involved in a criminal case.

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. This position also coordinates regional efforts with neighboring Northern Virginia jurisdictions and participates in the Multi-Jurisdictional Grand Jury. Additionally, one full-time prosecutor is specifically assigned to address cases involving domestic abuse. The office is involved in developing training programs for local law enforcement agencies.

The Victim Witness program provides twenty-four hour crisis intervention. Advising victims of their rights (as provided by Virginia Code) and notifying them of the services the program provides. These services include, but are not limited to, the following: explanation of the court process, courtroom tours, liaison within criminal justice system, courtroom accompaniment, witness preparation, filing of claims through the criminal injuries compensation fund, referral to supportive services, preparation of victim impact Statements, restitution assistance, and safety planning. The program takes an active role in educating the public on issues related to domestic and sexual violence and organizes Victim Impact Panels for DWI offenders.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Strong residential and commercial development makes the County an attractive target for criminal activity and gang related crimes; as such, it is difficult to predict the criminal caseload. The establishment of a multi-jurisdictional grand jury in FY 06 will become an important investigative and charging tool.
- 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 addition of a Juvenile & Domestic Relations Court Judge in early FY 06 and the likelihood of an additional Judge in General District Court (early FY 07) poses new complications in the office's ability to cover all of the court dockets.
- The Victim Witness program continues to manage a large volume of cases. Crimes against persons, including but not limited to child abuse, sexual assault, domestic violence, homicide and identity theft, are time intensive and require specialized services.

FY 07 Major Goals:

- Develop cases with regional gang prosecutors through the efforts of the multi-jurisdictional grand jury.
- Establish the Domestic Violence prosecution section to effectively prosecute domestic abuse cases in a coordinated effort with local agencies.
- Increase the number and amount of claims to the Criminal Injuries Compensation Fund through educational efforts with victims of crime.

FY 06 Major Achievements:

- The office received a State grant for a Domestic Violence prosecutor (1.00 FTE) which was supplemented by local funds.
- 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/paralegals.
- The office has initiated a law enforcement training program to keep officers updated on current legal issues, evidence collection and updates to the Virginia Code.
- The Victim Witness Program underwent significant organizational changes. This has alleviated unnecessary workload and allowed the case managers to more effectively and efficiently provide services to victims.

Commonwealth's Attorney

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures:					
Personnel	\$2,071,604	\$2,194,486	\$2,174,117	\$2,449,000	\$2,640,000
Operations & Maintenance	126,227	123,387	122,264	152,000	150,000
Capital Outlay	0	9,300	9,300	0	0
Total Expenditures:	\$2,197,831	\$2,327,173	\$2,305,681	\$2,601,000	\$2,790,000
Departmental Revenue					
Local Fees, Charges, Etc.	\$3,066	\$3,085	\$4,074	\$0	\$0
Commonwealth	475,227	563,165	603,155	532,000	532,000
Federal	16,541	37,374	26,470	29,000	29,000
Total Revenues:	\$494,834	\$603,624	\$633,699	\$561,000	\$561,000
Local Tax Funding:	\$1,702,997	\$1,723,549	\$1,671,982	\$2,040,000	\$2,229,000
FTE Summary:	32.00	32.00	31.00	32.00	33.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Commonwealth's Attorney provides services at the County Administrator's recommended level. The FY 07 budget also reflects the addition of 1.00 FTE for a Domestic Violence Prosecutor in Mid FY 06. The FY 07 budget also includes funding for the implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 03: The Board approved enhancements totaling 2.00 FTE for a case manager to supervise and maintain caseload for the Victim Witness Program and an attorney to assist with the increasing misdemeanor and felony caseload in the Prosecution section.

FY 05: 1.00 FTE was eliminated upon the recommendation of the Commonwealth's Attorney during the FY 05 Proposed Budget process.

FY 05 Mid-Year: The Board approved the addition of 1.00 FTE to the Commonwealth's Attorney for a Gang Task Force Prosecutor. This position was partially funded through a grant from the State Compensation Board.

FY 06 Mid-Year: The Board added 1.00 FTE for a Domestic Violence prosecutor position.

Commonwealth's Attorney

Planned Accomplishments/Objectives for FY 07

Goal: Support the fair and efficient administration of justice.

Objective: To prosecute criminal cases, review criminal investigations, and render legal opinions and advice, all within the guidelines of the State Supreme Court.

<i>Performance Measures</i>	Actual CY 04	Actual CY 05	Est. CY 06	Proj. CY 07
Number of Circuit Court Cases	1,697	2,200	2,310	2,310
Number of General District Court Cases	71,905	81,000	85,050	85,100
Number of Juvenile & Domestic Relations Cases	30,064	34,000	35,700	37,000
Attorney time per felony	12.0 Hrs	12.0 Hrs	12.0 Hrs	12.0 Hrs
Attorney time per misdemeanor and traffic	2.8 Min	2.8 Min	2.8 Min	2.8 Min
Number of felony cases	1,408	632	664	700
Felony cases ended by plea	41%	41%	41%	50%
Felony cases ended by dismissal or non-prosecution	13%	12%	12%	10%

Goal: Support victims and witnesses of crimes.

Objective: Provide support, guidance and information regarding the criminal justice system.

<i>Performance Measures</i>	Actual CY 04	Actual CY 05	Est. CY 06	Proj. CY 07
Local brochures distributed	3,858	4,700	4,700	4,700
Number of victims provided services	2,382	2,900	3,000	3,045
Number of victim impact statements issued	118	147	150	154
Number of Criminal Injuries Compensation Fund claims	34	40	42	50
Number of referrals to LAWS and other agencies	859	1,100	1,155	1,200
Reporting of violent crimes against women	581	675	709	750
Percent of victims and witnesses provided with direct services and referred to community resources/services as appropriate	87%	90%	92%	90%

Community Corrections

Community Corrections

Community Corrections

MISSION

The mission of the Community Corrections Program is to promote public safety and to provide quality services to the Loudoun Judiciary.

DESCRIPTION

The Community Corrections program provides pretrial and post-trial services for defendants and offenders for whom Loudoun County is responsible. The pretrial division utilizes pretrial officers to conduct pre-adjudication investigations, make recommendations to the court concerning defendants' suitability for supervised release and supervises those placed with the program by the Court. 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 whom 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 07 Issues, Challenges & Trends:

- The growth in the number of defendants and offenders placed in the pretrial, local probation and drug court programs follows County population growth trends and increases the workload of staff.
- 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, LAWS, the Commonwealth Attorney's Office and the Juvenile Court Service Unit.

FY 07 Major Goals:

Local Probation

- Serve the Loudoun judiciary by enforcing all general and special conditions of probation.
- Provide consequences for offenders through community service work.
- Collect costs and fines from convicted offenders.
- Compensate victims by collecting restitution from offenders.
- Save jail space in the local detention center.

Pretrial Services

- Serve the Loudoun judiciary by enforcing all general and special conditions of bond.
- Provide verified information and sound bond recommendations to the Courts of Loudoun County on all incarcerated pretrial defendants.
- Save jail space in the local detention center.

Drug Court

- Serve the Loudoun Judiciary by enforcing all general and special conditions of the drug court.
- Save jail beds in the local detention center.

Community Corrections

FY 06 Major Accomplishments:

- The drug court was implemented as a pilot project in June 2004. Despite not receiving State or Federal funds, the drug court continued to operate and provide service.
- Started by a grant received in FY 05, the domestic violence team has continued to work together to address domestic violence issues in Loudoun County. The team is made up of representatives from Community Corrections, LAWS, the Juvenile Court Service Unit and the Sheriff's Office.
- The pretrial services program and the local probation program have maintained successful completion rates of 85%. In pretrial, a defendant is counted as a successful completion if they appear in court at the scheduled time, remain arrest free and do not have their bond revoked for technical violations. Probation offenders are considered to be successful if they complete the period of probation without being re-arrested for a new offense and abide by all other conditions the Court has placed on them.
- In 2005, the department received a State grant to hire a Spanish-speaking probation officer to supervise Spanish-speaking offenders. The grant was renewed in 2006.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$736,407	\$777,265	\$878,233	\$1,036,000	\$1,224,000
Operations & Maintenance	81,921	71,307	93,092	193,000	181,000
Total Expenditures:	\$818,328	\$848,572	\$971,325	\$1,229,000	\$1,405,000
Departmental Revenue					
Local Fees, Charges, Etc.	\$5,490	\$4,222	\$20,030	\$21,000	\$73,000
Commonwealth	402,268	414,218	448,150	461,000	461,000
Federal	26,485	38,480	92,371	172,000	85,000
Total Revenues:	\$434,243	\$456,920	\$560,551	\$654,000	\$619,000
Local Tax Funding:	\$384,085	\$391,652	\$410,774	\$575,000	\$786,000
FTE Summary:	13.59	13.06	15.06	16.33	17.33

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Community Corrections includes enhancements totaling 1.00 FTE and \$78,000 in additional local tax funding for a local probation officer and \$28,000 for replacement of Federal Domestic Violence grant funding. The FY 07 budget also includes funding for implementation of compensation and increased benefits costs effective September 2006.

Budget History:

FY 03 Mid-Year: The department eliminated 0.53 FTE to fund the local match for a State-funded planner.

FY 04 Mid-Year: The department received a State grant for a 1.00 FTE Spanish speaking probation officer and a Federal grant for an 1.00 FTE interdepartmental Domestic Violence grant probation officer.

FY 06: The Board added 1.27 FTE for implementation of the Drug Court.

Community Corrections

Planned Accomplishment/Objectives for FY 2007:

Goal: Serve the Loudoun judiciary by enforcing all general and special conditions of pretrial and probation.

Objective: Manage the average annual growth of 10% in new cases referred by the Court.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<u>Pretrial:</u>				
Average daily caseload	97	113	120	125
New cases opened/percent increase in new cases opened	470/22%	480/16%	500/6%	520/4%
Successfully closed cases with no violations of the terms of their release	84%	87%	85%	85%
<u>Local Probation:</u>				
Average daily caseload	444	617	650	675
New cases opened/percent increase in new cases opened	1,277/34%	1,679/31%	1,760/5%	1,825/4%
Percent of offenders successfully completing the period of probation without violating any conditions of their probation	84%	86%	85%	85%

Goal: Provide an array of alternatives to detention to reduce space issues in the local Adult Detention Center.

Objective: Manage cases referred to the program by diverting offenders from jail.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<u>Local Probation:</u>				
Number of beds/County \$ saved each day	64/\$5,516	62/\$5,308	65/\$5,565	68/\$5,882
<u>Pretrial:</u>				
Number of beds/County \$ saved each day	52/\$4,452	57/\$4,880	65/\$5,565	65/\$5,565

Goal: Provide alternatives to detention through community service work.

Objective: Insure that 86% of offenders perform community service work as directed by the Court.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of community service hours worked/ \$ value	22,367/ \$134,202	24,352/ \$146,112	26,000/ \$156,000	27,000/ \$162,000

Courts

Circuit Court

**General District
Court**

**Juvenile &
Domestic
Relations Court**

Magistrates

Courts

MISSION

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.

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. Magistrates provide 24 hr 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

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.

FY 07 Issues, Challenges & Trends:

- The Courts have experienced significant increases in caseload statistics as well as community demands to provide services.
- Recognizing the impact on the citizens' ability to access the Juvenile & Domestic Relations court system in a timely manner, a second full time judge has been approved effective July 1, 2005; insufficient clerical support is a major challenge.

FY 07 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.
- Implement the interagency drug court program.

FY 06 Major Achievements:

- Provide access to land records in the Circuit Court.
- Bring requested cases and manage dockets to the Courts in a timely and efficient manner.

Courts

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$519,864	\$539,670	\$533,793	\$624,000	\$642,000
Operations & Maintenance	211,984	223,389	239,026	260,000	296,000
Capital Outlay	19,070	40,290	0	16,000	16,000
Total Expenditures:	\$750,918	\$803,349	\$772,819	\$900,000	\$954,000
Revenue					
Local Fees, Charges, Etc	\$127	\$3,552	\$24,439	\$0	\$0
Total Revenues:	\$127	\$3,552	\$24,439	\$0	\$0
Local Tax Funding:	\$750,791	\$799,797	\$748,380	\$900,000	\$954,000
FTE Summary:	6.00	6.00	6.00	6.00	6.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Courts provides services at the County Administrator's recommended level. The FY 07 budget also includes funding to support an additional judge in the General District Court and for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 480, 481, and 482. Information on scheduled projects for the Capital Asset Preservation Fund can be found in tables beginning on page 606 in Volume 2.

Courts

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Circuit Court	\$499,048	\$520,243	\$496,788	\$569,000	\$587,000
General District Court	81,470	108,826	99,382	85,000	121,000
Juvenile & Domestic Relations	34,543	39,151	45,233	66,000	66,000
Magistrates	135,857	135,129	131,416	180,000	180,000
Total	\$750,918	\$803,349	\$772,819	\$900,000	\$954,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Circuit Court	\$0	\$0	\$0	\$0	\$0
General District Court	127	3,552	24,439	0	0
Juvenile & Domestic Relations	0	0	0	0	0
Magistrates	0	0	0	0	0
Total	\$127	\$3,552	\$24,439	\$0	\$0

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Circuit Court	\$499,048	\$520,243	\$496,788	\$569,000	\$587,000
General District Court	81,343	105,274	74,943	85,000	121,000
Juvenile & Domestic Relations	34,543	39,151	45,233	66,000	66,000
Magistrates	135,857	135,129	131,416	180,000	180,000
Total	\$750,791	\$799,797	\$748,380	\$900,000	\$954,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Circuit Court	6.00	6.00	6.00	6.00	6.00
General District Court	0.00	0.00	0.00	0.00	0.00
Juvenile & Domestic Relations	0.00	0.00	0.00	0.00	0.00
Magistrates	0.00	0.00	0.00	0.00	0.00
Total	6.00	6.00	6.00	6.00	6.00

Courts - Circuit Court

DESCRIPTION

The Circuit Court is the only trial court of general jurisdiction in Virginia. 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 six administrative support positions for the Circuit Court are provided by the County. The Circuit Court Judges are elected by the Virginia General Assembly to preside over and administer the laws of the Commonwealth to the citizens of Loudoun County. The Circuit Court Judges are State employees. The County supplements State staffing allocations with local personnel.

BUDGET OVERVIEW

FY 07 Issues:

- Population growth has resulted in increased of civil and criminal case load.
- The nature of cases has become more complex, and complex cases demand increased time allocation.

FY 07 Challenges:

- 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 staff.
- With the increase in the civil and criminal cases, it is challenging to conclude cases within 12 months of filing.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$401,682	\$422,632	\$414,778	\$470,000	\$488,000
Operations & Maintenance	97,366	97,611	82,010	99,000	99,000
Total Expenditures:	\$499,048	\$520,243	\$496,788	\$569,000	\$587,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$499,048	\$520,243	\$496,788	\$569,000	\$587,000
FTE Summary:	6.00	6.00	6.00	6.00	6.00

Courts - Circuit Court

Planned Accomplishments/Objectives for FY 07

Goal: Maintain judicious, prompt, and efficient handling of cases.

Objective: Conclude all civil and criminal cases within same judicious, prompt, and efficient manner.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of commenced civil cases	2,733	2,767	3,036	3,188
Number of commenced criminal cases	1,695	1,648 ²	1,764	1,799
Cost per commenced civil and criminal cases ¹	\$117	\$113	\$119	\$113

¹Circuit Court office cost does not include Clerk of Circuit Court's office.

²FY 05 actual data consists of activity from January through September 2005, plus a projected estimate for October through December 2005 based on year-to-date activity. The figure could significantly rise in the last quarter as it did last year.

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, courtroom 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 07 Issues:

- Population increases have an effect on the General District Court with more traffic tickets, more civil and criminal cases, and residents seeking information.
- Cases are becoming more complex.
- Demographics of immigration are shifting the County towards more Spanish speaking residents.
- Misdemeanor crimes such as traffic are resulting in mass production of paperwork.

FY 07 Challenges:

- Meet the increasing needs of services and handle more complex cases with current staff.
- More qualified foreign language interpreters are required for court hearings.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$0	\$0
Operations & Maintenance	62,400	68,536	99,382	75,000	111,000
Capital Outlay	19,070	40,290	0	10,000	10,000
Total Expenditures:	\$81,470	\$108,826	\$99,382	\$85,000	\$121,000
Revenue					
Local Fees, Charges, Etc	\$127	\$3,552	\$24,439	\$0	\$0
Total Revenues:	\$127	\$3,552	\$24,439	\$0	\$0
Local Tax Funding:	\$81,343	\$105,274	\$74,943	\$85,000	\$121,000
FTE Summary:	0.0	0.0	0.0	0.0	0.0

Courts - General District Court

Planned Accomplishments/Objectives for FY 07

Goal: Ensure all court cases are resolved promptly and efficiently.

Objective: Process all court cases filed by attorneys, police agencies and the public.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of traffic cases concluded	49,069	53,128	54,600	57,330
Number of criminal cases concluded	6,488	7,006	7,140	7,497
Number of civil cases concluded	12,896	14,343	14,700	15,435

Goal: Provide information to members of the public.

Objective: Assist the public with questions by phone and in person.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of questions answered by phone calls per deputy clerk	43,177	61,206	63,000	66,150
Number of questions answered in person per deputy clerk	53,001	75,886	105,000	105,000
Number of information packets handed out	47,627	80,001	105,000	105,000

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; 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 all cases filed with the Court.

BUDGET OVERVIEW

FY 07 Issues:

- The Court has experienced significant increases in caseload statistics as well as community demands for services.
- Recognizing this impact on the citizens' ability to access the court system in a timely manner, a second full time judge was approved by the State effective July 1, 2005.
- Providing services to clients for whom English is a second or non-existent language.

FY 07 Challenges:

- The State did not provide clerical support staff for a second full time judge.
- Increased need for Spanish interpreters and forms written in Spanish.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$0	\$0
Operations & Maintenance	34,543	39,151	45,233	60,000	60,000
Capital Outlay	0	0	0	6,000	6,000
Total Expenditures:	\$34,543	\$39,151	\$45,233	\$66,000	\$66,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$34,543	\$39,151	\$45,233	\$66,000	\$66,000
FTE Summary:	0.0	0.0	0.0	0.0	0.0

Courts - Juvenile & Domestic Relations Court

Planned Accomplishments/Objectives for FY 07

Goal: Provide equitable access to the judicial system for Loudoun County residents.

Objective: Provide service to Loudoun County families.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est.. FY 06	Proj. FY 07
Number of Juvenile & Domestic Relations hearings held	18,529	19,455	21,401	22,471
Number of new Juvenile cases	3,796	4,380	5,256	5,518
Number of new Domestic Relations cases	2,684	3,531	4,237	4,448
Number of spouse abuse cases	667	700	735	771

Goal: Provide information to the Loudoun County residents.

Objective: Assist the public with questions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est.. FY 06	Proj. FY 07
Number of questions answered by phone calls	36,000	37,800	37,800	39,690

Courts - Magistrates

DESCRIPTION

The Magistrate's Office is under the supervision of the Chief Circuit Court Judge and the Supreme Court of Virginia. The Magistrate's Office is the entry level of the 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 is open 24 hours a day. The County funds the office's operating expenditures and pays the Magistrates a 50% match of their State salaries.

BUDGET OVERVIEW

FY 07 Issues:

- Loudoun County has the lowest ratio of magistrates to population of any locality in the State; Loudoun is at least two positions short.
- The Magistrate's Office is staffed by five full time magistrates and the Chief Magistrate, who also covers Fauquier and Rappahannock County.

FY 07 Challenges:

- Staffing shortages coupled with population growth and staffing increases in the Sheriff's Office adds tremendous stress to the Magistrates' office.
- It is challenging to cover for medical, personal, and vacation leaves. During staffing shortages, the Chief Magistrate has to cover the front line while other managerial duties are neglected or delayed.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$118,183	\$116,860	\$119,015	\$154,000	\$154,000
Operations & Maintenance	17,674	18,269	12,401	26,000	26,000
Total Expenditures:	\$135,857	\$135,129	\$131,416	\$180,000	\$180,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$135,857	\$135,129	\$131,416	\$180,000	\$180,000
FTE Summary:	0.00	0.00	0.00	0.00	0.00

Courts - Magistrates

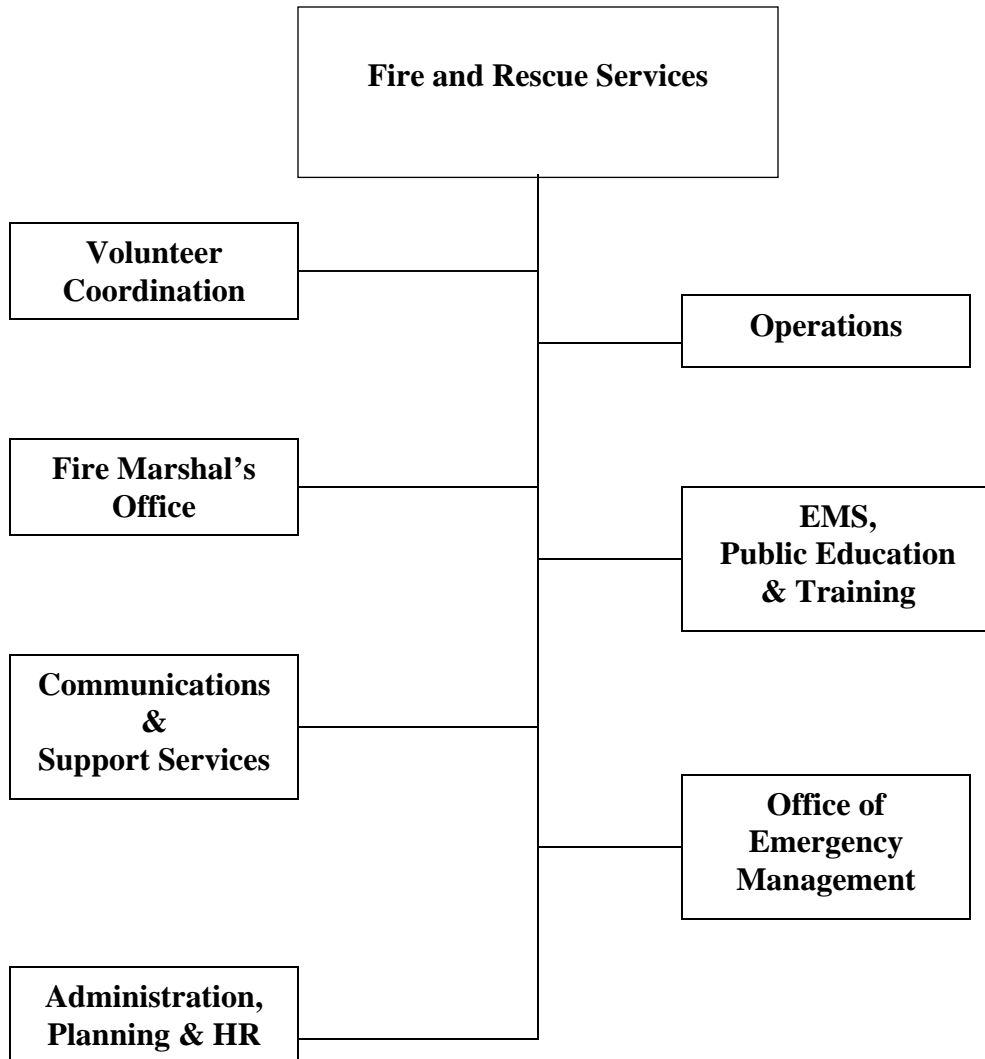
Planned Accomplishments/Objectives for FY 07

Goal: Provide judicial services and accomplish statutory responsibilities on a twenty-four hour per day, 365 days per year basis.

Objective: Process transactions within twenty-four hours.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total duty hours	10,372	10,372	10,372	10,372
Total Transactions requested	20,262	22,086	23,190	24,000
Total Processes issued	16,587	18,080	18,984	19,900
Total Processes issued per duty hours	1.60	1.74	1.83	1.92
Total Processes administered per Magistrate	3,317	3,616	3,797	3,928

Department of Fire and Rescue Services



Department of Fire and Rescue Services

MISSION

The Loudoun County Department of Fire and Rescue Services is dedicated to the well-being of the citizens, visitors and members. The department will provide essential emergency and non-emergency programs through teamwork, integrity, professionalism and service.

DESCRIPTION

Fire and Rescue Services is organized into five programs: Operations; Administration and Planning; Communications and Support Services; Fire Marshal's Office; and Volunteer Coordination and EMS Public Education and Training. The Communications program is funded as part of the Public Safety Communications Special Revenue Fund. The department provides administrative and operational support to the County's 17 volunteer fire companies and the Fire and Rescue Commission, where needed. The department maintains the County's emergency communications and emergency operations centers; and conducts all code-related fire inspections for existing construction, multi-family and commercial occupancies; and investigates the causes and origins for fires, explosions and hazardous materials incidents. The department also coordinates County emergency management and related disaster services, special events planning, strategic planning and GIS/mapping services, and public education and risk reduction.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

Volunteer Demographics

- The volunteer component of the combined fire and rescue system consists of approximately 1,368 volunteers. This group has grown at an average annual rate of 3%, since FY 91, while population has grown by an average annual rate of 7% for the same period. During FY 05, 194 new volunteers entered the Fire and Rescue System, while 218 members left the system, resulting in a net loss of 26 volunteers. Time pressures including jobs, family, substantially increased training requirements, fund-raising demands, and increased call volume have had a measurable impact on retention. With the number of volunteers per 1,000 citizens continuing to decrease, new programs and incentives have been implemented to retain and keep members involved. In FY 91, there were 9.75 volunteers per 1,000 population. This number decreased to 5.53 during FY 06.
- Changing demographics have resulted in an increased reliance on career staff. While most employees are assigned to a seven day a week, daytime work schedule, an increasing number of personnel are on duty 24 hours a day. By the end of FY 07, the Department of Fire and Rescue Services will provide career support in 17 of the 19 fire and rescue stations. With the addition of staffing of the Purcellville Volunteer Fire Company and additional staffing for the Engine Company at Lucketts Volunteer Fire Company, career staffing will be provided 24-7 in eight of the 17 fire-rescue stations. As additional career staff is deployed to support the volunteer system, a clearly developed operational chain of command has been implemented to ensure uniform service delivery and proper incident management within Loudoun's combined career and volunteer system.

New Service Demands

- Demands on the County's combined fire and rescue system increase as the population grows, which in turn increases the demand on the department to provide traditional and specialty service deliveries. Services such as ladder companies, heavy rescue, advanced life support and basic life support, water tankers, new stations, and new apparatus are being added to meet the demands. The construction of campus-like facilities, high-rise housing, assisted living facilities, large single-family dwellings, townhouse communities and other large facilities has created different types of potential hazards, and new demands for proactive fire suppression service deliverables. The department and its personnel must now transition from a mostly rural environment to a denser suburban environment with changing hazards. Demand for Fire and Rescue Services' ancillary services, such as car seat safety inspections, citizen CPR training, and public fire and life safety education has also increased. The Operations program also supports other activities that benefit the community including the following: child safety seat installations/inspections, public education programs provided within County schools, tactical planning and the lock box program, fire safety inspections for commercial and multi family occupancies. The Operations program will now be responsible for successful implementation of the respiratory protection program for all system members with the addition of the SCBA Program Manager.
- Planning for mitigation of natural and man-made disasters, to include prospective acts of terrorism, remains a key focus of the department, due to Loudoun's inclusion into the National Capital Region and its partnership with the Council of Governments. Responsible and collaborative planning efforts continue to ensure safe and successful special events coordination with stakeholder sponsors and agencies.

Department of Fire and Rescue Services

FY 06 Major Goals:

- Implement the Board's adopted Fire and Rescue service plan, which will guide future budget development and service goals for the combination system.
- Implement a department strategic plan. The strategic plan will provide a platform of real and measurable goals, which will have a direct link to the combined fire and rescue system service plan and the budgetary process in terms of program development and implementation, and performance measurement.

FY 06 Major Achievements:

- On June 30, 2005, the "Multi-Family Residential Dwelling" survey program began. Under this program, Operations program personnel conduct fire safety surveys for common fire violations and collect tactical information for pre-incident planning.
- During the winter of 2005, the Continuous Positive Airway Pressure (CPAP), a new Advanced Life Support Procedure designed to reverse critical impending respiratory failure in patients suffering from cardiac failure, was initiated. This is a transition of successful hospital based technology to the EMS environment. The Program began on September 1, 2005.
- During the fall of 2005, Loudoun County Fire-Rescue Services was awarded \$584,375 for a Respiratory Protection Plan that was implemented during FY 06. This grant enabled the system to meet mandates for respiratory protection and provide a system-wide replacement and maintenance program for self-contained breathing apparatus.

Department of Fire and Rescue Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$14,085,502	\$16,884,912	\$18,811,383	\$23,920,000	\$30,237,000
Operations & Maintenance	7,765,976	8,437,084	9,390,388	10,357,000	9,847,000
Capital Outlay	536,113	1,131,852	1,036,792	137,000	171,000
Central Vehicle Fund	39,479	553,916	333,259	0	0
Total Expenditures:	\$22,427,070	\$27,007,764	\$29,571,822	\$34,414,000	\$40,255,000
Revenue					
Local Fees, Charges, Etc.	\$80,125	\$84,063	\$159,025	\$160,000	\$170,000
Commonwealth	174,241	95,105	511,265	166,000	166,000
Federal	10,324	224,568	404,117	20,000	20,000
TOT Transfer	74,024	57,035	0	0	0
Total Revenues:	\$338,714	\$460,771	\$1,074,407	\$346,000	\$356,000
Public Safety					
Communications Fund:	\$1,904,213	\$2,241,050	\$2,846,332	\$2,513,000	\$2,785,000
Local Tax Funding:	\$20,184,143	\$24,305,943	\$25,651,083	\$31,555,000	\$37,114,000
FTE Summary:	254.83	285.01	332.84	378.08	445.16

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Fire & Rescue Services includes enhancements totaling 58.12 FTE and \$3,053,000 in additional local tax funding for an increase in the contribution to the volunteer fire-rescue companies, one emergency medical dispatch QA/QI position, four call takers, one program manager, one captain, seven lieutenants, eight technicians, twenty-eight firefighter/EMTs, one volunteer recruitment and retention manager and one safety captain. The FY 07 budget also reflects the addition of 8.96 FTE for career staffing at the Lucketts volunteer fire company in mid-year FY 06, and funding for compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 501, 502, 504, 505, 506, 507, 508, 509, and 515. Information on scheduled projects for the Capital Asset Preservation Fund can be found in tables beginning on page 606 in Volume 2.

Budget History:

FY 03: The Board of Supervisors added 29.75 FTE for 24 firefighter/EMT positions and two battalion chiefs, a public safety support position for major events, and department administrative support staff.

FY 03 Mid-Year: 1.00 FTE was transferred from the Office of the County Administrator for a Director of Fire and Rescue Services and increased to 1.07 FTE for a 40 hour workweek.

FY 04: The Board of Supervisors added 29.12 FTE for 25 firefighter/EMT positions and an operations officer for the Emergency Communications Center.

FY 05: The Board of Supervisors added 47.83 FTE for enhanced fire/rescue coverage, administrative support and staff in the department's Training and Fire Marshal's programs, and for additional staffing in the Emergency Communications Center.

FY 06: The Board of Supervisors added 45.24 FTE for Arcola, Aldie, Ashburn, Neersville, Loudoun Rescue; and added 2.00 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.

Department of Fire and Rescue Services

Department of Fire and Rescue Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Volunteer Coordination	\$7,096,749	\$7,363,349	\$7,689,779	\$7,910,000	\$6,555,000
Operations	10,299,353	13,265,268	15,207,189	18,784,000	23,432,000
Fire Marshal's Program	1,142,328	1,254,945	1,388,144	1,588,000	2,085,000
EMS/Public Ed./Training	1,412,080	2,064,678	1,412,149	2,213,000	2,905,000
Communications	1,527,445	1,828,616	2,855,484	2,596,000	2,805,000
Emergency Management	0	0	0	0	309,000
Administration/Planning/HR	949,115	1,230,908	1,019,077	1,320,000	2,164,000
Total	\$22,427,070	\$27,007,764	\$29,571,822	\$34,411,000	\$40,255,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Volunteer Coordination	\$174,242	\$90,279	\$514,588	\$166,000	\$166,000
Operations	4,768	172,519	2,250	0	0
Fire Marshal's Program	67,077	83,535	93,252	157,000	157,000
EMS/Public Ed./Training	3,850	1,580	60,200	0	0
Communications	1,992,990	2,353,908	3,250,449	2,532,000	2,805,000
Emergency Management	0	0	0	0	0
Administration/Planning/HR	0	0	0	4,000	13,000
Total	\$2,242,927	\$2,701,821	\$3,920,739	\$2,859,000	\$3,141,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Volunteer Coordination	\$6,922,507	\$7,273,070	\$7,175,191	\$7,744,000	\$6,389,000
Operations	10,294,585	13,092,749	15,204,939	18,784,000	23,432,000
Fire Marshal's Program	1,075,251	1,171,410	1,294,892	1,431,000	1,928,000
EMS/Public Ed./Training	1,408,230	2,063,098	1,351,949	2,213,000	2,905,000
Communications	(465,545)	(525,292)	(394,965)	64,000	0
Emergency Management	0	0	0	0	309,000
Administration/Planning/HR	949,115	1,230,908	1,019,077	1,316,000	2,151,000
Total	\$20,184,143	\$24,305,943	\$25,651,083	\$31,552,000	\$37,114,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Volunteer Coordination	1.61	4.26	3.14	3.14	2.07
Operations	187.17	228.36	247.47	292.71	340.87
Fire Marshal's Program	14.45	14.45	15.57	15.57	16.57
EMS/Public Ed./Training	10.33	6.55	13.35	12.23	17.83
Communications	28.85	29.97	37.64	39.76	39.03
Emergency Management	0.00	0.00	0.00	0.00	4.21
Administration/Planning/HR	12.42	13.61	15.67	15.67	24.58
Total	254.83	297.20	332.84	378.08	445.16

Fire and Rescue Services

Volunteer Coordination & Support/EMS/Public Education/Training

DESCRIPTION

This program consists of four elements: Emergency Medical Services (EMS), Public Education, Volunteer Coordination and Support, and Fire-Rescue Training for volunteers. EMS provides professional and technical oversight for emergency medical services in conjunction with the Office of the Medical Director (OMD) to include the department and volunteer agencies. EMS staff serves as a liaison to various local, regional, state and national organizations to enhance service delivery and quality of care in the County. Public Education develops, delivers and supports targeted community based educational programs designed to educate the citizens how to prevent, prepare for, and if needed, react to an emergency. Public Education is delivered through the department in collaboration with other public and private sector partners within the Loudoun community. Volunteer Coordination and Support oversees and supports volunteer personnel through recruitment, referrals, and the development of retention incentive programs. (See Training section for more detail on the system-wide EMS, Public Education and Training program).

BUDGET OVERVIEW

FY 07 Issues:

- Ensure the system provides effective and efficient service delivery of basic and advanced life support as prescribed in the Board's adopted Fire and Rescue Service Plan staffing goals, and as identified through risk analysis or response district.
- Develop a program that identifies technology-dependent, disabled, and at-risk persons that focuses on greater preparation for the system's response to an emergency, and includes a public education component for assisting with and preventing such emergencies.
- Closely monitor volunteer membership trends, and develop a strategy that assists with impacts on the fire-rescue system service delivery.

FY 07 Challenges:

- Implementation of the EMS Battalion Chief initiative through a combined effort of day and night staffing by career/volunteer personnel to provide daily EMS field supervisory component into the combined system.
- Through a dedicated recruitment and retention specialist, the fire-rescue system will identify new programs, methods, and incentives to recruit and maintain volunteer members involved in the Loudoun County fire-rescue system.
- Through a partnership with the Monroe Technology Center, a new Firefighter/EMT Program will be implemented that will target Juniors and Seniors in the Loudoun County School system who are interested in a public safety career.
- With the reduction of \$1.678 million from the Proffer Contributions to the Volunteer Companies, the Fire-Rescue Commission in conjunction with County staff will develop strategies to assess and mitigate the impact of reductions.
- Meeting the continued demands of providing critical public education programs targeted to reduce the risk of fire and EMS occurrences.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$994,656	\$1,031,957	\$986,361	\$1,120,000	\$1,037,000
Operations & Maintenance	6,058,213	6,187,869	6,585,873	6,781,000	5,509,000
Capital Outlay	43,880	143,523	117,545	9,000	9,000
Central Vehicle Fund	0	0	0	0	0
Total Expenditures:	\$7,096,749	\$7,363,349	\$7,689,779	\$7,910,000	\$6,555,000
Revenue					
Local Fees, Charges, Etc.	\$0	\$528	\$9,000	\$0	\$0
Commonwealth	174,242	89,751	505,588	166,000	166,000
Total Revenues:	\$174,242	\$90,279	\$514,588	\$166,000	\$166,000
Local Tax Funding:	\$6,922,507	\$7,273,070	\$7,175,191	\$7,744,000	\$6,389,000
FTE Summary:	1.61	4.26	3.14	3.14	2.07

Fire and Rescue Services
Volunteer Coordination & Support/EMS/Public Education/Training

Planned Accomplishments/Objectives for FY 07

Goal: Volunteer fire-rescue companies continue to contribute to the delivery and continuation of the combined system.

Objective: Recruit and maintain volunteer fire-rescue personnel through retention and recruitment activities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of active volunteers	1,394	1,368	1,379	1,414

Goal: Diminish the risk of and recovery from accidental fire and injury through the public education program.

Objective: Provide effective community outreach programs on fire and injury.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of public access defibrillator installation sites established	6	4	6	6
Number of personnel trained as child safety seat inspectors	62	45	48	60
Number of "After-the-Fire" interventions (*data start Jan. 2004)	6*	30	38	40

Goal: Provide effective oversight and support of the Emergency Medical Services program.

Objective: Respond to all emergency incidents within appropriate response criteria and ensure quality of pre-hospital patient care with an aggressive quality assurance program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of emergency medical incidents	13,819	14,367	14,807	15,446
Number of emergency incidents dispatched	20,379	21,958	22,139	22,999
Number of emergency responses to incidents	26,035	28,321	28,836	30,001
Average companies responding per incident	1.28	1.29	1.30	1.30
Advanced Life Support calls reviewed for quality assurance ¹	100%	100%	100%	100%

¹All calls are screened to establish trends and training needs.

Fire and Rescue Services - Operations

DESCRIPTION

The Operations program provides timely and effective response to fire, rescue, hazardous materials, and emergency medical incidents 24 hours per day, seven days per week. Services are provided by members of the program in conjunction with members of the County's 17 independent volunteer fire and rescue companies. Personnel assigned to this program primarily are assigned to a seven day a week, twelve hours per day work schedule. The department is experiencing growth in the number of personnel assigned to 24 hours a day staffing assignments. The number of stations will increase from 7 to 8 with the addition of FY 07 enhancements for 24 hour/day staffing of the Purcellville Volunteer Fire Company, and additional staffing for the Engine Company at Lucketts Volunteer Fire Company. The Operations program also supports non-emergency activities that includes child safety seat installations/inspections, public education programs, tactical planning and the lock box program, and fire safety inspections for commercial and multi family occupancies. Additionally in FY 07 successful implementation of the respiratory protection program for all system members will become the responsibility of this program.

BUDGET OVERVIEW

FY 07 Issues:

- The Operations program is challenged with the critical task as outlined in the Board's adopted Fire and Rescue Service Plan to provide a constant level of fire, rescue and EMS service to the County by following established response goals and maintaining an adequate number of personnel to provide service on a daily basis. As a result, the number of career fire/rescue personnel has increased from 13 in FY 89 to 327.36 FTE's in FY 07.
- Implement 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-Rescue System. This effort will be supported by a Federal grant of \$467,500, which was awarded in the summer of 2005, and is intended to enhance the health and wellness of the responders. With the addition of the enhancement for the respiratory protection program, Operations will now be responsible for successful implementation and coordination of the program for all system members.

FY 07 Challenges:

- Deliver the Board's adopted Fire Rescue Service Plan response and staffing goals, and maintain daily staffing levels as approved by the Board of Supervisors 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.
- Develop a Wildland Rural/Interface Management Service Delivery program designed to create fire safety inspections and provide guidance to homeowners who live in the County's rural areas. This program also increases the training and equipping of firefighters to deal with wildland and forest fires.
- Continue to develop the department's ability to respond safely to special operations incidents, (flooding and swift water emergencies, and technical rescue) by training personnel and staffing new and proposed heavy rescue companies.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$9,547,081	\$11,797,231	\$13,409,397	\$17,074,000	\$21,293,000
Operations & Maintenance	681,765	1,078,923	1,176,621	1,695,000	2,080,000
Capital Outlay	70,507	385,730	621,171	15,000	59,000
Central Vehicle Fund	0	3,384	0	0	0
Total Expenditures:	\$10,299,353	\$13,265,268	\$15,207,189	\$18,784,000	\$23,432,000
Revenue					
Local Fees, Charges, Etc.	\$9,198	\$0	\$2,250	\$0	\$0
Commonwealth	0	3,698	0	0	0
Federal	(\$4,430)	168,821	0	0	0
Total Revenues:	\$4,768	\$172,519	\$2,250	\$0	\$0
Local Tax Funding:	\$10,294,585	\$13,092,749	\$15,204,939	\$18,784,000	\$23,432,000
FTE Summary:	187.17	228.36	247.47	292.71	340.87

Fire and Rescue Services - Operations

Planned Accomplishments/Objectives for FY 07

Goal: Respond to requests for emergency services.

Objective: Deliver Proposed Fire Rescue Service Plan order to meet minimum staffing requirements and to support volunteer company requests approved by the Board of Supervisors.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total Incidents dispatched	20,379	21,958	22,139	22,999
Daytime Emergency Incidents (6 am to 6 pm)	12,593	13,858	13,698	14,197
After-hours Emergency Incidents (6 pm to 6 am)	7,786	8,100	8,441	8,802

Goal: Provide child safety seat installations in a timely and professional manner at fire-rescue station locations for citizens who request the service.

Objective: Provide support and continue to fulfill customer requests for child safety seat installations through an aggressive in-station installation program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of car seat inspections completed	3,338	4,385	4,911	5,484

Goal: Provide company-level Target Hazard Inspection program for apartment/condo buildings.

Objective: Develop and support a company-level program to inspect target hazards for safety issues or fire code violations in multi-family apartment/condo buildings.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of inspections completed ¹	N/A	N/A	325	450

¹ This is a new program that this program will be implementing during FY 06 in conjunction with the Fire Marshal. There is no prior data available at this for operations based inspections.

Fire and Rescue Services - Fire Marshal's Office

DESCRIPTION

The Fire Marshal's Office seeks to provide a safe working and living environment for residents, workers and travelers within Loudoun County. A key aspect of this mission is the fire prevention and life safety inspections program, primarily for businesses and multi-family occupancies in Loudoun County and the incorporated towns. Related to this is the program for conducting plans reviews and Freedom of Information (FOIA) requests (due diligence and Phase I environmental surveys) for the development community.

Pursuant to 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 Fire Marshal's Office also regulates commercial blasting and is responsible for mitigating emergency situations involving explosives and hazardous devices, as required under local, State, and Federal law.

BUDGET OVERVIEW

FY 07 Issues:

- It is estimated that for every 10,000 new residents, 5.7 million square feet of new commercial space will require routine fire and life safety inspections. Currently, 57 million square feet of commercial and business property is available to be inspected annually. This increase in commercial and business property is also resulting in more FOIA requests, plans reviews, blasting activity, removal of underground storage tanks, and occupied public structures.
- The County's population increase results in additional demand for investigative services. It is estimated that there will be 3,165 incidents requiring investigations this fiscal year.

FY 07 Challenges:

- The Department of Management & Financial Services is currently reviewing the fee revenue structure of the Fire Marshal's Office to compare current fees to actual costs and to adapt fees to the new ordinance and State Code requirements.
- The Board's adopted Fire/Rescue Service Plan identifies that approximately 29 million square feet, or 51%, of the total 57 million square feet of commercial and business properties is not being inspected annually.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$947,947	\$1,073,062	\$1,128,381	\$1,281,000	\$1,639,000
Operations & Maintenance	186,565	173,083	225,135	242,000	381,000
Capital Outlay	8,800	8,800	6,600	65,000	65,000
Central Vehicle Fund	16	0	28,028	0	0
Total Expenditures:	\$1,143,328	\$1,254,945	\$1,388,144	\$1,588,000	\$2,085,000
Revenue					
Local Fees, Charges, Etc.	\$67,077	\$83,535	\$93,252	\$157,000	\$157,000
Total Revenues:	\$67,077	\$83,535	\$93,252	\$157,000	\$157,000
Local Tax Funding:	\$1,076,251	\$1,171,410	\$1,294,892	\$1,431,000	\$1,928,000
FTE Summary:	14.45	14.45	15.57	15.57	16.57

Fire and Rescue Services - Fire Marshal's Office

Planned Accomplishments/Objectives for FY 07

Goal: Provide a legal disincentive to anyone who would maliciously cause an unwanted fire or related incident.

Objective: Investigate and determine the cause of every structure, vehicle and outside fire, explosion, hazardous materials, and environmental incident as mandated by local, State and Federal law.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of fires, explosive incidents, hazardous materials incidents and code complaints investigated	3,108	3,130	3,150	3,165
Convictions relative to criminal cases initiated	N/A	50%	75%	75%

Goal: Promote and maintain a safe living and working environment for Loudoun County.

Objective: Complete 100% of all plan reviews and Freedom of Information (FOIA) requests according to timelines required by the Board of Supervisors and the Code of Virginia.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Plan reviews completed within 10 working days of receipt	N/A	269	300	330
FOIA requests completed within 5 working days of receipt	N/A	300	360	375

Goal: To promote and maintain a safe living and working environment for Loudoun County.

Objective: Inspect 80% of the commercial inspection base toward a standard of 100% compliance.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Estimated total square footage of commercial space in Loudoun County	N/A	47,000,000	57,000,000	62,000,000
Properties requiring operational permits	N/A	3,500	3,600	3,700
Actual permits issued/percent of permitted properties inspected ¹	1,052/N/A	1,764/50%	1400/39%	1,500/40%

¹Percentages for FY 04 actuals are not provided due to unavailability of baseline property data.

Fire and Rescue Services - Fire Marshal's Office

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide for rapid response and mitigation activities for incidents involving explosive devices, pursuant to FBI guidelines.

Objective: Continue to train, respond and develop resources and operational plans for the joint explosives and hazardous devices (EHD) team in conjunction with the Sheriff's Office.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Hours of joint EHD team training conducted annually	192	192	192	192
Number of explosive site and transport activities	N/A	480	522	528
Deployments of EHD team and canine ¹	488	56	56	65

¹In FY 2005, explosive site and transport inspections were broken out from actual EHD team and canine activities.

Fire and Rescue Services – EMS, Public Education & Training

DESCRIPTION

This program provides comprehensive training in multiple disciplines that include: fire, rescue, hazardous materials, emergency medicine, special operations, leadership, management and the facilitation of system-wide quality assurance and quality improvement. All such disciplines are designed to serve the dynamic nature of the organizational structure of the department and the volunteer fire-rescue community. Training offers the system the ability to meet the service delivery needs of the community while also meeting the criteria of local, state and national standards as they pertain to service deliverables. This program provides liaisons to various local, regional, state and national work groups and committees, and coordinates special service related programs.

BUDGET OVERVIEW

FY 07 Issues:

- The program will be conducting training programs for 260 career and volunteer personnel for certification training to be considered eligible for operational status. Additionally, 875 active volunteers and 293 career service providers must be provided continuing education, advanced training and recertification.
- The training program is continually tasked with developing courses that provide more flexibility that may be delivered via a distance learning mechanism utilizing the department's video conferencing system, or in-station training programs to help offset these additional time burdens.
- Given the ongoing shortage of certified advanced life support personnel available for recruitment within the region, training for advanced medical courses will be conducted more often and with greater scheduling flexibility. The Department of Fire and Rescue Services has earned a national accreditation as an EMT-Paramedic teaching institution.
- The program will develop an officer training program that meets the requirements as established by the department in concert with the Fire-Rescue Commission. This program will help to ensure that all officers (i.e., volunteer or career) are equally prepared to perform incident management, and will provide leadership to their respective members/employees.

FY 07 Challenges:

- The department must balance the requirement of scheduling and conducting a comprehensive training program that ensures seamless operational capability among both career and volunteer personnel, delivered at times each of these stakeholder groups are available to participate and has necessitated training 7-days a week with weekday training running from 6 am-11 pm, and weekend training being provided from 7 am -5 pm.
- The program must coordinate all in-station and distant learning initiatives, including the development of new curriculum and maintenance of all trainee records.
- Training Program personnel must plan for the seamless transition of burn building-based curricula at the current location to a the new facility which is anticipated to open in late FY 06 or early FY 07, so as not to interrupt course scheduling.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$437,226	\$576,252	\$650,721	\$941,000	\$1,597,000
Operations & Maintenance	576,778	664,054	685,392	1,253,000	1,289,000
Capital Outlay	358,629	338,737	76,036	19,000	19,000
Central Vehicle Fund	39,447	485,635	0	0	0
Total Expenditures:	\$1,412,080	\$2,064,678	\$1,412,149	\$2,213,000	\$2,905,000
Revenue					
Local Fees, Charges, Etc.	\$3,850	\$0	\$54,523	\$0	\$0
Commonwealth	0	1,580	5,677	0	0
Total Revenues:	\$3,850	\$1,580	\$60,200	\$0	\$0
Local Tax Funding:	\$1,408,230	\$2,063,098	\$1,351,949	\$2,213,000	\$2,905,000
FTE Summary:	10.33	6.55	13.35	12.23	17.83

Fire and Rescue Services - EMS, Public Education & Training

Planned Accomplishments/Objectives for FY 07

Goal: Ensure delivery of essential training to maintain an effective force of volunteer and career fire-rescue personnel.

Objective: Provide appropriately scheduled, sufficiently frequent, and consistently structured courses and sessions in firefighting, emergency medicine, technical rescue, hazardous materials, incident command, and company leadership.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of students	2,358	3,083	3,200	3,500
Total number of student hours	93,135	100,442	175,000	191,406
Cost per student trained	\$643	\$449	\$450	\$455

Goal: Improve continuing education opportunities and methods for volunteer and career fire-rescue personnel.

Objective: Establish practices and programming that provides distant learning delivery and comprehensive in-station training sessions and resources.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of videoconferencing-capable stations	N/A	14	20	23
Number of distance learning/web-based courses available	N/A	N/A	6	25
Number of in-station drills supported and delivered	N/A	N/A	75	95

Goal: Ensure departmental compliance with federally mandated National Incident Management System (NIMS) training.

Objective: Coordinate and conduct a sufficient number of NIMS command courses to meet this goal.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of personnel trained	N/A	75	240	320
Number of courses delivered	N/A	5	12	15
Number of student hours	N/A	1,340	1,440	2,400

Fire and Rescue Services - EMS, Public Education & Training

Planned Accomplishments/Objectives for FY 06 - Continued

Goal: Improve uniformity in incident management through comprehensive, standardized company officer training.

Objective: Develop through a multi-disciplinary team and pilot a company officer training program targeting volunteer and career captains and lieutenants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of students	N/A	N/A	36	44
Number of pilot courses delivered	N/A	N/A	2	4
Number of student hours	N/A	N/A	864	1,056

Goal: Ensure effective transition to new training facilities as constructed and integration of training records into the planned automated records management platform.

Objective: Participate and provide stewardship in planning and action plan execution without disruption in program accountability or course delivery.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of personnel training records integrated	N/A	N/A	1,420	1,600
Student satisfaction result rating during facility transition (0 to 5 scale)	N/A	N/A	4.0	4.0

Fire and Rescue Services - Communications & Support Services

DESCRIPTION

This program serves as the County's public safety answering point for fire, rescue and police incidents using the County's Enhanced 911 (E-911) system. All emergency and non-emergency fire and rescue calls are processed with police related calls transferred to the appropriate law enforcement agency. The Emergency Communications Center (ECC) will incorporate call-taker positions as the first point of contact for E911 calls in FY 07, as an additional resources to answer calls during peak call volumes. The FY 07 funded Emergency Medical Dispatch (EMD) Quality Assurance/Quality Inspection (QA/QI) position will add a quality assurance/quality inspection position by evaluating the EMD standards against the processing of E911 calls for medical services requested. Another key component of this program is maintaining the CAD system and public safety Geographical Information System (GIS) data. The specialized mapping available through this program utilizes economic and population figures and assists planning personnel with the proper placement of future assets for services. Personnel from this program provide technical support and coordination for departmental IT infrastructure that includes the over 500 mobile/portable radios that are individually reprogrammed on a yearly basis to maintain the National Capital Region's interoperability, system-wide Records Management System, computer technology, telephone extensions, cellular capabilities, and support of the pager system.

BUDGET OVERVIEW

FY 07 Issues:

- The program will implement and support the records management system.
- The program will link GIS and CAD data to provide first responders all incident information while beginning to link to remote data systems in other jurisdictions.
- The program will install mobile data computers in apparatus and perform required maintenance or upgrading, as required.
- The program will re-program mobile radios to maintain the interoperability in the National Capital Region.

FY 07 Challenges:

- The program will manage available personnel resources to supply lead or secondary support for implementations and maintenance of technology related systems tasked on this program.
- Personnel will provide efficient dispatching through the implementation of new technologies in the Emergency Communications Center (ECC).

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,310,442	\$1,471,155	\$1,797,483	\$2,324,000	\$2,482,000
Operations & Maintenance	162,707	216,307	593,422	262,000	323,000
Capital Outlay	54,296	114,146	159,348	10,000	0
Central Vehicle Fund	0	27,008	305,231	0	0
Total Expenditures:	\$1,527,445	\$1,828,616	\$2,855,484	\$2,596,000	\$2,805,000
Revenue					
Commonwealth	\$0	\$76	\$0	\$0	\$0
Federal	14,754	55,747	404,117	20,000	20,000
TOT Transfer	74,024	57,035	0	0	0
Total Revenues:	\$88,778	\$112,858	\$404,117	\$20,000	\$0
Public Safety Communications	\$1,904,213	\$2,241,050	\$2,846,332	\$2,513,000	\$2,785,000
Local Tax Funding:	(\$465,545)	(\$525,292)	(\$394,965)	\$63,000	\$0
FTE Summary:	28.85	29.97	37.64	39.76	39.03

Note: Resources associated with Emergency Management were transferred to a separate program in mid-FY 06.

Fire and Rescue Services - Communications & Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide for the prompt and efficient processing of requests for emergency fire and rescue services.

Objective: Process and dispatch emergency incidents on an average of 1:15 minutes or less working toward the recommended National Standard of a 1:00 minute average.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average call processing time	0:01:15	0:01:19	0:01:21	0:01:24

Goal: Provide prompt and efficient processing of requests for emergency fire and rescue services.

Objective: Process 50% of calls in 60 seconds or less.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of calls processed in 60 seconds or less	37.6%	37.4%	32.6%	28.5%

Goal: Maintain applicable baseline infrastructure for emergency response and planning.

Objective: Provide production/updates of specialized data and emergency service to mobile radio equipment.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of streets added / edited in CAD database	381	417	453	489
Number of specialized maps produced	240	261	282	303
Number of responses to mobile radio problems	44	48	52	56

Fire and Rescue Services – Office of Emergency Management

DESCRIPTION

This program is responsible for an emergency management program that will 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) in collaboration with internal and external partners. The EOP provides the 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. OEM 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 both the response and recovery phase of a significant emergency. In addition, the office facilitates emergency management training, simulations and exercises designed to prepare personnel to carry out its role in the County EOP. OEM also conducts community outreach and education programs designed to increase awareness in emergency preparedness and oversee the Community Emergency Response Team (CERT) program. Coordination of the hundreds of Countywide Special Events through the County's Special Events Committee is also accomplished through this unit.

BUDGET OVERVIEW

FY 07 Issues:

- Continue working collaboratively to further enhance, revise and update the County's EOP and supporting documents to include but not limited to the Metropolitan Medical Response System (MMRS), Hazard Mitigation Plan and actions required through the recent Department of Justice American Disabilities Act findings.
- Continue working with stakeholders on the relocation of the EOC from shared space at the Fire-Rescue Training Center to a dedicated facility.
- Through training and exercises, ensure responders are equipped with the skills and knowledge requisite to effectively and efficiently respond to a significant emergency.
- Ensure citizen awareness and involvement through our community outreach programs is an essential part of our activities.

FY 07 Challenges:

- The rapid growth of Loudoun County and our participation in the National Capital Region will lend itself to constant updating and revising plans, policies and procedures.
- Because of recent large-scale emergencies and disasters, legislation both new and proposed, will increase demand on staff in all phases of emergency management.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$0	\$0	\$0	\$0	\$299,000
Operations & Maintenance	0	0	0	0	10,000
Total Expenditures:	\$0	\$0	\$0	\$0	\$309,000
Revenue					
Commonwealth	\$0	\$0	\$0	\$0	\$0
Federal	0	0	0	0	0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$0	\$0	\$0	\$0	\$309,000
FTE Summary:	0.00	0.00	0.00	0.00	4.21

Note: Emergency Management was established as a separate program in mid-FY 06 by transferring resources from the Communications program.

Fire and Rescue Services – Office of Emergency Management

Planned Accomplishments/Objectives for FY 07

Goal: Ensure successful review, development and implementation of plans, policies and procedures and to respond and recover from significant emergencies.

Objective: Through cooperation and collaboration with our local, regional, State and Federal partners review, develop and implement plans, policies and procedures. These documents will facilitate Loudoun's ability to effectively and efficiently respond to and recover from significant emergencies.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of staff hours reviewing, developing and implementing plans, policies and procedures	N/A	N/A	850	925
Number of staff hours conducting operational activities associated with monitoring, responding to or recovering from a significant emergency	N/A	494	544	594

Goal: Conduct training and exercises to provide personnel the skills and knowledge requisite for successful emergency operations in significant incidents.

Objective: Ensure timely conduct of recruitment, hiring, promotional, and retention efforts to meet forecasted vacancies and to fill newly authorized positions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of courses offered	N/A	4	9	12
Number of personnel trained	N/A	72	180	240
Number of exercises conducted	N/A	3	8	15
Number of personnel participating in exercise	N/A	115	304	570

Goal: To promote citizen emergency preparedness education and outreach.

Objective: Conduct emergency preparedness programs throughout the community and by recruiting citizens for the Community Emergency Response Team.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of staff hours for emergency preparedness programs	N/A	N/A	180	200
Number of staff hours for Community Emergency Response Team instruction	N/A	144	216	288
Number of CERT members trained	12	16	75	100

Fire and Rescue Services – Office of Emergency Management

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Ensure the safety of large-scale events occurring in Loudoun County.

Objective: Assist event organizers in their planning efforts of large scale special events to ensure the safety of staff and participants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of staff hours coordinating special events	N/A	N/A	548	675
Number of Special Events	110	136	150	185

Fire and Rescue Services – Administration, Planning & Human Resources

DESCRIPTION

This program consists of four component areas. The Office of the Chief provides overall department leadership and strategic planning and administration of all budgetary matters. In addition, the coordination of volunteer support programs, public information and professional standards is also managed through this office. Human resources provides liaison to County Human Resources, counsel to senior staff regarding personnel actions, hiring and promotional processes, career development initiatives, payroll and leave, development and implementation of departmental human resource practices, staffing needs assessment and deployment, and safety program management. Planning performs strategic risk/trend analysis, development application referrals and plans review, and management of departmental capital construction projects/vehicles and procurement. Administrative support provides procurement, inventory control, supply distribution and administrative support to the department.

BUDGET OVERVIEW

FY 07 Issues:

- Departmental compliance with OSHA mandates and other safety-related standards is critical to ensure that practices and work environment safeguards are met for the health and well-being of departmental employees. The addition of a Safety Captain in FY 07 will enable the department to improve safety officer coverage and ensure effective, mandate-driven program management and compliance with NFPA 1500.
- New recruitment strategies must be instituted to ensure the department's competitive position in a tight labor market, and to improve departmental diversity. Full implementation of the system respiratory protection program will be a key initiative.
- Plans review referrals have increased nearly 100% over FY 05 including applications associated with complex CPAM's.
- Several CIP projects will see completion and facility occupancy in FY 07. Design and construction activities associated with five additional fire-rescue stations will be underway, and full renovation planning for several existing stations will be initiated. Land search and acquisition for 2-3 additional stations will occur. Over \$3 million in capital vehicles will be procured and made operational. Completion of a 20-year facilities master plan will round out related FY 07 initiatives.
- Increase efforts to establish a dedicated and operationally sound supply distribution program must be developed. A new automated records management system will require employee training. Departmental procurement activity to maintain "supply lines" will see a 10% increase in purchasing activity in the coming year.

FY 07 Challenges:

- Hiring and promotional needs in a rapidly growing department will remain a fundamental challenge. Recruitment of quality applicants, particularly those with advanced life support training, remains difficult. Employee retention, given impact of overtime costs to provide minimum operational staffing will also shape on-going priorities.
- The Department will be challenged to develop and maintain a comprehensive health, safety and wellness program that maintains a physically & psychologically fit workforce.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$848,151	\$936,921	\$839,040	\$1,180,000	\$1,890,000
Operations & Maintenance	100,948	115,184	123,945	122,000	255,000
Capital Outlay	0	140,915	56,092	18,000	19,000
Central Vehicle Fund	16	37,888	0	0	0
Total Expenditures:	\$949,115	\$1,230,908	\$1,019,077	\$1,320,000	\$2,164,000
Revenue					
Local Fees, Charges, Etc.	\$0	\$0	\$0	\$4,000 ¹	\$13,000
Total Revenues:	\$0	\$0	\$0	\$4,000	\$13,000
Local Tax Funding:	\$949,115	\$1,230,908	\$1,019,077	\$1,316,000	\$2,151,000
FTE Summary:	12.42	13.61	15.67	15.67	24.58

¹Reallocation of existing fee revenue from legislative fees in the Planning Services.

Fire and Rescue Services - Administration, Planning & Human Resources

Planned Accomplishments/Objectives for FY 07

Goal: Perform on-going informed assessment and comment on fire-rescue impacts of new development.

Objective: Ensure timely and complete submission of development referrals.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of referrals and related formal inquiries	N/A	70	135	195-215
Number of referrals submitted on time	N/A	92%	95%	90%

Goal: Ensure successful implementation of approved CIP projects and capital vehicles.

Objective: Work with agencies, contractors, and stakeholders to maintain project progress and meet critical milestones.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of CIP and CARP projects	12	10	26	32
Number of new capital vehicles authorized/assigned	N/A	0	6	7

Goal: Maintain the department's staffing at full strength.

Objective: Ensure timely conduct of recruitment, hiring, promotional, and retention efforts to meet forecasted vacancies and to fill newly authorized positions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of employees hired and promoted	N/A	80	88	95
Position vacancy rate in percent	N/A	3.5%	3.4%	3.0%
Number of applications reviewed	N/A	800	1,250	1,400
Number of recruitment activities conducted	N/A	4	12	15

Fire and Rescue Services – Administration, Planning & Human Resources

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Establish an integrated respiratory protection program.

Objective: Work with implementation staff, stakeholders, vendors, and develop/execute project planning and policy to establish an OSHA-compliant program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Project tasks completed on schedule	N/A	N/A	65%	95%
Number of fire-rescue personnel affected	N/A	N/A	1,400	1,500

Goal: Provide effective administrative support services.

Objective: Ensure timely and accurate completion of all assignments, response to inquiries, organized maintenance of departmental records/files, payroll processing, and procurement of necessary goods.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of FTEs supported	285.01	332.84	378.64	445.16
O & M budget (\$ millions)	\$8.4	\$9.0	\$10.2	\$11.5
Satisfaction with services provided (surveyed with a 0 - 5 scale)	N/A	4.5	3.5	4.5

Juvenile Court Service Unit

Juvenile Court Service Unit

Juvenile Court Service Unit

MISSION

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 State 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. 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. JCSU provides services on a 24 hour on-call basis after regular business hours. These court-ordered programs and services include the following: Anger Management, Building Opportunities for Youth, Community Service Work, Court Service Unit Introductory Detention Experience, Detention Alternative Program, Educationally Occupy, Family Abuse Program, Gang Response Intervention Team, GRACE Mentoring, Graduated Incentive Program, Junior Firesetters Program, Law Related Education, Leadership Awareness for Parents, Mediation, Operation Accountability, Post-Dispositional Program, Prevention/Intervention Team, Restitution, Restorative Justice, School Probation Program, Serious Habitual Offender Comprehensive Action Program, Sex Offender Program, Shoplifting Program, Substance Treatment Opportunity Program, Supervised Release Program, Young Offender Program, and Volunteer/College Intern Program.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- JCSU services are significantly impacted by Loudoun’s population growth, especially since much of that growth is occurring in the juvenile age group. Additionally, there is a significant increase in youth who are already experienced in juvenile court involvement.
- Language and culture 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.
- Converting from office-based to school-based probation will continue. Loudoun County currently has ten high schools of which five have converted. Data reveals that having a probation officer in the school results in improved attendance, academic performance and behavior. The adopted budget includes 1.07 FTE to expand services at County high schools.
- Prevention, intervention and educational programming to maintain gang response strategies, both locally and regionally, will continue to be provided.
- There is a need to expand effective non-judicial alternatives to community conflict.

FY 07 Major Goals:

- Expand the detention alternative program to reduce the frequency and length of stay of detentions.
- Continue to improve and develop graduated sanctions for treating and supervising juvenile offenders, including expanding use of the supervised release program.
- 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.
- Develop and provide professional probationary services for civilly filed domestic violence cases.
- Expand the Loudoun County School Probation project to include two additional probation officers in two high schools.
- Continue to develop alternatives to formal court adjudication using the Restorative Justice models.
- Fully support the interagency balanced approach to gangs, both locally and regionally.
- Implement increased intake services by providing staff availability to maintain the County’s ratio of intakes into the system at 6 per 1,000 population (State intake average is 9 per 1,000).

FY 06 Major Achievements:

- The Restorative Justice Program is the first in the Commonwealth to expand reentry procedures from juvenile correctional centers into the community and to deal with sensitive sexual victimization cases.
- The School Probation Program is now in 50% of high schools and has been a model for implementation in other jurisdictions in the Commonwealth.
- The Supervised Release Program is being used at intake, probation and parole. The program has achieved a \$1.2M savings for Loudoun County.
- The Gang Response Intervention Team Coordinator, housed within the JCSU, has played a pivotal role in coordinating a multi-agency, and multi-disciplinary team approach to responding to gang activity, locally and regionally. The Loudoun GRIT model has been adopted by many Northern Virginia jurisdictions.

Juvenile Court Service Unit

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$749,832	\$871,563	\$922,083	\$1,332,000	\$1,512,000
Operations & Maintenance	84,704	185,898	266,264	240,000	366,000
Capital Outlay	0	0	0	30,000	22,000
Other	0	0	17,812	0	0
Total Expenditures:	\$834,536	\$1,057,461	\$1,206,159	\$1,602,000	\$1,900,000
Departmental Revenue					
Local Fees, Charges, Etc.	\$250	(\$54)	\$260	\$0	\$0
Commonwealth	101,389	102,294	0	0	0
Federal	90,953	246,029	268,867	142,000	90,000
Federal Foster Care Reimbursement	39,026	63,703	140,910	70,000	0
Other	0	0	17,312	0	0
Total Revenues:	\$231,618	\$411,972	\$427,349	\$212,000	\$90,000
Local Tax Funding:	\$602,918	\$645,489	\$778,810	\$1,390,000	\$1,810,000
County FTE:	12.30	16.58	17.65	19.79	20.86
State FTE:	14.98	14.98	14.98	14.98	14.98
FTE Summary:	27.28	31.56	32.63	34.77	35.84

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Juvenile Court Services Unit includes enhancements totaling 1.07 FTE and \$135,000 in additional local tax funding for a school probation officer as well as \$173,000 in local tax funding in grant replacement for the Federal Domestic Violence, Foster Care, Sex Offender, and Detention Alternatives grants. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvement Program projects can be found in Volume 2 on pages 514 and 515. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 in tables beginning on page 606.

Budget History:

FY 02: The Board approved enhancements totaling 2.70 FTE for two additional probation officers and a part time office assistant.

FY 03: The Board approved 1.07 FTE for an additional probation officer to be funded with Federal Foster Care Reimbursement funds. The FTE count was adjusted for 0.03 FTE not used for the part time office assistant in FY 02.

FY 03 Mid-Year: A Federal grant for Probation Officers in Schools totaling \$498,000 over 2 years was received and the Board added 4.28 FTE for this program.

FY 05: One position (1.07 FTE) was added for the Gang Response Intervention Team Coordinator.

FY 05 Mid-Year: The department received a Federal grant for an interdepartmental Domestic Violence program (1.07 FTE) and a Federal Detention Alternative grant (1.07 FTE).

Juvenile Court Service Unit

Planned Accomplishments/Objectives for FY 07

Goal: Continue and expand the Loudoun County School Probation Program.

Objective: Increase the number of in-school probation officers to one additional Loudoun County high school. (total of six high schools).

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of LCPS high schools/	8/	10/	10/	10/
Number of LCPS high schools with probation officers housed in school	3	3	5	6
Rate of recidivism within a year of original offense for schools with probation officer/rate at schools with no probation officer	8%/25%	7.6%/24.6%	7%/24%	6.5%/23%
Average number of absences for court involved youth at schools with probation officer/average number at schools with no probation officer	9.4/21.91	8.7/21.01	8/20	7.5/20

Goal: Continue full implementation of increased intake services.

Objective: Manage the continuing growth (8% annually) in complaints and intake by expanding formal after hours coverage for intake.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Criminal complaints issued/number of intakes	1,835/ 1,220	1,621/ 1,165	1,734/ 1,246	1,751/ 1,333
Domestic relations complaints issued/number of intakes	764/N/A	948/820	1,014/877	1,084/938
Change in complaint volume	8%	1%	7%	7%

Goal: Develop new domestic violence protocol, using a multi-agency approach.

Objective: Provide professional intake and probation services to the civilly filed domestic violence cases in 85% of new cases.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Civil domestic violence complaints issued	132	194	208	223
Domestic violence offenders monitored/total domestic violence offenders	N/A	25%/194	85%/208	85%/223

Juvenile Court Service Unit

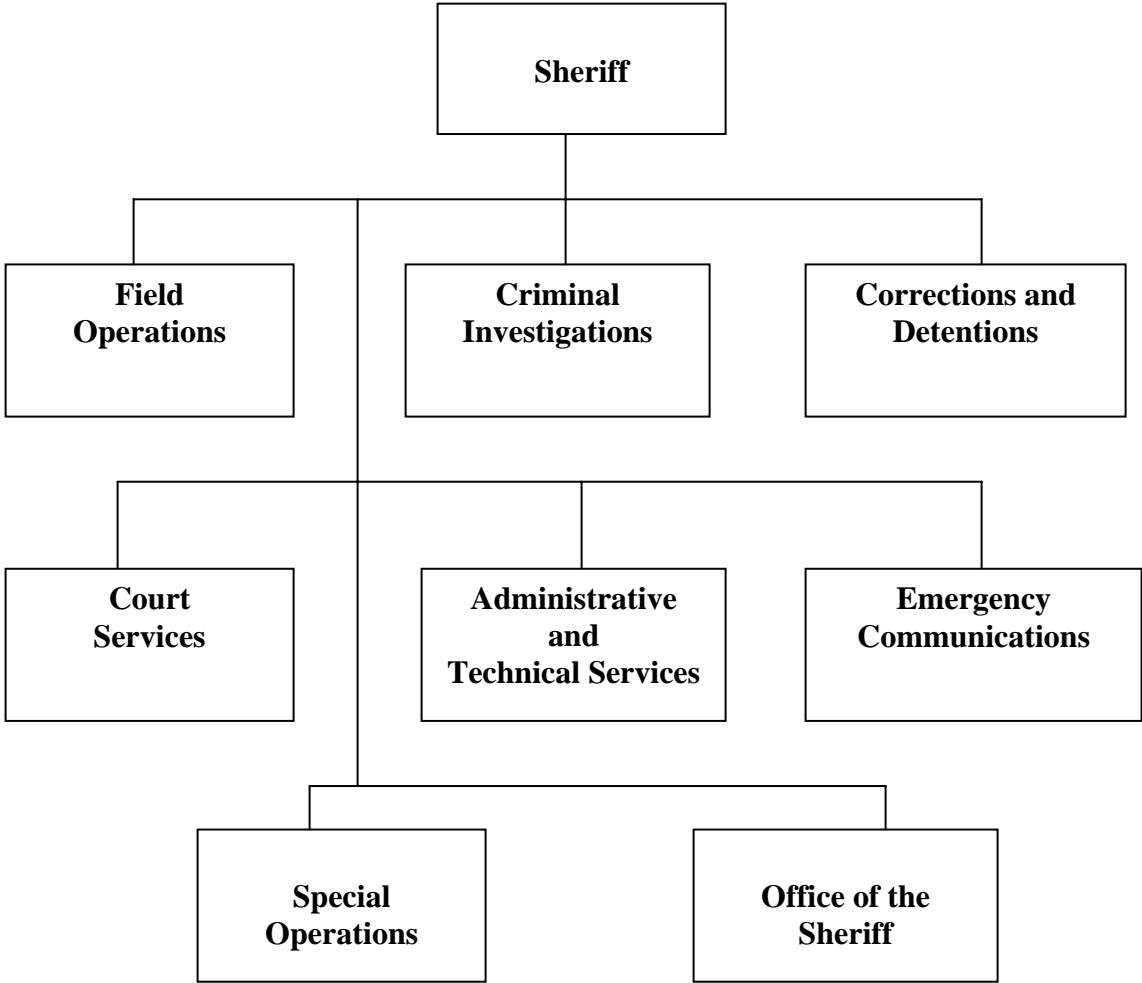
Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Expand effective non-judicial alternatives to community conflict.

Objective: Continue to develop alternatives to formal court adjudication using the Restorative Justice models.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Successful Restorative Justice Cases	44	48	72	96
% of Recidivist	4%	3%	4%	4%

Sheriff's Office



Sheriff's Office

MISSION

The Sheriff's Office ensures the safety of citizens of Loudoun County by providing the highest quality service. This is achieved by maintaining a high degree of professionalism in all services undertaken 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. 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, planner and two administrative assistants.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The Sheriff's Office has seen tremendous growth in response to increases in the County's population.
- Calls for service, rate of crime, traffic congestion, and civil process requests all continue to increase as the population grows.
- The opening of the new Adult Detention Center in FY 07 will increase inmate bed capacity.

FY 07 Major Goals:

- Institute decentralized community based substation concept with opening of Dulles South.
- Fully staff and train for the opening of the new Adult Detention Center and Dulles South Substation.
- Fully support the interagency balanced approach to gangs.

FY 05 Major Achievements:

- Implemented the Master Deputy program in FY 05, which provides a non-supervisory career path that will encourage a high level of job performance by affording opportunities to employees to become highly skilled in specific job assignments. It will result in enhanced services and increased employee satisfaction. The Master Deputy program serves as a valuable tool in recruitment and retention efforts.
- Held the first regional Law Enforcement Job Fair. These efforts will help recruit qualified candidates for vacant positions.
- Established a Spanish translation program and liaison with the Hispanic community.

Sheriff's Office

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$25,847,771	\$29,108,935	\$32,227,904	\$41,325,000	\$46,637,000
Operations & Maintenance	4,298,469	5,642,213	8,945,535	7,482,000	10,332,000
Capital Outlay	79,419	175,123	382,703	1,576,000	1,530,000
Central Vehicle Fund	1,087,665	309,588	736,104	0	0
Total Expenditures:	\$31,313,324	\$35,235,859	\$42,292,246	\$50,383,000	\$58,499,000
Revenue					
Local Fees, Charges, Etc	\$2,461,951	\$2,868,656	\$2,782,235	\$2,958,000	\$2,830,000
Commonwealth	6,415,831	\$6,551,704	7,160,226	6,978,000	7,207,000
Federal	252,447	674,510	1,513,099	0	60,000
Transfer from other funds	5,590	0	0	0	0
Total Revenues:	\$9,135,819	\$10,094,870	\$11,455,560	\$9,936,000	\$10,097,000
Public Safety Communications:	\$2,151,071	\$2,549,742	\$2,397,439	\$2,680,000	\$3,083,000
Local Tax Funding:	\$20,026,434	\$22,591,247	\$28,439,247	\$37,767,000	\$45,319,000
FTE Summary:	444.58	476.11	520.24	588.72	624.18

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Sheriff's Office includes enhancements totaling 35.46 FTE and \$3,719,000 in additional local tax funding for 22 field deputies (23.54 FTE), one captain (1.07 FTE) for Court Services, two dispatchers (2.24 FTE) and one VCIN operator (1.12) in Emergency Communications, two traffic motor deputy specialists (2.14 FTE), one sergeant (1.07 FTE) and four security deputies (4.28 FTE) in Court Security and to replace SRO and Domestic Violence grant funding. Local tax funding also increases by \$673,000 due to fuel costs and in the medical contract for the Adult Detention Center. The FY 07 budget includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 501, 502, 503, 510, 511, 512, and 515. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 in tables beginning on page 606.

Budget History:

FY 03: The Board added 13.91 FTE for five deputy positions (5.35 FTE) to provide patrol staffing level of 0.8:1,000; two criminal investigators (2.14 FTE) in the Criminal Investigations Division; two SRO positions (2.14 FTE) for Harmony Intermediate School and Riverbend Middle School; and four deputy positions (4.28 FTE) for court security. During FY 03, 3.21 FTE in Court Security and 2.14 FTE in Field Operations were eliminated.

FY 04: The Board added 31.53 FTE for eight deputy positions for Field Operations (8.56 FTE) to maintain patrol staffing ratio of 0.8:1,000; one sergeant (1.07 FTE) for first line supervision in the CID; five court security deputies (5.35 FTE) to provide courtroom and facility security; three (3.21 FTE) gang investigators; two SROs (2.14 FTE) for Dominion High School and Belmont Ridge and Mercer-Arcola middle schools and replaced three existing SRO grants and ten positions (11.20 FTE) for the Emergency Communications Center.

FY 04 Mid-Year: The Board added 5.97 FTE to increase the crossing guards program from 351 to 550 annual hours.

FY 05: The Board added 44.87 FTEs for fourteen (14.98 FTE) field deputies; one (1.00 FTE) mobile data technology support; two (2.14 FTE) community policing deputies; one (1.00 FTE) school resource officer; and twenty-four (25.68 FTE) deputies for the new jail.

FY 05 Mid-Year: The Board added 2.14 FTE for the Truck Safety Unit; 1.07 FTE for SRO grant; 1.07 FTE for multi-agency Domestic Violence program; and 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.

Sheriff's Office

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Field Operations	\$10,271,056	\$10,963,679	\$13,915,165	\$17,882,000	\$23,421,000
Criminal Investigations	4,409,519	5,528,862	5,517,331	6,607,000	5,873,000
Corrections	5,619,434	6,541,503	7,429,176	9,442,000	10,261,000
Court Services	2,001,938	2,269,015	2,696,343	3,064,000	3,939,000
Admin Tech	2,284,609	2,552,441	3,060,039	3,079,000	3,797,000
Emergency Communications	1,534,144	1,744,888	2,066,538	2,680,000	3,083,000
Special Ops	4,386,326	4,245,942	5,295,324	5,709,000	6,177,000
Office of the Sheriff	806,298	1,389,529	2,312,330	1,920,000	1,948,000
Total	\$31,313,324	\$35,235,859	\$42,292,246	\$50,383,000	\$58,499,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Field Operations	\$3,299,958	\$3,509,333	\$4,000,516	\$3,923,000	\$4,102,000
Criminal Investigations	893,990	881,467	1,011,664	840,000	779,000
Corrections	1,906,817	1,983,108	1,680,947	1,679,000	1,620,000
Court Services	847,072	982,527	913,521	898,000	863,000
Admin Tech	412,649	417,098	476,290	604,000	591,000
Emergency Communications	2,151,071	2,549,742	2,397,439	2,680,000	3,083,000
Special Ops	1,547,403	1,623,455	1,805,373	1,739,000	1,848,000
Office of the Sheriff	227,930	697,882	1,567,249	253,000	294,000
Total	\$11,286,890	\$12,644,612	\$13,852,999	\$12,616,000	\$13,180,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Field Operations	\$6,971,098	\$7,454,346	\$9,914,649	\$13,959,000	\$19,319,000
Criminal Investigations	3,515,529	4,647,395	4,505,667	5,767,000	5,094,000
Corrections	3,712,617	4,558,395	5,748,229	7,763,000	8,641,000
Court Services	1,154,866	1,286,488	1,782,822	2,166,000	3,076,000
Admin Tech	1,871,960	2,135,343	2,583,749	2,475,000	3,206,000
Emergency Communications	(616,927)	(804,854)	(330,901)	\$0	\$0
Special Ops	2,838,923	2,622,487	3,489,951	3,970,000	4,329,000
Office of the Sheriff	578,368	691,647	745,081	1,667,000	1,654,000
Total	\$20,026,434	\$22,591,247	\$28,439,247	\$37,767,000	\$45,319,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Field Operations	150.80	159.36	173.27	207.16	247.82
Criminal Investigations	58.64	68.27	69.34	73.48	59.57
Corrections	72.27	70.13	96.88	97.81	98.88
Court Services	36.17	39.38	36.17	45.73	52.15
Admin Tech	28.49	28.49	28.56	32.63	32.63
Emergency Communications	29.02	40.32	41.32	47.99	51.35
Special Ops	59.98	60.95	61.35	69.85	67.43
Office of the Sheriff	9.21	9.21	13.35	14.07	14.35
Total	444.58	476.11	520.24	588.72	624.18

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, and Mall programs are operated out of the Field Operations Division. These programs work closely with each other and the Patrol section 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, Animal Care and Control, Virginia Department of Alcohol Beverage Control, and Federal law enforcement agencies.

BUDGET OVERVIEW

FY 07 Issues:

- Open the first of four Regional Substations with the Dulles South Public Safety Center.
- Integrate the newly formed Drug Court unit into Field Operations and work with a multi-agency group to seek effective alternatives to incarceration for repeat drug offenders.

FY 07 Challenges:

- Reduce the average response time of 9:30 minutes for emergency calls and 11:09 minutes for non-emergency calls for service and maintain the average annual calls per deputy per year.
- Transition to decentralized community based stations and problem solving police techniques over the next 3-4 years.
- Coordinate incorporation of and train new Field Deputies.
- Provide training and implementation of new police techniques and equipment (Active Shooter, Patrol Rifles, Tasers) to deal with trends in law enforcement.
- The population increase is severely taxing this division due to the rising number of calls for service. Increase in traffic volume is slowing response times on all major roads in the east and west ends of the County by 20 seconds for emergency and 25 seconds for non-emergency calls. Rush hours are starting earlier and ending later, with many major roads in gridlock from 5:30 a.m. to 9 a.m. and again from 3 p.m. to 8 p.m.
- Staffing levels are a constant challenge due to increased competition from other law enforcement agencies for the same qualified applicants.
- Delays in new substation construction and land purchases for future substations are impacting the entire division, causing inefficient service to the citizens.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$8,496,470	\$9,664,457	\$10,554,801	\$14,605,000	\$18,031,000
Operations & Maintenance	882,582	1,036,960	2,883,635	2,195,000	4,047,000
Capital Outlay	40,815	30,154	73,158	1,082,000	1,343,000
Central Vehicle Fund	851,189	232,108	403,571	0	0
Total Expenditures:	\$10,271,056	\$10,963,679	\$13,915,165	\$17,882,000	\$23,421,000
Revenue					
Local Fees, Charges, Etc	\$809,966	\$997,351	\$1,220,363	\$1,028,000	\$1,081,000
Commonwealth	2,471,153	2,511,881	2,711,111	2,895,000	2,961,000
Federal	18,839	101	69,042	0	60,000
Total Revenues:	\$3,299,958	\$3,509,333	\$4,000,516	\$3,923,000	\$4,102,000
Local Tax Funding:	\$6,971,098	\$7,454,346	\$9,914,649	\$13,959,000	\$19,319,000
FTE Summary:	150.80	159.36	173.27	207.16	247.82

Sheriff's Office - Field Operations

Planned Accomplishments/Objectives for FY 07

Goal: Reduce the average response time of 9:30 minutes for emergency calls by 15 seconds and 11:10 minutes for non-emergency calls by 10 seconds.

Objective: Respond to calls for service quickly and without incident and maintain response times despite increasing caseload and worsening traffic conditions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average response time for emergency calls	9:32 min	9:30 min	9:15 min	9:15 min
Average response time for non-emergency calls	11:47 min	11:09 min	11:00 min	11:00 min

Goal: Maintain the average annual calls per deputy per year of approximately 1,125.

Objective: Ensure efficiency, professionalism and workload of each deputy by maintaining or improving staffing and deployment levels.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Calls for service	168,818	176,035	188,000	203,000
Annual average calls for service per deputy	1,180	1,128	1,106	1,020

Goal: Establish liaison with the Hispanic community through the Spanish Interpreter and Outreach program.

Objective: Implement Spanish Interpreter program, increase professionalism of investigations and improve communications with large immigrant community.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Contacts/interpretations with the Hispanic community	N/A	N/A	600	750
Liaisons with Hispanic media outlets, school, business, church and social groups to foster improved relations	N/A	N/A	18	18

Goal: Maintain safety and security for Dulles Town Center (DTC) Mall employees and patrons by maintaining current staffing levels.

Objective: Through proactive and problem solving policing techniques, identify potential problems; and investigate reported crimes occurring at the mall.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of calls responded to at the DTC Mall	2,600	2,100	2,450	2,500

Sheriff's Office - Field Operations

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Reduce the number of high risk and repeat domestic violence cases by 33%.

Objective: Target high-risk and multiple response domestic violence complaints to address underlying issues and eliminate threats of repeated violence.

<i>Performance Measures</i>	Actual CY 04¹	Actual FY 05	Est. FY 06	Proj. FY 07
Number of residences where multiple domestic violence cases were reported	137	166	112	84
Number of domestic violence cases generated from the affected residences. Responses ranged from two to seven per residence	334	414	234	175

¹ For 2004 high-risk and domestic violence cases, only calendar year data are available.

Goal: Maintain the safety and security of middle and high schools through School Resource Officer (SRO) program.

Objective: Maintain staffing levels of one SRO per high school by assigning one SRO to Briarwood High School and one to Freedom High School and seven assigned to the middle schools.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of SROs assigned, (1 SRO for each high school, 6 to cover the 9 middle schools)	12	12	14	14
Number of schools with SROs assigned	14	15	17	17

Goal: Increase community policing by 33% and establish a Community Policing Office in Ashburn Village and in Western Loudoun County.

Objective: Through community and problem solving policing techniques, increase visibility and presence in Ashburn Village and Western Loudoun County.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of communities implemented	5	5	7	7
Number of community policing deputies	6	6	7	7
Number of community meetings attended	90	108	115	120
Number of service incidents accomplished	N/A	630	700	700

Sheriff's Office - Criminal Investigations

DESCRIPTION

The Criminal Investigations Division (CID) provides for the intensive follow-up investigation of criminal cases referred from the Field Operations Program, as 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, Social Services, and the Commonwealth's Attorney's Office. CID consists of four major sections: Crimes Against Persons; Crimes Against Property/Financial Crimes; Vice-Narcotics; Gang Intelligence and Juvenile Services, which includes juvenile investigations; the Serious Habitual Offender Comprehensive Action Program (SHOCAP).

BUDGET OVERVIEW

FY 07 Issues:

- Increases in caseload and the demand for services continue to rise as the population of the County grows.
- The level of complexity of criminal activities, particularly with regard to financial, computer, and drug distribution offenses, continues to rise.
- Due to population growth and changing demographics, the need for effective interagency and regional information sharing is greater than ever due to increases in population, criminal activity, and gang membership and activity.
- Homeland Security efforts continue to require the attention and the dedication of personnel.

FY 07 Challenges:

- Staffing 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.
- Training investigators to deal with the increasing complexity of investigations continues to be a challenge.
- Regional sharing of information is often non-existent or antiquated due to inadequate staffing.
- The growth of gangs continues to plague the region and recruiting efforts by gangs are on the rise in the County. Existing gangs are now competing with emerging groups for members.
- Participation on task forces and informational gathering and sharing entities is difficult due to manpower constraints.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$3,958,724	\$4,894,144	\$4,821,524	\$5,793,000	\$5,147,000
Operations & Maintenance	366,078	514,488	618,459	583,000	726,000
Capital Outlay	0	42,750	25,858	231,000	0
Central Vehicle Fund	84,717	77,480	51,490	0	0
Total Expenditures:	\$4,409,519	\$5,528,862	\$5,517,331	\$6,607,000	\$5,873,000
Revenue					
Local Fees, Charges, Etc	\$17,050	\$31,920	\$24,826	\$15,000	\$0
Commonwealth	806,318	810,324	949,337	825,000	779,000
Federal	70,622	39,223	37,500	0	0
Total Revenues:	\$893,990	\$881,467	\$1,011,663	\$840,000	\$779,000
Local Tax Funding:	\$3,515,529	\$4,647,395	\$4,505,668	\$5,767,000	\$5,094,000
FTE Summary:	58.64	68.27	69.34	73.48	59.57¹

¹ The School Resource Officer and DARE programs were transferred to Field Operations and Special Operations in mid-FY 06.

Sheriff's Office - Criminal Investigations

Planned Accomplishments/Objectives for FY 07

Goal: 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%.

Objective:

- Utilize new technology to enable investigators to be more efficient and effective in investigations. This includes enhanced surveillance equipment; expansion of the "Bait Car" program; and increased access to electronic databases, such as the Regional Pawn Database.
- Work cooperatively with inter-agencies such as Federal and local task forces to effectively investigate criminal offenses.
- Disseminate information through the media, the Loudoun County Alert System, and community groups and meetings.

<i>Performance Measures</i>	Actual CY 04¹	YTD CY 05	Est. CY 06	Proj. CY 07
Number of assigned cases	2,173	1,736	2,400	2,550
Number of investigators	20.0	20.0	22.0	22.0
Average number of cases per investigator	109	87	120	116
Closure rate: UCR Index Crimes	31%	35%	30%	30%
Closure rate: Overall for all investigated cases	61%	65%	60%	60%

Goal: Achieve 100 % closure rate for narcotics and special investigation cases.

Objective:

- Work cooperatively through interagency relationships and the use of Federal and local task forces to effectively investigate these cases.
- Use innovative investigative techniques and technology.
- Increase staff knowledge of vice and narcotics investigations with regular internal and external training.

<i>Performance Measures</i>	Actual CY 04¹	YTD CY 05	Est. CY 06	Proj. CY 07
Number of assigned cases	448	334	600	650
Closure rate: UCR Index Crimes	88%	90%	100%	100%

¹ Crime statistics are reported by calendar year due to Federal reporting requirements.

Sheriff's Office - Criminal Investigations

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Maintain a 100% closure rate on gang-related Part I offenses and other violent crimes. (*i.e. Homicide, Forcible rape, Other Sex Offenses, Robbery, Aggravated assault, Simple Assault, Burglary, Larceny-theft, Motor vehicle theft, Arson, Weapons Violations*).

Objective:

- Identify gang leadership and target areas/hot spots for enforcement tactics.
- Proactively target, arrest, and incarcerate gang leaders and violent gang offenders; respond to gang-related incidents, and assist with interviews and on-scene investigations.
- Review gang-related offense reports; and follow-up on selected reports from which gang intelligence information might be gained.
- Be both proactive and reactive in providing case support and gang intelligence information to the rest of the agency.
- Maintain a productive partnership with the Northern Virginia Gang Task Force and a liaison with the U.S. Department of Justice Immigration and Customs Enforcement agent assigned to the Northern Virginia Gang Task Force to assist with the deportation of criminal illegal aliens.

<i>Performance Measures</i>	Actual CY 04¹	YTD CY 05	Est. CY 06	Proj. CY 07
Violent gang-related cases	41	16	45	47
Case closure rate	100%	85%	100%	100%

Goal: Complete 30 training sessions/gang awareness presentations for criminal justice and community based agency staff and local citizens in gang recognition and appropriate intervention procedures.

Objective:

- Identify participating criminal justice, community based agency staff and local citizens that are in need of gang awareness training.
- Conduct seminars on gang activity with identified groups that are in need and/or have requested training.
- Continue to be a part of the Gang Response and Intervention Team (GRIT) and participate in community awareness presentations.

<i>Performance Measures</i>	Actual CY 04¹	Est. CY 05	Est. CY 06	Proj. CY 07
Gang awareness sessions	19	14	20	20

¹ Crime statistics are reported by calendar year due to Federal reporting requirements.

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 07 Issues:

- Fill all remaining sworn and civilian vacant positions for the new Adult Detention Center.
- Proactively manage the inmate population to ensure that inmates in the Loudoun County Adult Detention Center are safely and humanely housed.
- The inmate population continues to outgrow the capacity of the new jail. Continue the planning and approval process for Phase II which has been included by the Board of Supervisors in the Adopted CIP for FY 08.

FY 07 Challenges:

- Continue to successfully train and transition the staff and inmate population into the new Adult Detention Center.
- House inmates in other jurisdictions to protect the County and the Sheriff's Office from litigation due to overcrowding.
- Obtain all the necessary approvals at the local and state levels for Phase II of the new jail in order to provide adequate bed space for all Loudoun County Adult Detention Center inmates.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$4,134,444	\$4,461,365	\$5,173,805	\$6,689,000	\$7,400,000
Operations & Maintenance	1,484,990	2,051,697	2,111,363	2,642,000	2,836,000
Capital Outlay	0	28,441	24,085	111,000	25,000
Central Vehicle Fund	0	0	119,923	0	0
Total Expenditures:	\$5,619,434	\$6,541,503	\$7,429,176	\$9,442,000	\$10,261,000
Revenue					
Local Fees, Charges, Etc	\$893,839	\$946,356	\$703,924	\$644,000	\$597,000
Commonwealth	1,012,978	1,026,144	940,493	1,035,000	1,023,000
Federal	0	10,608	36,530	0	0
Total Revenues:	\$1,906,817	\$1,983,108	\$1,680,947	\$1,679,000	\$1,620,000
Local Tax Funding:	\$3,712,617	\$4,558,395	\$5,748,229	\$7,763,000	\$8,641,000
FTE Summary:	72.27	70.13	96.88	97.81	98.88

Sheriff's Office - Corrections

Planned Accomplishments/Objectives for FY 07

Goal: Manage the inmate population to ensure that Loudoun County inmates are safely and humanely housed.

Objective: House inmates in other jurisdictions to protect the County of Loudoun and the Sheriff's Office from litigation due to overcrowding.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average total Loudoun responsible inmate population	243	289	297	315
Average number of inmates at Peumansend Creek Regional Jail	31	37	37	40
Average number of inmates at Blue Ridge Regional Jail	38	60	70	40
Average number of inmates at Charlotte County Regional Jail	N/A	N/A	N/A	40

Goal: Fill 80% of all vacancies before the official opening of the new jail in the Summer of 2006.

Objective: Work with the County's Human Resources Division and the Sheriff's Office Applicant Section on advertising and quality recruitment.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of authorized positions	67	91	93	94
Vacancy rate	18%	13%	2.5%	2.5%

Sheriff's Office - Court Services

DESCRIPTION

The Civil Process program serves all legal documents originating from the Loudoun County Circuit Court, General District Criminal and Traffic Courts and the Juvenile and Domestic Relations Court. The unit also serves legal process 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 and judges, and all public buildings and grounds on the Courthouse. Court Security also transports inmates between the Adult and Juvenile Detention Centers and the court buildings on a daily basis and manages an inmate holding facility at the court.

BUDGET OVERVIEW

FY 07 Issues:

Court Security

- Fill and train all vacant court security positions for FY 07.
- Manage effectively any overtime expenditures once these positions are filled; and the new personnel are trained.

Civil Process

- Fill and train the additional civil process position for FY 07, which will allow the supervisor more time to supervise the mandated functions of this section. Currently this supervisor is assigned a sector area to serve civil process papers.

FY 07 Challenges:

Court Security

- Meet the increasing security needs of the courts complex in the most efficient manner possible.
- Comply with judges' court orders through the effective use of current staffing levels at both the Market Street Entrance and the King Street Entrance.

Civil Process

- Evaluate current sector assignments for civil process and evenly distribute the work load.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,946,411	\$2,228,285	\$2,628,460	\$2,903,000	\$3,813,000
Operations & Maintenance	55,527	40,730	67,883	128,000	126,000
Capital Outlay	0	0	0	33,000	0
Total Expenditures:	\$2,001,938	\$2,269,015	\$2,696,343	\$3,064,000	\$3,939,000
Revenue					
Local Fees, Charges, Etc	\$168,491	\$222,323	\$121,599	\$228,000	\$184,000
Commonwealth	678,581	760,204	791,922	670,000	679,000
Total Revenues:	\$847,072	\$982,527	\$913,521	\$898,000	\$863,000
Local Tax Funding:	\$1,154,866	\$1,286,488	\$1,782,822	\$2,166,000	\$3,076,000
FTE Summary:	36.17	39.38	36.17	45.73	52.15

Sheriff's Office - Court Services

Planned Accomplishments/Objectives for FY 07

Goal: Fill and train all new court security positions for FY 06.

Objective: Manage overtime once the new positions are filled and the new personnel are trained to handle the increasing needs of the court complex, especially the duties/functions which require staffing off-site.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total # of Special Justice Hearings	53	116	150	156
Total adult inmate transports	2,558	3,490	3,528	4,188

Goal: Fill and train the additional civil process position for FY 06, which allows the supervisor the necessary time to supervise the mandated functions of this section.

Objective: Evaluate the five current sector assignments of each civil process deputy (of which one is serviced by the supervisor) and re-divide the sector assignments as necessary to allow the supervisor the necessary time to supervise the mandated functions of this section.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of civil process sectors	5	5	5	6
Total civil process papers successfully served by Civil Unit deputies	32,419	31,652	32,000	33,076
Total service attempts by Civil Unit deputies	36,655	35,655	36,000	37,259
Total process papers successfully served by Civil Unit deputies	87%	88%	86%	88%

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 and include the Records Section, Property and Evidence Section, Training Section, Applicant Section, and administrative support, which includes payroll and benefits, reception, and management of the agency's accreditation review and the biennial promotional 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 07 Issues:

- Input a variety of documents and information into the computer aided dispatch system in a timely manner in order to extract relevant reports and current-day statistics.
- Support the other divisions within the agency and manage agency accounts for all training, uniforms and police supplies.
- Automate and/or upgrade automation within various sections within the division, to include the Training Section and Property Section.
- Maintain the ongoing process of agency accreditation.
- Manage the biennial law enforcement promotion process, recruit and hire qualified applicants to fill vacated positions and approved enhancements.

FY 07 Challenges:

- The number of new residents and Sheriff's Office sworn staff continues to grow.
- New technology is introduced and new programs are implemented, which initially causes the normal flow of work to be interrupted.
- Continue to place more of a burden on support staff, who handle the increasing influx of paperwork and other requests, related to the day-to-day work load on the job site.
- The agency has to continue to develop creative approaches to recruit qualified applicants in order to fill vacated sworn and civilian positions, and purchase and develop an inventory/tracking system for agency police supplies and uniforms.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,491,784	\$1,592,037	\$1,704,604	\$2,014,000	\$2,407,000
Operations & Maintenance	792,825	922,554	1,255,995	1,028,000	1,360,000
Capital Outlay	0	37,850	99,440	37,000	30,000
Total Expenditures:	\$2,284,609	\$2,552,441	\$3,060,039	\$3,079,000	\$3,797,000
Revenue					
Local Fees, Charges, Etc	\$68,530	\$65,757	\$59,132	\$239,000	\$163,000
Commonwealth	344,119	351,341	417,158	365,000	428,000
Total Revenues:	\$412,649	\$417,098	\$476,290	\$604,000	\$591,000
Local Tax Funding:	\$1,871,960	\$2,135,343	\$2,583,749	\$2,475,000	\$3,206,000
FTE Summary:	28.49	28.49	28.56	32.63	32.63

Sheriff's Office - Administrative & Technical Services

Planned Accomplishments/Objectives for FY 07

Goal: Fill all vacated positions and 70% of approved enhancements by fiscal year end.

Objective: Continue to perform comprehensive background investigations and hire quality/qualified individuals for vacant Sheriff's Office patrol, corrections, dispatch and civilian positions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of applicants processed	857	1,208	1,200	1,400
Number of polygraph exams administered	126	205	225	250
Number of applicants hired	50	60	60	70
Number of approved enhancements	29	39	62	33

Goal: 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 handle all evidence in accordance with the Code of Virginia.

Objective: Pick-up all evidence from lockers located at the various substations around the county and deliver to one central location; enter descriptive data into the CAD system; transport evidence to and from the state laboratory and court; process found and seized property, illegal contraband and evidence for criminal cases; and maintain appropriate chain-of-custody and accreditation standards pertaining to evidence.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of pieces of evidence/property submitted to the section, stored, and entered into CAD	6,839	6,518	7,100	7,186
Stored within 1 business day	N/A	99%	100%	100%

Goal: 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.

Objective: Input data into the agency's CAD system accurately to include offense reports, traffic citations, accident reports, warrants, tow sheets, arrest reports, etc. Respond to walk-in citizen requests professionally.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of citations entered into CAD	20,287	22,827	24,750	25,166
Number of accident reports entered into CAD	3,843	4,430	4,700	4,884
Number of arrest reports entered into CAD	5,753	5,437	5,800	5,994
Number of offense reports entered into CAD	21,393	20,683	22,000	23,085
Number of warrants entered into CAD and processed to patrol	5,063	7,430	7,200	7,920
Percentage of documents processed within specified time frames for goal	50%	50%	90%	80%
Records Section customer service - # of walk-in requests	N/A	5,929	6,500	6,692
Records Section customer service - # of pieces of mail answered	N/A	1,627	2,000	2,200

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.

BUDGET OVERVIEW

FY 07 Issues:

- With the increase in population and the demands for public safety services, the hiring, training, deploying and retaining call takers and dispatchers continue to be a concern.
- One-half of the communication staff has less than three years of experience. The efficiency and effectiveness of a call taker and dispatcher is directly related to the experience level.
- False alarms continue to be a problem in the County by draining the Emergency Communications Center and Field Operations Division's resources at peak operational times such as the morning and evening rush hours.

FY 07 Challenges:

- Due to the increase in population and the changing work climate, the training, deploying and retaining new staff continues to be a challenge.
- As a result of the increasing number of calls, combined with the number of vacancies, call takers are forced to place non-emergency calls on hold in order to answer waiting emergency calls, which results in longer times to process information and dispatch needed law enforcement services.
- The increased workload of patrol deputies has resulted in the need for additional radio air time.
- Due to the increase in radio volume and MDT traffic, there is a need to use multiple channels. Additional dispatchers are needed to man the additional talk groups to relieve the congestion of radio traffic on the primary talk group. Deputies having to wait to get on the air or for a dispatcher to respond to their request are officer safety issues.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,492,178	\$1,689,513	\$2,002,272	\$2,604,000	\$2,997,000
Operations & Maintenance	39,458	55,375	64,266	76,000	86,000
Capital Outlay	2,508	0	0	0	0
Total Expenditures:	\$1,534,144	\$1,744,888	\$2,066,538	\$2,680,000	\$3,083,000
Revenue					
Local Fees, Charges, Etc	\$1,894,983	\$2,290,948	\$2,132,499	\$2,430,000	\$2,808,000
Commonwealth	256,088	258,794	264,940	250,000	275,000
Total Revenues:	\$2,151,071	\$2,549,742	\$2,397,439	\$2,680,000	\$3,083,000
Local Tax Funding:	(\$616,927)	(\$804,854)	(\$330,901)	\$0	\$0
FTE Summary:	29.02	40.32	41.32	47.99	51.35

Sheriff's Office - Emergency Communications

Planned Accomplishments/Objectives for FY 07

Goal: Fill vacant positions and train, deploy and maintain eighty-five percent (85%) of approved call taker and dispatch positions.

Objective: Maintain trained ECC staff in order to ensure public safety service delivery while reducing overtime by 10%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of approved ECC positions	24	38	39	42
Average number of ECC positions deployed	19	28	33	35
Average percentage of deployed staff	79%	73%	85%	85%

Goal: Ensure that the average non-emergency call is answered within five (5) seconds and that the time a non-emergency call is placed on hold is reduced by an average of 17%.

Objective: Deploy communications staff in such a way as to ensure that each non-emergency call is answered promptly and efficiently and the time a person is placed on hold is kept to a minimum.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average ring time for non-emergency telephone calls (in seconds)	7	6	5	5
Average hold time for non-emergency telephone calls (in seconds)	43	35	29	20
Rate of reduction	N/A	19%	17%	31%

Goal: Reduce the number of false alarm calls by 10%.

Objective: Implement the False Alarm Reduction Program, which includes a combination of education, fines and fees to reduce the number of false alarms.

<i>Performance Measures</i>	Actual CY 04¹	YTD CY 05	Est. CY 06	Proj. CY 07
Total number of false alarm calls	9,532	6,741	7,874	7,086
Rate of Reduction	N/A	41%	10%	10%

¹ Figures are shown in calendar year due to the billing cycle.

Sheriff's Office - Special Operations

DESCRIPTION

The Special Operations Division is responsible for supporting the Field Operations and Criminal Investigations divisions through its staff of highly trained personnel in specialized fields. Special Operations is organized around four general categories, which include Traffic Safety and Enforcement, Field Operations Support, Response Teams, and Education. The Special Operations Division consists of the Bicycle Patrol, Crossing Guards, Project Fairness, Dive, Explosive Ordnance Disposal (EOD), Crises Negotiations, SERT, K-9, Crime Prevention, Command Unit Operations, Crime Scene Investigations Unit, Sheriff's Auxiliary, and Honor Guard teams.

BUDGET OVERVIEW

FY 07 Issues:

- Increase in demand of the number of motor carrier truck inspections and the implementation of a new Truck Safety and Awareness program.
- Maintain effective level of service provided by the K-9 units.
- Maintain effective level of service for elementary DARE instruction and crime prevention programs within the Crime Prevention Section with increasing population growth.
- The increase in caseload and the demand for services requires the Implementation of the Northern Virginia Regional Identification System (NOVARIS) within the Latent Print Examination Unit.
- Maintain levels of service within the Evidence Collection and Documentation Unit with no additional new staff.
- Homeland Security training for all first-line supervisors in Incident Command System is now a requirement of the federal government. Complying with these guidelines will be difficult given the Emergency Management Unit is made of one person.
- Increase the existing level of service regarding response time to increasing traffic accidents.

FY 07 Challenges:

- Meet the increasing calls for K-9 assistance through the effective use of current staffing levels and limited resources in the K-9 section.
- Due to the increase in population growth, the demand for Crime Prevention and DARE instruction programs continue to rise. Without additional staff, these new request will be hard to meet.
- Increased significant backlog of latent fingerprints waiting for examination and the need for implementation of the new NOVARIS system is going to be a challenge for the Crime Scene Investigators Unit.
- Because the population growth within the county is expanding rapidly, collecting evidence and documentation is more demanding. Due to the fact the Crime Scene Investigation Unit has had little to no growth, accomplishing this will be difficult.
- Ensure that all Sheriff's Office Front-Line Supervisors are adequately trained regarding Homeland Security procedures as currently only one deputy is dedicated to this training function.
- The increase in vehicular traffic on already crowded roadways is going to result in a marked increase in the number of accidents that will require investigation by the Traffic Section. This will result in a significant increase in the amount of time a Traffic Section personnel will spend investigating accidents.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$3,596,169	\$3,666,212	\$4,350,280	\$4,904,000	\$4,972,000
Operations & Maintenance	605,565	555,131	855,878	747,000	1,073,000
Capital Outlay	33,056	24,599	56,991	58,000	132,000
Central Vehicle Fund	151,536	0	32,175	0	0
Total Expenditures:	\$4,386,326	\$4,245,942	\$5,295,324	\$5,709,000	\$6,177,000
Revenue					
Local Fees, Charges, Etc	\$504,075	\$604,949	\$652,390	\$804,000	\$805,000
Commonwealth	880,342	848,453	1,057,338	935,000	1,043,000
Federal	162,986	170,053	95,645	0	0
Total Revenues:	\$1,547,403	\$1,623,455	\$1,805,373	\$1,739,000	\$1,848,000
Local Tax Funding:	\$2,838,923	\$2,622,487	\$3,489,951	\$3,970,000	\$4,329,000
FTE Summary:	59.98	60.95	61.35	69.85	67.43¹

¹ The Community Policing program transferred to Field Operations in mid-FY 06.

Sheriff's Office - Special Operations

Planned Accomplishments/Objectives for FY 07

Goal: Proactively conduct traffic law enforcement in Loudoun County.

Objective: Ensure highway safety by reducing the number of accidents per capita by 5% in FY 06.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of accidents investigated	1,608	1,578	1,600	1,600
Rate of reduction	8%	2%	1%	1%
Number of traffic summons issued	9,364	8,150	8,152	8,152

Goal: Ensure highway safety by reducing the number of unsafe trucks operating on the highways of Loudoun County.

Objective: Increase the number of truck inspections performed during FY 06 by 5%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of truck safety inspections completed	1,461	1,540	2,310	2,560
Rate of increase for truck safety inspections	(23%)	5%	24%	10%
Number of trucks taken out-of-service	812	879	971	1,100

Goal: Support other divisions within the Sheriff's Office as requested and needed.

Objective: Continue to respond as requested to calls for K-9 assistance.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of K-9 calls for service	720	850	910	1,050

Goal: Raise awareness of drug abuse among juveniles.

Objective: Increase by 5% the number of drug prevention presentations.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of drug prevention presentations	1,478	1,532	1,585	1,780
Rate of increase of drug prevention presentations	68%	4%	4%	12%
Number of attendees	3,386	3,501	4,000	4,500

Sheriff's Office - Special Operations

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Increase crime prevention awareness among senior citizens, in order to prevent a crime from occurring with a senior citizen, in Loudoun County through the establishment of partnerships within businesses, communities, seniors, and law enforcement entities.

Objective: Continue TRIAD (represents a partnership between law enforcement, senior citizens, and the community) meetings and increase the number of senior citizens involved by 5%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of TRIAD meetings conducted	N/A	3	12	12
Number of senior citizens participating in TRIAD program	N/A	75	300	350
Rate of increase	N/A	NA	300%	16%

Goal: Provide greater efficiency in prosecuting criminal cases in Loudoun County.

Objective: Increase the number of latent fingerprint identifications through AFIS (Automated Fingerprint Identification System) by 50% in FY 06.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of fingerprint identifications	110	139	146	150
Rate of fingerprint identifications	7%	29%	50%	2%

Goal: Decrease the average amount of time required for computer forensic examinations by 50% in FY 06.

Objective: Provide for a turnaround time of between one and three months for completion of computer examinations by training a new part-time latent fingerprint examiner. Currently the turnaround time is between three and six months.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average monthly backlog (# of cases)	17	136 ¹	21	10
Average amount of wait time for examination (# of days)	60	90	45	15
Rate of reduction in average amount of wait time for examination	(33%)	(50%)	50%	33%

¹ The latent print examiner position was vacant for six months in FY 05.

Sheriff's Office - Special Operations

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Cover all posts without incident and maintain coverage despite difficulty in maintaining staffing levels in hiring and retaining employees.

Objective: Provide crossing guard coverage at all posts at designated schools (currently 52 posts). Post sites are determined in conjunction with the Loudoun County Schools.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of crossing guard posts	51	50	52	52
Number of crossing guards	56	51	57	57

Goal: Continue enforcement efforts to ensure compliance regarding payment of County taxes.

Objective: Attain an increase of 10% in the number of violations recorded by members of the Project Fairness Unit.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of warning notices issued	11,896	11,629	13,000	14,000
Number of violations recorded	3,120	2,399	3,300	3,700
Rate of increase of violations recorded	59%	(23%)	27%	11%

Goal: To ensure a safe environment for the citizens of Loudoun County in the event of a terrorism incident.

Objective: Train at least 50% of all field supervisors in basic terrorism response course in FY 06.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of first line supervisors	30	28	30	31
Number of field supervisors attending training	N/A	10	16	10
Percent trained	N/A	36%	50%	55%

Sheriff's Office - Special Operations

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Coordinate off duty employment requests for special events.

Objective: Respond and staff all off-duty employment requests.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of events attended	680	869	900	925
Number of off-duty working deputies	1,020	1,505	1,600	1,700

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, planner, special events coordinator and two administrative assistants. Most of these programs, with the exception of the Master Deputy program, are staffed by a single individual that serves the needs of a department consisting of approximately 600 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 07 Issues:

- Maintain effective administrative services to all Sheriff's Office employees.
- Support senior staff members and inform them of policy change or concerns regarding benefits and financial issues.

FY 07 Challenges:

- Ensure that division commanders receive adequate support from various functions of the Office of the Sheriff will become more challenging as the agency grows.
- Most programs within the Office of the Sheriff are managed by one person. With agency growth, the increased workload requires additional staff to support the entire agency.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$731,592	\$912,922	\$992,158	\$1,813,000	\$1,870,000
Operations & Maintenance	71,443	465,277	1,088,056	83,000	78,000
Capital Outlay	3,040	11,330	103,171	24,000	0
Central Vehicle Fund	223	0	128,945	0	0
Total Expenditures:	\$806,298	\$1,389,529	\$2,312,330	\$1,920,000	\$1,948,000
Revenue					
Commonwealth	\$222,340	\$243,357	\$292,867	\$253,000	\$294,000
Federal	0	454,525	1,274,382	0	0
Transfers from Other Funds	5,590	0	0	0	0
Total Revenues:	\$227,930	\$697,882	\$1,567,249	\$253,000	\$294,000
Local Tax Funding:	\$578,368	\$691,647	\$745,081	\$1,667,000	\$1,654,000
FTE Summary:	9.21	9.21	13.35	14.07	14.35

Sheriff's Office - Office of the Sheriff

Planned Accomplishments/Objectives for FY 07

Goal: Acquire all equipment and materials needed for the Sheriff's Office.

Objective: Process all purchase orders within 1 week of request.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of purchase orders created by the buyer	490	479	535	629
Total dollar amount of purchase orders created by the buyer	\$1.0 M	\$1.1 M	\$1.2 M	\$1.4 M
Average turnaround time (in days)	N/A	1.01	2.07	2.00

Goal: Ensure all Personnel Action Forms (PAs) are completed for new hires, transfers, promotions, demotions and separations.

Objective: Process personnel action requests within 1 week of request.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of authorized positions	N/A	536	600	640
Number of PA's processed	N/A	500	650	700
Number of PA's processed within one week of request	N/A	8	15	20

Goal: Inform the media and the public of law enforcement activity in compliance with state disclosure laws and the Freedom of Information Act.

Objective: Report major and criminal incidents to the public and media.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of press releases on crimes and major incidents	260	263	280	300

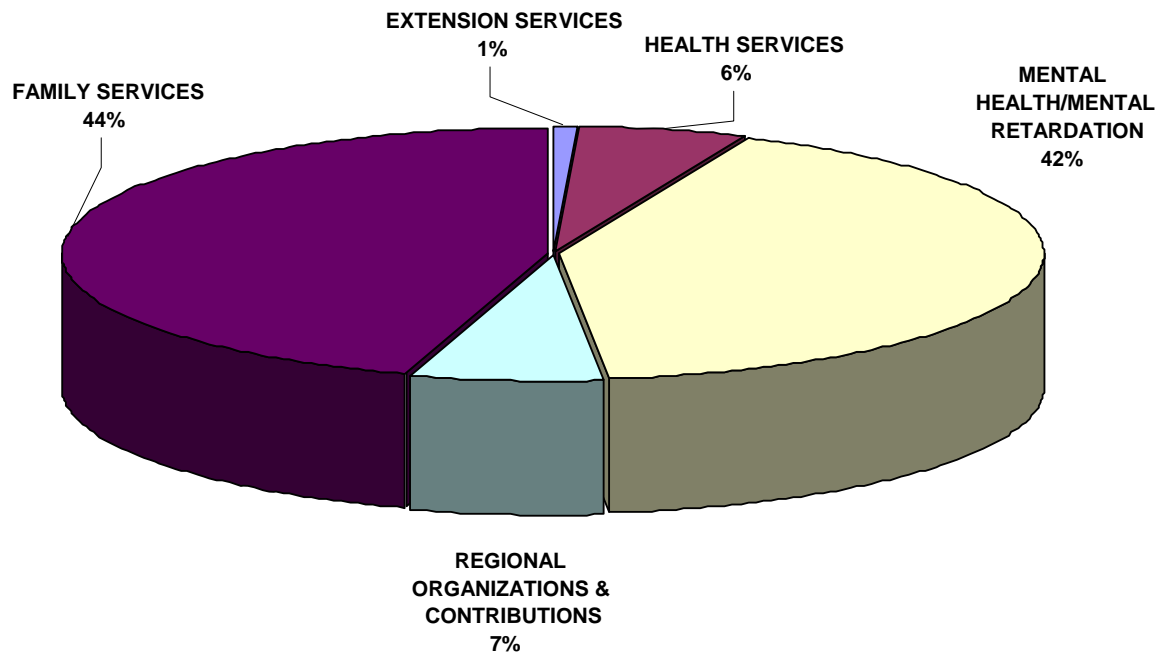
Notes



Health and Welfare

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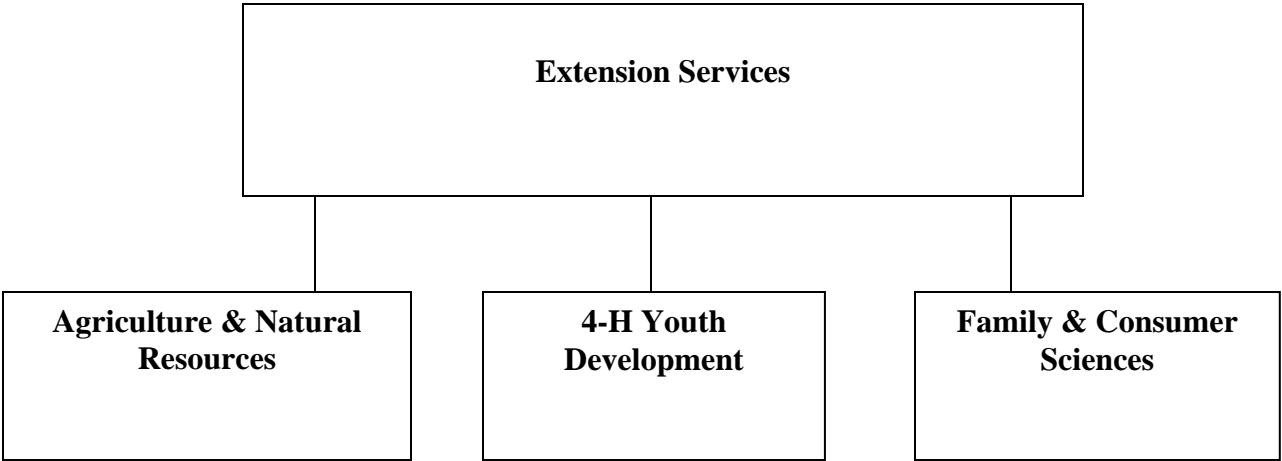
HEALTH & WELFARE FY 2007 ADOPTED EXPENDITURES



Health And Welfare

	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ADOPTED	FY 2007 ADOPTED
EXTENSION SERVICES	\$412,151	\$428,853	\$465,984	\$503,000	\$542,000
FAMILY SERVICES	23,605,596	25,186,277	27,222,079	28,539,000	30,689,000
HEALTH SERVICES	3,456,955	3,455,748	3,512,415	3,855,000	3,838,000
MENTAL HEALTH/ MENTAL RETARDATION	18,873,765	19,707,629	21,943,377	26,769,000	28,384,000
REGIONAL ORGANIZATIONS	<u>2,904,453</u>	<u>3,065,308</u>	<u>3,474,269</u>	<u>4,307,687</u>	<u>4,446,000</u>
TOTAL HEALTH AND WELFARE	\$49,252,920	\$51,843,815	\$56,618,124	\$63,973,687	\$67,899,000

Extension Services



Extension Services

MISSION

The mission of Loudoun Cooperative Extension is to provide educational information and resources to Loudoun County citizens through an educational process which uses scientific, research-based knowledge, to address relevant issues and needs to help them improve their lives. It serves as the primary source of assistance for agriculture and horticulture production within the County.

DESCRIPTION

Loudoun Cooperative Extension is an educational partnership between the U. S. Department of Agriculture, Virginia Tech, Virginia's State Universities, and local government. 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 & Community 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 07 Issues, Challenges & Trends:

- A safe and secure food supply and producer/handler safety is important given its implications for Homeland Security.
- Farm sustainability is at risk and programs pertaining to business management, profitability, and marketing are needed.
- Programs focused on character development and education for youth are requested by County residents.
- Financial illiteracy keeps many individuals "at risk" due to the increased cost of living in Loudoun.
- Growth day care providers results in greater need for outreach and education to these providers.

FY 07 Major Goals:

- Provide farm management educational assistance, training and crop diagnostic services to local landowners.
- Provide educational programming and responsive consulting to commercial horticultural businesses.
- Provide environmental education programs and diagnostic services for homeowners.
- 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.
- Educate youth and adults about financial literacy.
- Educate food handler personnel on food safety.

FY 06 Major Achievements

- Extension's educational and technical expertise enabled participating, ruminant producers to receive an average premium of 16% over market price and Loudoun Cattleman's Association members to receive an average premium of 20% over market price at several value added sales during FY 05.
- 140 producers received management information on innovative agricultural enterprises.
- Extension assisted 64 sheep and goat producers in their marketing efforts for 23,000 pounds of wool – an increase of 21%.
- Pesticide recertification training was provided for over 600 green industry commercial pesticide applicators and training for 65 personnel to obtain their commercial pesticide applicator or registered technician licenses.
- Developed and presented 16 production and marketing seminars for those involved in the production of vegetables, small fruits, greenhouse products, and Christmas trees.
- Numerous horticultural and environmental education programs were provided to more than 1,100 homeowners; educational resources were provided to attendees at the Leesburg Flower & Garden Festival (attendance: 32,000).
- 4-H has partnered with Parks, Recreation and Community Services to provide educational programming for the after school CASA program. This enables Extension to reach over 300 youth with education in the areas of electricity, magnetism, nutrition, and leadership.
- Extension provided 4-H project training and resource materials to 52 Loudoun County teachers to enhance the school curriculum of 1,250 Loudoun County youth.
- The department provided information for 91 child care providers to establish family child care businesses.
- Extension sponsored the Child Care Fair which served 550 families with information on selecting and monitoring child care.
- The "Reality Store" program focused on the financial literacy of 900 high school seniors. 80 adults were also instructed through workshops, and 119 individuals were served through one-to-one financial counseling.
- 101 food service managers from restaurants, hospitals, child care centers, bed and breakfast, grocery stores, and temporary food vendors in the ServSafe Food Sanitation program were certified.

Extension Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$326,430	\$342,600	\$363,048	\$381,000	\$403,000
Operations and Maintenance	85,721	86,253	102,936	122,000	139,000
Total Expenditures:	\$412,151	\$428,853	\$465,984	\$503,000	\$542,000
 Local Tax Funding:	 \$412,151	 \$428,853	 \$465,984	 \$503,000	 \$542,000
 County FTE:	 6.00	 6.00	 6.00	 6.00	 6.00
State FTE:	<u>5.63</u>	<u>3.37</u>	<u>4.37</u>	<u>5.37</u>	<u>5.37</u>
FTE Summary:	11.63	9.37	10.37	11.37	11.37

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Extension Services includes \$15,000 to support the Loudoun Childcare Network which partners with this Office. The Child Care Network had previously been budgeted in Regional Organizations. Local tax funding is increased \$13,000 for payments to the State for extension agent services. The FY 07 budget also includes funding for implementation of compensation and benefits increases effective September 2006.

Budget History:

FY 02: The Board added 1.00 FTE to convert a temporary 4-H position to regular full-time status. In addition, 0.38 FTE was added by the State for a childcare coordinator.

FY 03 Mid-Year: Two vacant State positions, a Nutrition Education program assistant and 4-H Extension Agent, were eliminated. The State reduced hours for a child care coordinator position.

FY 05: The State restored a 4-H Extension Agent position.

FY 06: The State added 1.00 FTE for a Regional Horse Extension Agent position.

Extension Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Agriculture Program	\$220,012	\$229,295	\$239,761	\$252,000	\$263,000
4-H Program	86,232	89,668	107,656	126,000	133,000
Family and Consumer Sciences	105,907	109,890	118,568	125,000	146,000
Total	<u>\$412,151</u>	<u>\$428,853</u>	<u>\$465,985</u>	<u>\$503,000</u>	<u>\$542,000</u>

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Agriculture Program	\$220,012	\$229,295	\$239,761	\$252,000	\$263,000
4-H Program	86,232	89,668	107,656	126,000	133,000
Family and Consumer Sciences	105,907	109,890	118,568	125,000	146,000
Total	<u>\$412,151</u>	<u>\$428,853</u>	<u>\$465,985</u>	<u>\$503,000</u>	<u>\$542,000</u>

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Agriculture Program	4.10	4.10	4.10	5.10	5.10
4-H Program	3.00	2.00	3.00	3.00	3.00
Family and Consumer Sciences	<u>4.53</u>	<u>3.27</u>	<u>3.27</u>	<u>3.27</u>	<u>3.27</u>
Total	11.63	9.37	10.37	11.37	11.37

Extension Services - Agriculture Program

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 a smaller, more intensive use of land and resources. Staff expertise in production agriculture, commercial horticulture, and specialty crop production is provided to landowners and residents on a non-fee basis. Program volunteers are recruited, trained, and utilized to expand educational programs and service delivery. 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 07 Issues:

- 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.
- Many farms produce products where too few producers exist to substantiate sustainable wholesale or cooperative marketing regimes. Although demand for locally derived products is strong, sufficient producers exist to approach potential market saturation of many direct market outlets.
- 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 dollars that was returned to the local economy, opportunities exist for producers to use additional value added marketing systems to increase returns by approximately 10-25% or more.

FY 07 Challenges:

- Extension Services faces challenges in responding to continued rapid population growth in the County.
- According to the Census of Agriculture developed by the National Agriculture Statistics Service, the number of farms (1,516) in the County is on the rise, growing by 32% from 1997-2002.
- New clients have no previous knowledge or experience in agriculture. Therefore, programs must be continually held at various levels of proficiency to meet all needs.
- Acreage devoted to urban landscapes is increasing each year and thousands of new homeowners are asked to care for 1-5 acre tracts of land resulting in overuse/abuse of fertilizers & pesticides and increased use of water table resources.
- School sponsored agricultural education classes are being eliminated in the public school system.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$176,381	\$184,372	\$193,444	\$203,000	\$212,000
Operations and Maintenance	43,631	44,923	46,317	49,000	51,000
Total Expenditures:	\$220,012	\$229,295	\$239,761	\$252,000	\$263,000
 Local Tax Funding	 \$220,012	 \$229,295	 \$239,761	 \$252,000	 \$263,000
 County FTE	 3.00	 3.00	 3.00	 3.00	 3.00
State FTE	1.10	1.10	1.10	2.10	2.10
FTE Summary:	4.10	4.10	4.10	5.10	5.10

Extension Services - Agriculture Program

Planned Accomplishments/Objectives for FY 07

Goal: Improve farm profitability, sustainability, natural resource conservation and security throughout Loudoun's agricultural industry and in the rural sector.

Objective: Conduct onsite farm consultations and facilitate comprehensive educational programs to provide research-based production and marketing education that will enable local agricultural producers to adjust farm management plans to improve product quality, production efficiency, farm profitability, agricultural sustainability and food safety while conserving natural resources.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of agricultural educational programs	14	26	20	22
Number of participants at programs	820	1,174	1,000	1,000
Number of onsite farm consultations	39	71	65	65

Goal: Ensure profitability of commercial horticulture businesses by providing educational programming and responsive consulting.

Objective: Respond to all information requests in a timely manner in order to ensure profitable results while maintaining a proactive educational programming effort that minimizes any economic risk and maximizes profit potential.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of commercial horticultural educational programs	25	16 ¹	20	16
Number of participants at programs	1,144	875 ¹	950	800
Number of onsite commercial hort. farm consultations	132	25	30	60

¹ A commercial horticultural position was vacated in early June 2005. The Program planned to conduct four meetings in June for Christmas Tree Growers, Vegetable Producers, Vineyard Producers, and a pesticide meeting, which would have been in line with projections.

Goal: To protect the environment and water quality in the County by utilizing integrated pest management (IPM) methods so that least toxic methods of pest control are used first.

Objective: To provide environmental education programs and diagnostic services for homeowners in Loudoun County through the Extension Office and Master Gardner Volunteer program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of urban horticultural educational programs conducted	43	25 ²	30	35
Number of participants at programs	1,373	1,104	1,200	1,300
Number of help desk calls/visits	1,229	1,275	1,300	1,350

² Urban horticultural programs went down because weekly "Tuesdays in the Garden" programs went to a monthly format.

Extension Services - 4-H Youth Development Program

DESCRIPTION

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 07 Issues:

- The number of children participating in non-athletic after-school programs continues to rise. These youth need curriculum that is designed to increase youth social skills, enhance cognitive learning, and promote self-confidence and self-worth.
- Opportunities for non-competitive youth development for urban youth are limited in Loudoun County.
- Public school-sponsored agricultural education classes will be dropped by Loudoun County Public Schools in 2006.
- Development of leadership and character have 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.

FY 07 Challenges:

- 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.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$76,223	\$80,515	\$86,638	\$91,000	\$97,000
Operations & Maintenance	10,009	9,153	21,018	35,000	36,000
Total Expenditures:	\$86,232	\$89,668	\$107,656	\$126,000	\$133,000
Local Tax Funding:	\$86,232	\$89,668	\$107,656	\$126,000	\$133,000
County FTE	1.60	1.60	1.60	1.60	1.60
State FTE	<u>1.40</u>	<u>0.40</u>	<u>1.40</u>	<u>1.40</u>	<u>1.40</u>
FTE Summary:	3.00	2.00	3.00	3.00	3.00

Extension Services - 4-H Youth Development Program

Planned Accomplishments/Objectives for FY 07

Goal: To enhance the skills, knowledge, and attitudes of 4-H members through participation in 4-H clubs which promote citizenship, leadership and the development of life skills.

Objective: To provide opportunities to learn about a variety of common interest projects or subject matter areas.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
Number of individually enrolled 4-H youth	406	624	548	685
Percent increase of individually enrolled 4-H youth	(8%)	34%	35%	9%
Number of new 4-H program offerings	1	10	6	6

Goal: To provide developmental and educational experiences for children and youth at 4-H after school programs while parents are working or unavailable.

Objective: Provide opportunities for youth to learn about a single project or a variety of common interest 4-H projects while promoting citizenship, leadership and the development of life skills.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
Participants enrolled in 4-H after school programs	NA	336	336	336
Percent increase of 4-H youth participants in after school programs	NA	100%	10%	0%
Number of 4-H program offerings	NA	9	9	9

Goal: To provide educational, recreational, and social experiences in outdoor living away from home through 4-H Junior Camp.

Objective: To provide new experiences for youth by exploring new interest, or by exposing them to new approaches to old interests, such as nature, aquatics, music and other life skills that cannot be provided as effectively outside a camp setting.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
Number of individually enrolled 4-H campers	126	134	225	225
Percent increase of participants in 4-H camps	0%	(0.1%)	40%	0%
Number of new 4-H program offerings	1	2	3	3

Extension Services - Family & Consumer Sciences Program

DESCRIPTION

Family and Consumer Sciences is organized into four major areas: Child Care, Financial Counseling, Food Safety, and Nutrition. Child Care provides recruitment and training of 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 focuses on improving knowledge and skills in food selection and preparation to promote optimal dietary health.

BUDGET OVERVIEW

FY 07 Issues:

- There is a tremendous need for quality 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.
- Preassessments at 4 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 which consumes a large percentage of salaries as well as carrying a high consumable debt.
- 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. ServSafe is a nationally recognized course in which food handlers become certified in food sanitation.
- With obesity and other health problems on the rise in this country, nutrition and prevention education become critical.

FY 07 Challenges:

- 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.
- It has become challenging to respond to an increasing demand for services with limited staff personnel.
- Maintaining grant funding for project initiatives in Financial Counseling, the Reality Store, and Youth Financial Literacy Program is a continuing challenge.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$73,826	\$77,713	\$82,966	\$88,000	\$92,000
Operations and Maintenance	32,081	32,177	35,602	37,000	54,000
Total Expenditures:	\$105,907	\$109,890	\$118,568	\$125,000	\$146,000
 Local Tax Funding:	 \$105,907	 \$109,890	 \$118,568	 \$125,000	 \$146,000
 County FTE	 1.40	 1.40	 1.40	 1.40	 1.40
State FTE	3.13	1.87	1.87	1.87	1.87
FTE Summary:	4.53	3.27	3.27	3.27	3.27

Extension Services - Family & Consumer Sciences Program

Planned Accomplishments/Objectives for FY 07

Goal: To educate parents about obtaining quality child care and increase the quality of child care services in Loudoun County.

Objective:

- Educate parents selecting and monitoring child care to assist in obtaining quality child care.
- Increase the number of state licensed or voluntarily registered child care providers who meet the requirements for safety standards in family child care homes.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of parents provided information on selecting and monitoring child care.	1,257	550	600	650
Number of individuals trained to start a family child care business (workshops & consultations).	81	91	90	90

Goal: To increase the financial literacy of youth and enable families to improve their financial stability.

Objective:

- Conduct Reality Store program to increase financial literacy of high school youth.
- Conduct one- on-one and group financial education targeting individuals and families experiencing financial difficulty.

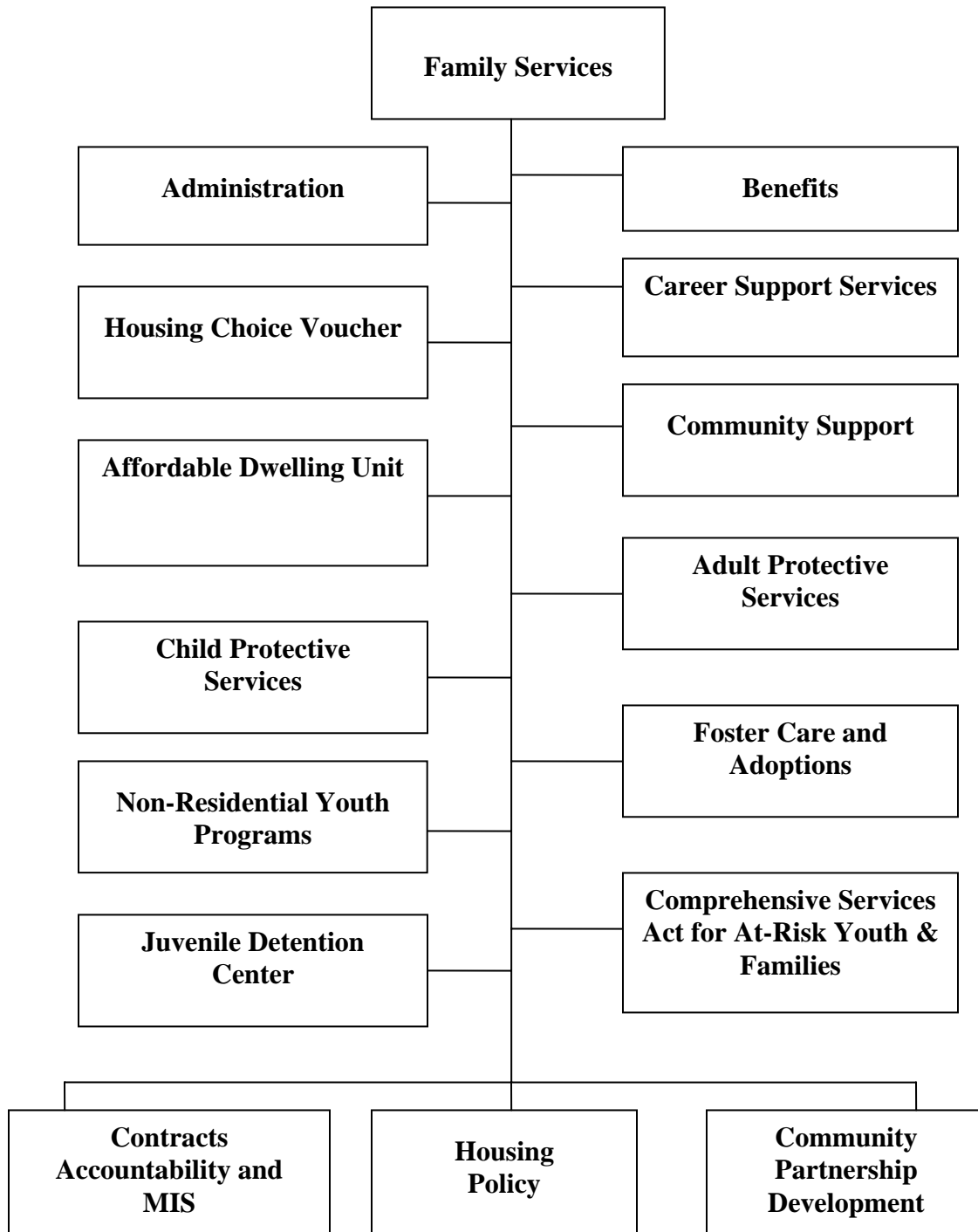
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of participants in financial management workshops (ex. Reality Store) and clients served in counseling sessions.	708	1,099	1,100	1,100
Value of volunteer hours	\$116,267	\$116,662	\$117,000	\$117,000

Goal: To improve the knowledge and skills of food handler personnel in restaurants, schools, hospitals, child care centers, nursing homes, churches, and other food industries.

Objective: Conduct the 16 hour ServSafe Course to certify food managers through the National Restaurant Association in food sanitation.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of food service managers trained	119	101	100	100
Percent of food service managers attending the course who receive certification.	90%	80%	80%	80%

Family Services



Family Services

MISSION

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, help 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 eleven member Social Services Board is appointed by the Board of Supervisors, and, through the Department of Family Services, is charged with responsibility for the social welfare of County residents and for fostering the financial independence of residents in need. 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.

The department administers residential and non-residential youth programs, aging, educational, healthcare, detention, employment services as well as 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.

During the last year, the department has solicited feedback from clients, businesses, economic development interests and housing representatives regarding the connotations of the department name. The decision to rename the department of Social Services to the Department of Family Services has been reached with the consensus of the Social Services Board after researching other localities and determining that the Department of Family Services best captures the full array of departmental responsibilities.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Housing Services was placed under the Department of Family Services in July 2005. The integration of these programs and the need to critically evaluate program performance has been challenging. Many of the identified issues have been successfully addressed and the process will continue in FY 06.
- There is a shortage of space in several DFS program sites. The Juvenile Detention Center and the Youth Shelter are operating at or above capacity, with rental space housing Family Connections, the Young Adults Project and Young Parent Services fully utilized. Homeless shelters are normally full and the number of turn ways is greater than the number of homeless served. The department's space in the Shenandoah Building is fully occupied.
- Most programs operated by the department are at the limit of available resources. A shortage of staff who speak fluent Spanish and other languages limits the ability to provide effective services to those who do not speak English.
- Transportation - a lack of capacity in this area relates to the absence of transportation systems that cannot be accessed from close to home or work. The amount of time spent in traffic by clients who travel from all parts of the county to Leesburg to the time spent by staff getting to client homes, other agencies, hospitals, schools and other institutions as they carry out their duties.

FY 07 Major Goals:

- The department will respond efficiently to the increasing demand for programs and services necessary to assist families in becoming self-sufficient.
- Focusing families on self-sufficiency and personal responsibility by providing a continuum of services and service referrals designed to address their immediate social and economic needs while providing the supports necessary to assist in becoming more self sufficient will continue to be a goal.
- The department will work to increase the ability of moderate and low income families to deal with the economic and social challenges caused by the rapid increase in the cost of living in Loudoun County.
- The department will seek out opportunities to coordinate and cooperate with other public and private human services agencies and groups to maximize service opportunities and reduce duplicative efforts.
- The department will assist families by helping them manage their family problems and, if possible, keeping the family intact by providing for appropriate assessment, referrals, services and interventions.
- The department will protect and advocate for vulnerable adults and children.

FY 06 Major Achievements:

- Integration of the youth and housing programs has occurred under the local authority of the Social Services Board.
- The Juvenile Detention Center (JDC) received the Innovation in Government Award from Harvard University Kennedy School of Government.
- DFS was designated as the County's Community Action Agency by the Board of Supervisors.

Family Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$8,870,762	\$9,558,531	\$10,307,284	\$11,847,000	\$13,052,000
Operations & Maintenance	14,695,455	15,435,442	16,536,782	16,625,000	17,520,000
Capital Outlay	10,022	192,304	363,018	67,000	117,000
Central Vehicle Fund	29,357	0	14,995	0	0
Total Expenditures:	\$23,605,596	\$25,186,277	\$27,222,079	\$28,539,000	\$30,689,000
Revenue					
Local Fees, Charges, Etc	\$227,608	\$242,379	\$376,447	\$198,000	\$202,000
Commonwealth	2,963,090	2,734,340	2,779,666	2,354,000	2,813,000
Federal	5,271,709	5,217,937	6,268,959	5,731,000	6,548,000
Other	262,887	1,237,018	196,945	0	0
Transfers	0	0	0	183,000	183,000
Total Revenues:	\$8,725,294	\$9,431,674	\$9,622,017	\$8,466,000	\$9,746,000
Federal Foster Care Reimbursement:	\$316,268	\$185,361	\$227,592	\$244,000	\$0
Housing Choice Voucher Fund¹	\$6,875,365	\$7,658,783	\$7,853,950	\$8,408,000	\$8,224,000
Local Tax Funding:	\$7,688,669	\$7,910,459	\$9,518,520	\$11,421,000	\$12,719,000
FTE Summary:	163.30	165.45	177.73	185.45	189.05

¹The former Section 8 Rental Assistance program is presented using its official HUD name. For more information on the Housing Choice Voucher Fund see page 625 (Volume 2).

Note: The Department of Family Services underwent a reorganization in mid-FY 04 which transferred resources from the Department of Mental Health, Mental Retardation and Substance Abuse Services and the Office of Housing Services. The FY 03 through FY 05 budgets have been adjusted to reflect the impact of these changes. The reorganization with Housing has delayed the hiring of several housing related positions.

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the former Department of Social Services, renamed the Department of Family Services effective FY 07, includes enhancements totaling 2.60 FTE and \$547,000 in additional local tax funding for grant replacement funding and case workers in Child Protective Services. The Board added 1.00 FTE in mid-FY 06 for the Loudoun County Home Improvement Project, which is part of the Community Development Block Grant funding. The FY 07 budget includes funding for implementation of compensation increases and increased benefits costs effective September 2006 as well as additional contractual funds for Transitional Housing programs.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 514, 519, 520, 529, 530, and 532. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 on tables beginning on page 606.

Budget History:

FY 03: The Board approved enhancements totaling 2.00 FTE funded by the Federal Foster Care Reimbursement Fund and 1.00 FTE in the Housing program.

Family Services

Budget History - Continued

FY 03 Mid-Year: 3.00 FTE were transferred from MH/MR/SAS to consolidate the Comprehensive Services (CSA) program administration. A 1.00 FTE state funded Child Protective Services social worker was added; and 4.53 FTE were eliminated in the Young Adults program due to a change in the educational component of the program.

FY 04: The Board approved enhancements totaling 3.68 FTE for the JDC and the Benefits program.

FY 04 Mid-Year: 1.00 FTE was transferred from MH/MR/SA for the Family Connections program and 3.00 FTE from the Federal Foster Care Reimbursement program. 3.80 FTE State Medicaid positions were approved by the Board for a Social Worker, Records Clerk, APS Case Aid and Administrative Assistant. 1.00 FTE for the Housing Trust Fund and 0.21 FTE for Administration were added.

FY 05: The Board of Supervisors approved enhancements totaling 2.27 FTE for the Community Development Block Grant (CDBG) Program.

FY 05 Mid-Year: 1.00 FTE was transferred to Management and Financial Services and 1.00 FTE was transferred from Health Services for a nurse at the JDC and 0.52 FTE was transferred from MH/MR/SAS for the Federal Foster Care Reimbursement program. 2.00 FTE were added for the Housing Trust Fund and the Disability Services Board.

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.

Family Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	\$773,064	\$810,021	\$1,143,324	\$1,328,000	\$ 1,276,000
Benefits	1,668,816	1,755,788	2,119,876	2,069,000	2,409,000
Career Support	3,568,042	4,142,502	4,256,759	3,641,000	4,229,000
Affordable Dwelling Unit	169,158	10,182	166,299	430,000	328,000
Housing Choice Voucher	7,560,037	8,465,651	8,090,746	8,539,000	8,483,000
Community Support Services	1,028,228	815,922	990,207	1,195,000	1,344,000
Adult Protective Services	1,768,960	1,701,330	1,768,144	1,775,000	1,852,000
Child Protective Services	675,244	725,355	901,485	1,085,000	1, 426,000
Foster Care and Adoptions	941,083	972,799	911,375	1,095,000	1,242,000
Comprehensive Services Act	401,422	438,859	579,027	485,000	507,000
Non-Residential Youth Programs	706,029	682,532	782,867	983,000	1,033,000
Juvenile Detention Center	1,860,843	2,047,405	2,180,461	2,415,000	2,494,000
Community Partnership Development	466,632	502,187	1,135,198	1,490,000	1,585,000
Contracts Accountability and MIS	1,894,162	2,047,023	2,121,396	1,870,000	2,204,000
Housing Policy	123,876	68,721	74,915	139,000	277,000
Total	\$23,605,596	\$25,186,277	\$27,222,079	\$28,539,000	\$30,689,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	\$ 1,753,834	\$ 519,745	\$ 985,343	\$ 640,000	\$ 700,000
Benefits	1,242,854	1,368,290	1,659,199	1,248,000	1,655,000
Career Support	2,580,416	3,174,367	3,426,253	2,799,000	3,215,000
Affordable Dwelling Unit	164,657	322,555	148,013	60,000	15,000
Housing Choice Voucher	7,012,020	8,164,233	7,934,787	8,499,000	8,309,000
Community Support Services	355,996	1,024,022	427,750	302,000	389,000
Adult Protective Services	917,779	277,069	332,960	255,000	336,000
Child Protective Services	17,960	348,832	526,381	365,000	351,000
Foster Care and Adoptions	376,632	603,399	533,291	560,000	563,000
Comprehensive Services Act	83,897	95,543	169,874	105,000	105,000
Non-Residential Youth Programs	192,231	97,173	40,947	162,000	117,000
Juvenile Detention Center	787,116	824,956	873,536	770,000	777,000
Community Partnership Development	46,159	94,438	95,795	910,000	932,000
Contracts Accountability and MIS	385,376	361,196	549,430	416,000	479,000
Housing Policy	0	0	0	27,000	27,000
Total	\$15,916,927	\$17,275,818	\$17,703,559	\$17,118,000	\$17,970,000

Family Services

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	(\$980,770)	\$ 290,276	\$ 157,981	\$ 688,000	\$ 576,000
Benefits	425,962	387,498	460,677	821,000	754,000
Career Support	987,626	968,135	830,506	842,000	1,014,000
Affordable Dwelling Unit	4,501	(312,373)	18,286	370,000	313,000
Housing Choice Voucher	548,017	301,418	155,959	40,000	174,000
Community Support Services	672,232	(208,100)	562,457	893,000	955,000
Adult Protective Services	851,181	1,424,261	1,435,184	1,520,000	1,516,000
Child Protective Services	657,284	376,523	375,104	720,000	1,075,000
Foster Care and Adoptions	564,451	369,400	378,084	535,000	679,000
Comprehensive Services Act	317,525	343,316	409,153	380,000	402,000
Non-Residential Youth Programs	513,798	585,359	741,920	821,000	916,000
Juvenile Detention Center	1,073,727	1,222,449	1,306,925	1,645,000	1,717,000
Community Partnership Development	420,473	407,749	1,039,403	580,000	653,000
Contracts Accountability and MIS	1,508,786	1,685,827	1,571,966	1,454,000	1,725,000
Housing Policy	<u>123,876</u>	<u>68,721</u>	<u>74,915</u>	<u>112,000</u>	<u>250,000</u>
Total	\$7,688,669	\$7,910,459	\$9,518,520	\$11,421,000	\$12,719,000

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	9.75	9.75	11.75	16.41	14.70
Benefits	24.00	24.00	24.50	25.02	26.00
Career Support	16.00	16.00	16.50	13.34	14.33
Affordable Dwelling Unit	1.90	0.40	2.30	7.00	7.00
Housing Choice Voucher	21.56	23.06	22.28	12.58	11.25
Community Support Services	9.19	9.19	9.28	14.86	12.86
Adult Protective Services	10.16	10.16	11.16	10.16	10.16
Child Protective Services	10.76	10.76	12.76	14.63	16.75
Foster Care and Adoptions	8.76	8.76	9.76	10.56	11.56
Comprehensive Services Act	4.00	7.00	7.00	7.00	7.00
Non-Residential Youth Programs	13.53	10.00	11.53	12.53	12.80
Juvenile Detention Center	28.16	30.84	30.84	31.84	31.84
Community Partnership Development	3.53	3.53	6.07	6.07	8.05
Contracts Accountability and MIS	0.30	1.25	1.25	2.70	2.75
Housing Policy	<u>1.70</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>2.00</u>
Total	163.30	165.45	177.73	185.45	189.05

Family Services - Administration

DESCRIPTION

This program has a variety of responsibilities for the entire department including the following: managing, planning, developing, implementing and evaluating the department's programmatic and financial operations; development of the annual Federal and State budget for the department; providing accountability functions such as assuring that all grant requirements are met, monitoring County compliance with all administrative, statutory and grant requirements; providing customer service to the public; coordinating all automated financial functions in the department; completing purchasing for the department; maintaining the filing infrastructure to meet federal and state guidelines and carrying out all personnel requirements to ensure Human Resources policy requirements are met. This program maintains oversight and supervision of the department's requirement to meet Federal and State legal mandates; provides support to the Social Services Board and carries out their directives per State code.

BUDGET OVERVIEW

FY 07 Issues:

- The increasing caseload of units also increases the workload of administrative staff.
- The increase in non-English speaking clients creates the need for bi-lingual staff.

FY 07 Challenges:

- The increase in accounting functions due to new program areas such as CDBG and CSBG and the required reports and audits will require more attention in this area at the expense of other functions.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$641,855	\$675,556	\$905,647	\$1,131,000	\$1,079,000
Operations & Maintenance	131,209	134,465	139,317	197,000	112,000
Capital Outlay	0	0	98,360	0	85,000
Total Expenditures:	\$773,064	\$810,021	\$1,143,324	\$1,328,000	\$1,276,000
Revenue					
Commonwealth	\$310,694	\$6,842	\$3,092	\$4,000	\$3,000
Federal	1,443,140	512,903	982,251	636,000	697,000
Total Revenues:	\$1,753,834	\$519,745	\$985,343	\$640,000	\$700,000
Local Tax Funding:	(\$980,770)	\$290,276	\$157,981	\$688,000	\$576,000
FTE Summary:	9.75	9.75	11.75	16.41	14.70

Family Services - Administration

Planned Accomplishments/Objectives for FY 07

Goal: Provide effective customer service.

Objective: Meet 100% of the need for services despite the increasing population and demand for services by identifying and implementing means for staff to maximize efficiency.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of phone calls received by front desk staff	N/A ¹	70,526	70,786	71,140
Number of walk in clients received by the front desk staff	34,049 ²	35,450 ²	39,500	37,225

¹Tracking system changed in FY 05.

²Includes DFS and Housing reception desk.

Goal: Maximize the use of Federal and State dollars to meet department goals.

Objective: Use LASER reimbursement system to ensure 100% of Federal and State dollars have been drawn down for County use.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Dollar amount of Federal and State dollars available (in \$ millions)	\$9.01	\$7.4	\$10.35	\$10.35
Dollar amount of Federal and State dollars drawn (in \$ millions)	\$8.24	\$7.3	\$10.04	\$10.04
% of Federal and State dollars secured	90%	99%	97%	97%

Family Services - Benefits

DESCRIPTION

The purpose of the Benefits Programs 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, including Temporary Assistance to Needy Families (TANF), Medicaid, Food Stamps, General Relief, State-Local Hospitalization, Auxiliary Grants, Foster Care, Refugee and the Energy Assistance Programs.

BUDGET OVERVIEW

FY 07 Issues:

- There is a continual increase in non-English speaking applicants.
- Staff must learn and accurately determine eligibility under the new categories of eligibility for Medicaid.
- There are increasing numbers of Medicaid applicants who own real property and this may impact their ability to qualify for Medicaid assistance.

FY 07 Challenges:

- New regulations require staff involvement with the Implementation of the Federal Medicare Part D program, which provides prescription coverage.
- Additional income reporting criteria for the Food Stamp program increases staff workload significantly.
- The staff is working with an outdated and inefficient state computer system that requires repetitive data entry for each different program.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,074,278	\$1,164,253	\$1,301,623	\$1,440,000	\$1,529,000
Operations & Maintenance	594,538	591,535	818,253	629,000	880,000
Total Expenditures:	\$1,668,816	\$1,755,788	\$2,119,876	\$2,069,000	\$2,409,000
Revenue					
Local Fees, Charges, Etc	(\$1,512)	\$0	\$0	\$0	\$0
Commonwealth	573,108	606,574	725,194	606,000	724,000
Federal	671,258	761,716	934,005	642,000	931,000
Total Revenues:	\$1,242,854	\$1,368,290	\$1,659,199	\$1,248,000	\$1,655,000
Local Tax Funding:	\$425,962	\$387,498	\$460,677	\$821,000	\$754,000
FTE Summary:	24.00	24.00	24.50	25.02	26.00

Family Services - Benefits

Planned Accomplishments/Objectives for FY 07

Goal: Meet all Federal and State requirements for processing eligibility determinations in a timely manner.

Objective: All cases will be processed within the time frame mandated for that program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average monthly Food Stamp cases	1,229	1,429	1,555	1,650
Number of Food Stamp cases processed within the mandated timeframe	98.9%	99.33%	99%	99%
Average monthly Medicaid cases	4,517	5,001	5,200	5,500

Goal: Help families meet their immediate and ongoing economic needs while moving up the continuum from dependence to self sustenance.

Objective: All inquiries for assistance will be screened and appropriate referrals made to work and/or training.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average monthly citizen inquiries for assistance information as a total for all programs	692	788	800	850

Family Services - Career Support Services

DESCRIPTION

The purpose of the Career Support Services program is to administer employment and training programs as required by Federal, State and local regulations, focusing on career goals and long-term employment, family stability and long-term family self-sufficiency. Counselors are responsible for providing available employment and training services. This includes 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. Counselors are responsible for implementing the Welfare Reform Initiative by performing intensive case management with an emphasis on employment and for the Workforce Investment Act's One Stop Center performing counseling and assistance to businesses. This unit is also responsible for determining eligibility for families to receive child care subsidies; process payments to child care centers; recruit child care providers and offer training to providers; and provide information and conduct workshops on child care for the public.

BUDGET OVERVIEW

FY 07 Issues:

- Transportation – routes and schedules of current bus routes are not adequate for many customers.
- There is a lack of employee benefits for the less skilled positions.
- Employers are not sympathetic to employees who miss work to care for sick children.
- Advancement and pay increases for the less skilled positions take longer to achieve.

FY 07 Challenges:

- There is a lack of funding for child care assistance programs.
- Limited daycare is available on weekends, evenings and nights.
- Additional financial support from the Skillsource group, made up of seven Northern Virginia localities, for administering the Workforce Investment Act programs is needed.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$822,615	\$911,369	\$789,132	\$813,000	\$974,000
Operations & Maintenance	2,716,073	3,231,133	3,467,626	2,828,000	3,255,000
Central Vehicle Fund	29,355	0	0	0	0
Total Expenditures:	\$3,568,043	\$4,142,502	\$4,256,758	\$3,641,000	\$4,229,000
Revenue					
Local Fees, Charges, Etc	\$0	\$19,140	\$118,678	\$0	\$0
Commonwealth	835,475	768,531	758,911	579,000	864,000
Federal	1,744,941	2,386,696	2,548,664	2,220,000	2,351,000
Total Revenues:	\$2,580,416	\$3,174,367	\$3,426,253	\$2,799,000	\$3,215,000
Local Tax Funding:	\$987,627	\$968,135	\$830,505	\$842,000	\$1,014,000
FTE Summary:	16.00	16.00	16.50	13.34	14.33

Family Services - Career Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Focus families on self sufficiency by providing them with resources to achieve career and job skills through employment and training.

Objective:

1. Increase employability and employment status of VIEW clients.
2. Develop new partnerships with organizations and employers to provide services to increase employment of clients.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average monthly number of VIEW clients	201	201	205	205
Number and percent of VIEW clients employed while in the program	61%	62%	62%	63%
Average monthly wages of employed VIEW clients	\$1,208	\$1,283	\$1,350	\$1,350
Number of Job Fairs/meet the employer events sponsored	31	15	121	133
Number of unduplicated employers attending job fairs/meet the Employer events	126	22	76	84

Goal: Increase the employability of citizens by assisting in overcoming the barriers to employability.

Objective: Provide information, process and manage daycare requests for eligible participants in a timely manner.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average number of daycare recipients (children)	N/A	411	380	380
Average monthly applications for daycare assistance	35	30	30	30
Number of child care workshops provided	21	31	30	30

Family Services – Affordable Dwelling Unit

DESCRIPTION

The purpose of this program is to develop, coordinate and provide services, directly and in partnership with other governmental, private and nonprofit agencies, to low to moderate-income eligible households to assist them in obtaining decent, safe and affordable housing. The services provided in this program include the Affordable Dwelling Unit Rental Program; Homeownership Opportunities Program; Downpayment/Closing Cost Assistance Program; Single Family Regional Loan Fund; Sponsoring Partnerships and Revitalizing Communities (SPARC) and The Home Stride Program. The program has adopted the official title of the program as stated in section 7-100 of the Loudoun County Zoning Ordinance and in the Codified Ordinance Chapter 1450.01 which is the Affordable Dwelling Unit Program. This change is contained within this document.

BUDGET OVERVIEW

FY 07 Issues:

- There is an increased demand for affordable dwelling units.
- Costs of housing at the real market value are increasing and creating pressure on the program.
- Conversion of apartment and condo rentals to ownership creates a reduced supply in rental units.

FY 07 Challenges:

- There is an increasing involvement in the plan review of proposed housing developments to determine if the ADU properties meet all requirements under the County Code.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$11,585	\$10,181	\$140,385	\$376,000	\$317,000
Operations & Maintenance	157,573	1	25,914	8,000	11,000
Capital Outlay	0	0	0	46,000	0,000
Total Expenditures:	\$169,158	\$10,182	\$166,299	\$430,000	\$328,000
Revenue					
Local Fees, Charges, Etc	\$11,584	\$10,181	\$0	\$14,000	\$13,000
Federal	1,701	0	0	46,000	2,000
Other	151,372	312,374	148,013	0	0
Total Revenues:	\$164,657	\$322,555	\$148,013	\$60,000	\$15,000
Local Tax Funding:	\$4,501	(\$312,373)	\$18,286	\$370,000	\$313,000
FTE Summary:	1.90	0.40	2.30	7.00	7.00

Family Services – Affordable Dwelling Unit

Planned Accomplishments/Objectives for FY 07

Goal: Increase the housing opportunity for low and moderate income households by providing an array of programs to increase residents' ability to secure and maintain stable housing with acceptable standards of sanitation.

Objective:

1. Provide assistance through the Affordable Dwelling Unit (ADU), Down Payment Closing Cost (DPCC) and Homeownership Opportunities (HOP) to at least 200 new families a year.
2. Provide assistance through loan programs, (DPCC, Homestride, Sponsoring Partnerships, and Revitalizing Communities) and secure repayment of these loans.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of new homes purchased through ADU program	190	102	178	150
Average Annual Household income of families purchasing ADU homes	\$29,700	\$32,263	\$40,774	\$41,000
Number of families in rental units under Rental Opportunities Program	215	281	260	310

Family Services - Housing Choice Voucher

DESCRIPTION

The former Section 8 Housing Choice Voucher Program is now recognized in this document using its official HUD name, Housing Choice Voucher Program. It is funded by the U.S. Department of Housing and Urban Development (HUD) 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.

BUDGET OVERVIEW

FY 07 Issues:

- Rental housing costs are escalating and the Federal funds provided for the program are not increasing.
- There is an increased need for subsidized housing due to population growth.
- The elderly and disabled population is increasing causing increased demands on the program.

FY 07 Challenges:

- Increasing rents and level funding from HUD will create difficulty in maintaining current recipients in HCV program.
- Conducting the required inspections of rental units due to increasing number of tenant moves and traffic congestion.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,149,085	\$1,280,206	\$916,155	\$747,000	\$761,000
Operations & Maintenance	6,410,952	7,185,445	7,174,591	7,792,000	7,722,000
Total Expenditures:	\$7,560,037	\$8,465,651	\$8,090,746	\$8,539,000	\$8,483,000
Revenue					
Local Fees, Charges, Etc	\$13,071	\$418,403	\$11,727	\$0	\$0
Commonwealth	48,547	15,000	0	0	0
Federal	75,037	72,047	69,110	91,000	85,000
Total Revenues:	\$136,655	\$505,450	\$80,837	\$91,000	\$85,000
Housing Choice Voucher Fund:	\$6,875,365	\$7,658,783	\$7,853,950	\$8,408,000	\$8,224,000
Local Tax Funding:	\$548,017	\$301,418	\$155,959	\$40,000	\$174,000
FTE Summary:	21.56	23.06	22.28	12.58	11.25

Family Services - Housing Choice Voucher

Planned Accomplishments/Objectives for FY 07

Goal: Provide income eligible low income families the ability to maintain affordable and safe housing.

Objective: Administer the Housing Choice Voucher Program and maintain the HCV waiting list to utilize funds when they become available.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of households receiving rent subsidies within this program	763	670	740	740
Number of income eligible individuals on HCV waiting list	1,818	732	930	1,050
Number of home inspections required/number completed timely	N/A	N/A	1,428/99%	1,620/99%

Goal: Decrease client dependency on welfare programs by assisting clients to acquire skills and the support necessary to achieve economic independence through the voluntary Family Self Sufficiency Program (FSS).

Objective: Assist 80% of FSS clients to achieve their annual objectives toward self sufficiency as stated in their FSS.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of households participating in FSS	42	42	39	43
Number of households moving toward self sufficiency as measured by completion of their annual performance objectives	42/100%	39/93%	31/80%	40/93%

Family Services – Community Support Services

DESCRIPTION

The Community Support Services (CSS) unit provides services to address emergency and crisis situations. The emergencies that are prevalent among families and individuals are lack of adequate shelter, heat, a lack of funds for immediate medical care and prescription needs, and a lack of food. Other problems that seriously impair the functioning of families are also resolved by this unit, such as the need for car repairs, medically needed phone service and equipment and supplies (apnea monitors, diabetic supplies, etc.), clothing, transportation, school supplies and a myriad of other needs related to inadequate income. This unit provides emergency assistance as well as case management to those individuals and families who have chronic problems and need ongoing services. The Homeless Intervention Program and Operation Match are also a part of this unit. Community Support Services works closely with a large number of community organizations including the Salvation Army, Interfaith Relief, Good Shepherd Alliance, LINK, the Leslie Fund, other private concerns and local churches to provide eligible customers with resources that are not available through the department.

BUDGET OVERVIEW

FY 07 Issues:

- There is an increasing demand for assistance, particularly in the area of utility assistance, rent, prescription medicines and gasoline for families to travel to medical appointments and work.
- Many community resources are no longer able to assist staff in meeting financial needs due to lower amounts of donations received and increasing requests for assistance.

FY 07 Challenges:

- There are an increasing number of children and adults applying for Medicaid assistance who need to be pre-screened for services. This service is conducted in the home with a Health Department nurse. Screenings are mandated and can take 3-4 hours to conduct.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$565,848	\$574,045	\$719,739	\$883,000	\$927,000
Operations & Maintenance	462,380	241,877	270,468	312,000	417,000
Total Expenditures:	\$1,028,228	\$815,922	\$990,207	\$1,195,000	\$1,344,000
Revenue					
Local Fees, Charges, Etc	\$37,254	\$19,833	\$18,775	\$36,000	\$29,000
Commonwealth	207,227	139,406	138,843	138,000	139,000
Federal	0	167,586	221,200	128,000	221,000
Other	111,515	697,197	48,932	0	0
Total Revenues:	\$355,996	\$1,024,022	\$427,750	\$302,000	\$389,000
Local Tax Funding:	\$672,232	(\$208,100)	\$562,457	\$893,000	\$955,000
FTE Summary:	9.19	9.19	9.28	14.86	12.86

Family Services – Community Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide services to address emergency and crisis situations such as lack of or inadequate shelter, heat, medical and prescription needs and lack of food, and many other crises and provide case management and services to individuals with more chronic needs.

Objective: Provide emergency assistance for immediate basic needs and provide case management for individuals with ongoing chronic needs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of requests for shelter and rent assistance/number receiving assistance	1,978/188	1,473/191	2,100/210	2,400/200
Number of requests for emergency food assistance/number receiving assistance	421/421	505/505	480/480	525/525
Number of requests for medical/prescription assistance/number receiving assistance	1,353/505	1,589/393	1,350/473	1,500/400

Family Services - Adult Protective Services

DESCRIPTION

This program is mandated by the Virginia Department of Social Services and the Virginia State Code to investigate complaints of abuse, neglect and exploitation of elderly and disabled adults 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, as well as adult care residence prescreenings. Social Workers provide case management services to income-eligible vulnerable adults requesting services, whether or not they are in need of protective services. The Companion Program is a part of Adult Protective Services providing in-home care (through a private contract with Home Care Team, Inc.) to income-eligible, moderate-to-high-risk, vulnerable adults. This program's social workers conduct assessments for companion services and provide service monitoring for those receiving services. The unit also provides services through an APS human services program assistant. These services include transportation, budgeting and financial management and follow through on medical needs.

BUDGET OVERVIEW

FY 07 Issues:

- Public expectations for these services are high and may not take into account all the factors as well as the client's right to make independent decisions even when the decisions create a personal risk.
- There is an increase in after-hours reports of abuse and neglect that require staff to immediately respond.
- Case workers travel throughout the County on a daily basis responding to complaints of abuse/neglect and providing assistance in locating a parent/guardian. This takes time away from case management.
- The elderly population is increasing as the overall County population increases.
- Lack of financial and family resources for some clients that do not qualify for public assistance makes it difficult for them to meet medical and daily care needs.
- Cultural values and language differences require workers to spend more time in resolving problems.

FY 07 Challenges:

- Multiple agency involvement requires more time and effort by staff.
- Statewide computer-based case management reporting requirements result in increased workload.
- Increased numbers of APS complaints/investigations involving young disabled adults.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$679,791	\$652,171	\$692,530	\$744,000	\$807,000
Operations & Maintenance	1,089,169	1,049,159	1,075,614	1,031,000	1,045,000
Total Expenditures:	\$1,768,960	\$1,701,330	\$1,768,144	\$1,775,000	\$1,852,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$409	\$0	\$1,000
Commonwealth	30,704	3,065	2,047	2,000	2,000
Federal	887,075	274,004	330,504	253,000	333,000
Total Revenues:	\$917,779	\$277,069	\$332,960	\$255,000	\$336,000
Local Tax Funding:	\$851,181	\$1,424,261	\$1,435,184	\$1,520,000	\$1,516,000
FTE Summary:	10.16	10.16	11.16	10.16	10.16

Family Services - Adult Protective Services

Planned Accomplishments/Objectives for FY 07

Goal: Fulfill the mandates of the Code of Virginia to respond to complaints of abuse, neglect and exploitation of elderly and disabled adults through investigation, court action and/or services as applicable.

Objective: Investigate all valid complaints with 85% of investigations completed within 45 days.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of valid complaints received	320	308	275	275
Number/percent of investigations completed in 45 days	282/88%	204/80%	234/85%	234/85%

Goal: Assist and advocate for elderly, disabled and vulnerable adults to help them achieve the highest degree of self-sufficiency possible given their situation.

Objective: Provide assessment and services monitoring for income eligible vulnerable adults through the services of the Companion Program and the Human Services Program Assistant.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of clients receiving companion services	127	121	120	120
Number/percent of companion recipients who were able to remain in their home due to level of service	116/86%	97/84%	115/93%	102/85%

Goal: Fulfill the mandate of the Code of Virginia to complete required assessments, pre-screenings, reviews and placement planning services.

Objective: Complete 90% of Medicaid nursing home personal care pre-screenings and adult care residence assessments within 14 days.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of referrals for Medicaid nursing home personal care pre-screenings and adult care assessments	76	85	85	90
Number/% completed within 14 days	71/93%	83/98%	80/94%	85/94%

Family Services - Child Protective Services

DESCRIPTION

This program 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. A primary goal is to preserve the family unit whenever possible. When children cannot be protected in their own homes, they may be removed by court order and placed with relatives or in foster care. This unit also provides case management and on-going services to families that have been assessed as high risk for abuse/neglect. The families may or may not have had a finding of abuse or neglect. Some of these families are referred for services through the Family Assessment and Planning Team under the Comprehensive Services Act. Child Protective Services also works closely with law enforcement on cases that involve child sexual abuse or if an injury to a child warrants a criminal investigation.

BUDGET OVERVIEW

FY 07 Issues:

- There is an increase in after-hours reports of abuse and neglect that require staff to immediately respond.
- Increased litigation requires more court time and preparation which takes time away from case management.
- Complex investigation findings are often appealed, requiring additional staff time.
- Cultural values and language differences require staff to spend more time resolving problems
- Public expectations for these services are high and may not take into account all the factors involved.
- As the child population increases in Loudoun, there is a parallel increase in the report of abuse and /or neglect requiring staff response.

FY 07 Challenges:

- The turnover rate in CPS is high statewide as well as locally, affecting staff capability to respond within the mandated timeframe.
- Statewide computer-based case management reporting requirements result in increased workload.
- Increased travel takes time from case management.
- Unaccompanied alien minors present legal challenges.
- Inadequate treatment resources for juvenile sex offenders create limited options for these youth.
- There is a lack of affordable daycare for high risk families.
- There is a lack of resources for families of other cultures.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$602,113	\$677,820	\$821,700	\$957,000	\$1,255,000
Operations & Maintenance	75,151	47,535	64,790	107,000	139,000
Capital Outlay	0	0	0	21,000	32,000
Other	0	0	14,995	0	0
Total Expenditures:	\$675,244	\$725,355	\$901,485	\$1,085,000	\$1,426,000
Revenue					
Commonwealth	\$0	\$18,562	\$3,870	\$3,000	\$4,000
Federal	2,674	304,272	346,426	244,000	347,000
Total Revenues:	\$2,674	\$322,834	\$350,296	\$247,000	\$351,000
Federal Foster Care Reimbursement:	\$15,286	\$25,998	\$176,085	\$118,000	\$0
Local Tax Funding:	\$657,284	\$376,523	\$375,104	\$720,000	\$1,075,000
FTE Summary:	10.76	10.76	12.76	14.63	16.75

Family Services - Child Protective Services

Planned Accomplishments/Objectives for FY 07

Goal: Fulfill the mandate of the Code of Virginia to receive and respond to complaints of child abuse and neglect and provide services to ensure that children are protected.

Objective: Screen all complaints and investigate and/or assess all valid complaints of child abuse and neglect.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of valid complaints received	664	812	800	825
Number of valid complaints taken as a family assessment	511	690	620	630
Number of valid complaints investigated	153	168	180	195
Number of investigations with a founded complaint	41	49	45	45

Goal: Assure children are protected by reducing the percent of cases where services are provided in which second complaints are received within one year of a CPS intervention.

Objective: Of all valid complaints investigated or assessed, less than 20% receive a second complaint within a year from the previous complaint.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of valid complaints investigated and or assessed	664	812	800	825
Number/% of complaints that are a second complaint within a year from the date of the previous complaint	72/11%	72/9%	80/10%	83/10%

Family Services - Foster Care and Adoptions

DESCRIPTION

This program is mandated by the Code of Virginia to serve children entrusted by their parent(s) or committed by the Juvenile Court to the Department of Family Services. Children in agency custody are placed in approved out-of-home settings. The program recruits, trains, approves and works to retain foster/adoptive homes in the community. The program works with the birth family toward reunification or another permanent plan. If reunification efforts fail, parental rights may be terminated and an agency-approved adoptive home sought for the child. This unit also completes home studies for stepparent adoptions and provides search services for adoptees. Counseling is provided for couples who relinquish children for adoption. Courtesy home studies and supervision are provided for children whose custody is held by other agencies within or outside of Virginia. This is the most heavily mandated unit in the agency, with many time-specific requirements for court proceedings, family visitation and a host of duties related to acting in the legal capacity of parent for children in agency custody. Social workers spend a great deal of time preparing cases for court, consulting with the County Attorney, waiting for court and testifying.

BUDGET OVERVIEW

FY 07 Issues:

- There is an increase in after-hours reports of abuse and neglect and placement or treatment issues that require staff to immediately respond.
- This unit has the most legal mandates requiring greater supervisory and staff time responding to attorneys, Guardians ad Litem (GAL), and the courts.
- Social workers are spending more time waiting for court and testifying on cases.
- Cultural values, legal rights and language differences require workers to spend more time in resolving problems.
- Lack of emergency placements, especially for older children, requires staff to spend more time acquiring safe and suitable options.
- Increased travel time takes time from case management.
- This unit continues to see an increase in the number of youth coming to Foster Care.

FY 07 Challenges:

- In Loudoun there are insufficient placement/treatment options requiring workers to look outside the County to find suitable services.
- Increasing the local pool of foster/resource parents will cause this pool to better reflect the diverse population of Loudoun County.
- State initiatives require staff to complete more documentation than in the past.
- Staff must mediate various concerns of numerous stakeholders in the majority of cases.
- Federal and State mandates create additional workload for staff.
- The increases in Comprehensive Services Act requirements have created additional workload for staff.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$528,139	\$561,960	\$596,287	\$678,000	\$808,000
Operations & Maintenance	412,944	410,839	315,088	417,000	434,000
Total Expenditures:	\$941,083	\$972,799	\$911,375	\$1,095,000	\$1,242,000
Revenue					
Commonwealth	\$229,135	\$196,451	\$180,008	\$163,000	\$229,000
Federal	117,698	357,585	301,776	333,000	334,000
Total Revenues:	\$346,833	\$554,036	\$481,784	\$496,000	\$563,000
Federal Foster Care Reimbursement:	\$29,799	\$49,363	\$51,507	\$64,000	\$0
Local Tax Funding:	\$564,451	\$369,400	\$378,084	\$535,000	\$679,000
FTE Summary:	8.76	8.76	9.76	10.56	11.56

Family Services - Foster Care and Adoptions

Planned Accomplishments/Objectives for FY 07

Goal: Fulfill the mandates of the Code of Virginia by serving the needs of children placed in agency custody by their parents or by the Juvenile Court.

Objective: The average lengths of time children are in DFS custody before they achieve permanent living situations with parents, relatives or through adoption will be less than 2.5 years.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of children in Foster Care during the year	79	83	89	95
Number/% of children who achieved permanent living situations this year with parents, relatives or through adoptions	30/38%	33/40%	36/40%	38/40%
Average length of time children in foster care during the year have remained in DFS custody	2.1 yrs.	1.75 yrs.	2.0 yrs.	2.0 yrs.

Goal: Recruit, train, approve and retain foster and adoptive homes in the community, provide counseling for people seeking to relinquish children for adoption, conduct home studies for stepparent adoptions and for children in custody of another jurisdiction.

Objective: To maintain a minimum of 2 trained foster and adoptive homes for each child needing foster/adoptive home placement (vs. group home and residential care).

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of children requiring placement in foster homes and adoptive homes	17	18	20	22
Number of trained foster/adoptive homes	53	31	40	44

Family Services - Comprehensive Services Act for At-Risk Youth and Families

DESCRIPTION

The administration and utilization management functions of the Comprehensive Services Act (CSA) are assigned to the Department of Family Services. This unit provides support staff to the Community Policy and Management Team (CPMT), manages the Family Assessment and Planning Team (FAPT) process, and manages all vendor contracts and purchases of services. The Utilization Management and Utilization Review (UMUR) function consists of three clinicians who provide direct vendor oversight to ensure that all CSA youth receive appropriate treatment in the most cost effective manner possible. All of the direct services of the CSA program are provided by contract and funding for those services are in a separate fund that is included beginning on page 649 in Volume 2 of this document.

BUDGET OVERVIEW

FY 07 Issues:

- The rapidly growing youth population is straining the resources of public and private child-serving agencies.

FY 07 Challenges:

- Focus will be given to enhance inter-agency collaboration at the practice and system levels in order to promote a progression of community-based service interventions consistent with the needs of children and families served by CSA.
- Implementation of an integrated management information system and automated purchase of services system for CSA which reports both State-required and local CSA performance measures will be done.
- Support of the implementation of a Family Group Conferencing Pilot to facilitate permanency planning for children in foster care will be coordinated with other agencies.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$385,413	\$426,959	\$408,264	\$465,000	\$488,000
Operations & Maintenance	16,009	11,900	16,143	20,000	19,000
Capital Outlay	0	0	154,620	0	0
Total Expenditures:	\$401,422	\$438,859	\$579,027	\$485,000	\$507,000
Revenue					
Local Fees, Charges, Etc	\$1,500	\$0	\$0	\$0	\$0
Commonwealth	0	34,100	0	0	0
Transfer from CSA	0	0	0	105,000	105,000
Total Revenues:	\$1,500	\$34,100	\$0	\$105,000	\$105,000
Federal Foster Care Reimbursement:	\$82,397	\$61,443	\$169,874	\$0	\$0
Local Tax Funding:	\$317,525	\$343,316	\$409,153	\$380,000	\$402,000
FTE Summary:	4.00	7.00	7.00	7.00	7.00

Family Services - Comprehensive Services Act for At-Risk Youth and Families

Planned Accomplishments/Objectives for FY 07

Goal: Provide administrative support to the Community Policy and Management Team (CPMT), manage the Family Assessment and Planning Team (FAPT) process, and manage all vendor contracts and purchase of services.

Objective: Greater than 90% of all referrals will be reviewed and plans developed within four weeks of referral.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of new cases referred/percent staffed within 4 weeks	22/98%	76/92.6%	58/90%	68/90%

Goal: Provide utilization review and utilization management to ensure all CSA youth receive appropriate services following the directives of the FAPT team in order to improve their ability to function in as self sufficient a manner as their situation allows.

Objective:

1. Greater than 80% of youth will exhibit overall improved functioning at case closure, as measured by a uniform assessment instrument.
2. When a residential placement is required, 70% or greater of placements will be completed within 12 months of admission.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
% of youth with overall improved functioning as case closure as measured by the Child and Adolescent Functional Assessment Scale	77%	67%	80%	72%
% of placements completed within 12 months of admission	71%	60%	70%	70%

Family Services - Non-Residential Youth Programs

DESCRIPTION

This function encompasses four specific programs: The Young Adults Project, Young Parent Services, Delinquency Intervention Program and Family Connections Program.

The Young Adults Project provides services to high school aged youth in a nonresidential setting. Youth enrolled in this program have been long-term suspended, expelled, have dropped out or are not succeeding in the public school system. The majority of these referred youth have severe behavior problems that are extremely difficult to manage in the traditional classroom setting due to their disruptive nature. This program is collaboration between the Department of Family Services and the Loudoun County Public School system. The Young Adults Project provides instruction in an accredited academic curriculum to both general and special education students. In addition, the Young Adults Project provides a transition program to enrolled youth 16 years or older. The focus of this program is 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/or parenting teens up to the age of 20. The program focuses on preventing high school dropout, providing support and resources to transition from high school to stable employment or continued education, increasing parenting skills and delaying subsequent pregnancies. The two social workers provide individual case management and service planning to address client specific needs.

The Delinquency Intervention Program works in collaboration with the Juvenile Court, Mental Health, Mental Retardation and Substance Abuse Services and Parks, Recreation and Community Services to implement the Young Offender Program. The program focuses on providing early intervention to prevent youth up to age 13 from penetrating further into the juvenile justice system. DFS provides identified youth and their families with assessments, referral to appropriate services and follow-up.

The Family Connections Program provides a community based intervention program designed to serve families with teens ages 12 to 17 who engage in extreme and at risk behaviors. Some typical behaviors seen among teens in the program are substance abuse, truancy, failing grades, violence or threats of violence, running away, promiscuity, extreme disrespect and suicidal threats and attempts. Family Connections provides five services: 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 a referral to community resources.

BUDGET OVERVIEW

FY 07 Issues:

- There is insufficient space to carry out program components and to expand programs and services.
- There are an increasing number of youth with substance abuse and severe mental health issues.
- There is a continual increase in non-English speaking youth.
- Young parents often lack transportation to meet the needs of their children.
- An increase in youth taking psychoactive drugs and prescriptions while in the program creates a need for monitoring tools.
- There has been a substantial increase in the need for daycare assistance for Young Parents under the age of 18 years old.

FY 07 Challenges:

- To meet the requirements of Federal Foster Care Reimbursements.
- Children who should receive mental health assessments within 2 weeks of admission are currently waiting up to 6 weeks for assessments.

Family Services - Non-Residential Youth Programs

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$543,439	\$574,439	\$688,711	\$863,000	\$902,000
Operations & Maintenance	152,568	97,553	94,156	120,000	131,000
Capital	10,022	10,022	0	0	0
Total Expenditures:	\$706,029	\$682,532	\$782,867	\$983,000	\$1,033,000
Revenue					
Local Fees, Charges, Etc	\$3,445	\$2,050	\$3,872	\$0	\$1,000
Commonwealth	0	13,804	0	0	0
Federal	0	22,762	37,075	22,000	38,000
Transfer from CSA	0	0	0	78,000	78,000
Total Revenues:	\$3,445	\$38,616	\$40,947	\$100,000	\$117,000
Federal Foster Care Reimbursement:	\$188,786	\$58,557	\$0	\$62,000	\$0
Local Tax Funding:	\$513,798	\$585,359	\$741,920	\$821,000	\$916,000
FTE Summary:	13.53	10.00	11.53	12.53	12.80

Family Services - Non-Residential Youth Programs

Planned Accomplishments/Objectives for FY 07

Goal: Emphasize personal responsibility and self sufficiency by providing youth who have been suspended, expelled, dropped out of school or not succeeding in school with educational and vocational skills to help them succeed.

Objective: Greater than 80% of youth enrolled in the program will either be able to return to their regular school or obtain sufficient credits to graduate.

<i>Performance Measure</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of youth enrolled in YAP this year	64	66	70	70
Number of enrolled youth is year who return to a school program	39	57	50	50
Number of youth who graduate during the year	19	9	15	15
Percent of all enrolled youth who either graduate or return to school	58/91%	66/100%	65/93%	65/93%

Goal: Improve the educational and social functioning of enrolled youth.

Objective: 70% of program youth will complete the 1st semester of the transition component and achieve passing scores on all tests.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number/% of enrolled youth who complete the 1 st semester of transition component and pass all tests	N/A	36/55%	56/80%	40/57%

Goal: Provide services to pregnant and parenting teens so that they become and remain responsible and self sufficient citizens.

Objective: Fewer than 10% of program participants will become pregnant a second time prior to completing high school and securing stable employment.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of parenting and pregnant youth enrolled in the program	57	85	80	80
Number/% of youth with no second pregnancies after enrollment in the program	57/100%	83/98%	80/100%	78/98%

Family Services - Non-Residential Youth Programs

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide support and resources to program participants so they transition from high school to stable employment or continued education.

Objective: Greater than 80% of program participants will be in school or working.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number/% of participants who are working or in school	N/A	62/73%	60/75%	64/80%
Number of program participants this year who dropped out of school	N/A	0/0%	3/5%	3/5%

Goal: Provide assessments and referrals for youth up to the age of 13 who are before the Juvenile Court in order to secure services that will help the youth avoid further involvement in the juvenile justice system.

Objective: 100% of parents choosing to go through the assessment process will have assessments completed and a referral made for services.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of cases referred by the Juvenile Court	18	28	30	40
Number of assessments completed/percent referred for services	15/100%	26/100%	28/100%	36/100%
Number of youth referred to services	15	26	28	36

Goal: Assist families in becoming self sufficient by providing education, counseling and continuing support for families with youth aged 13 to 17 who engage in extreme and at-risk behaviors.

Objective: At least 70% of families who complete at least five sessions will state positive outcomes as measured by post-service survey.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of families completing 5 sessions	56	44	70	70
Number of teens completing all sessions	39	44	60	60
Number of families stating positive outcome on post class survey/percent of total families in program	36/64%	36/82%	50/71%	49/70%

Family Services - Juvenile Detention Center

DESCRIPTION

The Juvenile Detention Center is a 24 bed secure residential facility for detained youth between the ages of 7 and 17 years of age. The JDC seeks to impress upon youth that they have been jailed and have lost basic rights and privileges due to their behavior in the community. The educational component of the JDC consists of two Loudoun County Public School teachers assigned to the facility. All youth attend school and receive 5 ½ hours of classroom instruction each day. Classes typically consist of students of varying grade levels. Seventy percent of the students are found to be a year or two behind in their academics. Thirty percent are classified as special education and 15% read on a fifth grade level or below. The Department of Family Services, Juvenile Court Services Unit and MH/MR/SAS developed a post disposition program whereby youth can be sentenced to the JDC for up to six months for rehabilitative services as opposed to being sent to the State correctional system where they will be housed with violent offenders and receive limited treatment services.

BUDGET OVERVIEW

FY 07 Issues:

- A continued increase in utilization of the facility creates overcrowding and the need to transport youth to other facilities.
- The daily per diem for JDCs across the State has fallen by 31% resulting in reduced reimbursement to Loudoun by Fauquier and Rappahannock Counties.
- The facility is in need of significant structural and mechanical renovations.
- There is a waiting list for the Post-Dispositional program.

FY 07 Challenges:

- Transportation of detainees to medical appointments, MH/MR/SAS appointments and to the Winchester JDC creates coverage issues which can result in increased locked-down periods for detainees.
- Exceeding licensed capacity while experiencing a reduction in revenue from partner jurisdictions is an issue for space/funding considerations.
- The Post-Dispositional team and the Juvenile and Domestic Relations Court must have continued open and consistent communication to better serve youth in the program.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,520,238	\$1,693,181	\$1,835,946	\$2,084,000	\$2,146,000
Operations & Maintenance	340,605	350,482	344,515	331,000	348,000
Capital Outlay	0	3,742	0	0	0
Total Expenditures:	\$1,860,843	\$2,047,405	\$2,180,461	\$2,415,000	\$2,494,000
Revenue					
Local Fees, Charges, Etc	\$159,086	\$166,675	\$202,724	\$114,000	\$121,000
Commonwealth	609,167	631,703	643,000	629,000	629,000
Federal	18,863	26,575	27,812	27,000	27,000
Total Revenues:	\$787,116	\$824,956	\$873,536	\$770,000	\$777,000
Local Tax Funding:	\$1,073,727	\$1,222,449	\$1,306,925	\$1,645,000	\$1,717,000
FTE Summary:	28.16	30.84	30.84	31.84	31.84

Family Services - Juvenile Detention Center

Planned Accomplishments/Objectives for FY 07

Goal: Protect the public safety by providing a secure setting for youth detained by the Court.

Objective: Maintain a setting for detained youth that emphasizes personal responsibility and self control so that less than 10% of all admissions will require physical restraints during their stay, and less than 20% of admissions will require any period of disciplinary isolation greater than 24 hours.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of pre and post dispositional admissions	526	383	400	450
Number/% of admissions requiring restraints at any time	2/1%	10/3%	16/4%	18/4%
Number/% receiving disciplinary isolation>24 hours	41/7.8%	75/20%	40/10%	45/10%

Family Services – Community Partnership Development

DESCRIPTION

The purpose of this program is to develop community-based partnerships and collaborations that meet human service needs not covered by government funding. Examples of partnerships and collaborations include Interfaith Relief, Loudoun Volunteer Caregivers, Loudoun Volunteer Medical Services, Loudoun Community Free Clinic and the Adult Dental Clinic. Ongoing projects include the Community Holiday Coalition and On-Demand Transportation. The Community Holiday Coalition is a collaboration of 23 local human service agencies that provide assistance to those in need during the Thanksgiving and Christmas holidays. On-Demand Transportation provides transportation for elderly, disabled and indigent County residents who receive services from human service agencies to medical appointments. This includes wheelchair and other specialized transportation. This unit is responsible for several Federal pass through funding programs such as CDBG, CSBG and the Safe and Stable Family Preservation Project. Lastly, this unit provides support to the Disability Services Board.

Loudoun County became an “entitled community” in 2003 and thus became eligible for the Community Development Block grant (CDBG) from the Department of Housing and Urban Development. The purpose of the CDBG program is to help develop viable communities by providing decent housing and a suitable living environment and by expanding economic opportunities, principally for low – and moderate-income persons. Organizations within the community are given the opportunity to compete for these funds through an organized application process. The funds must be used based on very specific guidelines outlined by the U.S. Department of Housing and Urban Development.

Promoting Safe and Stable Families is a Federal program that provides small grants to local programs and nonprofits that deliver services to further stabilize and support at-risk families.

In FY 05, the Board of Supervisors designated the Department of Family Services to be the Community Action Agency for Loudoun County. As a result of this designation, the agency applied for and received the Community Services Block Grant. These funds will be distributed to community agencies based on a competitive grant application process to meet specified needs within the community.

BUDGET OVERVIEW

FY 07 Issues:

- There is an ongoing increase in the demand for services due to population growth.
- Projects funded by the Community Services Block Grant (CDBG) require planning, working with Federal agencies and constant monitoring by staff.
- The department is involved in the development of a Federally Qualified Community Health Center in cooperation with other community-based groups including Loudoun HealthCare, Inc.

FY 07 Challenges:

- The department’s role in the organization and development of a Community Action Agency function through the Community Action Advisory Board and distribution of funds in the community will be a major focus.
- Space is an issue for the Holiday Coalition; this program needs approximately 20,000 feet of permanent space that can be used throughout the year to store donations and operate the program.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$197,582	\$199,712	\$293,990	\$384,000	\$550,000
Operations & Maintenance	269,050	302,475	841,208	1,118,000	1,035,000
Total Expenditures:	\$466,632	\$502,187	\$1,135,198	\$1,502,000	\$1,585,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$8,000	\$8,000
Commonwealth	7,693	8,252	6,681	0	0
Federal	38,466	86,186	89,114	902,000	924,000
Total Revenues:	\$46,159	\$94,438	\$95,795	\$910,000	\$932,000
Local Tax Funding:	\$420,473	\$407,749	\$1,039,403	\$592,000	\$653,000
FTE Summary:	3.53	3.53	6.07	6.07	8.05

Family Services – Community Partnership Development

Planned Accomplishments/Objectives for FY 07

Goal: Fill the gaps in government social programming by developing and maintaining community based partnerships and collaborations in order to help families meet their immediate critical needs.

Objectives:

1. Secure Community Action Agency funding to issue \$75,000 mini grants to non profit organizations to help families at or below 125% of poverty level (Federal guideline).
2. Assist partner agencies in meeting the needs of families by identifying unmet community needs and ensuring that the appropriate partnerships are found to address the problem.
3. Help 1,200 low income families gather necessary resources to meet costs associated with family events such as Christmas, Thanksgiving, the first day of school, etc.
4. Distribute CDBG funds according to appropriate guidelines to help low to moderate income residents to enhance their living environment.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number and dollar amounts of (CAA) grants issued	N/A	N/A	7/\$75,000	6/\$112,000
Number of agencies receiving (CAA) funds	N/A	N/A	4	6
Number of families receiving services from partner agencies who did not receive services prior to CAA funding	N/A	N/A	75	75
Number and dollar amount of CDBG funding awarded	N/A	7/\$837,285	9/\$800,000	9/\$800,000
Number of organizations receiving funds	N/A	7	9	9
Number of families served by the Holiday Coalition	1,090	1,279	1,200	1,200
Total value of funds and items donated for distribution	\$760,500	\$812,873	\$760,500	\$760,500

Family Services – Contracts Accountability and MIS

DESCRIPTION

The Contracts and Accountability Unit has many responsibilities including: providing research and data analysis to assure that unit outcomes are consistent with division, agency and other departments and County Administration goals; developing an agency wide management information system to better streamline service delivery and increase efficiency among work groups; providing accountability functions such as assuring that all grant requirements are met as well as County compliance with all administrative, statutory and grant requirements; hearing all local service appeals; developing agency management plans, quarterly budget reports and service plans; facilitating the County's Continuum of Care process which provides direction to addressing the homeless problems within the county; and developing the department's CIP, CARP and the Capital Needs Assessment processes.

The majority of agency contracts are administered by this unit. Several contracts include private sector management of facilities and programs. Listed are four of the largest programs managed within the unit.

The Youth Shelter is operated under private contract with North American Family Institute (NAFI). The shelter is licensed by the Virginia Department of Juvenile Justice and can house up to 12 youth at one time. Youth entering the shelter do so by referral from one of the following sources: The Department of Family Services, Department of Mental Health Mental Retardation and Substance Abuse Services, Juvenile Court Services, the Juvenile and Domestic Relations Court, or the Family Assessment and Planning Team. Typical reasons for placement include the following: awaiting foster care placement (as a result of physical or sexual abuse and/or neglect), reunification with family or relatives, court hearings or the resolution of family problems. The shelter provides a safe environment 24 hours per day. The shelter staff provides learning experiences and recreation as well as appropriate behavior management, appropriate peer interaction and socialization skills.

The Emergency Homeless Shelter serves single women, single parent households, families and couples with emergency shelter up to 89 days. The shelter is operated under contract with Volunteers of America. Case Management services are provided to residents to assist them with more permanent planning.

The Transitional Housing Program is an eight unit facility that provides housing and supportive services for up to six homeless families (including single parents with children), and four single individuals. Program length is 24 months. Case Management includes services and classes designed to help participants obtain and remain in permanent housing, increase their skills and income and achieve greater self-determination.

The Transitional Opportunities Program provides supportive housing and services at scattered apartment sites for seven homeless households (including single men, single parents, heads of households and seriously mentally ill individuals). Program length is 24 months. Services include outreach eligibility, leasing assistance, case management, and other services and classes designed to help participants obtain and remain in permanent housing, increase their skills and income and achieve greater self-determination.

BUDGET OVERVIEW

FY 07 Issues:

- Working within the policies and requirements of the U.S. Department of Housing and Urban Development to receive funding is very complex.
- There are increasing populations to serve in Youth Shelter, Emergency Homeless Shelter and Transitional Housing Program.

FY 07 Challenges:

- An agency wide MIS that meets the needs of all department units will be complicated to develop.
- The CIP process for the new Youth Shelter is slated to begin design in FY 07.

Family Services – Contracts Accountability and MIS

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$84,881	\$89,589	\$124,211	\$153,000	\$239,000
Operations & Maintenance	1,809,281	1,950,394	1,997,185	1,717,000	1,965,000
Capital Outlay	0	7,040	0	0	0
Total Expenditures:	\$1,894,162	\$2,047,023	\$2,121,396	\$1,870,000	\$2,204,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$1,153	\$0	\$0
Commonwealth	124,499	115,473	338,689	230,000	218,000
Federal	260,877	245,723	209,588	186,000	261,000
Total Revenues:	\$385,376	\$361,196	\$549,430	\$416,000	\$479,000
Local Tax Funding:	\$1,508,786	\$1,685,827	\$1,571,966	\$1,454,000	\$1,725,000
FTE Summary:	0.30	1.25	1.25	2.70	2.75

Family Services – Contracts Accountability and MIS

Planned Accomplishments/Objectives for FY 07

Goal: Provide support to departmental units in order to ensure accurate, timely and efficient completion of their objectives.

Objective: Reduce the amount of time and effort staff invests in administrative tasks by streamlining data collection designing and implementing a one stop management information system.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05¹	Est. FY 06	Proj. FY 07
Percent of system implemented	N/A	0%	33%	66%
Percent of units using automated system	N/A	0%	22%	50%

¹The implementation date for first phase of IMS is January 2006.

Goal: Protect and advocate for youth by providing an emergency short term shelter.

Objective: Maintain an average utilization rate of 85% while discharging 70% of admissions within 30 days, with 80% discharged to a less restrictive setting.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of admissions	162	192	185	185
Average length of stay	25 days	22 days	24 days	24 days
Yearly utilization	98%	97%	100%	100%
% discharged < 30 days	70%	68%	72%	70%
% discharged into a less restrictive setting	92%	83%	92%	85%

Goal: Provide safe temporary housing to homeless households through emergency.

Objective: Provide emergency shelter to homeless families.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of admissions	N/A	141	200	200
Number of referrals to emergency shelter	1,047	372 ²	400 ²	400
Number/percent persons obtaining permanent or subsidized housing upon discharge	N/A	23/37%	20/33%	20/33%

²Adjusted due to policy change in how referrals are counted.

Family Services – Contracts Accountability and MIS

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide Shelter and intensive skill training in order to assist clients in finding and maintaining permanent housing.

Objective: 85% of discharged clients from Transitional Housing program will have found permanent housing.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of individuals served	64	63	70	70
Number and percent of successful discharges	5/55%	13/86%	13/86%	13/86%

Family Services – Housing Policy

DESCRIPTION

This program is responsible for assisting the Housing Advisory Board in assessing the County's housing needs and implementing the Board of Supervisors' workforce housing initiatives. Specific tasks include developing and proposing affordable housing policies and programs; establishing Employer Assisted Housing Programs; re-energizing the County's linked deposits affordable housing programs; attracting non-profit and for-profit affordable housing development; partnering with the County's Industrial Development Authority (IDA) to use available powers and financing programs; managing and expanding the County's Revitalization Tax Program; and administering the Loudoun County Trust Fund. This unit provides overall policy coordination and assistance to the many County programs that are charged with implementing the County's housing policy, such as the Housing Advisory Board and the Affordable Dwelling Unit Advisory Board, as well as housing policy issues at a regional level, such as with the Metropolitan Washington Council of Governments.

BUDGET OVERVIEW

FY 07 Issues:

- Demand for affordable housing continues to grow.
- Shortage of affordable housing in Loudoun County for public employees such as school teachers, fire fighters, police officers, social workers, etc., exists.
- Shortage of affordable housing in Loudoun County for employees of the County's predominant and fastest growing business sectors, including construction, transportation, retail, and service exists.

FY 07 Challenges:

- Multiple programs must be established to efficiently and quickly to address critical affordable housing needs. Effective coordination among the advisory boards, authorities, commissions is necessary to accomplish goals.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$63,927	\$66,574	\$72,962	\$132,000	\$268,000
Operations & Maintenance	59,949	2,147	1,953	7,000	9,000
Total Expenditures:	\$123,876	\$68,721	\$74,915	\$139,000	\$277,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$27,000	\$27,000
Total Revenues:	\$0	\$0	\$0	\$27,000	\$27,000
Local Tax Funding:	\$123,876	\$68,721	\$74,915	\$112,000	\$250,000
FTE Summary:	1.70	0.75	0.75	0.75	2.00

Family Services – Housing Policy

Planned Accomplishments/Objectives for FY 07

Goal: Increase the opportunities for Loudoun residents to revitalize their older homes in Eastern Loudoun to prevent community deterioration.

Objectives: Establish a well-advertised Revitalization Program to include inspection process, application forms, evaluation and loan documents. Leverage federal, state, and other local funds to help fund the revitalization program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of homes revitalized	N/A	N/A	7	15
Increase in home value due to revitalization	N/A	N/A	15%	15%
Number of program inquiries	N/A	N/A	30	50
Total # of funding sources	N/A	N/A	2	3

Goal: Assist the Housing Advisory Board in developing stable, broad-based dedicated funding sources for affordable housing initiatives.

Objectives: Develop a management program for the Trust Fund to include application criteria and forms, and an evaluation and project selection process. Leverage federal, state, and other local funds to be used in conjunction with the Trust Fund. Increase bank participation in the linked deposits affordable housing program. Partner with the Industrial Development Authority to assist with bond and gap financing for affordable housing development.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of banks participating in the linked-deposit program	N/A	N/A	2	4
Number of non-profit and for profit developer contacts	N/A	N/A	6	10
Number of HAB meetings supported	N/A	N/A	15	20

Family Services – Housing Policy

Planned Accomplishments/Objectives for FY 07 - Continued

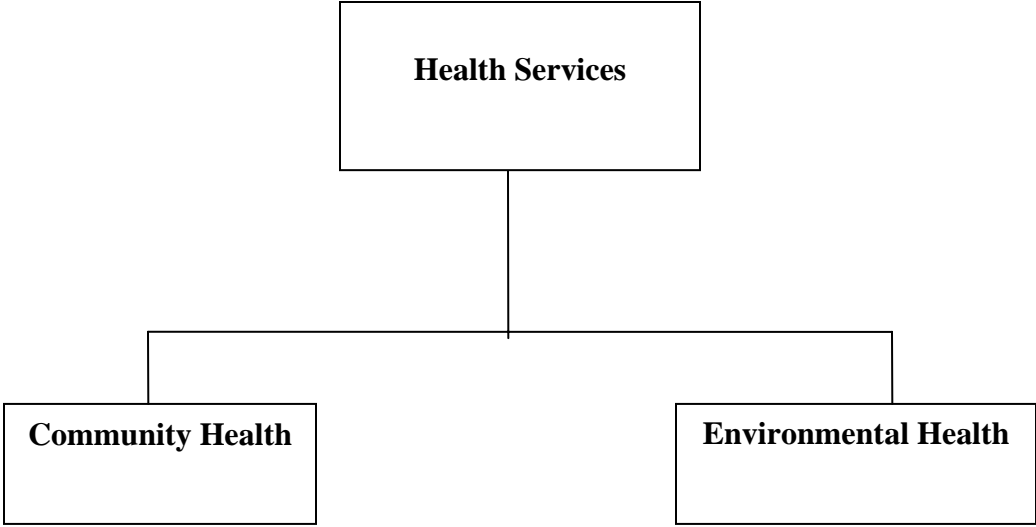
Goal: Assist the Housing Advisory Board in establishing programs that are targeted toward reducing housing costs to assist with retaining and recruiting workforce and in establishing programs that are targeted to the development of affordable housing.

Objectives:

Develop and initiate pilot Employer Assisted Housing Program with the business community and County government.
Attract Non-profit and For-profit housing development partnerships.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
Number of business contacts to promote the Employer Assisted Housing program.	N/A	N/A	10	25
Number of participating businesses in the Employer Assisted Housing program.	N/A	N/A	1	4

Health Services



Health Services

MISSION

The Loudoun County Health Department exists to enhance and ensure 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 to promote health.

DESCRIPTION

The Health Department is responsible for public health services in Loudoun County and is divided into the Environmental and Community Health divisions. Included are such population-based services as communicable disease surveillance and treatment, emergency preparedness, restaurant and swimming pool inspections, and environmental protection. The department also provides essential individual-based services to women and children who would otherwise be unable to receive medical care and to County employees to ensure that they may safely perform their jobs.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The number of tuberculosis cases and total reportable diseases continues to increase in Loudoun County. Each diagnosed active case of tuberculosis requires significant nursing resources to prevent the spread of disease to those with whom the patient lives, works or socializes.
- Loudoun County's well, onsite sewer system and swimming pool ordinances need to be updated and improved to best protect Loudoun County's citizens because of significant changes in technology and standards of care.
- The Health Department must continue to improve its ability to detect diseases early and to prepare for the possibility of having to conduct mass vaccinations.
- The increasing demand for all Health Department services continues with a disproportionate amount coming from those who do not speak English.
- The number of permitted food establishments and swimming pools increases by about 10% each year. This continued rapid growth has forced reductions in the number of routine inspections the department is able to perform on each facility.

FY 07 Major Goals:

- The capability to quickly detect and treat tuberculosis and other reportable diseases needs to be enhanced.
- Key local Environmental Health ordinances and fees will be updated.
- The Health Department's ability to coordinate responses to possible public health emergencies will be improved with the addition of Medical Reserve Corps coordinator.
- Core public health services to eligible non-English speaking residents, with a focus on women and children will be provided.
- The frequency of routine inspections of restaurants and swimming pools will be improved.

FY 06 Major Achievements:

- Staff coordinated the provision of new water filtration systems at no cost to affected residents of Broad Run Farms.
- Hurricane Katrina relief efforts were responded to by providing emergency medication refills, establishing a network of medical providers to provide free care to evacuees, and mobilized the Medical Reserve Corps to staff shelters.
- The county's emergency operations plan was tested by conducting a mass medication dispensing site exercise at Potomac Falls High School.
- A Community Development Block Grant was received to improve access to medical care by providing free transportation services.
- Part of the food inspection function is now based in eastern Loudoun County which has increased the efficiency of restaurant inspections.

Health Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,311,656	\$1,459,673	\$1,492,446	\$1,762,000	\$1,998,000
Operations & Maintenance	2,097,868	1,955,448	2,013,348	2,081,000	1,828,000
Capital Outlay	47,431	40,627	6,621	12,000	12,000
Total Expenditures:	\$3,456,955	\$3,455,748	\$3,512,415	\$3,855,000	\$3,838,000
Revenue					
Local Fees, Charges, Etc	\$565,592	\$497,297	\$625,964	\$636,000	\$667,000
Total Revenues:	\$565,592	\$497,297	\$625,964	\$636,000	\$667,000
Local Tax Funding:	\$2,891,363	\$2,958,451	\$2,886,451	\$3,219,000	\$3,171,000
County FTE:	25.00	25.00	25.00	27.00	29.00
State FTE: ¹	46.00	48.00	49.00	53.00	53.00
FTE Summary:	71.00	73.00	74.00	80.00	82.00

¹State FTE restated to include authorized temporary pool positions which were not previously included.

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Health Services includes an enhancement for 1.00 FTE and \$60,453 in additional local tax funding for a Medical Reserve Corps coordinator. The additional local tax funding requirements for FY 07 will be partially offset by a reduction in contractual services. The Board added 1.00 FTE in mid-FY 06 for a fee offset environmental health inspector. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 05 Mid-Year: A nurse position (1.00 FTE) was transferred from the Health Department to Social Services for the JDC.

FY 06: The Board added 3.00 FTE for childhood immunization services in eastern Loudoun County.

Health Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Health	\$2,303,564	\$2,213,488	\$2,342,172	\$2,428,000	\$2,395,000
Community Health	1,153,391	1,242,260	1,170,243	1,427,000	1,443,000
Total	\$3,456,955	\$3,455,748	\$3,512,415	\$3,855,000	\$3,838,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Health	\$565,592	\$497,297	\$623,676	\$461,000	\$492,000
Community Health	\$0	0	2,288	175,000	175,000
Total	\$565,592	\$497,297	\$625,964	\$636,000	\$667,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Health	\$1,737,972	\$1,716,191	\$1,718,496	\$1,967,000	\$1,903,000
Community Health	1,153,391	1,242,260	1,167,955	1,252,000	1,268,000
Total	\$2,891,363	\$2,958,451	\$2,886,451	\$3,219,000	\$3,171,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Health	35.50	35.50	37.00	39.00	40.00
Community Health	35.50	37.50	37.00	41.00	42.00
Total	71.00	73.00	74.00	80.00	82.00

Health Services - Environmental Health

DESCRIPTION

Environmental Health programs are geared towards maintaining and improving the health of all Loudoun County residents through disease surveillance, community health promotion and disease prevention efforts. Lyme disease and rabies surveillance, restaurant and pool inspections, and well and septic system evaluations are some of the functions provided by Environmental Health. The primary roles of the food establishment, public pool, tourist establishment and vector control and environmental complaint programs are to promote community health and prevent disease through educating, evaluating, and assessing operators and the facilities they manage. The primary role of the onsite sewage and water program is to protect surface and groundwater supplies and the public's health through evaluating and permitting and evaluating private onsite sewage disposal systems and water supplies.

BUDGET OVERVIEW

FY 07 Issues:

- Maintaining compliance with safety regulations is an issue due to the rapid increase in the number and complexity of Loudoun County's restaurants, pools, wells, and septic tanks.
- Retaining expert staff to provide service in a customer-focused manner is difficult with the high level of staff turnover.

FY 07 Challenges:

- The department must meet the increasing demand for services, for food service establishments, public pools, onsite sewage disposal systems and private water supplies, while maintaining a high level of customer service.
- Recruiting, hiring and retaining qualified environmental health professionals in an extremely tight job market is difficult.
- The department must work with other County agencies on revisions to existing health codes that are over twenty years old and becoming increasingly difficult to administer.
- Education of the public on the maintenance requirements of alternative onsite sewage disposal systems to prevent catastrophic failures remains a focus.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$986,577	\$1,082,246	\$1,102,487	\$1,209,000	\$1,355,000
Operations & Maintenance	1,282,206	1,096,461	1,233,064	1,217,000	1,038,000
Capital Outlay	34,781	34,781	6,621	2,000	2,000
Total Expenditures:	\$2,303,564	\$2,213,488	\$2,342,172	\$2,428,000	\$2,395,000
Revenue					
Local Fees, Charges, Etc	\$565,592	\$497,297	\$623,676	\$461,000	\$492,000
Total Revenues:	\$565,592	\$497,297	\$623,676	\$461,000	\$492,000
Local Tax Funding:	\$1,737,972	\$1,716,191	\$1,178,496	\$1,967,000	\$1,903,000
County FTE:	18.00	18.00	18.00	18.00	19.00
State FTE:	17.50	17.50	19.00	21.00	21.00
FTE Summary:	35.50	35.50	37.00	39.00	40.00

Health Services - Environmental Health

Planned Accomplishments/Objectives for FY 07

Goal: Respond to environmental health complaints.

Objective: Close through referral or abatement 95% of all environmental health complaint investigations received.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of complaints received	552	457	450	450
Number of complaints completed	536	452	435	440
Percent of complaints completed	92.7%	98.8%	96.6%	97.7%

Goal: Protect the health of patrons at public facilities in Loudoun County.

Objective: Complete 85% of all the comprehensive sanitation evaluations of public establishments including food service facilities, hospitals, long term care facilities, child care and adult care homes, public and private schools, public swimming pools and tourist establishments.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of facilities requiring inspections	2,702	2,980	3,248	3,340
Number of actual inspections	2,391	2,536	2,550	2,825
Percent of inspections completed	88.5%	85.7%	78.5%	84.5%

Goal: Protect the County from failing septic systems.

Objective: Issue repair permits for 95% of all known failing onsite sewage disposal systems.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of repair applications received	25	22	30	33
Number of repair permits issued	23	20	28	31
Percent of repair permits issued	92%	91%	95%	95%

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, emergency preparedness and disease prevention efforts, and direct patient care. Provision of these services is primarily driven by Federal and State mandates. To best meet the need of customers, many of the direct medical services are provided either on an appointment or walk-in basis.

BUDGET OVERVIEW

FY 07 Issues:

- The population of new immigrants and those below the poverty line continues to increase at twice the rate of the overall population of Loudoun County.
- As Loudoun 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.
- Loudoun County remains at increased risk for a terrorist attack or from a widespread outbreak of disease.

FY 07 Challenges:

- The number of reportable diseases, such as tuberculosis, Lyme and pertussis, are increasing much faster than the population's growth. The number of reportable disease cases in Loudoun County rose from 288 in 2002 to 1,215 in 2004.
- Emergency response remains an issue. In the event of a widespread outbreak of disease, Health Services' goal is to vaccinate every resident in Loudoun County within 4 days. This would require almost 2,000 people staffing mass vaccination sites throughout the County. A Medical Reserve Corps coordinator position is funded in the FY 07 budget to enable the County to quickly distribute medications or vaccinations citizens in the event of a widespread outbreak of disease.
- Meeting the demand for direct patient care services, which is increasing at a faster rate than the growth of both of the Health Department staffing and the County overall, strains the department's resources.
- Recruiting and retaining bilingual staff is critical. Access to care for Loudoun County's non-English speaking population is key to preventing outbreaks of disease, such as malaria and tuberculosis. Finding qualified bilingual staff, an ongoing challenge, is essential to the County's efforts to quickly identify and treat people who may spread disease.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$325,079	\$377,426	\$389,959	\$554,000	\$643,000
Operations & Maintenance	815,662	858,987	780,284	863,000	790,000
Capital Outlay	12,650	5,847	0	10,000	10,000
Total Expenditures:	\$1,153,391	\$1,242,260	\$1,170,243	\$1,427,000	\$1,443,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$2,288	\$175,000	\$175,000
Total Revenues:	\$0	\$0	\$2,288	\$175,000	\$175,000
Local Tax Funding:	\$1,153,391	\$1,242,260	\$1,167,955	\$1,252,000	\$1,268,000
County FTE:	7.00	7.00	7.00	9.00	10.00
State FTE:*	<u>28.50</u>	<u>30.50</u>	<u>30.00</u>	<u>32.00</u>	<u>32.00</u>
FTE Summary:	35.50	37.50	37.00	41.00	42.00

Health Services - Community Health

Planned Accomplishments/Objectives for FY 07

Goal: Meet the increasing demand for safety-net services for low income women and children.

Objective: Increase by 5% per year the number of maternity and dental patients seen who are at or below the poverty level.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of women seen for maternity services	292	264	345	350
Number of children receiving dental care	904	739 ¹	925	970

¹Measure changed from # of children to # of visits.

Goal: Decrease the risk of outbreaks of vaccine-preventable diseases in Loudoun County.

Objective: Increase by 10% per year the number of age appropriate vaccinations.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of age appropriate vaccinations provided	8,932 ²	7,139	7,700	7,900

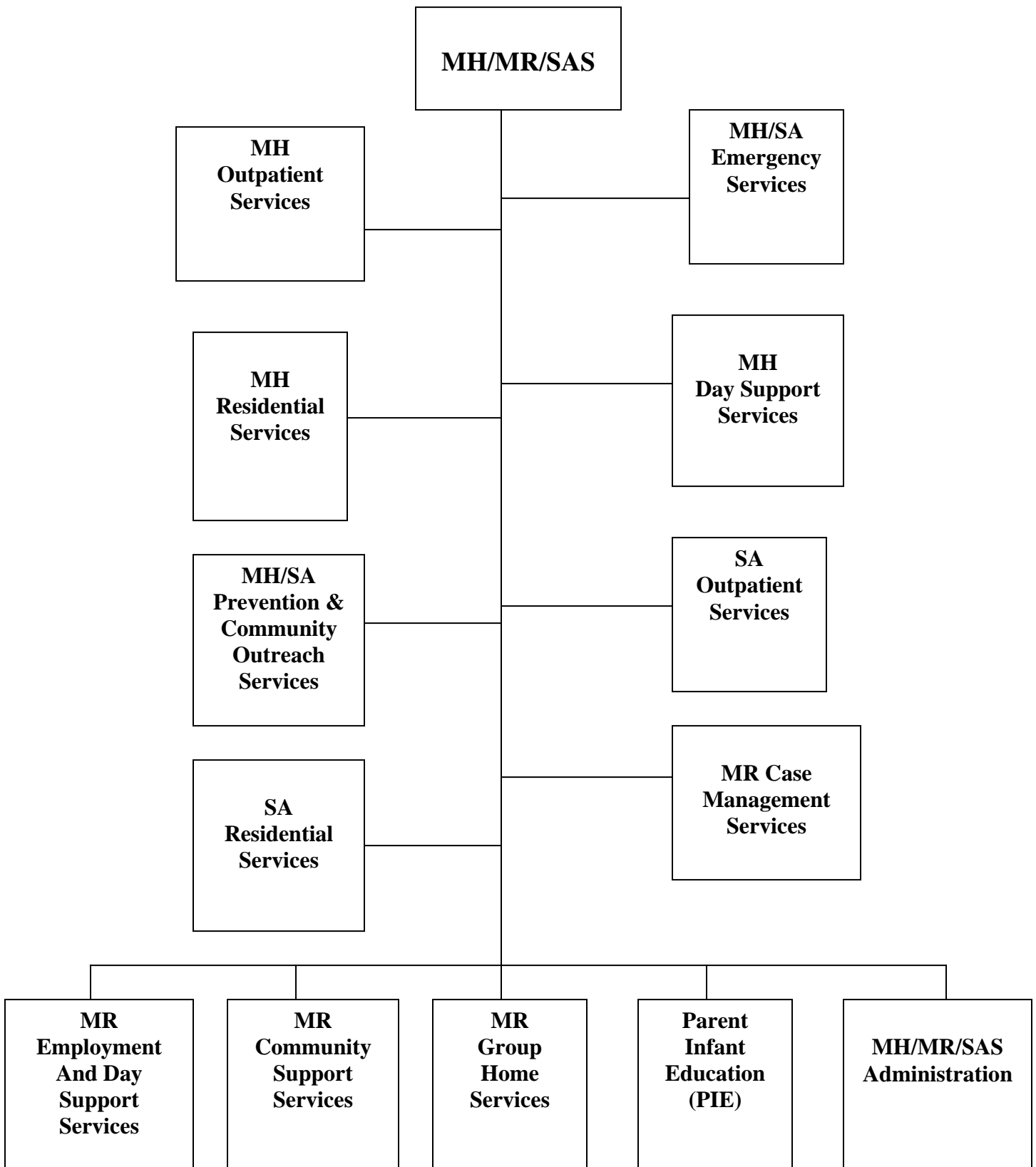
²FY 04 includes tuberculosis screenings (PPDs). In subsequent years, PPDs were not included in this total..

Goal: Increase the ability of the Health Department to prevent and respond to a widespread outbreak of disease.

Objective: At least 90% of the time, respond to reportable disease notifications within 4 days; and, increase the size of Loudoun County's Medical Reserve Corps by at least 20% each year.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Routine reportable disease notifications acted on within 4 days	N/A	85%	90%	85%
Number of Loudoun residents in the Medical Reserve Corps	175	550	700	800

**Mental Health, Mental Retardation, and
Substance Abuse Services (MH/MR/SAS)**



Mental Health, Mental Retardation, and Substance Abuse Services

MISSION

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

As mandated by Chapter 10, §37.1 of the Code of Virginia, the Community Services Board, an eighteen member volunteer board, appointed by the Board of Supervisors, operating as the Loudoun County Department of MHMRSAS, is responsible for the public mental health, mental retardation and substance abuse services system. 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 unique needs of clients in each of the three aforementioned disability areas and to respond to State and Federal mandates and local policy. In addition, the department reaches residents serviced 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.

The department's programs are: mental health outpatient services, mental health/substance abuse emergency services, mental health residential, 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 administration.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Service demand continues to increase with population growth.
- 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 funding restrictions for services to individuals in identified priority populations have become more stringent, causing reduced local flexibility and additional administrative overhead.
- State government has accelerated efforts to discharge residents of hospitals and training centers to local communities.
- Growing proportions of residents requiring services are underinsured or uninsured.
- Adult psychiatric bed capacity in Northern Virginia has been reduced in the past year as private hospitals have closed beds. Beds for committed adults in urgent crisis are especially difficult to find.
- Proposed Federal Medicaid budget cuts threaten revenues.
- The department employs manual paper record keeping and administrative processes that inhibit productivity.

FY 07 Major Goals:

- The department will strive to maintain waiting time for Mental Health and Substance Abuse Outpatient services to 30 days or less.
- More efficient service delivery by outreach staff will be created through more effective deployment of County vehicles.
- The automation of administrative tasks will increase staff productivity.
- Implementation of the new client computer system will significantly enhance record-keeping and efficiency.
- A focus on bi-lingual initiative will improve the County's overall service delivery to those from whom English is a second language.

FY 06 Major Achievements:

- The Brambleton Intermediate Care Facility and the Stone Ridge Group Homes are licensed and opened.
- A third after-school apartment based substance abuse and gang prevention program for at risk children and adolescents is implemented.
- Capacity and utility of current information system will be enhanced by the implementation of a data warehouse.
- Relocation of the Eastern Loudoun Mental Health Center has resulted in improved community accessibility and service capacity.
- Telecommuting capacity for 10 community based outreach staff reduces the need for county funded office space and increase service efficiency.
- Vocational services for five additional recent disabled graduates of Loudoun public schools is provided.

Mental Health, Mental Retardation, and Substance Abuse Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$15,288,231	\$15,937,019	\$17,784,326	\$21,682,000	\$23,582,000
Operations & Maintenance	3,565,216	3,770,610	4,027,187	5,026,000	4,802,000
Capital Outlay	5,319	0	0	61,000	0
Central Vehicle Fund	14,999	0	131,864	0	0
Total Expenditures:	\$18,873,765	\$19,707,629	\$21,943,377	\$26,769,000	\$28,384,000
Revenue					
Local Fees, Charges, Etc	\$3,735,681	\$3,869,828	\$3,939,216	\$5,053,000	\$5,359,000
Commonwealth	2,035,100	2,124,828	2,459,537	2,210,000	2,242,000
Federal	1,271,824	1,055,689	696,124	723,000	663,000
Total Revenues:	\$7,042,605	\$7,050,345	\$7,094,877	\$7,986,000	\$8,264,000
Federal Foster Care Reimbursement¹	N/A	\$16,693	\$27,804	\$0	\$0
Local Tax Funding:	\$11,831,160	\$12,640,591	\$14,820,696	\$18,783,000	\$20,120,000
FTE Summary:	281.34	284.34	324.83	341.30	344.64

¹See page XXX for information on the Federal Foster Care Reimbursement Fund.

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Mental Health, Mental Retardation, and Substance Abuse Services includes enhancements totaling 6.27 FTE and \$98,000 in additional local tax funding 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. During FY 06, 1.93 FTE was transferred to Parks, Recreation & Community Services and County Administration, 1.00 FTE was added for the Medicaid-funded Community Access Program and 2.00 FTE associated with expired grants were deleted. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006. Funds were also authorized for replacement of the MR/MH/SAS client computer system. This system is included in the Nondepartmental Budget on page 425.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 521, 522, 523, 524, 525, 526, 527, 528, and 531. Information on scheduled projects for the Capital Asset Preservation Fund can be found in tables in Volume 2 beginning on page 606.

Budget History:

FY 03: The Board added 12.00 FTE: 2.00 PIE Therapists, 8.00 FTE for the Revenue Maximization Adolescent Day Treatment Plan, 1.00 FTE Scott Sells Program Manager, and 1.00 FTE Specialist for At-Risk Children.

FY 03 Mid-year: Three Utilization Management Utilization Review positions were transferred to Social Services for the Comprehensive Services Act program.

FY 04: The Board added 6.00 FTE to provide for client support.

FY 04 Mid-year: Mid-year FY 04 enhancements added 18.80 FTE funded by Medicaid for MH group homes, Friendship House, early CAP, in home support, Family Connections, and 3.00 FTE Federal Foster Care Reimbursement positions moved to Social Services.

FY 05: The Board of Supervisors added 25.69 FTE for contracting the Stone Ridge group home, two MH group homes, MR Group Employment, MR Job Link, and MH/SA Outpatient Services.

FY 05 Mid-year: 3.00 FTE were added in mid-FY 05 for Medicaid, the Tobacco Settlement, and the State Mental Health Initiative. The FY 05 budget also reflects the transfer of 2.00 FTE to the Sheriff's Office and General Services in mid-FY 05.

FY 06: The Board of Supervisors added 16.00 FTE for establishment of the Drug Court and expanded services in In-Home Support, Prevention, Substance Abuse, Adult Detention, and Mental Health.

Mental Health, Mental Retardation, and Substance Abuse Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Mental Health Outpatient	\$2,399,802	\$2,372,380	\$2,700,009	\$2,934,000	\$3,266,000
MH/Substance Abuse Emergency Services	798,550	834,175	822,250	1,092,000	1,043,000
Mental Health Residential	3,488,739	3,683,480	4,548,809	5,499,000	6,068,000
Mental Health Day Support	515,271	516,171	683,537	700,000	926,000
MH/Substance Abuse Outreach/Prevention	317,722	340,162	382,448	535,000	550,000
Substance Abuse Outpatient Services	1,319,228	1,638,234	1,741,833	1,967,000	1,979,000
Substance Abuse Residential Services	42,967	68,925	33,670	105,000	211,000
Mental Retardation Case Management	442,558	463,256	528,229	638,000	699,000
Mental Retardation Employment/Day Support	1,985,752	2,089,042	2,447,727	3,390,000	3,040,000
Mental Retardation Community Support	599,573	512,946	594,944	1,034,000	896,000
Mental Retardation Group Homes	2,797,552	3,012,785	3,372,489	4,448,000	4,633,000
Parent Infant Education Program	754,664	888,307	949,406	1,194,000	1,348,000
Administration	3,411,387	3,287,766	3,138,026	3,233,000	3,725,000
Total	\$18,873,765	\$19,707,629	\$21,943,377	\$26,769,000	\$28,384,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Mental Health Outpatient	\$851,360	\$620,119	\$746,934	\$756,000	\$733,000
MH/Substance Abuse Emergency Services	906,068	915,716	917,638	911,000	929,000
Mental Health Residential	1,087,922	1,118,613	1,213,746	1,287,000	1,418,000
Mental Health Day Support	160,362	155,707	246,223	160,000	409,000
MH/Substance Abuse Outreach/Prevention	108,202	100,710	96,700	97,000	97,000
Substance Abuse Outpatient Services	863,458	1,030,742	1,052,802	848,000	935,000
Substance Abuse Residential Services	29,435	44,241	33,670	50,000	59,000
Mental Retardation Case Management	169,168	228,484	261,542	286,000	339,000
Mental Retardation Employment/Day Support	179,623	235,729	260,455	222,000	281,000
Mental Retardation Community Support	241,481	210,464	185,334	412,000	188,000
Mental Retardation Group Homes	1,678,980	1,744,814	1,798,052	2,551,000	2,410,000
Parent Infant Education Program	355,055	461,177	308,585	406,000	466,000
Administration	411,491	200,522	1,000	0	0
Total	\$7,042,605	\$7,067,038	\$7,122,681	\$7,986,000	\$8,264,000

Mental Health, Mental Retardation, and Substance Abuse Services

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Mental Health Outpatient	\$1,548,442	\$1,752,261	\$1,953,075	\$2,178,000	\$2,533,000
MH/Substance Abuse Emergency Services	(107,518)	(81,541)	(95,388)	181,000	114,000
Mental Health Residential	2,400,817	2,564,867	3,335,063	4,212,000	4,650,000
Mental Health Day Support Services	354,909	360,464	437,314	540,000	517,000
MH/Substance Abuse Outreach/Prevention	209,520	239,452	285,748	438,000	453,000
Substance Abuse Outpatient Services	455,770	607,492	689,031	1,119,000	1,044,000
Substance Abuse Residential Services	13,532	24,684	0	55,000	152,000
Mental Retardation Case Management	273,390	234,772	266,687	352,000	360,000
Mental Retardation Employment/Day Support	1,806,129	1,853,313	2,187,272	3,168,000	2,759,000
Mental Retardation Community Support	358,092	302,482	409,610	622,000	708,000
Mental Retardation Group Homes	1,118,572	1,267,971	1,574,437	1,897,000	2,223,000
Parent Infant Education Program	399,609	427,130	640,821	788,000	882,000
Administration	<u>2,999,896</u>	<u>3,087,244</u>	<u>3,137,026</u>	<u>3,233,000</u>	<u>3,725,000</u>
Total	\$11,831,160	\$12,640,591	\$14,820,696	\$18,783,000	\$20,120,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Mental Health Outpatient	31.00	29.48	30.00	32.47	33.47
MH/Substance Abuse Emergency Services	9.72	9.72	9.72	11.72	9.72
Mental Health Residential	47.83	61.55	79.92	84.92	86.39
Mental Health Day Support Services	8.60	8.13	11.07	11.07	14.07
MH/Substance Abuse Outreach/Prevention	5.00	5.00	5.00	7.00	7.00
Substance Abuse Outpatient Services	22.67	21.67	23.67	25.20	24.20
Substance Abuse Residential Services	0.00	0.00	0.00	0.00	1.00
Mental Retardation Case Management	7.00	7.00	7.00	8.50	8.50
Mental Retardation Employment/Day Support	20.32	20.79	25.65	23.65	23.65
Mental Retardation Community Support	22.09	10.89	8.00	14.50	12.50
Mental Retardation Group Homes	46.79	47.79	60.48	62.85	60.92
Parent Infant Education Program	10.00	11.00	13.00	14.00	14.00
Administration	<u>50.32</u>	<u>51.32</u>	<u>51.32</u>	<u>45.42</u>	<u>49.22</u>
Total	281.34	284.34	324.83	341.30	344.64

MH/MR/SAS - Mental Health Outpatient Services

DESCRIPTION

Mental Health Outpatient Services include assessment, evaluation, referral, case management, medication evaluation, medication management, discharge planning, crisis intervention, and psychotherapy services. Treatment services are provided through individual, couple, family, group, and intensive in-home therapy. The client population is diverse, encompassing people affected by serious mental illness or emotional disturbance, youth at risk for serious emotional disturbance, victims of trauma, people 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 other County programs, e.g. evaluation and treatment at the Youth Shelter. Staff participate in regional and State workgroups to maximize services and resources across localities. Employee Assistance Program (EAP) services, i.e. assessment and referral, are also provided to County government employees and their families.

BUDGET OVERVIEW

FY 07 Issues:

- The public sector is the only resource for the uninsured and medically indigent.
- The increasing diversity of the County population requires broader cultural competency and variety of language abilities.
- Pressures toward census reduction in State psychiatric facilities and the closing of psychiatric beds in regional private psychiatric hospitals increase the need for immediate pre-discharge planning and intensive community-based services.
- Demand for mental health evaluation and treatment will increase 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. Referrals are expected to increase with the addition of a new judge.
- Four weeks plus wait time for psychiatric medication services prolongs symptomatology and diminishes effectiveness of other immediate treatment services.
- Demand continues to increase for special referrals to mental health services from other County agencies.

FY 07 Challenges:

- Staff will strive to implement service efficiencies while not compromising quality of care.
- Providing services in a timely manner while negotiating the regulatory and eligibility demands of entitlement and insurance coverage continues to be an issue.
- Staff who have competency in languages other than English are needed.
- Shorter lengths of stay in psychiatric hospitals will be achieved by more provision of more intensive mental health services.
- Access to medication from multiple sources will need to be coordinated.
- Growth in the population served will continue to put pressure on the ability to provide psychiatric evaluations in a timely manner.
- The opening of the new Adult Detention Center will require the provision of additional mental health services.
- The department is increasingly called on to provide forensic evaluations within the required timeframes.
- Priority referrals from other County agencies must be responded to promptly.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,918,173	\$1,858,353	\$2,133,794	\$2,419,000	\$2,680,000
Operations & Maintenance	481,629	514,027	566,215	515,000	586,000
Total Expenditures:	\$2,399,802	\$2,372,380	\$2,700,009	\$2,934,000	\$3,266,000
Revenue					
Local Fees, Charges, Etc	\$507,388	\$473,414	\$522,833	\$578,000	\$578,000
Commonwealth	56,708	68,045	172,441	135,000	135,000
Federal	287,264	78,660	51,660	43,000	20,000
Total Revenues:	\$851,360	\$620,119	\$746,934	\$756,000	\$733,000
Local Tax Funding:	\$1,548,442	\$1,752,261	\$1,953,075	\$2,178,000	\$2,533,000
FTE Summary:	31.00	29.48	30.00	32.47	33.47

MH/MR/SAS - Mental Health Outpatient Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide effective and timely mental health services to children, adolescents and their families.

Objective: Reduce waiting times (30 days for psychotherapy/14 days for medication services) and demonstrate improvement in functioning in 75% of consumers served.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of children and adolescents receiving mental health outpatient services	623	611	640	640
% of children and adolescents whose functioning has improved, as measured by comparative Global Assessment of Functioning	N/A	65%	67%	69%
% of children who are scheduled for intake within 30 days of request for service	N/A	90%	92%	95%
# of children and adolescents receiving psychiatric medication services	244	191	235	245
% of children and adolescents receiving psychiatric medication services within two weeks of referral	N/A	21%	20%	20%

Goal: Provide effective and timely mental health services to adults and their families.

Objective: Reduce waiting times (30 days for psychotherapy/14 days for medication services) and demonstrate improvement in functioning in 75% of consumers served.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of adults receiving mental health outpatient services	1,871	1,887	1,900	1,900
% of adults whose functioning has improved, as measured by comparative Global Assessment of Functioning	N/A	66%	68%	70%
% of adults who are scheduled for intake within 30 days of request for service	N/A	81%	85%	87%
% of adults who are scheduled for aftercare within seven days of discharge from psychiatric hospitals	80%	76%	80%	80%
# of adults receiving psychiatric medication services	957	952	955	960
% of adults receiving psychiatric medication services within two weeks of referral	N/A	21%	20%	20%

Goal: Provide effective and timely forensic mental health services for the criminal justice system including all Loudoun County Courts and the Adult Detention Center.

Objective: Comply with all court orders and Adult Detention Center referrals for forensic and other mental health and substance abuse comprehensive services.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of court-ordered evaluations	186	229	235	250
% of forensic evaluations completed by initial due dates	89%	82%	90%	85%
# of inmates receiving MH services at the Adult Detention Center	90	90	150	250

MH/MR/SAS - Mental Health/Substance Abuse Emergency Services

DESCRIPTION

Emergency Services (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 service is 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 two 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.

ES 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 use 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 Department and Leesburg Police Crisis Negotiations Teams and responds on-site to hostage/barricade situations.

BUDGET OVERVIEW

FY 07 Issues:

- There has been a marked decrease in regional psychiatric in-patient capacity, precipitated by the closing of three hospital psychiatric units within the last year with a loss of 51 adult beds. Current regional psychiatric bed availability for juveniles is limited to one hospital. Both juveniles and adults are increasingly admitted to facilities outside the region, because a regional bed could not be accessed.
- There are increased requests for emergency services.
- An increasing number of traumatic community events require immediate responses.

FY 07 Challenges:

- Locating available hospital beds within the Northern Virginia region continues to be a problem. This is especially critical for individuals who meet Temporary Detention criteria due to risk to self/others and/or substantial inability to care for self by reason of mental illness or substance abuse.
- Continuing to respond to requests for emergency services within 5 minutes is an issue with the growth of those needing the service.
- Providing timely CISM services following a traumatic with existing resources is an issue.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$597,603	\$594,507	\$660,090	\$805,000	\$780,000
Operations & Maintenance	200,947	239,667	162,160	287,000	263,000
Total Expenditures:	\$798,550	\$834,174	\$822,250	\$1,092,000	\$1,043,000
Revenue					
Local Fees, Charges, Etc	\$56,207	\$38,902	\$32,828	\$51,000	\$33,000
Commonwealth	849,861	876,814	880,910	860,000	896,000
Federal	0	0	3,900	0	0
Total Revenues:	\$906,068	\$915,716	\$917,638	\$911,000	\$929,000
Local Tax Funding:	(\$107,518)	(\$81,542)	(\$95,388)	\$181,000	\$114,000
FTE Summary:	9.72	9.72	9.72	11.72	9.72

MH/MR/SAS - Mental Health/Substance Abuse Emergency Services

Planned Accomplishments/Objectives for FY 07

Goal: Maintain effective mental health and substance abuse emergency services.

Objective: Provide response to requests for emergency services within 5 minutes.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of emergency clients	1,850	2,177	2,285	2,300
% of requests for emergency services responded to by phone within 5 minutes	93%	93%	95%	95%

Goal: Mitigate consequences of stress reactions of public safety personnel and community members through provision of Critical Incident Stress Management (CISM) model services following a traumatic event.

Objective: Respond to 100% of requests for CISM.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of Critical Incident Stress Management (CISM) debriefings and defusings conducted/number of requests	16/16	45/45	45/45	45/45

MH/MR/SAS - Mental Health Residential Services

DESCRIPTION

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 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 07 Issues:

- Average time on the waiting list for Mental Health Residential Services continues to be 2 years because of rapidly increasing demand.
- Increased number of home-bound senior mental health clients receives inadequate medical care.
- The highly competitive housing market limits opportunities for purchase of townhouses approved by Board of Supervisors.

FY 07 Challenges:

- Assuring sufficient housing and effective services for persons on the waiting list with increasingly complex needs continues to be a problem. The proposed budget includes funding for a position to provide services to seriously ill homeless persons.
- The availability of medical care for home-bound elderly mental health patients will be maximized.
- Completing the purchase of approved townhouses will be done.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$3,282,736	\$3,382,577	\$4,180,719	\$5,162,000	\$5,682,000
Operations & Maintenance	206,003	300,903	343,322	337,000	386,000
Capital Outlay	0	0	24,768	0	0
Total Expenditures:	\$3,488,739	\$3,683,480	\$4,548,809	\$5,499,000	\$6,068,000
Revenue					
Local Fees, Charges, Etc	\$834,883	\$865,574	\$799,873	\$1,034,000	\$1,165,000
Commonwealth	253,039	253,039	413,873	253,000	253,000
Total Revenues:	\$1,087,922	\$1,118,613	\$1,213,746	\$1,287,000	\$1,418,000
Local Tax Funding:	\$2,400,817	\$2,564,867	\$3,335,063	\$4,212,000	\$4,650,000
FTE Summary:	47.83	61.55	79.92	84.92	86.39

MH/MR/SAS - Mental Health Residential Services

Planned Accomplishments/Objectives for FY 07

Goal: Maintain clients with serious mental illnesses in the least restrictive environment.

Objective: Provide community housing and supportive services to all applicants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of clients/family members served	88/70	84/90	90/92	99/93
% of MH Residential clients who have successfully maintained housing and avoided long-term, psychiatric re-hospitalization (15 or more days per year)	100%	97%	95%	95%
# of people on the waiting list	45	44	46	40

Goal: Reduce the effects of mental illness and substance abuse for home-bound elderly citizens.

Objective: Through evaluation and referral, provide appropriate mental health and substance abuse services in the least restrictive environment. Complete assessments within two weeks of request.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of clients served by the Elderly Outreach Program	N/A	14	25	25
% of Elderly Outreach clients referred to Mental Health or other human services	N/A	100%	95%	95%
#/% of assessments performed within 2 weeks of request	N/A	14/100%	23/90%	23/95%

Goal: Reduce the effect of mental illness and substance abuse upon homeless seriously mentally ill persons.

Objective: Increase the number and percentage of homeless residents contacted by the PATH Team.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of homeless seriously mentally ill persons receiving Project for Assistance and Transition from Homelessness (PATH) services	129	155	170	190
# of PATH clients connected to mental health or other human services	38	60	70	76
% of requests for PATH services received from the police and shelters that are responded to within 48 hours	25%	80%	60%	75%

MH/MR/SAS - Mental Health Day Support Services

DESCRIPTION

This program provides individualized supportive and rehabilitative services in a day-support/clubhouse setting (Friendship House). Services include: life skills training, community 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 07 Issues:

- Residents with serious mental illness require fewer hospitalizations and have better outcomes when they receive effective day support services.
- Too few residents with serious mental illness are enrolled in day support.

FY 07 Challenges:

- Providing support, social, and vocational services to greater numbers of residents with mental illness will continue to be addressed. The proposed budget includes 3.00 FTE to expand services at Friendship House.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$428,000	\$472,017	\$602,710	\$647,000	\$852,000
Operations & Maintenance	87,271	44,154	80,827	53,000	74,000
Total Expenditures:	\$515,271	\$516,171	\$683,537	\$700,000	\$926,000
Revenue					
Local Fees, Charges, Etc	\$160,362	\$155,707	\$246,223	\$160,000	\$409,000
Total Revenues:	\$160,362	\$155,707	\$246,223	\$160,000	\$409,000
Local Tax Funding:	\$354,909	\$360,464	\$437,314	\$540,000	\$517,000
FTE Summary:	8.60	8.13	11.07	11.07	14.07

MH/MR/SAS - Mental Health Day Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Reduce the effects of serious mental illness.

Objective: Increase vocational success and community participation by citizens with mental illness. Increase number served and timely service access.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# clients/family members served	109/65	103/75	105/75	105/80
% of intakes completed within one week of request for service	N/A	95%	95%	95%
# of clients who are enrolled in the vocational program	21	25	30	40
% of clients enrolled in the vocational program who obtain employment within 12 months of enrollment	85%	90%	88%	80%
% clients satisfied with the services received	100%	95%	95%	95%

Goal: Improve family understanding of serious mental illness.

Objective: Provide psycho-educational groups and family involvement opportunities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of family members who complete the program orientation	N/A	25	40	30
# of family members who participate in psycho-educational groups	N/A	25	35	50

MH/MR/SAS - MH/SA Prevention & Community Outreach Services

DESCRIPTION

Prevention and Community Outreach Services focuses on high-risk children, adolescents and their families. At the request of schools, community organizations, businesses, civic groups, and public agencies, Prevention and Community Outreach Services provides substance abuse, gang and violence prevention programs. School-based programs, such as the Conflict Mediation Program and the Gang Prevention Program, are collaborative efforts with Loudoun County Public Schools. Prevention and Community Outreach Services also provides After-School Prevention Programs. These services provide a place for youth to receive help with their homework, participate in prevention groups, and take part in community service projects. Prevention staff also represent the Loudoun County Community Services Board on numerous community coalitions dedicated to mental health education and prevention of substance abuse and other high-risk behavior by youth.

BUDGET OVERVIEW

FY 07 Issues:

- Increases in the number of at-risk youth in schools and community and subsequent increase in substance abuse, gang involvement and bullying.
- The increasing diversity of the County population requires 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 07 Challenges:

- Meeting the documented need for services in the schools and in the community for at-risk youth in the areas of substance abuse, gang involvement and bullying will be addressed.
- The department will continue to meet the special needs of diverse populations with different cultures and languages through training of existing staff and hiring of bilingual staff.
- Space within apartment complexes that request after school programs will be acquired.
- Assuring prevention services through the development of a comprehensive system of services and collaborating with other service agencies will continue.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$278,162	\$304,423	\$335,057	\$459,000	\$471,000
Operations & Maintenance	39,560	35,739	47,391	55,000	79,000
Capital Outlay	0	0	0	21,000	0
Total Expenditures:	\$317,722	\$340,162	\$382,448	\$535,000	\$550,000
Revenue					
Local Fees, Charges, Etc	\$2	\$10	\$0	\$0	\$0
Federal	108,200	100,700	96,700	97,000	97,000
Total Revenues:	\$108,202	\$100,710	\$96,700	\$97,000	\$97,000
Local Tax Funding:	\$209,520	\$239,452	\$285,748	\$438,000	\$453,000
FTE Summary:	5.00	5.00	5.00	7.00	7.00

MH/MR/SAS - MH/SA Prevention & Community Outreach Services

Planned Accomplishments/Objectives for FY 07

Goal: Reduce violence, gang involvement, and bullying among at-risk youth in Loudoun County.

Objective: Provide evidence-based substance abuse, violence, gang and bullying prevention programs to at-risk youth in the schools and in the community.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of youth served in the schools	1,520	1,751	1,820	1,500 ²
# of youth served in the community	124	172 ¹	180	180
% of youth whose grades maintained or improved	57%	98%	98%	98%

¹ Increase in youth served due to one-year VA Tobacco Settlement Foundation grant.

² Decrease in large assemblies and classroom activities, relates to decrease in youth served, level of service increases through additional small, evidence-based groups.

Goal: Facilitate achievement of developmental goals by at-risk youth.

Objective: Provide comprehensive case management services in order to connect youth and families with needed human, health and other social services.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of youth receiving case management services	60	75	90	90
# of family members receiving case management services	240	300	360	360
# of youth participating in alternative activities, e.g., camps and educational activities	63	80	100	100

MH/MR/SAS - Substance Abuse Outpatient Services

DESCRIPTION

Substance Abuse Outpatient Services (SA) include evaluation, referral, case management, psychiatric and psychotherapy services. Treatment is provided through individual, group, couples and family therapy, as well as education through participation in self-help groups such as Alcoholics Anonymous, Narcotics Anonymous and Al-Anon. Treatment promotes family involvement because substance abuse is devastating to the individual and 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. Contracted private and public sector providers located outside the County serve individuals who require a more intensive level of care such as detoxification and inpatient/residential treatment.

BUDGET OVERVIEW

FY 07 Issues:

- Loudoun County's continual population increase is reflected in the growth of public schools and an increase in requests for services for students and families.
- Unstable 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 increasing diversity of the County population requires broader cultural competency and variety of language abilities among service providers.

FY 07 Challenges:

- The department must increase service efficiencies while not compromising quality of care.
- The growing demand for early intervention, assessment and referral services for students in the schools will be met.
- Effective substance abuse services for adults involved in the criminal justice system will put pressure on existing staff.
- The department will endeavor to recruit and retain staff who have competency in languages other than English.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,069,540	\$1,269,772	\$1,312,025	\$1,754,000	\$1,741,000
Operations & Maintenance	249,688	368,462	429,808	213,000	238,000
Total Expenditures:	\$1,319,228	\$1,638,234	\$1,741,833	\$1,967,000	\$1,979,000
Revenue					
Local Fees, Charges, Etc	\$206,240	\$207,677	\$222,632	\$130,000	\$216,000
Commonwealth	429,200	458,995	465,626	450,000	451,000
Federal	228,018	347,377	336,740	268,000	268,000
Total Revenues:	\$863,458	\$1,014,049	\$1,024,998	\$848,000	\$935,000
Federal Foster Care Reimbursement	\$0	\$16,693	\$27,804	\$0	\$0
Local Tax Funding:	\$455,770	\$607,492	\$689,031	\$1,119,000	\$1,044,000
FTE Summary:	22.67	21.67	23.67	25.20	24.20

MH/MR/SAS - Substance Abuse Outpatient Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide effective and timely substance abuse services to children, adolescents and their families.

Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of consumers served.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of children and adolescents receiving substance abuse outpatient services	598	635	674	735
% of children who are scheduled for intake within 30 days of request for service	N/A	91%	95%	95%
% of children and adolescents who were abstinent in the 60 days prior to discharge	N/A	N/A	75%	75%

Goal: Provide effective and timely substance abuse services to adults and their families.

Objective: Reduce waiting time to 30 days or less and demonstrate initiation of recovery in 75% of consumers served.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of adults receiving substance abuse outpatient services	1,204	1,213	1,247	1,306
% of adults who are scheduled for intake within 30 days of request for service	N/A	86%	90%	90%
% of adults who were abstinent in the 60 days prior to discharge	N/A	N/A	75%	75%

Goal: Provide mental health and substance abuse student assistance services including early intervention, evaluation and referral for Loudoun County Schools.

Objective: Achieve a rate of 80% of adolescent/family follow thru on treatment recommendations from SAS.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of adolescents receiving Student Assistance Services evaluations	467	466	475	475
% of adolescents/families who followed treatment recommendations from SAS	63%	81%	75%	75%
# of Middle and High Schools receiving at least 3 hours of Student Assistance Services per week/total # of secondary schools	18/20	18/22	18/24	18/24

MH/MR/SAS - Substance Abuse Residential Services

DESCRIPTION

The Inpatient/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 adult substance abuse clients in four apartments. This 9-12 month program provides substance abuse treatment and crisis intervention and intensive case management and community supervision. Program participants are required to attend AA/NA, maintain employment and comply with random drug testing requirements.

BUDGET OVERVIEW

FY 07 Issues:

- Costs for services purchased from private vendors are rising.
- Unstable funding from the Federal government in support of the High Intensity Drug Trafficking Area (HIDTA) program threatens to undermine the Department's ability to provide residential treatment services to substance abusers involved in the criminal justice system.
- Demand for supervised apartment program beds continues to increase as the apartments have become increasingly utilized by Drug Court program clients.

FY 07 Challenges:

- Staff will be pressed to maintain adequate levels of substance abuse residential services for youth and adults in need.
- Utilizing apartment programs beds while identifying and accessing other community housing resources will be an ongoing issue.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$0	\$0	\$22,721	\$0	\$92,000
Operations & Maintenance	42,967	68,925	10,949	105,000	119,000
Total Expenditures:	\$42,967	\$68,925	\$33,670	\$105,000	\$211,000
Revenue					
Local Fees, Charges, Etc	\$5,326	\$7,381	\$56	\$5,000	\$14,000
Federal	24,109	36,860	33,614	45,000	45,000
Total Revenues:	\$29,435	\$44,241	\$33,670	\$50,000	\$59,000
Local Tax Funding:	\$13,532	\$24,684	\$0	\$55,000	\$152,000
FTE Summary:	0.00	0.00	0.00	0.00	1.00

MH/MR/SAS - Substance Abuse Residential Services

Planned Accomplishments/Objectives for FY 07

Goal: Ensure a satisfactory transition from acute addiction to outpatient treatment for chemically dependent children, adolescents, and adults.

Objective: Provide detoxification and inpatient treatment options for clients in need of that level of care.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of children and adolescents receiving inpatient treatment services	5	4	5	5
# of adults receiving inpatient treatment services	70	82	75	75
# of inpatient clients successfully transitioning to outpatient treatment services	65	66	60	60
% of inpatient clients successfully transitioning to outpatient treatment services	87%	77%	75%	75%

Goal: Ensure the availability of transitional residential care for chemically dependent persons.

Objective: Provide transitional supervised apartment program services to chemically dependent persons.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of persons served in supervised apartment programs for 60 days or more	10	11	12	12
# of persons discharged after 60 or more days	8	5	8	8
# who successfully complete the program (as measured by substance-free living, maintaining employment and 12-step program participation)	7/88%	2/40%	6/75%	6/75%

MH/MR/SAS - MR Case Management Services

DESCRIPTION

Case Management is an intervention process which ensures that service systems and community supports are responsive to the specific, multiple and changing needs of individuals and families. Case Management services ensure that individuals are properly connected to and involved with the appropriate services and supports in order to maximize 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 cadre 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 07 Issues:

- Many of the program's consumers 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 or no alternatives available.
- The growing population of special education students with mental retardation graduating from the school system needing access to programs to maintain quality life.

FY 07 Challenges:

- The case management program has seen much in the way of growth over the past year. Eighteen (18) new Medicaid Waiver slots were allocated in FY 05.
- Waiting lists continue to increase as new residents enter the County and students graduate from the School System.
- Case management is faced with the challenge of adding more consumers with critical need situations to case loads without compromising the needs of those already receiving services.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$417,877	\$437,405	\$498,326	\$610,000	\$664,000
Operations & Maintenance	\$24,681	\$25,851	29,903	\$28,000	35,000
Total Expenditures:	\$442,558	\$463,256	\$528,229	\$638,000	\$699,000
Revenue					
Local Fees, Charges, Etc	\$169,168	\$228,484	\$261,542	\$286,000	\$339,000
Total Revenues:	\$169,168	\$228,484	\$261,542	\$286,000	\$339,000
Local Tax Funding:	\$273,390	\$234,772	\$266,687	\$352,000	\$360,000
FTE Summary:	7.00	7.00	7.00	8.50	8.50

MH/MR/SAS - MR Case Management Services

Planned Accomplishments/Objectives for FY 07

Goal: Increase availability of case management services to the adult population.

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.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of adults receiving Case Management (CM) services	158	166	182	182
# of adults waiting for service	64	65	60	60
% of people on CM waiting list who are moved to appropriate service specific waiting lists.	N/A	N/A	30%	40%

Goal: Reduce the number of children waiting for case management services.

Objective: Assess children on the waiting list and add them to case loads as openings become available.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of children under 18 receiving services	14	14	26	26
# of children under 18 waiting for services	36	46	51	56
Average waiting time	N/A	N/A	1.5 years	2 years

Goal: Families and clients are satisfied with case management services.

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.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of individuals served in case management program	172	180	208	208
% of families/clients satisfied with case management services	N/A	N/A	85%	90%

MH/MR/SAS - MR Employment and Day Support Services

DESCRIPTION

Employment Services and Day Support Services provide a range of support levels to help clients with mental disabilities and mental retardation to retain jobs and provide volunteer services in the community. These programs are operated by a combination of County and contracted services.

Job Link, 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. Job Link 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, Inc. 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 07 Issues:

- The planning for transition of students from school services to adult services must be made more seamless.
- The Job Link program will maintain compliance with CARF (Commission on Accreditation of Rehabilitation Facilities) accreditation standards. This accreditation was achieved in FY 05 but maintenance of accreditation will require significant further effort.
- The CAP Coordinator manages services for 12 clients and supervises 12 staff and substitutes. Regional standards suggest that the coordinator should manage no more than eight clients and staff.

FY 07 Challenges:

- Transportation continues to be a challenge for clients who work in the community without department support.
- Maintaining reasonable caseload sizes and the increased demand for documentation limits the ability to serve new program participants.
- ECHO, a group employment vendor that provides employment services, is having difficulty finding work sites for the increasing number of clients who need a higher level of support in a group setting.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$929,554	\$1,030,398	\$1,159,165	\$1,373,000	\$1,505,000
Operations & Maintenance	1,056,198	1,058,644	1,253,558	2,017,000	1,535,000
Capital Outlay	0	0	35,004	0	0
Total Expenditures:	\$1,985,752	\$2,089,042	\$2,447,727	\$3,390,000	\$3,040,000
Revenue					
Local Fees, Charges, Etc	\$153,386	\$184,104	\$214,406	\$193,000	\$213,000
Commonwealth	26,237	51,625	46,049	29,000	68,000
Total Revenues:	\$179,623	\$235,729	\$260,455	\$222,000	\$281,000
Local Tax Funding:	\$1,806,129	\$1,853,313	\$2,187,272	\$3,168,000	\$2,759,000
FTE Summary:	20.32	20.79	25.65	23.65	23.65

MH/MR/SAS - MR Employment and Day Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Meet the employment needs of eligible Loudoun County residents with disabilities.

Objective: Provide effective employment services to eligible applicants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of people served: percentage of eligible people requesting services who receive services.	140/100%	164/100%	180/100%	185/95.6%
Average hourly earnings in group employment.	N/A	\$0.90	\$0.92	\$0.92
% of employed clients in individual supported employment working for 90 days or more.	N/A ¹	N/A ¹	78%	78%

¹First measured in FY 06.

MH/MR/SAS - MR Community Support Services

DESCRIPTION

MR Community Support Services are provided through Adult Foster Care, Respite 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 provide 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 monthly stipend of \$1,300 a 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. Respite Care provides families with a temporary break from the responsibility of being a caregiver. Contracted providers are screened and trained and then referred to families. Families hire providers to take care of the client in their home for an agreed-upon fee.

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.

FY 07 Issues:

- No additional Medicaid Waiver slots are expected in FY 06.
- There has been an increase in the number of people needing in-home services, which increases time on a wait list. There are no private vendors providing this service in Loudoun County at the present time.
- The department has experienced difficulty recruiting qualified applicants to staff this program.

FY 07 Challenges:

- Recruitment of qualified staff and contracted providers (In-Home Support/Adult Foster Care/ Respite) is an ongoing challenge.
- Finding families willing to participate in the Adult Foster Care Program by housing and assisting a consumer continues to be difficult.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$453,144	\$385,501	\$454,402	\$819,000	\$739,000
Operations & Maintenance	146,429	127,444	108,548	175,000	157,000
Capital Outlay	0	0	0	40,000	0
Central Vehicle Fund	0	0	31,994	0	0
Total Expenditures:	\$599,573	\$512,945	\$594,944	\$1,034,000	\$896,000
Revenue					
Local Fees, Charges, Etc	\$176,280	\$141,983	\$126,210	\$342,000	\$118,000
Commonwealth	65,201	68,481	59,124	70,000	70,000
Total Revenues:	\$241,481	\$210,464	\$185,334	\$412,000	\$188,000
Local Tax Funding:	\$358,092	\$302,481	\$409,610	\$622,000	\$708,000
FTE Summary:	22.09	10.89	8.00	14.50	12.50

MH/MR/SAS - MR Community Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide eligible individuals an opportunity to live in a family environment.

Objective: Recruit three new Adult Foster Care families.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of current Adult Foster Care Families/# of Adult Foster Care Families recruited.	3/0	2/2	4/3	4/6
# of marketing contacts made for Adult Foster Care Providers	N/A	N/A	30	30

Goal: Increase the Respite Care program's ability to meet the increasing need for respite in the home.

Objective: Recruit three new respite care providers.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
% of respite requests met	N/A	N/A	90%	90%
# of requests for respite services	N/A	N/A	60	80
# of current Respite Providers/# of recruited Respite Providers	N/A	N/A	2/3	2/3
# of marketing contacts made for Respite Providers	N/A	N/A	10	20

Goal: Reduce the wait list for In-Home Support Services.

Objective: Serve four more people through the In-Home Support Program.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of people receiving Medicaid Waiver In-Home Support/# of people requesting Medicaid Waiver In-Home Support	7/57	9/55	14/44	20/58

MH/MR/SAS - MR Community Support Services

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide In-Home Support services so individuals can remain at home as opposed to more restrictive environments.

Objective: Design services to meet the individual needs of the client in the home.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of individuals served who are able to remain at home/# of individuals served who required a more restrictive setting	9/0	9/1	14/0	16/0

Goal: All clients will have access to the community during In-Home Support service hours.

Objective: All individual service plans will include participating in the community.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of individuals served who are able to access the community/# of individuals served who are not able to participate in the community	9/0	10/0	14/0	14/0

Goal: Provide more autonomy for families through Consumer Directed Services.

Objective: Provide support which will assist families to use these services.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of families enrolled in Consumer Directed Services	11	20	24	30

MH/MR/SAS - MR Group Home Services

DESCRIPTION

This program provides training, supervision and assistance with activities of daily living and opportunities for community access, based on the needs and desires 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, 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).

FY 07 Issues:

- With the growth of 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 Waiver, which allow individuals to rent their own apartment, have made it difficult for individuals to obtain housing on their own. Therefore they rely even more on the department's services.
- 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 community's ability to value disabled individuals as citizens and neighbors.

FY 07 Challenges:

- The quality of life for group home residents will be enhanced without adding to program costs by establishing natural supports in the community for people with severe disabilities.
- The department will maximize county revenues by increasing the current level of Medicaid Waiver billing through the installation of a new client billing system.
- Skill levels of staff will be improved through ongoing training.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$2,159,092	\$2,336,412	\$2,543,519	\$3,458,000	\$3,669,000
Operations & Maintenance	638,460	676,373	788,872	990,000	964,000
Central Vehicle Fund	0	0	40,098	0	0
Total Expenditures:	\$2,797,552	\$3,012,785	\$3,372,489	\$4,448,000	\$4,633,000
Revenue					
Local Fees, Charges, Etc	\$1,327,250	\$1,400,109	\$1,370,098	\$2,142,000	\$2,131,000
Commonwealth	351,730	344,705	421,514	409,000	279,000
Federal	0	0	6,440	0	0
Total Revenues:	\$1,678,980	\$1,744,814	\$1,798,052	\$2,551,000	\$2,410,000
Local Tax Funding:	\$1,118,572	\$1,267,971	\$1,574,437	\$1,897,000	\$2,223,000
FTE Summary:	46.79	47.79	60.48	62.85	60.92

MH/MR/SAS - MR Group Home Services

Planned Accomplishments/Objectives for FY 07

Goal: Reduce the amount of time spent on the immediate need wait list.

Objective: Reduce immediate need wait time from 4.5 to 4 years.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average number of years individuals wait for service	4.5	4.5	4	4
# of clients being served in MR Group Home Services (including vendor services)	44	48	56	56

Goal: Recover billable Medicaid Waiver Revenue.

Objective: MR Residential group homes will recover 95% of hours billed to Medicaid.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
% of Medicaid money reimbursed compared to billed amount	98%	96%	96%	96%

Goal: Increase the quality of life in MR Group Homes through the development of natural supports in the community

Objective: Support clients in developing relationships with people in the community.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of individuals that have natural supports/total # of individuals	N/A	12/26	15/32	20/32
% of individual ISP objectives met related to community inclusion	N/A	N/A	95%	95%

MH/MR/SAS - Parent Infant Education (PIE)

DESCRIPTION

PIE is mandated to provide or make available the 17 early intervention services 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, 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. Vision and nutrition services are provided through contracts. Each eligible child and family has an Individualized Family Service Plan (IFSP) developed by a team, which 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 that child's development to the maximum extent possible. Most of the referrals to the PIE program come from physicians but other sources include Health Services, Social Services, and private providers.

FY 07 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.
- 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 impact the development of the children served and enhance the ability of parents to deal with their children's disabilities.

FY 07 Challenges:

- The ongoing challenge with early intervention is having the resources necessary to meet the demand. While the State is mandated to fund these services, adequate State resources have not been forthcoming.
- The number of referrals continues to increase but resources are not increasing at the same pace.
- Staff is serving an increased number of children with more complex needs who require more involvement by staff, challenging available resources.
- Compliance with the 45 day Federal mandate to provide Individualized Family Service Plans while experiencing increasing demand continues to be a challenge.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$661,627	\$798,107	\$859,509	\$1,111,000	\$1,216,000
Operations & Maintenance	\$93,037	\$90,200	89,897	\$83,000	132,000
Total Expenditures:	\$754,664	\$888,307	\$949,406	\$1,194,000	\$1,348,000
Revenue					
Local Fees, Charges, Etc	\$139,188	\$159,732	\$142,515	\$133,000	\$143,000
Commonwealth	3,125	3,125	0	3,000	89,000
Federal	212,742	298,320	166,070	270,000	234,000
Total Revenues:	\$355,055	\$461,177	\$308,585	\$406,000	\$466,000
Local Tax Funding:	\$399,609	\$427,130	\$640,821	\$788,000	\$882,000
FTE Summary:	10.00	11.00	13.00	14.00	14.00

MH/MR/SAS - Parent Infant Education (PIE)

Planned Accomplishments/Objectives for FY 07

Goal: Comply with the Federal guidelines for the development of Individualized Family Services Plan (IFSP) as required.

Objective: 100% of eligible families will have IFSP developed within 45 days of referral.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
% of children receiving services within 45 day mandate	0%	90%	95%	95%

Goal: Meet the needs of all eligible children referred to the PIE Program.

Objective: 100% of children will receive services on IFSP.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
% of children receiving all services listed on IFSP	N/A	N/A	100%	100%
Total # of children who request PIE services	439	496	525	560
Number of children receiving ongoing services	264	300	345	360

Goal: Minimize the effects of disabling conditions on children in the PIE Program.

Objective: Increase by 2% the number of children who go on to school system who do not require special education pre-school program (currently 18%).

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
% of children who require special education pre-school upon discharge from PIE program	N/A	18%	20%	22%

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.

FY 07 Issues:

- The growth in consumers, agencies and program sites causes pressure on the division to maintain effective administrative services.
- 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.
- The need to provide quality of information to the CSB to enable members to make informed decisions is imperative.

FY 07 Challenges:

- This division has the responsibility for the assurance of compliance with new and evolving regulations regarding service provision, report generation, and other medical/legal issues.
- Enhancement of the current information system to allow for efficient and effective access to data by both management and line staff will be addressed with the installation of a new data system.
- The new information system will assure accurate and timely submission of billing and other reports for third party payers.
- The division will endeavor to fill licensed clinician vacancies in order to improve third party revenue collections.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$3,092,725	\$3,067,545	\$3,022,289	\$3,064,000	\$3,492,000
Operations & Maintenance	313,343	220,221	115,737	169,000	233,000
Capital Outlay	5,319	0	0	0	0
Total Expenditures:	\$3,411,387	\$3,287,766	\$3,138,026	\$3,233,000	\$3,725,000
Revenue					
Local Fees, Charges, Etc	\$0	\$6,751	\$0	\$0	\$0
Federal	411,491	193,771	1,000	0	0
Total Revenues:	\$411,491	\$200,522	\$1,000	\$0	\$0
Local Tax Funding:	\$2,999,896	\$3,087,244	\$3,137,026	\$3,233,000	\$3,725,000
FTE Summary:	50.32	51.32	51.32	45.42	49.22

MH/MR/SAS - Administration

Planned Accomplishments/Objectives for FY 07

Goal: Facilitate client access to clinical and rehabilitation services through Administrative support functions.

Objective: Provide timely and effective customer service as demonstrated by receiving an 85% or better on customer satisfaction surveys.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
#/% of requests for releases of information and court orders for records delivered within required time frame	155/80%	176/81%	185/85%	185/85%
# of community presentations coordinated/presented by the Community Resource Center	17	33	35	35
% of admission confirmation packets prepared and sent within 24 hours	N/A	95%	95%	95%
% of MH/SAS customer satisfaction surveys at the very satisfied or mostly satisfied levels	N/A	85%	85%	85%

Goal: Maintain regulatory compliance with HIPAA, Human Rights, OSHA, and State licensure.

Objective: Through quality assurance activities such as training, inspections, site visits and health care record reviews, improve safety, security and confidentiality of clients, staff and information.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
# of inspections completed	N/A	12	30	30
# of remediation plans developed	N/A	12	30	30
#/% of staff trained within 30 days of employment	N/A	65%	75%	80%

Goal: Maintain accurate and accessible data systems that allow for meaningful report generation.

Objective: Meet deadlines established by regulatory agencies for mandatory reporting.

	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
<i>Performance Measures</i>				
# of active client records processed	4,363	4,645	4,500	4,500
% of Community Consumer Submission (CCS) reports submitted on time to the State	N/A	95%	95%	95%

MH/MR/SAS - Administration

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Provide timely, effective and sound financial management.

Objective: Maximize revenue and effectively manage expenditures.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of data entry transactions entered relevant to revenue generation	219,350	231,680	251,768	266,768
% of total billed charges collected	86%	83%	86%	86%

Regional Organizations and Contributions

Description: Regional Organizations include a number of separate organizations to which the County is either a 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 the member jurisdictions. Other organizations contribute to the education, health and/or well being of Loudoun citizens.

The County provides funding allocations to human service regional organizations based on available resources. Allocations are subject to annual review and decision, and allocations may be subject to reduction or discontinuation. An allocation in one year does not guarantee future allocations.

FY 07 funding requests from human services 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 has generally remained constant over the last 3 years.
- The organization has the administrative resources to administer funds and to implement/oversee the program or service.

Additionally, beginning in FY 07, funding increases from one year to the next will generally not exceed the Washington-Baltimore Metro area CPI increase. Therefore, the most recent CPI of 3.6% was approved for the majority of FY 07 regional organization requests.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Operations & Maintenance	\$2,853,711	\$3,065,308	\$3,474,269	\$4,307,687	\$4,446,381
Total Expenditures:	\$2,853,711	\$3,065,308	\$3,474,269	\$4,307,687	\$4,446,381
Local Tax Funding:	\$2,853,711	\$3,065,308	\$3,474,269	\$4,307,687	\$4,446,381

FY 07 Board Action: The FY 07 Adopted budget includes \$1,502,961 for contributions to organizations that do not have a contract or agreement with the County. Organizations in which Loudoun is an active member and for which a formal contract/agreement for funding exists are funded at \$2,943,420. Enhancements approved by the Board of Supervisors in the FY 07 budget include \$25,000 for La Voz for a part time executive director, \$7,777 for the Loudoun Arts Council to enhance youth programs, \$50,000 for Loudoun Cares to support the multi-tenant nonprofit center initiative, and \$65,805 for the Loudoun Museum for museum revitalization, renovation and personnel costs.

Regional Organizations

Agency Name: All-Night Graduation Parties
FY 06 Adopted: \$4,000
FY 07 Adopted: \$4,000

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: Broad Run, 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: Bluemont Concert Series
FY 06 Adopted: \$36,000
FY 07 Adopted: \$37,296

Agency Description: Founded in 1976, the Bluemont Concert Series is organized to encourage and present a wide variety of affordable high quality cultural events and activities for families in the communities of Loudoun County and in the northwest and central Virginia regions. Bluemont presents four major program areas: Artist-In-Education, Summer Concerts, Healthcare Benefits and Community Special Events. Bluemont has become one of the foremost community event planning and marketing organizations in Loudoun County and the region and has presented 5,650 events in 80 communities to an estimated 2,766,358 visitors and residents. Bluemont has built a strong partnership with local governments, businesses and community organizations that enables the organization to continue to provide quality services throughout the County, such as First Night Leesburg, Round Hill Hometown Festival, Purcellville Days and the Loudoun Youth Soccer event. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Blue Ridge Speech and Hearing
FY 06 Adopted: \$113,260
FY 07 Adopted: \$117,337

Agency Description: Blue Ridge Speech and Hearing Center has been providing speech and hearing services to Loudoun County residents for over 40 years. 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 Center projects an additional 11% increase in clients for 2007 and an additional 6% in 2008. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Brain Injury Services, Inc.
FY 06 Adopted: \$17,945
FY 07 Adopted: \$18,591

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. Through identifying, planning, coordinating and monitoring services and resources, case managers are able to 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 their vocational rehabilitation staff to provide vocational services to Loudoun citizens with brain injuries. Forty-five Loudoun County residents were served by this agency in the past year. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Agency Name: Capital Hospice
FY 06 Adopted: \$6,998
FY 07 Adopted: \$7,250

Agency Description:

Capital Hospice, previously known as the Hospice of Northern Virginia, strives to improve care for those facing life-limiting illnesses through direct support of patients and their families. Capital Hospice provides hospice care for Loudoun residents with the majority receiving care in their own homes. Capital Hospice also provides services to residents at Falcon's Landing, Heritage Hall, Loudoun Nursing and Rehab Center, Sunrise Countryside, Sunrise Leesburg, Morningside House, Meadow Glen and Loudoun Hospital. Services include a palliative care consulting group that addresses pain and other symptom management needs for chronically seriously ill patients. Other services include bereavement counseling and education programs for health care professionals, social workers and clergy addressing end of life care. In FY 05, 4,532 patients and their families were provided assistance. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: First Night Leesburg
FY 06 Adopted: \$2,250
FY 07 Adopted: \$2,331

Agency Description:

Each year, First Night Leesburg provides a five-hour celebration of the arts on New Year's Eve, emphasizing quality entertainment from local residents and top quality entertainers for a family oriented, alcohol-free event. Support from the County helps maintain a low entry fee. First Night Leesburg is organized by a volunteer committee that coordinates over 100 volunteers and 500 volunteer hours. Attendance ranges from 3,500 to 7,000 depending on the weather. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Good Shepherd Alliance
FY 06 Adopted: \$75,000
FY 07 Adopted: \$77,700

Agency Description:

The Good Shepherd Alliance 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 for clothing, furniture and household items. The agency operates a Drop-In Center in Leesburg and provides case management, access to mail boxes, storage lockers, telephones, and internet access to assist with job searches. It also provides laundry and shower facilities. In 2004, the agency's efforts housed and fed 194 people for a total bed stay of 9,054 nights and 22,635 meals. Of the 194 people, 115 were men, 52 were women and 27 were children, of whom seven attended Loudoun County Public Schools. The agency served 270 people in 2005 and is expected to serve 289 in 2006. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Greater Washington Initiative
FY 06 Adopted: \$22,500
FY 07 Adopted: \$23,310

Agency Description:

The Greater Washington Initiative is the exclusive regional economic development marketing organization representing Northern Virginia, Suburban Maryland and the District of Columbia. The Initiative markets Loudoun County's many business and lifestyle attributes to national and international business executives and site selection consultants using media relations, advertising, marketing events in the U.S. and Europe, and by conducting and distributing research. The Initiative 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. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Agency Name: La Voz of Loudoun
FY 06 Adopted: \$0
FY 07 Adopted: \$25,000

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. The organization works closely with other groups, such as the County's Department of Social Services. La Voz provides programs such as leadership development, community forums and dialogues, and consultation and presentation to interested groups. The FY 07 budget provides funding for a part-time executive director who will pursue grants and other funding sources, further develop the long term strategic plan, initiate the opening and expansion of the Newcomer Welcome Center and initially manage the volunteer program.

Agency Name: Legal Services of Northern Virginia
FY 06 Adopted: \$75,000
FY 07 Adopted: \$77,700

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 – 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 05, LSNV handled 451 cases and assisted 1,143 County residents. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Loudoun Abused Women's Shelter
FY 06 Adopted: \$47,908
FY 07 Adopted: \$49,632

Agency Description: The mission of 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. Other services include LAWS Youth and Children's Services, the Loudoun County Nurturing Program, LAWS Sexual Assault Services, LAWS Hispanic Services and the Teen Violence Prevention Program. The organization assisted 1,542 clients in FY 05, and the projection for FY 06 is 1,600. Local funding is also used a match for funds received from the Commonwealth of Virginia. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Agency Name: Loudoun Arts Council
FY 06 Adopted: \$2,223
FY 07 Adopted: \$10,000

Agency Description: The Loudoun Arts Council (LAC) promotes the development of artistic expression throughout the County and 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 school in Loudoun County; ArtShare, a program which offers financial assistance to nonprofits organizations such as the Loudoun Symphony, and the Travis Film Festival. The organization produces the Arts Advance Newsletter; the LAC Directory, which is provided to libraries, government offices and schools as a source of artists, performers and venues; and maintains the LAC website for outreach and education. LAC administers the Leesburg's First Friday monthly events, partners with local artists to bring artwork into Loudoun workplaces and hosts events such as the Designer Showhouse Fundraiser. The for FY 07 budget provides funding to enhance programs such as the Excellence in the Arts competition for high school students, which supports the goals of the Loudoun Youth Initiative.

Agency Name: Loudoun Cares
FY 06 Adopted: \$25,000
FY 07 Adopted: \$75,000

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 common facility, a multi-tenant nonprofit center. The agency has secured a \$100,000 Federal appropriation toward the new facility. Loudoun Cares has established the first local Information & Referral (I & R) telephone help line for area residents requiring information about health and human service programs. 1,500 people are projected to be assisted in 2005 and 3,000 in 2006. The organization was awarded \$49,000 in CDBG funds for FY 06 to provide for a bilingual expansion of the I & R line. The FY 07 budget provides funding to support the multi-tenant nonprofit center concept, including use of these dollars as a leverage to secure other financing.

Agency Name: Loudoun Community Free Clinic
FY 06 Adopted: \$75,000
FY 07 Adopted: \$77,700

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. A paid staff of three provides for operational support. The Clinic provides medical services including physical examinations, laboratory testing and dispensing of pharmaceuticals. Physicians refer patients for further tests if warranted. The Clinic is open for patients two nights and one day each week. 2,800 were served in FY 05 and 3,200 are projected for FY 06. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Loudoun Fair and Associates
FY 06 Adopted: \$400
FY 07 Adopted: \$414

Agency Description: Loudoun Fair and Associates' goal is to foster and encourage youth in agriculture, home economics, forestry, and other clubs through the showcase of youth achievements at the yearly County fair. The contribution helps offset the carnival waiver fees. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Agency Name: Loudoun Literary Council
FY 06 Adopted: \$6,676
FY 07 Adopted: \$6,916

Agency Description: The Loudoun Literacy Council is the only community based organization in Loudoun County providing 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 family literacy component works with at-risk children and their families to help establish a literacy rich environment in the home. The Council offers instruction to adults in English as a Second Language (ESL), GED preparation, Basic Literacy (grades 0-4), citizenship and health literacy. Pertinent issues and life skills are built into lessons to address the immediate needs of students while working towards long-term advancement. The Council trains and supports community volunteers in their roles as adult tutors. Also, in the area of Family Literacy, the Council has partnered with Chevy Chase Bank since November 2005 to address the financial literacy needs of the adults in the family. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Loudoun Museum
FY 06 Adopted: \$232,241
FY 07 Adopted: \$298,046

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 a major educational resource center on local historic information. The Museum designs and markets programs specifically for young families with school children, created and brought the *Braddock's March* program to elementary and middle schools, and held two children's camps. The Town of Leesburg leases the Loudoun Street building and log cabin to the Museum for \$1.00. The County's contribution supports staff and operational costs for the operation of the Museum. The adopted budget provides additional funding to account for museum revitalization and renovation and personnel costs.

Agency Name: Loudoun Small Business Development Center
FY 06 Adopted: \$115,000
FY 07 Adopted: \$119,140

Agency Description: The Loudoun County Small Business Development Center educates and assists small business owners in increasing their opportunity for entrepreneurial success. The Center 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. The Center'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. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Loudoun Volunteer Caregivers
FY 06 Adopted: \$27,800
FY 07 Adopted: \$28,800

Agency Description: Loudoun Volunteer Caregivers (LVC) provides the frail elderly and adults with disabilities with 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 agencies, including Parks, Recreation and Community Services' Aging Services Division, Adult Protective Services program in Family Services, and MHMRSAS. Over 75% of all referrals originate with these agencies. In FY 05, LVC provided 305 one-way dialysis trips and approximately 2,500 one-way trips to medical appointments. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Agency Name: Metropolitan Washington Ear
FY 06 Adopted: \$832
FY 07 Adopted: \$862

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 print material. The services provided include Dial-In Newspaper and Magazine Services, a 24 hour Radio Reading service, and Look-Up service for access to the Yellow Pages and the *Washington Post*. Services are provided by volunteer readers. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Mother Net/Healthy Families Loudoun (MN/HFL)
FY 06 Adopted: \$50,000
FY 07 Adopted: \$51,800

Agency Description: MN/HFL is a community based family support program for at-risk pregnant women, teens, and new parents and their children who face any of a number of social, ethnic, economic and situational risk factors that compromise their health and quality of life. MN/HFL offers intensive case management and home visitation for high risk parents and support groups which are open to the Hispanic community. Family centered preventive services encompass a wide range of health and social factors and are intended to significantly reduce the need for future intervention. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Agency Name: Northern Virginia Family Services
FY 06 Adopted: \$35,000
FY 07 Adopted: \$45,000

Agency Description: Northern Virginia Family Services empowers individuals and families to improve their quality of life and to promote community cooperation and support in responding to family needs. Some of the programs the agency provides to Loudoun residents are Loudoun Kids Health Partnership, Early Head Start-Loudoun, Loudoun Accessible Medication program, Family Counseling, Therapeutic Foster Care, the Family Loan and Vehicles for Change. Additional funding will be used to expand the Early Head Start-Loudoun program and as potential matching funds for outside grants.

Agency Name: Northern Virginia Resource Center for the Deaf
FY 06 Adopted: \$28,000
FY 07 Adopted: \$29,008

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. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Agency Name: Town of Purcellville/Purcellville Teen Center
FY 06 Adopted: \$0
FY 07 Adopted: \$20,000

Agency Description:

The Board approved a number of enhancements in connection with the Loudoun Youth Initiative (LYI), a consortium of involved citizens representing government, business, faith-based, education, civic and youth organizations, who are committed to coordinating and implementing substantial resources to address challenges identified by Loudoun's youth

The Regional Organization component for the Youth Initiative enhancement package includes funding for the Purcellville Teen Center. This teen center operates Friday nights in the Purcellville Skate Rink and offers two sessions per week. The program runs on Friday evenings from 7-11 p.m. with youth in grades 9-12 attending from 9:30-11 p.m. The average weekly attendance is 228 middle school age youth and 50 high school age youth. Transportation is provided free to all participants, with an average of 20 youth taking advantage of this opportunity each week. The program was started using funds from COPS's Federal Drug-Free Community Grant. The grant expired in September 2005. The program is staffed by volunteers, with between 10 and 15 volunteers each week. The adopted funding provides replacement and upgrading supplies and furnishings at the Purcellville Skate Rink which are currently utilized by program participants.

Agency Name: Town of Leesburg for School Resource Officers
FY 06 Adopted: \$240,000
FY 07 Adopted: \$240,000

Agency Description:

The contribution to the Town of Leesburg for School Resource Officers (SRO) 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

Agency Name: Washington Airport Task Force
FY 06 Adopted: \$15,000
FY 07 Adopted: \$15,000

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. Funding from Loudoun County assists in the development of air services to build Washington Dulles International Airport into a major international crossroads and gateway for the United States and the mid-Atlantic region. The contribution amount is based on Loudoun's population and number of air travelers.

Agency Name: YMCA of Loudoun
FY 06 Adopted: \$43,560
FY 07 Adopted: \$45,128

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 outreach programs are focused on developing self-esteem and building confidence. The County's contribution is for the YMCA's Big Friends Program, which is an adult/child mentoring program for children aged 7 to 15 from single parent and/or dysfunctional families. The adopted budget applies a 3.6% adjustment in line with the regional Consumer Price Index.

Regional Organizations

Contractual Agreements

Loudoun is a participating member of the following organizations and has a formal contract or agreement:

Agency Name:	Birmingham Green
FY 06 Adopted:	Northern Virginia Health Care Center Commission (Nursing Home Facility) \$148,132
FY 07 Adopted:	\$189,231
	Birmingham Green Adult Care Residence (formerly the District Home)
FY 06 Adopted:	\$185,530
FY 07 Adopted:	\$388,666
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 General Relief Grants. During FY 06 Loudoun is projected to have an average bed utilization at the nursing facility of 26 and at the assisted living facility of 7.6. For FY 07, utilization at the nursing facility is expected to be 26 and 12 at the assisted living facility. The added utilization of the assisted living facility will be possible due to a 28 bed expansion of the facility currently under construction. Loudoun County's share of the cost of construction is \$150,000, which is included in FY 07 Adopted Fiscal Plan.
Agency Name:	Metropolitan Washington Council of Governments (MWCOG)
FY 06 Adopted:	\$190,709
FY 07 Adopted:	\$205,698
Agency Description:	MWCOG is a regional organization of the Washington area's major local governments including the District of Columbia, Virginia jurisdictions, and Maryland jurisdictions. As the official regional planning organization for the Washington Metropolitan area, COG works on regional issues such as growth, transportation, the environment, public safety and housing. Loudoun's general local contribution is based on its pro-rata share of the population of the metropolitan area. Loudoun's share of the various COG regional funds in which it participates is based on sharing arrangements approved by the participating member jurisdictions.
Agency Name:	Northern Virginia Community College
FY 06 Adopted:	\$245,004
FY 07 Adopted:	\$264,409
Agency Description:	The mission of the Northern Virginia Community College (NVCC) is to ensure that individuals in the Northern Virginia area are given an opportunity for the continuing development and extension of their skills and knowledge through programs and courses of instruction up to the Associate Degree level. Allocation of Loudoun's share is based on an approved population-based formula by contributing jurisdictions of which Loudoun County is a participating member.
Agency Name:	Northern Virginia Regional Commission
FY 06 Adopted:	\$108,638
FY 07 Adopted:	\$131,285
Agency Description:	The Northern Virginia Regional Commission is a public body created in 1969 to "promote the orderly and efficient development of the physical, social and economic elements of the district." NVRC serves as a neutral forum for decision-making, and provides professional and technical services and analyses at the request of member governments. The work of the Commission 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.

Regional Organizations

Agency Name: Northern Virginia Regional Park Authority
FY 06 Adopted: \$ 997,868
FY 07 Adopted: \$1,100,687

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. The Authority strives to offer regionally significant parks, open space and recreation opportunities and facilities not provided by local parks and recreation departments. NVRPA currently operates 19 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 80% of its gross revenues for operations, relying on member jurisdictions to provide the remaining 20%. 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.

Agency Name: Occoquan Watershed Monitoring Program
FY 06 Adopted: \$11,189
FY 07 Adopted: \$11,943

Agency Description: The Occoquan Watershed Monitoring Program is a multi-jurisdictional program established for the purpose of monitoring and protecting water quality. The County's contribution is determined by a 1988 funding agreement with the Occoquan Watershed Monitoring Subcommittee of the Virginia State Water Control Board.

Agency Name: Peumansend Creek Regional Jail Authority Service Agreement
FY 06 Adopted: \$556,729
FY 07 Adopted: \$563,501

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. The County is billed annually for its prorated share of the operating costs.

Agency Name: Town of Hamilton (Sewer)
FY 06 Adopted: \$88,000
FY 07 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. More information on this project may be found on page 656 in Volume 2.

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL

Organization	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Contractual Agreements					
Birmingham Green Assisted Living	\$67,680	\$74,513	\$118,467	\$148,132	\$388,666
No. VA Health Center Commission	123,105	197,903	182,845	185,530	189,231
Metropolitan Wash Council of Governments	142,000	160,992	174,200	190,709	205,698
No. VA Community College	187,111	204,889	225,706	245,004	264,409
No. VA Regional Commission	63,814	68,242	88,395	108,638	131,285
No. VA Regional Park Authority	667,393	779,379	829,745	997,868	1,100,687
Occuquan Water Monitoring Program	9,734	10,219	10,713	11,189	11,943
Peumansend Creek Regional Jail	533,095	529,512	544,319	556,729	563,501
Town of Hamilton Sewer District Contribution	<u>88,000</u>	<u>88,000</u>	<u>88,000</u>	<u>88,000</u>	<u>88,000</u>
Subtotal Contractual Agreements:	\$1,881,932	\$2,113,649	\$2,262,390	\$2,531,799	\$2,943,420
 Total Contractual Agreements:	 \$1,881,932	 \$2,113,649	 \$2,262,390	 \$2,531,799	 \$2,943,420

Regional Organizations and Contributions

PROGRAM EXPENDITURE DETAIL – Continued

Organization	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<i>Community Grant Fund Applicants</i>					
Economic Development					
Greater Washington Initiative	\$25,000	\$22,500	\$22,500	\$22,500	\$23,310
Loudoun Small Business Development Center	115,000	115,000	115,000	115,000	119,140
Washington Airport Task Force	<u>0</u>	<u>0</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Subtotal Economic Development:	\$140,000	\$137,500	\$152,500	\$152,500	\$157,450
Recreation/Arts					
All-Night Graduation Party	\$3,000	\$3,500	\$4,000	\$4,000	\$4,000
Bluemont Concert Series	40,000	36,000	36,000	36,000	37,296
First Night Leesburg	2,500	2,250	2,250	2,250	2,331
Loudoun Arts Council	2,470	2,223	13,223	2,223	10,000
Loudoun Fair and Associates	500	450	400	400	414
Loudoun Museum	258,046	232,241	243,041	232,241	298,046
Mill Run Elementary School Running Track	0	0	9,000	0	0
Public Private Facility Operations	0	0	0	459,517	0
Town of Purcellville/COPE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,000</u>
Subtotal Recreation/Arts:	\$306,516	\$276,664	\$307,914	\$736,631	\$372,087
Health and Welfare					
Blue Ridge Speech and Hearing	\$113,260	\$113,260	\$113,260	\$113,260	\$117,337
Brain Injuries Services Partnerships	17,945	17,945	17,945	17,945	18,591
Capital Hospice (Hospice of No. VA)	6,998	6,998	6,998	6,998	7,250
Children's Home Society of VA	778	778	778	778	0
Good Shepherd Alliance	0	0	75,000	75,000	77,700
Health Systems Agency of No. VA	5,308	22,380	0	0	0
La Voz	0	0	0	0	25,000
Legal Services of No. VA, Inc.	69,410	69,410	75,008	75,000	77,700
Loudoun Abused Woman's Shelter	37,908	37,908	47,908	47,908	49,632
Loudoun Cares, Inc.	0	0	25,000	25,000	75,000
Loudoun Childcare Network	0	0	16,500	16,500	0
Loudoun Community Free Clinic	46,148	46,148	75,000	75,000	77,700
Loudoun Literacy Council	6,676	6,676	6,676	6,676	6,916
Loudoun Volunteer Caregivers	27,800	27,800	27,800	27,800	28,800
Metropolitan Washington Ear, Inc.	832	832	832	832	862
Mother Net/Healthy Families Loudoun	25,000	25,000	50,000	50,000	51,800
No. VA Family Services	15,000	15,000	20,000	35,000	45,000
No. VA Resource Center for the Deaf	28,000	28,000	28,000	28,000	29,008
Potomac Watershed Roundtable	0	0	0	1,500	0
YMCA of Loudoun	<u>48,400</u>	<u>43,560</u>	<u>43,560</u>	<u>43,560</u>	<u>45,128</u>
Subtotal Health and Welfare:	\$449,463	\$461,695	\$630,265	\$646,757	\$733,424
Leesburg Police School Resource Officers (SROs)					
Leesburg Police School Resource Officers	<u>\$75,800</u>	<u>\$75,800</u>	<u>\$113,700</u>	<u>\$240,000</u>	<u>\$240,000</u>
Subtotal Leesburg Police School Resource Officers	\$75,800	\$75,800	\$113,700	\$240,000	\$240,000
Total Community Grant Fund:	\$971,779	\$951,659	\$1,204,379	\$1,775,888	\$1,502,961

Regional Organizations and Contributions

Landfill Fee Waivers

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 interest in receiving the fee waiver.
2. Organization must be a governmental entity or nonprofit organization with Internal Revenue Service 501.c.3. status.
3. Organization must provide a service for the public good. This must be explained in writing on the application for the fee waiver.

Organizations interested in applying for, or currently receiving, the landfill fee waiver apply on a biennial basis. The deadline to apply for a landfill fee waiver for the FY 07/08 biennium was September 28, 2005. Over 40 organizations applied for consideration to receive the landfill fee waiver from the County in FY 07 and FY 08. The fee waiver requests are included in the FY 07 Adopted Fiscal Plan. Typical organizations that receive the landfill fee waiver include Loudoun County Government agencies, towns in the County, Volunteer Fire and Rescue Companies, other government entities and nonprofit organizations. All requests for fee waivers were granted in full for the FY 07/08 biennium with the exception of the Virginia Department of Transportation (VDOT), whose fee waiver request was cut in half. The total estimated annual landfill fee waiver for FY 07 is \$1,144,510 and \$1,219,632 for FY 08, based on the projected amount of waste to be disposed of at the County landfill as reported on the fee waiver applications. Approximately 56% of the requested waivers in the FY 07/08 biennium relate to Loudoun County Government agencies and the Public School System. 25% of the requested waivers are for other government agencies, 15% for Town governments, and 4% for local non-profits and Volunteer Fire Companies. In FY 05, nearly \$1.5 million in landfill fees were waived, which is 40% more than the approved FY 05 amount of \$1,069,453.

Regional Organizations and Contributions

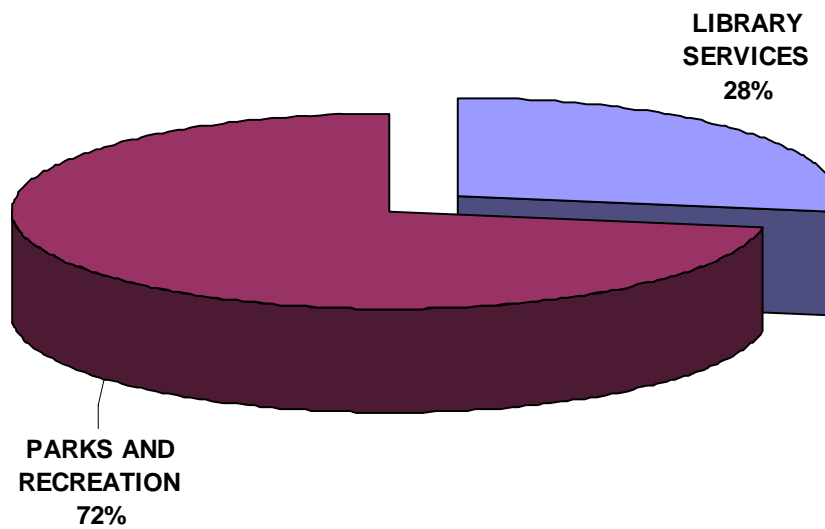
Landfill Fee Waiver for FY 04-08	Total Estimated Annual Landfill				
Organization	Fee Waiver - FY 04	Fee Waiver FY 05	Fee Waiver FY 06	Fee Waiver FY 07	Fee Waiver FY 08
<u>Loudoun County Government and Public Schools</u>					
Loudoun Animal Care & Control	\$55	\$44	\$44	\$165	\$165
Loudoun Central Garage	400	275	275	110	110
Loudoun County Fire Rescue Center/ Volunteer Rescue	48	330	330	0	0
Loudoun General Services	7,440	9,350	9,625	94,380	103,785
Loudoun Housing Services	4,680	3,355	3,355	0	0
Loudoun Solid Waste Management	23,600	29,700	29,700	131,450	131,450
Loudoun Parks & Recreation Dept.	16,375	12,375	15,675	22,275	26,400
Loudoun Sheriff's Community Workforce	1,615	1,403	1,500	0	0
Loudoun County Public Schools	568,260	298,760	328,240	387,132	425,844
Loudoun Social Services Dept.	55	55	55	440	440
Total County Govt. and Public Schools Waiver:	\$622,528	\$355,647	\$388,799	\$635,952	\$688,194
<u>Towns in County</u>					
Town of Hamilton	\$8,745	\$8,690	\$14,245	\$11,660	\$13,090
Town of Hillsboro	910	330	0	0	0
Town of Leesburg	53,250	132,000	132,000	145,200	145,200
Town of Lovettsville	150	165	165	0	0
Town of Middleburg	515	440	440	0	0
Town of Purcellville	9,300	7,040	7,480	9,295	10,120
Town of Round Hill	705	880	880	1,265	1,265
Total for Towns:	\$73,575	\$149,545	\$155,210	\$167,420	\$169,675
<u>Loudoun Fire and Rescue Companies</u>					
Arcola Volunteer Fire & Rescue Co.	\$180	\$2,475	\$3,575	\$0	\$0
Ashburn Volunteer Fire & Rescue Co.	285	440	440	440	440
Lovettsville Volunteer Fire & Rescue Co.	6,550	248	248	0	0
Lucketts Volunteer Fire Co.	240	330	330	0	0
Middleburg Volunteer Fire Co.	240	330	330	0	0
Neersville Volunteer Fire Co.	845	770	825	440	440
Philomont Volunteer Fire Co.	160	165	165	330	330
Purcellville Volunteer Fire Co	200	660	220	165	110
Round Hill Volunteer Fire Co.	240	220	330	440	440
Total Fire and Rescue Companies:	\$8,940	\$5,638	\$6,463	\$1,815	\$1,760
<u>Other Government Entities</u>					
Fairfax City Goose Creek Water Treatment Plant	\$175	\$165	\$165	\$220	\$220
Federal Aviation Administration	320	220	220	220	220
Loudoun Co. Sanitation Authority	15,850	10,725	11,000	15,620	17,600
No. Va. Community College	990	880	1,045	880	1,100
No. Va. Regional Park Authority	9,335	9,130	9,130	9,130	9,130
VPI -- Middleburg Agricultural Center (VA Tech. Univ.)	320	220	220	220	220
Virginia Department of Transportation	349,790	495,000	495,000	263,505	277,805
Total Other Government Entities:	\$377,020	\$516,340	\$516,780	\$289,795	\$306,295
<u>Nonprofit Organizations</u>					
Blossom & Bloom	\$55	\$330	\$330	\$330	\$330
Christmas in April	800	2,640	2,640	1,265	1,485
George C. Marshall International Center /Dodona Manor	320	248	248	248	248
Glaydin School & Camps	640	715	715	660	660
Good Shepherd Alliance	2,470	275	275	440	440
Graydon Manor	175	275	275	275	275
Highroad Program Center	1,375	1,100	1,100	1,100	1,100
Hillsboro Ruritan Club	2,970	5,115	5,335	6,600	7,700
Jeremiah House	80	165	165	0	0
Keep Loudoun Beautiful	2,957	1,650	1,650	0	0
Ladies Board - Loudoun Hospital Center	4,400	770	825	605	605
Loudoun Fair & Associates	685	1,100	1,265	0	0
Loudoun Abused Women Shelter	0	72	72	110	110
Loudoun Interfaith Relief, Inc.	0	0	0	55	55
Loudoun Library Foundation	275	275	275	0	0
Loudoun Museum	135	220	220	0	0
Lucketts Ruritan Club	15,125	24,750	27,500	30,250	33,000
Middleburg Community Center	4,800	1,375	1,375	1,375	1,375
Notre Dame Academy	0	495	495	1,650	1,650
Paxton Child Development Center	160	110	110	0	0
Salvation Army	0	0	0	3,575	3,685
Sterling Ruritan Club	175	165	165	605	605
Waterford Foundation	0	440	440	385	385
Total Nonprofit Organizations:	\$37,597	\$42,285	\$45,475	\$49,528	\$53,708
Grand Total Landfill Fee Waivers	\$1,119,660	\$1,069,455	\$1,112,727	\$1,144,510	\$1,219,632



Parks, Recreation and Culture

Parks, Recreation and Culture Summary	
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Parks, Recreation and Community Services	
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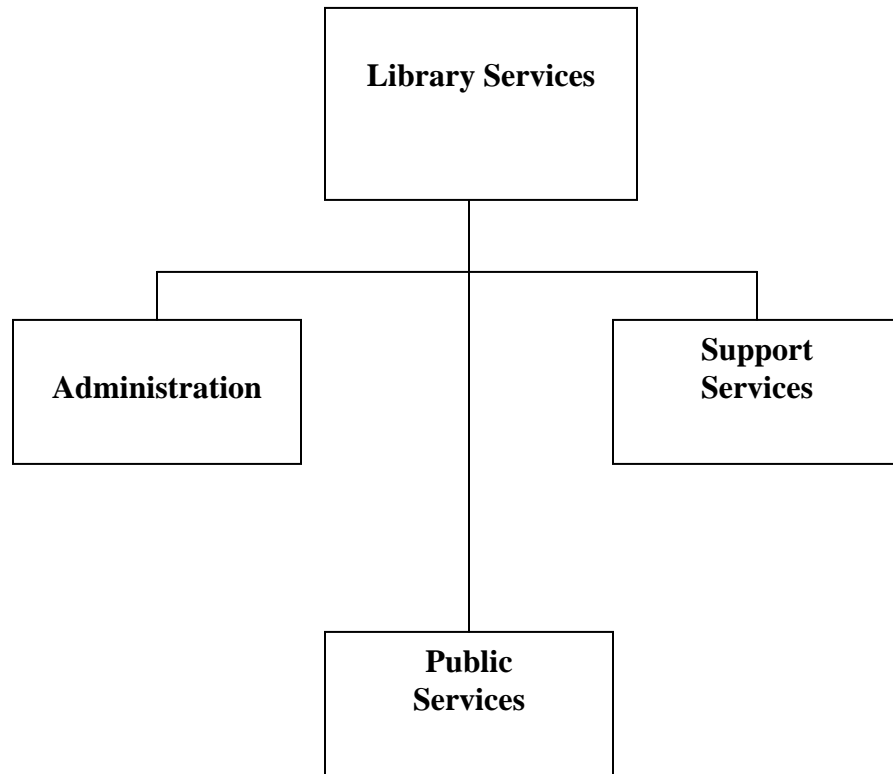
PARKS, RECREATION & CULTURE FY 2007 ADOPTED EXPENDITURES



Parks, Recreation and Culture

	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ADOPTED	FY 2007 ADOPTED
LIBRARY SERVICES	\$7,464,338	\$ 8,894,338	\$9,433,194	\$10,360,000	\$ 10,982,000
PARKS, RECREATION & COMMUNITY SERVICES	<u>19,431,442</u>	<u>21,063,609</u>	<u>22,284,574</u>	<u>25,268,000</u>	<u>28,945,000</u>
TOTAL PARKS, RECREATION & CULTURE	\$26,895,780	\$29,957,947	\$31,717,768	\$35,628,000	\$39,927,000

Library Services



Library Services

MISSION

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: Administration, Public Services and Support Services. 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 07 Issues, Challenges & Trends:

- The challenge of rapid growth and an increasingly diverse community continues to impact the library's space, materials and staffing.
- Recruiting and retaining professional librarians, in particular those with specialized skills, such as serving youth and having advanced technological skills, is a lengthy process.
- State support continues to fall below full funding. The library system will receive approximately \$216,000, which is about 67% of the full funding allocation.
- Construction costs are escalating; the costs to expand and renovate Rust Library and to build and operate the Gum Springs Library will be higher than projected.

FY 07 Major Goals:

- The department will provide the most current and efficient technologies which allow users and staff the opportunity to access and provide information.
- The department will explore current trends in recruiting and retaining specialized library staff with the goal of improving success in this area.
- Other sources of revenue to enhance library services will be sought.
- Services will be provided to meet the growing demand of increased population and diversity in the community.
- The department will continue to look at patterns of use in order to maximize staffing efficiencies.

FY 06 Major Achievements:

- Installation of free wireless access for the public at all library branches was completed.
- Library circulation increased by 9%.
- More than 14,000 children and teens participated in the annual Summer Reading Program.
- The library system received national recognition awards from the Library Public Relations Council and State awards from the Virginia Public Library Directors Association.
- More than 30,000 County residents participated in the One Book-One Community Program.
- The department launched downloadable resources providing patrons with 24/7 access to reading and listening materials.
- Really Simple Syndications feeds were added as a service on the library's home page.
- Installation of 5 additional self checkout machines has increased the efficiency of the library staff.

Library Services

Departmental Financial Summary

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$5,772,957	\$6,641,851	\$7,173,627	\$7,832,000	\$8,429,000
Operations & Maintenance	1,674,581	2,249,262	2,218,292	2,499,000	2,524,000
Capital	16,800	3,225	41,275	29,000	29,000
Total Expenditures:	\$7,464,338	\$8,894,338	\$9,433,194	\$10,360,000	\$10,982,000
Revenue					
Local Fees, Charges, Etc	\$71,121	\$77,655	\$89,979	\$74,000	\$74,000
Commonwealth	222,912	218,635	216,025	216,000	216,000
Federal	10,480	1,600	1,645	0	0
Total Revenues:	\$304,513	\$297,890	\$307,649	\$290,000	\$290,000
Local Tax Funding:	\$7,159,825	\$8,596,448	\$9,125,545	\$10,070,000	\$10,692,000
FTE Summary:	164.01	144.63	144.63	144.63	145.16

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Library Services includes enhancements totaling 0.53 FTE and \$38,000 in additional local tax funding for the Library Teen Center. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 540, 541, and 542. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 in tables beginning on page 606.

Budget History:

FY 03: The Board approved enhancements totaling 27.01 FTE to provide the 35 full-time and part-time positions needed to open and operate the new Ashburn Library.

FY 03 Mid-Year: The Board of Supervisors eliminated 19.38 FTE during budget reductions.

Library Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	\$223,833	\$239,383	\$271,492	\$278,000	\$273,000
Support Services	2,659,828	3,191,392	3,368,171	3,585,000	3,838,000
Public Services	4,580,677	5,463,563	5,793,531	6,497,000	6,871,000
Total	\$7,464,338	\$8,894,338	\$9,433,194	\$10,360,000	\$10,982,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	\$0	\$0	\$0	\$0	\$0
Support Services	233,392	226,730	221,547	216,000	216,000
Public Services	71,121	71,160	86,102	74,000	74,000
Total	\$304,513	\$297,890	\$307,649	\$290,000	\$290,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	\$223,833	\$239,383	\$271,492	\$278,000	\$273,000
Support Services	2,426,436	2,964,662	3,146,624	3,369,000	3,622,000
Public Services	4,509,556	5,392,403	5,707,429	6,423,000	6,797,000
Total	\$7,159,825	\$8,596,448	\$9,125,545	\$10,070,000	\$10,692,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administration	2.68	3.00	3.00	3.00	2.64
Support Services	27.26	24.26	24.47	24.45	25.75
Public Services	134.07	117.37	117.16	117.18	116.77
Total	164.01	144.63	144.63	144.63	145.16

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 07 Issues:

- Closing Rust Library for renovation and expansion could cause disruption to service in the Leesburg area.
- Adequate library services for areas in the County that have new and continued population growth needs to be addressed.
- Providing service to an increasingly diverse community requires staff trained in communicating and identifying the need of this segment of the population.

FY 07 Challenges:

- Library Services will be working with other departments to expedite the Rust Library renovation and expansion project and put the contract out to bid for construction. During the renovation, services will be provided to the Leesburg community in a temporary facility.
- Work with the Planning Commission and the Board of Supervisors to identify opportunities for library services in Gum Springs will continue.
- Focus on system-wide services, programs, and space enhancement for Loudoun County teens is a priority.
- Meeting increasing public demand with limited resources remains an issue.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$216,273	\$232,400	\$257,855	\$266,000	\$261,000
Operations & Maintenance	7,560	6,983	13,637	12,000	12,000
Total Expenditures:	\$223,833	\$239,383	\$271,492	\$278,000	\$273,000
Local Tax Funding:	\$223,833	\$239,383	\$271,492	\$278,000	\$273,000
FTE Summary:	2.68	3.00	3.00	3.00	2.64

Library Services - Administration

Planned Accomplishments/Objectives for FY 07

Goal: Complete the 15,000 square-foot renovation and expansion of the Rust Library and complete agreement to build, fund and operate a library in Gum Springs.

Objective: Meet the *Planning for Library Excellence* (PLE) current standard of 0.6 square foot per capita.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
County population	229,429	247,293	263,036	278,778
PLE recommended standard based on population	134,910	148,376	157,821	167,267
	sq.ft.	sq.ft.	sq.ft.	sq.ft.
Loudoun Library System actual square footage	105,200	107,400	107,400	107,400
% of standard achieved	77.9%	72%	68%	64%

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 all public relations and public information functions to inform citizens about the services and programs the library provides. 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 07 Issues:

- The department must purchase a sufficient number of library materials in a variety of formats for the County's increasing population.
- An interactive web portal that allows citizens easy access to all the services the library offers needs to be provided.
- Providing library services for the unique needs of teens that promote information literacy skills and develop life-long learning habits in a teen-friendly environment remains a focus.
- Limited government revenues require a concentrated focus on identifying other avenues of support.

FY 07 Challenges:

- There are limited resources to purchase enough new and replacement materials to meet public demand.
- Expansion of the library web page will enable library customers to use the site as their portal to the Internet.
- Staff will work to plan, staff and implement services that provide for the unique needs of teens.
- The department will work to collaboratively develop a Loudoun County Public Library Trust which will provide for services over and above those possible under the traditional tax base funding of the Loudoun County Public Library.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,348,369	\$1,383,356	\$1,501,159	\$1,565,000	\$1,769,000
Operations & Maintenance	1,311,459	1,808,036	1,828,112	2,020,000	2,069,000
Capital	0	0	38,900	0	0
Total Expenditures:	\$2,659,828	\$3,191,392	\$3,368,171	\$3,585,000	\$3,838,000
Revenue					
Local Fees, Charges, Etc	\$0	\$7,395	\$4,202	\$0	\$0
Commonwealth	222,912	218,635	216,025	216,000	216,000
Federal	10,480	700	1,320	0	0
Total Revenues:	\$233,392	\$226,730	\$221,547	\$216,000	\$216,000
Local Tax Funding:	\$2,426,436	\$2,964,662	\$3,146,624	\$3,369,000	\$3,622,000
FTE Summary:	27.26	24.26	24.47	24.45	25.75

Library Services - Support Services

Planned Accomplishments/Objectives for FY 07

Goal: Increase the library's home page usage by 10% annually.

Objective: Initiate changes and updates to the pages to include more interactive features on the site, e.g. blogs, and augmented online catalog customer services.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Web page usage	275,665	356,263	390,000	429,000
Rate of increase of usage	63.9%	29.2%	10%	10%

Goal: Increase the percentage of total materials circulated by self checkout methods to 20% system wide.

Objective: Install five additional self checkout machines at the branches.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Self checkout machine circulation	10%	10%	14%	20%
Number of self checkout machines	4	8	13	18

Goal: Increase number of titles and usage of non-traditional materials.

Objective: Provide materials to meet the growth in usage of ebooks, databases and audiobooks.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Circulation of non-traditional materials	600,659	709,295	780,224	819,235
Percent growth from previous year	90%	18%	10%	5%

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. Access to information in local and remote databases, listening and viewing equipment, including specialized materials, equipment and services for customers with vision and hearing impairments are provided. 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 are 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 07 Issues:

- Current staffing levels are strained to meet increased demands for services.
- The department has limited space in the branches to encompass the changing needs of library services.

FY 07 Challenges:

- Training staff to meet the increasing diversity of customers and their service requests is a focus.
- Contracting for space redesign consulting services to make the best use of current square footage in the branches would ensure the best use of space in the libraries.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$4,208,316	\$5,026,096	\$5,414,613	\$6,001,000	\$6,398,000
Operations & Maintenance	355,561	434,242	376,543	467,000	444,000
Capital	16,800	3,225	2,375	29,000	29,000
Total Expenditures:	\$4,580,677	\$5,463,563	\$5,793,531	\$6,497,000	\$6,871,000
Revenue					
Local Fees, Charges, Etc	\$71,121	\$70,260	\$85,777	\$74,000	\$74,000
Federal	0	900	325	0	0
Total Revenues:	\$71,121	\$71,160	\$86,102	\$74,000	\$74,000
Local Tax Funding:	\$4,509,556	\$5,392,403	\$5,707,429	\$6,423,000	\$6,977,000
FTE Summary:	132.07	117.37	117.16	117.18	116.77

Library Services - Public Services

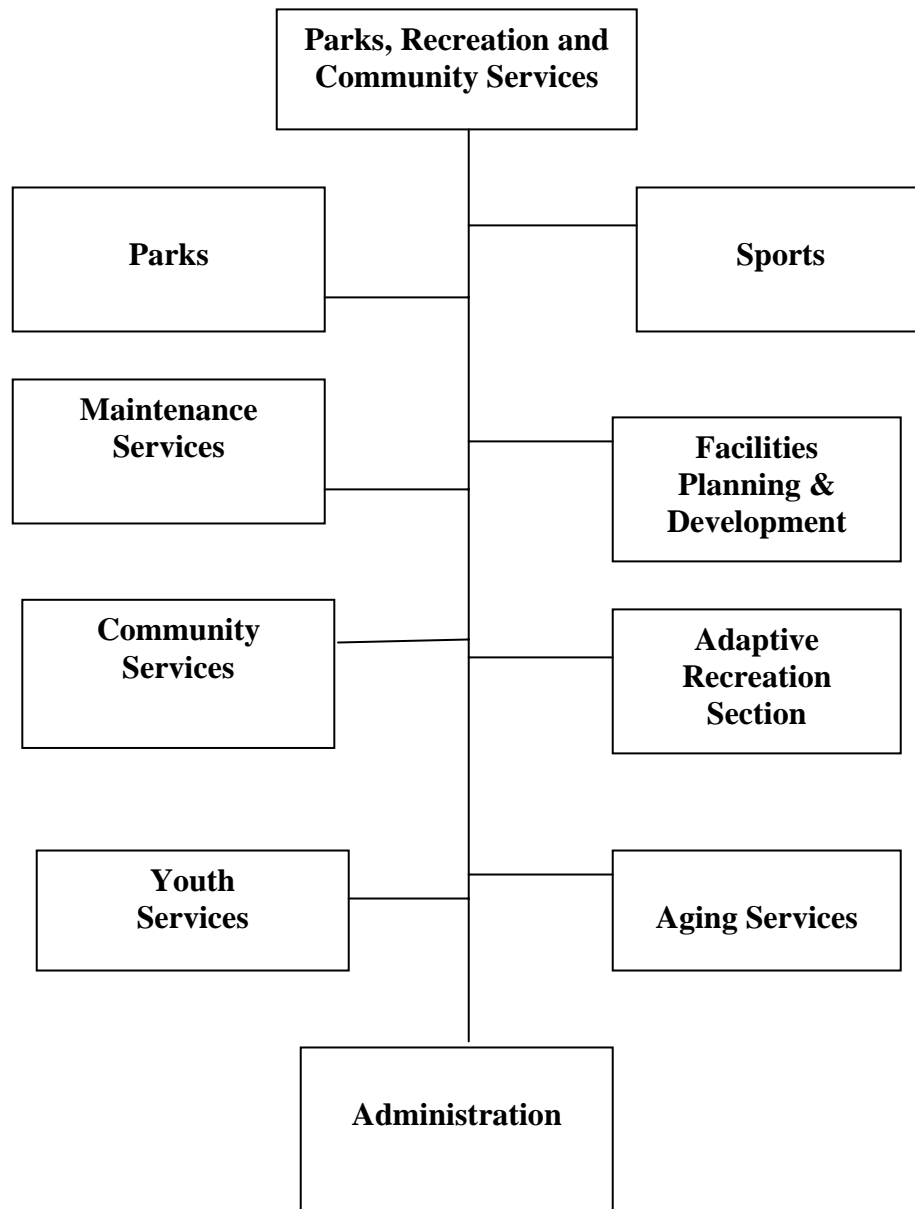
Planned Accomplishments/Objectives for FY 07

Goal: Increase the efficiency of public service staff.

Objective: Reconfigure staffing hours and locations based on statistical analysis of hours and desk coverage.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Library visits per FTE	10,613	12,001	12,842	13,484
Reference questions per FTE	3,893	3,933	3,960	4,158
Check in-Check out transactions per FTE	57,608	70,161	80,418	84,439

Parks, Recreation and Community Services



Parks, Recreation and Community Services

MISSION

The Department of Parks, Recreation and Community Services promotes healthy, active and meaningful lifestyles by providing quality facilities, programs and services, diverse recreational opportunities and stewardship of the County's resources. The department supports this mission by valuing integrity, professionalism and vision in its staff.

DESCRIPTION

Parks, Recreation and Community Services provide recreational, educational, cultural and supportive opportunities to Loudoun residents. Services are delivered from facilities located throughout the County in order to reach the most residents. Facilities used include 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, educational and prevention programs for at-risk youth, and programs for individuals with disabilities.

Agency programs include Adaptive Recreation, Aging Services, Community Centers, Facility Planning and Development, Maintenance Services, Parks, Youth and Adult Sports, and Youth Services. The department also works closely with the Board of Supervisors' Parks and Recreation Advisory Board, the Commission on Aging, the Youth Advisory Council and the Open Space Advisory Committee, which provide advice regarding citizen needs, program and facility input, and new initiatives. Numerous volunteers, boards and committees work with staff to provide the best quality programs through partnerships with local businesses, community groups and other agencies.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Meeting the needs, and providing services to, a growing and diverse population.
- Securing funding for facilities development and operational needs.
- Recognizing and supporting staff as a valuable resource.

FY 07 Major Goals:

- Staff will continue developing new partnerships while fostering and improving existing community collaborations to enhance service delivery and support capital improvement projects.
- Staff will utilize the planning process to develop and guide the delivery of capital facilities, operations, programming and services.
- The department will continue to recognize its staff resources as its primary strength.
- Staff will continue to effectively plan for CARP and CIP projects.

FY 06 Major Achievements:

- Continued to develop new partnerships with other County agencies, community organizations, businesses, and youth leagues such as Upper Loudoun Youth Football League, Claude Moore Foundation, American Online, and GRIT to enhance services and facilities using community volunteers.
- Played a major role in the development of the County's Youth Initiative.
- Began construction of the new Claude Moore Park Recreation Center.
- Held public input sessions on the conceptual plans for the newly purchased Lovettesville Park and Dulles Multi-Purpose Center.
- Implemented innovative, alternative marketing and communication methods including monthly e-newsletters/updates for community centers and parks, enhancement of web pages and enhanced promotion of WebTrac.
- Designed and distributed new brochures that highlight parks, cultural, senior, youth and recreational programs.
- Completed the departmental RecTrac registration software competency test and training for all users.

Parks, Recreation and Community Services

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$14,288,830	\$15,339,257	\$16,527,323	\$19,669,000	\$22,691,000
Operations & Maintenance	4,884,538	5,383,148	5,087,840	5,171,000	5,839,000
Capital Outlay	258,074	341,204	421,627	428,000	415,000
Other	0	0	247,784	0	0
Total Expenditures:	\$19,431,442	\$21,063,609	\$22,284,574	\$25,268,000	\$28,945,000
Revenue					
Local Fees, Charges, Etc	\$8,347,084	\$9,154,405	\$10,041,177	\$10,905,000	\$13,112,000
Commonwealth	143,895	172,414	243,842	177,000	171,000
Federal	341,901	550,196	349,903	221,000	221,000
Transfer from Other Funds	111,385	30,136	6,663	0	0
Total Revenues:	\$8,944,265	\$9,907,151	\$10,641,585	\$11,303,000	\$13,504,000
Local Tax Funding:	\$10,487,177	\$11,156,458	\$11,642,989	\$13,965,000	\$15,441,000
FTE Summary:	358.68	367.61	383.18	428.65	476.65

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Parks, Recreation and Community Services includes enhancements totaling 53.07 FTE and \$682,000 in additional local tax funding to implement full operations at the Carver Center and the Claude Moore Recreation Center, expand the YAS and preschool programs, and add an assistant park planner. The FY 07 budget also reflects the transfer of 0.93 FTE to provide additional administrative support and 1.00 FTE added mid-FY 06 to provide Spanish language services for the YAS program. The FY 07 Budget also transfers 7.00 FTE to the new Office of Capital Construction. The FY 07 Budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006. Increases in operational costs are offset by increases in departmental revenues from fee related activities.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 535, 536, 537, 538, and 539. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 on tables beginning on page 606.

Budget History:

FY 03: The Board of Supervisors approved enhancements totaling 6.77 FTE for childcare programs and swimming pools and added resources for the community centers.

FY 03 Mid-Year: The Board added 5.17 FTE to accommodate enrollment increases in the department's child care programs and to support grant-funded youth outreach activities. 5.00 FTE were eliminated during midyear budget reductions.

FY 04: The Board approved enhancements totaling 10.41 FTE for fee offset sports, instruction and child care programs.

FY 04 Mid-Year: The Board added 3.87 FTE to accommodate enrollment increases and to increase administrative support for child care programs and increase grant-funded resources for tobacco prevention and for the Home Delivered Meals program. A 1.00 FTE sports division manager was eliminated.

FY 05: The Board of Supervisors eliminated 8.95 FTE from the Youth Services, Aging Services, Parks, Community Centers and Administration divisions, and approved enhancements totaling 17.97 FTE. 3.05 FTE was included for pool position instructor funding not previously budgeted as a separate position.

FY 05 Mid-Year: The Board added 6.63 FTE for three Youth After School (YAS) program leaders, three YAS supervisors and two daycare assistants. 1.93 FTE was transferred to Management & Financial Services.

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 MHMRS for an administrative assistant position. 1.00 FTE was added by the Board of Supervisors' to provide Spanish Language support to the YAS program.

Parks, Recreation and Community Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Parks	\$2,541,446	\$2,484,584	\$2,487,386	\$2,775,000	\$4,538,000
Sports Program	1,175,029	1,242,556	1,577,665	1,594,000	1,622,000
Maintenance Services	1,990,002	2,218,441	2,785,331	2,747,000	2,814,000
Facility Planning & Development	523,588	983,259	678,758	848,000	456,000
Community Centers	4,902,171	5,281,062	5,787,333	6,070,000	6,580,000
Adaptive Recreation	412,142	374,492	325,178	508,000	428,000
Youth Services	3,496,942	3,953,469	4,126,216	5,676,000	6,095,000
Aging Services	3,075,847	3,094,687	3,160,275	3,684,000	4,482,000
Administration	1,314,275	1,431,059	1,356,431	1,366,000	1,930,000
Total	\$19,431,442	\$21,063,609	\$22,284,574	\$25,268,000	\$28,945,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Parks	\$464,405	\$431,846	\$495,390	\$787,000	\$2,731,000
Sports Program	935,780	805,856	1,030,090	1,002,000	1,092,000
Maintenance Services	9,927	72,428	62,934	9,000	9,000
Facility Planning & Development	21,457	313,200	68,006	8,000	31,000
Community Centers	2,671,465	2,959,920	3,711,735	3,336,000	3,566,000
Adaptive Recreation	73,645	85,858	81,203	78,000	78,000
Youth Services	3,430,494	3,923,230	4,008,346	5,115,000	5,018,000
Aging Services	1,334,069	1,305,257	1,177,444	968,000	979,000
Administration	3,023	9,556	6,437	0	0
Total	\$8,944,265	\$9,907,151	\$10,641,585	\$11,303,000	\$13,504,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Parks	\$2,077,041	\$2,052,738	\$1,991,996	\$1,988,000	\$1,807,000
Sports Program	239,249	436,700	547,575	592,000	530,000
Maintenance Services	1,980,075	2,146,013	2,722,397	2,738,000	2,805,000
Facility Planning & Development	502,131	670,059	610,752	840,000	425,000
Community Centers	2,230,706	2,321,142	2,075,598	2,734,000	3,014,000
Adaptive Recreation	338,497	288,634	243,975	430,000	350,000
Youth Services	66,448	30,239	117,870	561,000	1,077,000
Aging Services	1,741,778	1,789,430	1,982,831	2,716,000	3,503,000
Administration	1,311,252	1,421,503	1,349,994	1,366,000	1,930,000
Total	\$10,487,177	\$11,156,458	\$11,642,989	\$13,965,000	\$15,441,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Parks	40.71	41.21	37.39	41.39	76.85
Sports Program	18.82	19.36	20.36	28.20	28.20
Maintenance Services	28.00	27.00	31.37	31.37	33.37
Facility Planning & Development	6.00	6.00	6.00	10.00	4.00
Community Centers	110.06	113.98	117.07	122.52	125.45
Adaptive Recreation	25.85	25.38	7.99	11.80	9.80
Youth Services	68.95	72.82	102.31	112.10	115.85
Aging Services	46.61	45.90	45.73	56.06	66.92
Administration	13.68	15.96	14.96	15.21	16.21
Total	358.68	367.61	383.18	428.65	476.65

Parks, Recreation and Community Services - Parks

DESCRIPTION

The Parks Division manages the County's regional parks, which includes Claude Moore Park, Franklin Park, the Potomac Lakes Sportsplex and Banshee Reeks Nature Preserve. This program area also includes the Loudoun Heritage Farm Museum, the Franklin Park Performing and Visual Arts Center, and the County's first recreation center at Claude Moore Park will open in FY 07. The division provides a wide range of active and passive recreational services to the public. The regional parks provide both youth and adult sports programs on over 27 ball fields, 11 of which are lighted. The parks also provide many miles of trails that are maintained for hiking, equestrian, or running, as well as several fishing ponds, memorial gardens, an outdoor swimming pool, indoor swimming pools, fitness areas, gymnasiums, picnic pavilions and several state of the art playgrounds. Environmental and cultural programs, as well as school field trips, are a large part of the community offerings at these sites. Together, these facilities offer the public the opportunity to experience a diversity of cultural, interpretive, educational, environmental, historic, athletic, passive and active recreational pursuits.

BUDGET OVERVIEW

FY 07 Issues:

- A growing and diverse population forces the division to balance requests for the use of facilities for active, passive and educational 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 operational dollars.
- Increasing demand for adult active recreational pursuits requires the division to provide additional recreational space.
- A competitive regional job market makes it essential to prevent staff turnover.

FY 07 Challenges:

- The division needs to balance the need to expand programs to meet citizen demands with limited facilities and funding.
- Staff needs to maintain current facilities with increasing levels of usage.
- As workload and expectations increase, staff morale needs to be kept at a high level to maximize performance.
- Preparations for the opening of the Claude Moore Recreation Center.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,604,363	\$1,674,590	\$1,685,973	\$1,933,000	\$3,302,000
Operations & Maintenance	785,288	709,189	698,735	725,000	984,000
Capital Outlay	151,795	100,805	56,422	117,000	252,000
Transfers	0	0	46,256	0	0
Total Expenditures:	\$2,541,446	\$2,484,584	\$2,487,386	\$2,775,000	\$ 4,538,000
Revenue					
Local Fees, Charges, Etc	\$353,020	\$407,781	\$495,390	\$787,000	\$ 2,731,000
Commonwealth	0	76	0	0	0
Federal	0	589	0	0	0
Transfer from TOT Fund	111,385	23,400	0	0	0
Total Revenues:	\$464,405	\$431,846	\$495,390	\$787,000	\$ 2,731,000
Local Tax Funding:	\$2,077,041	\$2,052,738	\$1,991,996	\$1,988,000	\$ 1,807,000
FTE Summary:	40.71	41.21	37.39	41.39	76.85

Parks, Recreation and Community Services - Parks

Planned Accomplishments/Objectives for FY 07

Goal: Provide an expanded level of diverse programs in the parks division and develop innovative methods to maintain service levels at our sites.

Objective: Continue developing programs for residents at cultural program sites, historic sites, and pools.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Swimming pool visits	41,274	39,939	57,500	100,000
Volunteer hours	11,982	12,278	12,890	13,530
Park visits	654,909	671,374	700,000	800,000
Number of specialized programs	N/A	476	500	600

Goal: Increase the total number of programs being planned at each facility.

Objective: Increase the number of programs planned for the public at current park facilities through better utilization of programming space and volunteers.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of programs planned	1,008	1,001	1,050	2,600
Percentage of planned programs held	95%	95%	95%	95%
Number of program participants	N/A	78,662	82,500	95,000
Number of citizens on waiting lists for programs	N/A	350	445	795
Number of special events held	N/A	119	101	130

Parks, Recreation and Community Services - Parks

Planned Accomplishments/Objectives for FY 07 – Continued

Goal: Maintain park facilities at a safe and aesthetically pleasing level according to department standards and provide programmatic support for public events and activities.

Objective: Implement a countywide park plan for operational consistency, turf management, natural resource management and safe fields.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of fields renovated and/or rested for turf management	2	3	3	3
Total number of facilities incorporated into a park plan	N/A	N/A	5	5
Number of daily playground inspections	N/A	726	726	726
Number of park improvement projects	N/A	69	85	100
Special event setup/take down	N/A	119	101	130

Goal: Successfully plan for the opening of new facilities.

Objective: Plan for the management and operations of new facilities within the parks division.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Customer satisfaction rating after 6 months	N/A	N/A	95%	95%
Percentage of projected revenue met after 6 months	N/A	N/A	50%	50%
Percentage of estimated attendance met after 6 months	N/A	N/A	50%	50%
Number of programs offered at the new facility	N/A	N/A	N/A	1,500
Number of citizens on waiting lists at new facility	N/A	N/A	N/A	500

Parks, Recreation and Community Services - Sports

DESCRIPTION

The youth sports program supervises and supports youth sports leagues in Loudoun County which include softball, baseball, basketball, volleyball, soccer, lacrosse, football, inline hockey, golf, rugby and tennis. The youth sports program reserves park and school space for these activities and schedules their use. The sports program is also in charge of staffing game and practice sites, providing guidance and support to all recreational leagues run by volunteer sports organizations, providing instructional camps and clinics for thousands of youth in Loudoun County, and enhancing participants' abilities through specialized instructional programs.

Since 2002, all adult sports activities within the County have been coordinated through the adult sports program. This includes the scheduling, supervision, coordination and oversight of the operations of different sports programs available to the adults and businesses in the community. Currently, the program runs adult leagues for baseball, softball, basketball, soccer and volleyball, and operates special events. The adult sports specialist acts as the commissioner for each of these leagues and, in addition to the duties listed above, is responsible for all disciplinary actions taken within the league. Other duties include the procurement of supplies, trophies and uniforms, and managing various sports officials' vendor contracts. The sports division also coordinates or assists others in the synchronization of local, regional and national sports tournaments to bring opportunities for a higher level of play to Loudoun County and positively impact the County's economy.

BUDGET OVERVIEW

FY 07 Issues:

- Community demand for sports activities and services is difficult to meet without increases in local tax 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 needs to try to meet the challenges of addressing the growing needs of both the adult and youth sports communities.

FY 07 Challenges:

- Staff's ability to educate the public about specialty camps and clinics is difficult with limited increases in funding for marketing.
- As more citizens participate in sports programs, it is difficult to keep up with the increased level of demand for activities with limited new facilities.
- Meeting the need of both youth and adult sports and the amount of space allocated for each group.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$587,184	\$754,189	\$963,965	\$1,058,000	\$1,085,000
Operations & Maintenance	579,560	480,084	605,278	536,000	537,000
Capital Outlay	8,285	8,286	8,422	0	0
Total Expenditures:	\$1,175,029	\$1,242,559	\$1,577,665	\$1,594,000	\$1,622,000
Revenue					
Local Fees, Charges, Etc	\$935,780	\$805,856	\$1,030,090	\$1,002,000	\$1,092,000
Total Revenues:	\$935,780	\$805,856	\$1,030,090	\$1,002,000	\$1,092,000
Local Tax Funding:	\$239,249	\$436,703	\$547,575	\$592,000	\$530,000
FTE Summary:	18.82	19.36	20.36	28.20	28.20

Parks, Recreation and Community Services - Sports

Planned Accomplishments/Objectives for FY 07

Goal: Provide more organized athletic opportunities for adults and children in Loudoun County.

Objective: Increase the number of teams participating in existing leagues annually by 5%, creating new leagues and opportunities for adults to participate in sports leagues.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of adults participating in the adult sports leagues	9,038	11,288	13,538	16,245
Number of children participating in youth sports	44,866	68,068	81,680	98,000
Number of team opportunities available for adult sports	330	305	405	523
Number of leagues available for adult participation	38	67	64	73
Percentage of new team opportunities available for adult participation	N/A	N/A	33	27

Goal: Stay competitive with the private sector by providing specialized sport camps and clinics.

Objective: Create and implement a marketing plan for activities to continue to increase participation in our sports camps and clinics.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of participants in sport camps and clinics	7,049	7,405	8,367	9,455
Percentage increase in participation	25%	16%	13%	13%
Number of advertisements/flyers developed for marketing sports camps and clinics	N/A	150	200	266
Number of citizens on waiting lists for camps and clinics	N/A	89	200	240

Parks, Recreation and Community Services - Sports

Planned Accomplishments/Objectives for FY 07 – Continued

Goal: Improve the utilization of school and park sites to provide sport activities for residents.

Objective: Increase the use of allocated space by 5% by implementing an allocation policy that increases the use of County resources for both youth and adult sports.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of school sites utilized for sports programs	61	66	70	70
Percentage of allocated space scheduled and utilized	N/A	78%	80%	85%
Percentage of schools used	N/A	100%	100%	100%
Average number of hours utilized at schools per week	N/A	1,825	1,915	2,010

Parks, Recreation and Community Services - Maintenance Services

DESCRIPTION

Maintenance Services performs daily, seasonal, corrective and preventative property maintenance and lends technical support and assistance to affiliated youth and adult sports organizations. These activities include management, preparation and renovation of all grounds, turf and athletic fields. The division also performs maintenance and repair on turf and grounds maintenance equipment. The facilities maintenance and repair function supports all agency properties, vehicles and facilities. These activities include certified staff inspections and management of playgrounds and tot lots, mechanical, heating and air-conditioning, waste water and potable water supplies, swimming pools, irrigation systems, carpentry, electrical, painting, plumbing and structural systems repair and inspections. Maintenance Services also provides assistance with set up for special events, garbage collection at all non-staffed sites, and renovation of facilities in cooperation with the Department of General Services. The maintenance staff has developed a shift work plan for 24 hour/7 days a week for emergency response situations. The program coordinates snow removal at all County facilities and assists with debris removal during emergencies and provides other assistance as needed.

BUDGET OVERVIEW

FY 07 Issues:

- It is essential to provide well maintained and safe athletic fields for a growing population.
- Staff needs to provide daily inspections, repairs and a replacement schedule to maintain safe playgrounds for the County's children.
- The division supports the entire department with maintenance, event setup and break down, and special projects throughout the year.

FY 07 Challenges:

- Maintain current service levels with the addition of open areas in new proffered parks and athletic fields at new schools without additional operational supplies such as fertilizers, infield mix and field paint.
- Crew coverage of daily field maintenance is slowed by the distance traveled from the central maintenance warehouse to sites throughout the County.
- It is difficult for the project crews to keep up with the maintenance needs of County-wide special events. The project crew supports parks, community centers, and program events, in addition to performing the general tasks of conducting repairs and responding to maintenance calls. Due to the workload factors of project crews, it is sometimes challenging to meet the needs of special events held county-wide.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,292,666	\$1,304,073	\$1,538,205	\$1,672,000	\$1,901,000
Operations & Maintenance	639,416	734,978	793,634	921,000	900,000
Capital Outlay	57,920	179,390	324,070	154,000	13,000
Other	0	0	129,422	0	0
Total Expenditures:	\$1,990,002	\$2,218,441	\$2,785,331	\$2,747,000	\$2,814,000
Revenue					
Local Fees, Charges, Etc	\$9,927	\$66,467	\$62,934	\$9,000	\$9,000
Commonwealth	0	677	0	0	0
Federal	0	5,284	0	0	0
Total Revenues:	\$9,927	\$72,428	\$62,934	\$9,000	\$9,000
Local Tax Funding:	\$1,980,075	\$2,146,013	\$2,722,397	\$2,738,000	\$2,805,000
FTE Summary:	28.00	27.00	31.37	31.37	33.37

Parks, Recreation and Community Services - Maintenance Services

Planned Accomplishments/Objectives for FY 07

Goal: Improve athletic field quality to ensure safer playability without interrupting facility use by youth and adult leagues.

Objective: Complete 100% minimum required athletic field treatments yearly during nonscheduled use.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of athletic fields maintained	N/A	N/A	210	220
Number of treatments needed	N/A	N/A	N/A	600
Percentage of athletic fields treated	N/A	N/A	N/A	100%

Goal: Provide efficient, timely department support for maintenance, repairs and projects.

Objective: Maintain 90% success rate of work orders completed within time requested.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of work orders completed	1,025	1,145	1,200	1,300
Percentage of work orders completed within time requested	N/A	N/A	N/A	90%

Goal: Insure safe and clean playground facilities.

Objective: Perform daily inspections of all County playgrounds to ensure safety and welfare of children on premises.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of playgrounds	15	16	18	18
Playground inspections completed	N/A	N/A	4,210	4,248
Percentage of daily playground inspections completed	N/A	N/A	97%	98%
Days closed for repair	N/A	N/A	60	0

Parks, Recreation and Community Services – Facilities Planning & Development

DESCRIPTION

This program provides land development application reviews, proffer implementation, assistance with short term and long-range planning as well as site specific design for PRCS facilities. Services consist of support to the department through facility planning and design, proffer management and trail development, and department project management including some Transportation Enhancement program grant projects.

BUDGET OVERVIEW

FY 07 Issues:

- Meeting the needs of a rapidly growing population is difficult due to funding limitations and the lack of land available for purchase or development in targeted areas.

FY 07 Challenges:

- The County's population will continue to grow rapidly bringing even greater demands for a diverse range of facilities.
- Strong fiscal management will demand the most efficient use of available funds encouraging innovation and partnerships to stretch tax dollars.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$409,901	\$407,911	\$440,919	\$751,000	\$257,000
Operations & Maintenance	95,089	540,122	215,163	97,000	50,000
Capital Outlay	18,598	35,226	22,676	0	149,000
Total Expenditures:	\$523,588	\$983,259	\$678,758	\$848,000	\$456,000
Revenue					
Local Fees, Charges, Etc	\$8,725	\$73,200	\$7,727	\$8,000	\$31,000
Commonwealth	(18,056)	0	0	0	0
Federal	30,788	240,000	60,279	0	0
Total Revenues:	\$21,457	\$313,200	\$68,006	\$8,000	\$31,000
Local Tax Funding:	\$502,131	\$670,059	\$610,752	\$840,000	\$425,000
FTE Summary:	6.00	6.00	6.00	10.00	4.00¹

¹ The FTE count represents the transfer of 7.00 FTE from Parks, Recreation and Community Services to the Office of Capital Construction and the addition of 1.00 FTE FY 07 enhancement for the Assistant Park Planner position.

Parks, Recreation and Community Services – Facilities Planning & Development

Planned Accomplishments/Objectives for FY 07

Goal: Increase available program space and opportunities by delivering completed proffers.

Objective: Open proffered park sites adding recreational opportunities for the public.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Proj. FY 06	Proj. FY 07
Number of new proffered sites open to the public	2	2 ¹	8 ²	8
Total acres of new proffered land open to the public	51 acres	21 acres	341 acres	341 acres

¹*Arcola Slave Quarters, Lyndora Park (Loudoun Valley Estates)*

²*Belmont Greene, Bles Park, Edgar Tillett Memorial Park, Elizabeth Mills Riverfront Park, Lansdowne Sports Park, Kephart Bridge Landing, Ray Muth Sr. Memorial Park, Settle-Dean Cabin.*

Parks, Recreation and Community Services - Community Centers

DESCRIPTION

The Community Centers program consists of a system of ten community centers located in strategic areas of Loudoun County. They are Arcola, Bluemont, Douglass, Loudoun Valley, Lovettsville, Lucketts, Middleburg, Philomont, Sterling and the Sterling Annex. The facilities also include outdoor amenities such as playgrounds, small parks, pavilions, a swimming pool and ball fields. The Lovettsville outdoor swimming pool, Douglass in-Line hockey rink and Arcola indoor climbing wall are also included in this program. These facilities provide a wide range of recreational, educational, cultural and State licensed pre-school and childcare opportunities to the residents of Loudoun County. These services are provided in cooperation with citizen volunteers, other department programs, County agencies, the private sector and citizen advisory boards.

BUDGET OVERVIEW

FY 07 Issues:

- A growing and diverse population requires the division to provide services to meet the needs of the community.
- Facilities must provide healthy and safe environments for residents in compliance with the American with Disabilities Act.
- Staff must receive training to meet the State licensing requirements for childcare standards, computerized registration processing, and CPR and First Aid.
- Demand for preschool programs outpaces the availability of limited facility space at the County's community centers.

FY 07 Challenges:

- 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 State standards for all licensed childcare programs and classrooms.
- Maintain safety and security policies and procedures for management of facilities, staff and participants.
- Recruit and employ instructors and vendors to increase levels of program implementation to meet residents' expectations.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$4,277,368	\$4,641,698	\$5,110,574	\$5,348,000	\$5,831,000
Operations & Maintenance	613,457	629,552	666,722	722,000	749,000
Capital Outlay	11,346	9,812	10,037	0	0
Total Expenditures:	\$4,902,171	\$5,281,062	\$5,787,333	\$6,070,000	\$6,580,000
Revenue					
Local Fees, Charges, Etc	\$2,671,465	\$2,959,920	\$3,711,735	\$3,336,000	\$3,566,000
Total Revenues:	\$2,671,465	\$2,959,920	\$3,711,735	\$3,336,000	\$3,566,000
Local Tax Funding:	\$2,230,706	\$2,321,142	\$2,075,598	\$2,734,000	\$3,014,000
FTE Summary:	110.06	113.98	117.07	122.52	125.45

Parks, Recreation and Community Services - Community Centers

Planned Accomplishments/Objectives for FY 07

Goal: Expand program offerings to meet the demand for programs and services.

Objective: Increase the number of programs offered and operated by 5% annually for each target age population.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Programs offered/operated for pre-school age participants	N/A	1,597	1,676	1,761
Programs offered/operated for Elementary School age participants	N/A	1,279	1,342	1,410
Programs offered/operated for Middle & High School participants	N/A	485	509	534
Programs offered/operated for adult participants	N/A	424	445	467
Satisfaction rate	N/A	N/A	92%	94%

Goal: Work with General Services and the department's Facility Planning & Development division to implement community center renovations.

Objective: Repair and/or replace community center facilities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Community Centers	10	10	10	10
Number of Community Centers under renovation	0	0	0	1
Percentage of programs maintained during renovation	N/A	N/A	N/A	20%

Parks, Recreation and Community Services - Community Centers

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Effectively manage the cost and revenue per participant session.

Objective: Demonstrate the cost effectiveness of services offered at the community centers. The actual totals for expenditures and revenue will be identified by participant session with an increase by 1% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of participant sessions per fiscal year	985,576	910,216	1,200,000	920,000
Average daily participant sessions	2,700	2,493	2,900	2,600
Revenue/expenditure per participant	\$3.00/\$5.29	\$4.08/\$6.29	\$3.20/\$5.29	\$3.63/\$6.60
Rate of cost recovered	56%	65%	60%	55% ¹

¹ Reduced due to the renovation of the Loudoun Valley CC.

Goal: Encourage volunteerism to reduce staff costs and provide meaningful opportunities for contributions of time and talent.

Objective: Increase the number of volunteer hours contributed as a dollar value based on State standards of \$20.02 per hour.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of volunteer hours	14,009	5,175	5,500	5,800
Value of volunteer hours as per State standards	\$280,460	\$103,603	\$110,110	\$116,116

Parks, Recreation and Community Services - Adaptive Recreation Section

DESCRIPTION

The Adaptive Recreation Program provides services in cooperation with volunteers, other department programs, various County agencies, non-profit and business sectors, and advisory boards. The Adaptive Recreation program provides accessible programs and activities for Loudoun residents with cognitive and physical disabilities, including a State-licensed summer day camp for ages 2–22. The specific activities are developed with the participants' special needs in mind to function at their fullest potential. The focus of the programs is based on the ability of the participants. In addition, staff works cooperatively with the Advisory Boards of the Loudoun Very Special Arts and Special Olympics programs to assist volunteers with program implementation.

BUDGET OVERVIEW

FY 07 Issues:

- A growing and diverse population with cognitive and physical disabilities requires additional or expanded services to meet the needs of the community.
- Staff needs to receive training to meet State licensing requirements and to prepare seasonal staff to work effectively with an increased number of participants with severe disabilities.

FY 07 Challenges:

- Increase current youth program service levels through networking with public school staff.
- Maintain ADA accommodations to support department programs.
- Increase outreach to residents with cognitive and physical disabilities by 10%.
- Promote the inclusion of individuals with disabilities in countywide programs to increase participation by 25%.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$234,917	\$232,931	\$255,870	\$461,000	\$380,000
Operations & Maintenance	177,225	141,561	69,308	47,000	48,000
Total Expenditures:	\$412,142	\$374,492	\$325,178	\$508,000	\$428,000
Revenue					
Local Fees, Charges, Etc	\$73,645	\$85,858	\$81,203	\$78,000	\$78,000
Transfer from TOT	0	0	0	0	0
Total Revenues:	\$73,645	\$85,858	\$81,203	\$78,000	\$78,000
Local Tax Funding:	\$338,497	\$288,634	\$243,975	\$430,000	\$350,000
FTE Summary:	25.85	25.38	7.99	11.80	9.80

Parks, Recreation and Community Services - Adaptive Recreation Section

Planned Accomplishments/Objectives for FY 07

Goal: Expand program offerings to meet the needs of children with disabilities.

Objective: Increase the number of programs offered for each targeted area of children with disabilities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Programs offered/operated for Pre-School age participants (<i>Summer Camp, Cows and Corn</i>)	N/A	3/2	4/4	6/6
Programs offered/operated for Elementary School age participants (<i>Summer Camp, Special Olympics, Holiday Celebration, Halloween Bash</i>)	N/A	18/17	20/20	22/22
Programs offered/operated for Middle & High School participants (<i>summer camp and Special Olympics, Holiday Celebration, Halloween Bash, Girls Club, Sat. Leisure</i>)	N/A	15/15	17/17	19/19
Total participant sessions	4,251	6,875	6,900	7,000
Satisfaction Rate	N/A	N/A	92%	93%

Goal: Maintain adequate levels of volunteer staff to increase program implementation.

Objective: Increase the number of trip assistant/temporary and volunteer staff by 5% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of volunteers recruited	1,293	1,423	1,477	1,552
Total number of volunteer hours served	6,997	6,559	7,347	7,715
Value of volunteer hours by State standards	\$74,159	\$131,319	\$147,087	\$154,454
Total number of temporary staff employed	28	35	37	45
Outreach Rate: Number of efforts conducted	N/A	12	13	14

Parks, Recreation and Community Services - Youth Services

DESCRIPTION

The Youth Services Division provides a continuum of services for youth ranging from kindergarten through high school. Major programmatic categories include Youth Development, Youth Outreach, After-school programs and camps. The division offers a wide variety of before school and after school activities providing recreational, educational, cultural and prevention programming. Youth Development focuses 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. Other programs included in prevention activities are the Teen Services program, tobacco prevention, and the Youth After School (YAS) programs. Youth Outreach focuses on intervention activities for youth beginning to exhibit high-risk behaviors or those who may be most at-risk. Some of the programs included are the WORK program, after-school clubs, football camp, teen nightclubs 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. CASA and the camp programs focus on building leisure skills through developmentally appropriate activities and care for the children during the after school hours, school holidays and the summer months. The Loudoun County Youth Advisory Council serves in an advisory capacity to the Loudoun County Board of Supervisors, and for youth issues across departments. All Youth Services Division programs serve both the general population and children with special needs.

BUDGET OVERVIEW

FY 07 Issues:

- Quality CASA and YAS supervisors and leaders need to be hired and retained to maximize program performance.
- Staff needs to expand their research to secure other funding sources to expand youth program offerings that address the changing developmental needs of youth.
- The division needs to dedicate resources to maintain the WORK program's success rate of only 2% recidivism while increasing service and intervention programs for at-risk youth.

FY 07 Challenges:

- A growing and increasingly diverse community requires program development to keep pace with the demand for services.
- Staff needs to be prepared to handle changing needs in the community.
- Staff needs to develop and foster partnerships with community groups and volunteers to create greater levels of community involvement in the divisions' program offerings.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$2,897,891	\$3,263,319	\$3,379,285	\$4,817,000	\$5,232,000
Operations & Maintenance	599,051	690,150	746,931	859,000	863,000
Total Expenditures:	\$3,496,942	\$3,953,469	\$4,126,216	\$5,676,000	\$6,095,000
Revenue					
Local Fees, Charges, Etc	\$3,280,273	\$3,767,679	\$3,868,114	\$5,042,000	\$4,950,000
Commonwealth	64,436	63,350	66,215	73,000	68,000
Federal	85,785	92,201	74,017	0	0
Total Revenues:	\$3,430,494	\$3,923,230	\$4,008,346	\$5,115,000	\$5,018,000
Local Tax Funding:	\$66,448	\$30,239	\$117,870	\$561,000	\$1,077,000
FTE Summary:	68.95	72.82	102.31	112.10	115.85

Parks, Recreation and Community Services - Youth Services

Planned Accomplishments/Objectives for FY 07

Goal: Provide safe recreational activities for elementary school aged children in the hours after school.

Objective: Expand the CASA program to include communities served by LCPS elementary schools.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of programs offered/communities served	32	34	36	36
Average number of youth served per month	1,172	1,205	1,280	1,300

Goal: Pursue grants and develop business and community partnerships that will serve to expand program and service capacity.

Objective: Increase partnerships with community organizations by 25%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of youth served by partnerships	N/A	8	20	300

Goal: Respond to the changing developmental needs of youth by offering leadership, personal responsibility, and life skills training opportunities.

Objective: Provide community service training opportunities for court ordered youth in the County.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of hours of community service completed	5,832	6,415	6,450	6,550
Percentage of youth that complete the program and do not return	N/A	98%	98%	98%

Goal: Provide safe recreational activities for elementary and middle school aged children during the summer and during the school year on teacher work days, winter and spring break.

Objective: Expand the summer and year round program to include communities served by LCPS schools.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of programs offered/communities served	16	26	38	39
Number of youth served	N/A	1,171	1,200	1,250

Parks, Recreation and Community Services - Aging Services

DESCRIPTION

The Area Agency on Aging (AAA), with the guidance of the Commission on Aging, plans, coordinates and promotes services to enhance the well being and independence of older Loudoun residents and assists seniors and families to make informed decisions about housing, healthcare and activity options. Through the Elder Choices Program, AAA assists seniors and their caregivers to make 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 opportunities. AAA also provides home-delivered and congregate meal programs. The division operates two adult day care centers, two full-service senior centers, three senior center activity programs, seven senior congregate meal sites, and the Central Kitchen. The Central Kitchen prepares and delivers congregate and home-delivered meals for seniors, as well as meals for special events and community emergencies. AAA works closely with the Commission on Aging, eight-citizen advisory boards and other service agencies to identify and support senior issues.

BUDGET OVERVIEW

FY 07 Issues:

- The diversity of the Loudoun County senior population and their issues has changed dramatically in recent years. Not only has the emerging Baby Boomer population of younger, more active, seniors begun to enter their retirement years, but the needs of older citizens are increasing as more and more seniors live longer.
- A growing number of seniors from diverse ethnic and cultural backgrounds, for whom English is a second language, are moving into Loudoun County.
- The needs of all seniors in the County are still not being met, despite the presence of two licensed adult day care centers, two full service senior centers, and two small senior activity centers.

FY 07 Challenges:

- Fulfilling approved projects in various stages of development including an adult day care center for Eastern Loudoun, a full-service senior center in Leesburg, and a multi-purpose center in South Riding.
- Staffing and developing programs at new facilities as they come online will be an ongoing challenge.
- Responding to increased service inquiries, which increased 41% between FY 04 and FY 05.
- Planning for the needs of younger seniors, as well as more infirm elders, will also be an ongoing challenge.
- Responding with increased sensitivity to cultural and ethnic differences, as well as communication difficulties, among the senior population.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$2,032,074	\$2,060,912	\$2,186,024	\$2,597,000	\$3,444,000
Operations & Maintenance	1,033,949	1,026,091	902,145	930,000	1,038,000
Transfers	9,824	7,684	72,106	157,000	0
Total Expenditures:	\$3,075,847	\$3,094,687	\$3,160,275	\$3,684,000	\$4,482,000
Revenue					
Local Fees, Charges, Etc	\$1,011,226	\$984,825	\$784,210	\$643,000	\$654,000
State	97,515	108,311	177,627	104,000	104,000
Federal	225,328	212,121	215,607	221,000	221,000
Total Revenues:	\$1,334,069	\$1,305,257	\$1,177,444	\$968,000	\$979,000
Local Tax Funding:	\$1,741,778	\$1,789,430	\$1,982,831	\$2,716,000	\$3,503,000
FTE Summary:	46.61	45.90	45.73	56.06	66.92

Parks, Recreation and Community Services - Aging Service

Planned Accomplishments/Objectives for FY 07

Goal: Meet the needs of a growing senior population.

Objective: Increase services/contacts with seniors and their families annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Elder Choices information and assistance contacts	30,206	50,940	51,938	52,405
Number of Adult Day Care hours assisting clients and families	36,040	39,936	40,067	40,428
Number of one-way trips for Senior Center and Adult Day Center program participants and special needs clients	32,765	29,370	34,000	34,306
Number of senior meals provided	91,139	94,177	95,024	95,879
Number of Central Kitchen meals	128,383	139,769 ¹	141,026	142,295

¹Reflects the discontinuation of service to the Youth Shelter.

Goal: Develop a County-wide service system for seniors. Hire staff and develop new program management and operation plans to be ready to open facilities when delivered.

Objective: Open Carver Center/Adult Day Center, continue planning for Eastern Loudoun Adult Day Center, Leesburg Senior Center, Dulles South Multipurpose Center and future Dulles South Senior Center/Adult Day Center.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of new facilities/programs	1	1	4	6
Number of seniors served by new programs	N/A	N/A	210 ¹	400

² New programs include the William Watters House and the Medicare Prescription Drug program.

Goal: Increase public awareness of the services provided by the Area Agency on Aging (AAA).

Objective: Increase volunteer ambassadors to assist in educating seniors and their families regarding services available through the AAA by 5% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of volunteers trained	N/A	N/A	50	60
Number of pieces of AAA literature distributed	N/A	N/A	500	700
	N/A	N/A	5	7

¹ New programs include William Watters House and the Medicare Prescription Drug program.

Parks, Recreation and Community Services – Administration

DESCRIPTION

The Administration division supports all of the department's various programs to make certain they perform and function effectively and efficiently. This program provides leadership, direction, oversight, management, technical assistance, staff training assistance and financial services support to eight divisions with approximately 246 regular full-time, 175 regular part-time and approximately 1,600 temporary seasonal staff. The division coordinates with other County departments including Management and Financial Services, the Treasurer's Office, the Public Information Office, the Department of Information Technology, Family Services, the new Office of Capital Construction, the Board of Supervisors and other appointed advisory boards. Policies and procedures are developed and managed within this division by coordinating with program services staff. Policies are reviewed regularly and are revised on an as-needed basis. Staff within this division assist customers and residents and work with various affiliated organizations to support the services of the department.

BUDGET OVERVIEW

FY 07 Issues:

- Increase recruiting efforts to attract qualified applicants.
- Continue to market programs, activities and classes to all County residents through a variety of marketing efforts without increasing local tax funding.
- Reduce the department's employee turnover rate.

FY 07 Challenges:

- Population growth and demand for additional recreational activities requires additional program and facility support for the department's junior buyer, marketing coordinator, systems administrator and administrative manager.
- Department staff needs to receive additional training and educational opportunities to increase their potential for professional growth.
- The department needs to emphasize employee recruitment and retention for all positions as its major focus in the coming year.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$952,464	\$999,637	\$966,509	\$1,031,000	\$1,259,000
Operations & Maintenance	361,505	431,422	389,922	335,000	671,000
Capital Outlay	306	0	0	0	0
Total Expenditures:	\$1,314,275	\$1,431,059	\$1,356,431	\$1,366,000	\$1,930,000
Revenue					
Local Fees, Charges, Etc	\$3,023	\$9,556	\$6,437	\$0	\$0
Total Revenues:	\$3,023	\$9,556	\$6,437	\$0	\$0
Local Tax Funding:	\$1,311,252	\$1,421,503	\$1,349,994	\$1,366,000	\$1,930,000
FTE Summary:	13.68	15.96	14.96	15.21	16.21

Parks, Recreation and Community Services - Administration

Planned Accomplishments/Objectives for FY 07

Goal: Increase exposure and utilization of the PRCS web site.

Objective: Increase the number of visits to PRCS web pages in order to promote on-line transactions.

<i>Performance Measures</i>	Actual FY 04	Actual. FY 05	Estimated. FY 06	Projected FY 07
Average number of web site hits on PRCS main web pages	N/A	7,178	7,895	8,685
Average monthly WebTrac transactions	N/A	605	825	1,050
Value of WebTrac Transactions/year	\$154,486	\$1,423,955	\$1,625,000	\$2,100,000

Goal: Develop and implement a multi-media department marketing plan that will increase enrollees in all programs and activities.

Objective: Increase the total of number of RecTrac transactions and participation levels by 10%.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Estimated FY 06	Projected FY 07
Total # of households in RecTrac	27,607	33,087	38,000	43,000
Total # of transactions in RecTrac	79,863	87,210	94,000	100,000
Total program participants	N/A	63,200	69,520	76,472
Total participation hours	N/A	10,779,346	11,857,280	13,043,008
Total # of programs offered	N/A	7,107	7,817	8,600

Parks, Recreation and Community Services - Administration

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Develop strategies for effective leadership for all managers and supervisors that targets building communication skills to improve staff retention rates.

Objective: Increase programs for staff training and development that build employee skill sets and encourages cross training for positional responsibilities.

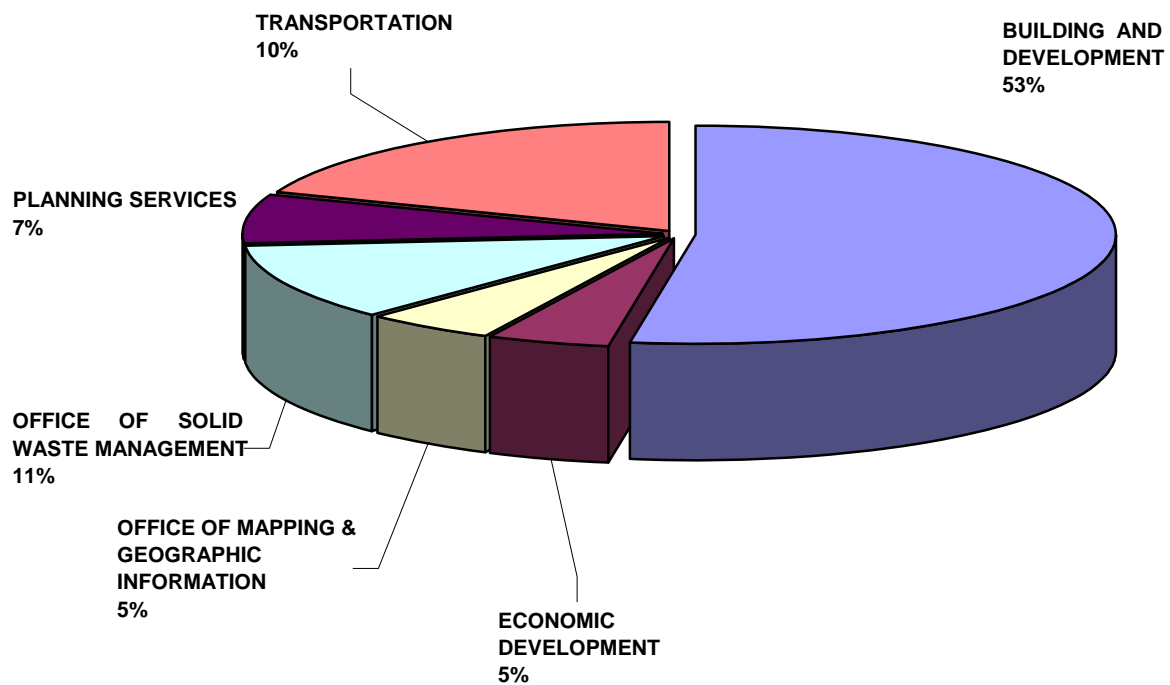
<i>Performance Measures</i>	Actual FY 04	Actual. FY 05	Estimated FY 06	Projected FY 07
Develop and implement strategies for reducing employee turn over rates i.e. staff surveys, retention rewards, incentive programs	N/A	N/A	3	5
Offer additional training opportunities for professional growth	N/A	N/A	2	3
Begin cross training of staff for additional placement opportunities and to assist when staff are out on FMLA or vacation or when a position is vacant	N/A	N/A	2	4



Community Development

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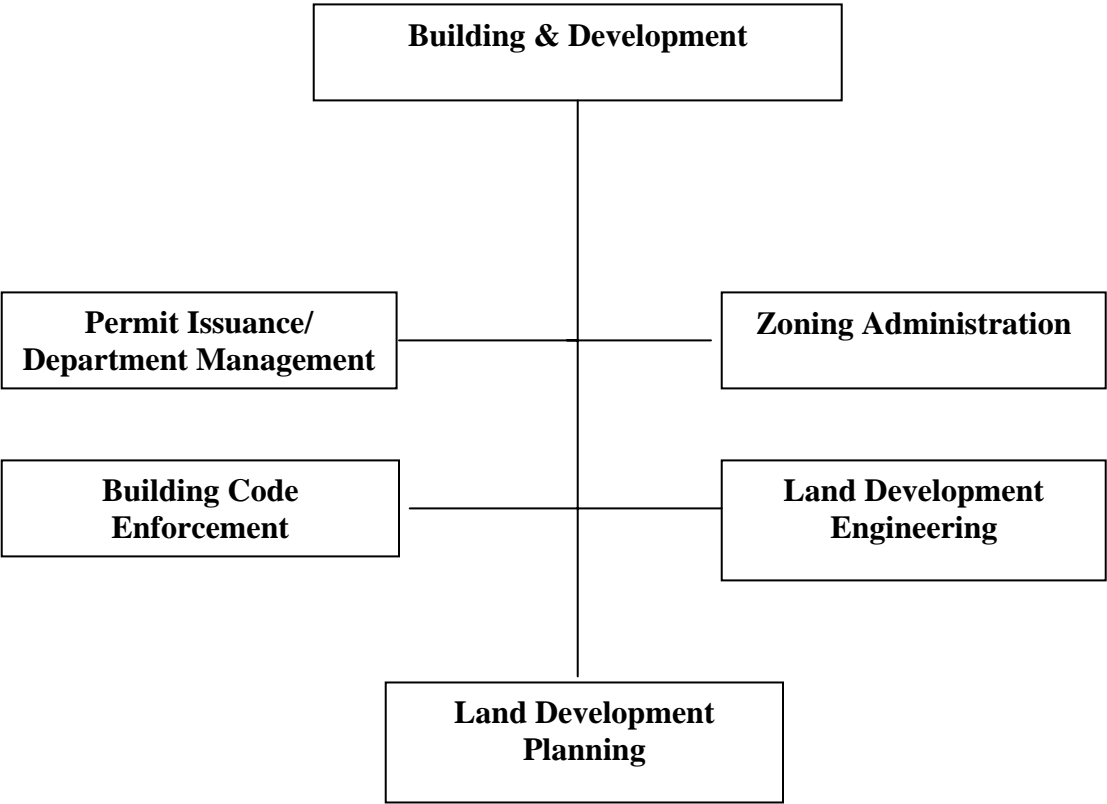
COMMUNITY DEVELOPMENT FY 2007 ADOPTED EXPENDITURES



Community Development

	FY 2003 ACTUAL	FY 2004 ACTUAL	FY 2005 ACTUAL	FY 2006 ADOPTED	FY 2007 ADOPTED
BUILDING AND DEVELOPMENT	\$ 13,795,004	\$ 14,816,397	\$ 15,545,951	\$ 16,717,000	\$ 21,309,000
ECONOMIC DEVELOPMENT	1,604,458	1,917,476	1,818,849	1,605,000	1,893,000
MAPPING & GEOGRAPHIC INFORMATION	1,697,870	1,617,644	1,824,308	1,655,000	1,996,000
PLANNING SERVICES	1,983,263	2,007,864	2,001,846	2,329,000	2,965,000
SOLID WASTE MANAGEMENT	3,154,339	3,476,397	3,448,171	3,440,000	4,625,000
TRANSPORTATION	<u>2,611,654</u>	<u>3,704,109</u>	<u>4,859,883</u>	<u>4,810,000</u>	<u>7,796,000</u>
TOTAL COMMUNITY DEVELOPMENT	\$ 24,043,308	\$ 25,938,693	\$ 29,499,008	\$ 30,556,000	\$ 40,584,000

Building & Development



Building & Development

MISSION

The mission of the Department of Building & Development (B&D) is to provide for the public's safety and welfare during the construction of public and private structures in the County. This is accomplished by enforcing Best Engineering Practices and the Statewide Building Code during design and construction, and by enhancing 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

The Department oversees all phases of construction throughout the County. This includes ensuring the proper subdivision and use of land, review/approval of designs and construction plans, inspections during the construction phase, and final approval of all projects before occupancy. 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 07 Issues, Challenges & Trends:

- Construction activity, particularly housing units, appears to be slowing down, but still maintains above average levels of activity. Up to 4,000 building permits for housing units are anticipated in FY 07. Commercial construction activity is projected to be consistent with previous year's totals.
- Improving customer service by instituting additional electronic processing systems for land development applications.
- Major activity in zoning requests for information and updates of the Zoning Ordinance are anticipated.
- Maintaining a well-trained, qualified workforce to handle the complexities of construction projects.
- The Erosion and Sediment Control program will continue to require major efforts on the part of staff to maintain its consistent rating. It is anticipated that local jurisdictions will be required to assume additional responsibilities from the State's VPDES program.

FY 07 Major Goals:

- Implement e-permitting for fee related permits not requiring plans review.
- Amend the Zoning Ordinance and Zoning Map within the timelines established by the Board of Supervisors.
- Ensure currency of all GIS mapping efforts assigned to the department for maintenance (floodplains, soil, and zoning, etc.).
- Continue updating historic information in the Land Management Information System.
- Work with County Administration and financial staff to update land development fees on a regular basis.
- Work with engineers/development community to improve processing times for land development activities.

FY 06 Major Achievements:

- Accepted and processed over 62,000 building permits and 11,000 zoning permits.
- Accepted 1,300+ land development applications.
- Created a new Zoning Map based on the court decision that reversed zoning that had been in place for over two years.
- Conducted over 300,000 code enforcement inspections.
- The County implemented the Board initiated Modified Process Land Development Process for targeted industries and projects. Approved projects benefit from the Modified Process by improved plan review timelines and direct communication with key decision makers, who set and manage realistic expectations.
- Began development of e-permitting system to better serve customers.

Building & Development

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$12,327,192	\$13,408,047	\$14,136,378	\$17,107,000	\$19,145,000
Operations & Maintenance	1,360,288	1,307,999	1,336,541	1,684,000	2,077,000
Capital Outlay	24,900	54,900	23,413	236,000	87,000
Central Vehicle Fund	82,759	45,451	49,619	0	0
Total Expenditures:	\$13,795,139	\$14,816,397	\$15,545,951	\$19,027,000	\$21,309,000
Revenue					
Local Fees, Charges, Etc	\$15,730,924	\$16,849,831	\$21,478,368	\$19,725,000	\$20,611,000
Federal	32,807	22,368	11,315	0	0
Gas Tax Transfer	7,681	0	0	0	0
Total Revenues:	\$15,771,412	\$16,872,199	\$21,489,683	\$19,725,000	\$20,611,000
Local Tax Funding:	(\$1,976,273)	(\$2,055,802)	(\$5,943,732)	(\$698,000)	\$698,000
FTE Summary:	216.00	230.00	235.59	255.40	256.90

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Building & Development includes enhancements totaling 1.50 FTE and \$95,000 in additional local tax funding for an assistant GIS administrator and a part-time proffer compliance auditor. Local tax funding increases by \$1.4 million due to increased compensation costs which includes full-year funding for a special market adjustment for engineers and planners. Operational expenditure increases are offset by increases from local fees and charges as a result of BOS action taken to increase land development fee revenues by \$3.4 million in the FY 07 budget. The FY 07 Budget also includes funding for the implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 03: The Board of Supervisors added 1.00 FTE for an engineer to review Overlot grading plans.

FY 03 Mid-Year: The Board of Supervisors added 13.00 FTE, which included 8.00 FTE for erosion & sediment control and 5.00 FTE for administration of applications related to the Facilities Standards Manual.

FY 04: The Board of Supervisors approved a 1.00 FTE enhancement for the Code Enforcement front counter. A 1.00 FTE project management position was transferred to Building & Development from General Services.

FY 04 Mid-Year: The Board added 4.00 FTE for land development engineering and public improvements and 1.00 FTE for a bonds management specialist. 0.59 FTE was transferred from the Planning Department to offset workload increases in the Zoning Administration Program. A 1.00 FTE environmental division manager position in Land Development Engineering was eliminated.

FY 05: Added 1.00 FTE for a file room technician.

FY 05 Mid-Year: The Board added 2.00 FTE for occupancy inspectors. 0.20 FTE was transferred to Management & Financial Services.

FY 06: The Board added 18.00 FTE for code enforcement, engineering, administration and zoning staff.

Building & Development

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Land Development Engineering	\$3,599,393	\$3,933,424	\$4,012,125	\$4,953,000	\$5,541,000
Land Development Planning	1,166,037	1,247,240	1,292,711	1,469,000	1,740,000
Zoning Administration	1,409,601	1,522,079	1,509,160	2,083,000	2,453,000
Building Code Enforcement	5,501,779	5,985,626	6,388,620	7,849,000	8,456,000
Permit Issuance/Department Management	<u>2,118,329</u>	<u>2,128,028</u>	<u>2,343,335</u>	<u>2,673,000</u>	<u>3,119,000</u>
Total	\$13,795,139	\$14,816,397	\$15,545,951	\$19,027,000	\$21,309,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Land Development Engineering	\$3,747,898	\$3,247,617	\$3,536,721	\$2,844,000	\$2,710,000
Land Development Planning	1,011,951	458,074	564,780	447,000	648,000
Zoning Administration	298,672	274,623	467,627	262,000	415,000
Building Code Enforcement	10,195,143	12,230,565	16,256,070	12,998,000	12,645,000
Permit Issuance/Department Management	<u>517,748</u>	<u>661,320</u>	<u>664,485</u>	<u>3,174,000</u>	<u>4,193,000</u>
Total	\$15,771,412	\$16,872,199	\$21,489,683	\$19,725,000	\$20,611,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Land Development Engineering	(\$148,505)	\$685,807	\$475,404	\$2,109,000	\$2,831,000
Land Development Planning	154,086	789,166	727,931	1,022,000	1,092,000
Zoning Administration	1,110,929	1,247,456	1,041,533	1,821,000	2,038,000
Building Code Enforcement	(4,693,364)	(6,244,939)	(9,867,450)	(5,149,000)	(4,189,000)
Permit Issuance/Department Management	<u>1,600,581</u>	<u>1,466,708</u>	<u>1,678,850</u>	<u>(501,000)</u>	<u>(1,074,000)</u>
Total	(\$1,976,273)	(\$2,055,802)	(\$5,943,732)	(\$698,000)	\$698,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Land Development Engineering	41.00	55.00	59.00	63.80	61.80
Land Development Planning	21.00	21.00	21.00	21.00	22.00
Zoning Administration	24.00	24.00	24.60	27.60	29.10
Building Code Enforcement	94.00	93.00	93.00	102.00	102.00
Permit Issuance/Department Management	<u>36.00</u>	<u>37.00</u>	<u>38.00</u>	<u>41.00</u>	<u>42.00</u>
Total	216.00	230.00	235.60	255.40	256.90

Building & Development - Land Development Engineering

DESCRIPTION

This program provides detailed technical review, approval and management of land development applications related to subdivision and site plans in conformance with the Codified Ordinances, the Zoning Ordinance, the Land Subdivision and Development Ordinance, the Facilities Standards Manual, and other applicable State and Federal regulations, proffers and/or conditions of approval negotiated as part of rezonings 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 FSM Public Review Committee, Water Resources Technical Advisory Committee, ESI Loudoun Committee and other groups as required.

BUDGET OVERVIEW

FY 07 Issues:

- The pace of development is expected to increase in the Transition Area and areas to the west of Route 15.
- The Board of Supervisors' direction to implement the recommendations of the Route 50 Task Force has impacted several divisions of the department:
 - Concerns regarding zoning violations in the area have led to a targeted compliance effort resulting in additional inspections and related follow-up on individual cases.
 - The drafting of a new Mixed Use Business District will be prepared by a consultant with contract management and project guidance provided by the department.
 - The drafting of new zoning ordinance language to implement the landscaping design guidelines for the corridor will be completed by staff with limited consultant assistance.
 - Referral activity will be provided on other Route 50 related initiatives including the Arcola area CPAM and land use applications anticipated as a result of the Task Force recommendations.

FY 07 Challenges:

- The division's vacancy rate (currently 10%) and high turnover rate (one every 45 days) is being addressed by the County's fee study and career progression model currently under development.
- Homeowner complaints increase proportionally with a growing population. As the density of development and stormwater run-off increase, complaints will become more difficult to resolve.
- The anticipated increase in the price of Portland cement, which affects approximately half of the components of a performance bond, may result in increased bond default projects processed/contracted by staff.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$2,885,238	\$3,283,615	\$3,494,955	\$4,406,000	\$4,978,000
Operations & Maintenance	631,531	604,358	509,694	496,000	512,000
Capital Outlay	0	0	7,476	51,000	51,000
Central Vehicle Fund	82,624	45,451	0	0	0
Total Expenditures:	\$3,599,393	\$3,933,424	\$4,012,125	\$4,953,000	\$5,541,000
Revenue					
Local Fees, Charges, Etc	\$3,707,410	\$3,225,249	\$3,525,406	\$2,844,000	\$2,710,000
Federal	32,807	22,368	11,315	0	0
Gas Tax Transfer	7,681	0	0	0	0
Total Revenues:	\$3,747,898	\$3,247,617	\$3,536,721	\$2,844,000	\$2,710,000
Local Tax Funding:	(\$148,505)	\$685,807	\$475,404	\$2,109,000	\$2,831,000
FTE Summary:	41.00	55.01	59.00	63.80	61.80

Building & Development - Land Development Engineering

Planned Accomplishments/Objectives for FY 07

Goal: Improve the processing time for approval of Ministerial Land Development Applications (LDA).

Objective: Reduce by 10 percent annually the processing time for two main types of Land Development Applications: site plans, and construction plans and profiles.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average processing time (days) for site plans (STPL)	287	313	189	170
Rate of reduction of average processing time for site plans	11%	(9%)	40%	10%
Average processing time (days) for construction plans and profiles (CPAP)	231	351 ¹	250	225
Rate of reduction of average processing time for construction plans and profiles	8.3%	(52%) ¹	29%	10%

¹Significant trend difference is due to County policy decisions during this time frame to give commercial/industrial applications (STPLs) higher priority than residential work (CPAPs).

Goal: Reduce the number of incomplete bonded infrastructure improvements (bonds technically in default) and increase the quantity of infrastructure accepted (most notably roadways).

Objective: Reduce outstanding bonds by 10 percent annually and increase miles of roadway accepted by 10 percent annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Performance Bonds in default	N/A	393	356	320
Rate of decrease of performance bonds in default	N/A	0.5%	9.9%	10%
Miles of roadway accepted into the State Secondary Road System	32.36	18.08	32.00	35.20
Rate of increase of miles of roadway accepted into the State Secondary Road System	16%	(44%)	77%	10%

Building & Development - Land Development Engineering

Planned Accomplishments/Objectives for FY 07

Goal: Reduce the ratio of homeowner complaints to new home approvals by addressing the potential problems in advance during Overlot Grading permit reviews with the builders.

Objective: Reduce/maintain the rates of homeowner complaints per new home approval by 10% annually.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of new home approvals	4,020	4,051	4,000	4,000
Number of homeowner complaints	603	612	560	488
Homeowner complaints per new home approval	15.0%	15.1%	14.0%	12.2%

Goal: Improve efficiency of Erosion & Sediment Control Field Managers.

Objective: Maintain a 90% efficiency rating for Erosion and Sediment Control inspection frequency (one visit every two weeks) and increase the average efficiency by three percent annually over the next three years.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Active Grading permits (workload level)	599	855	853	3,000 ¹
Number of E&S inspections conducted	10,157	7,411	8,405	10,500
Efficiency level (percentage of inspections conducted on time)	N/A	87.4%	93.0%	96.0%

¹ Increased number of permits due to addition of single family dwellings not previously inspected.

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 are responsible for the review of subdivision applications and management of major development projects within the County. This review ensures compliance with regulations and policies adopted by the Board of Supervisors. The Customer Service Team's responsibilities include responding to citizen concerns and questions related to specific applications and projects, as well as interpreting ordinances and explaining the County's Land Use policies. The program also includes preparing amendments to the subdivision ordinance and implementing adopted Board policies.

BUDGET OVERVIEW

FY 07 Issues:

- The division experienced a significant increase in the number of preliminary subdivision applications in FY 06. It is anticipated that an increase in record plat applications will occur in FY 07.
- It is difficult to assess what impact amendments to the Zoning Ordinance will have on rural development.
- The population of the County continues to increase. As the population increases, demand for services and questions related to development activities increase. It is anticipated that the Customer Service Team will see an increase in phone calls and walk-in customers.

FY 07 Challenges:

- Recent amendments to the Land Subdivision and Development Ordinance and Facilities Standards Manual raise expectations for shorter review times by staff.
- Workload has to be completed with a decreased number of staff due to a tight job market and longer lengths of time needed to fill vacancies.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,101,668	\$1,180,536	\$1,254,544	\$1,407,000	\$1,671,000
Operations & Maintenance	39,469	41,804	38,167	62,000	69,000
Capital Outlay	24,900	24,900	0	0	0
Total Expenditures:	\$1,166,037	\$1,247,240	\$1,292,711	\$1,469,000	\$1,740,000
Revenue					
Local Fees, Charges, Etc	\$1,011,951	\$458,074	\$564,780	\$447,000	\$648,000
Total Revenues:	\$1,011,951	\$458,074	\$564,780	\$447,000	\$648,000
Local Tax Funding:	\$154,086	\$789,166	\$727,931	\$1,022,000	\$1,092,000
FTE Summary:	21.00	21.00	21.00	21.00	22.00

Building & Development - Land Development Planning

Planned Accomplishments/Objectives for FY 07

Goal: Improve the quality of minimum submission checklist review in order to reduce review times and the number of comments.

Objective: Provide 90% of first submission comment letters to applicants within 45 days of submission; decrease the number of 4th and 5th submission reviews.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of subdivision applications submitted	470	391	435	461
Comment letters sent to applicants within 45 days	N/A	N/A	90%	92%
Number of 4 th or 5 th submission reviews	115	118	70	70

Goal: Measure and improve the quality of minimum submission checklists, eliminate initial concurrent submissions of construction plans and record plats.

Objective: Set up all land development application files within three working days of receipt, with 75% of those being completed within two working days.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Land development applications submitted	1,128	1,317	1,400	1,450
Land development applications completed within two working days	N/A	N/A	1,050	1,200
Percent of land development applications completed within two working days	N/A	N/A	75%	83%

Goal: Improve speed with which customer service activities take place.

Objective: Improve customer service by returning all hotline calls within one business day.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of hotline calls	4,626	5,047	5,500	5,600
Number of calls returned within one business day	N/A	4,500	5,000	5,200
Percentage of calls returned within one business day	N/A	89%	91%	93%

Building & Development - Zoning Administration

DESCRIPTION

Zoning Administration staff administers and enforces the zoning standards and proffer language adopted by the Board of Supervisors by keeping the zoning map updated, 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 prosecution in court. 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 providing reports for 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 07 Issues:

- Anticipated adoption of the Rural Policy Area Remapping.
- The Board of Supervisors has a backlog of zoning ordinance text amendments. There are insufficient staff resources to prepare the amendments and proceed through the required public process.
- Enforcement of property maintenance code related to overcrowding and targeted zoning enforcement projects maintain the overall quality of life in Loudoun County.
- As several major planned developments near completion, ensuring proffer compliance requires a coordinated, multi-agency review that is time sensitive.

FY 07 Challenges:

- Current staffing levels meet the demand for FY 05 workload levels. Increasing workloads, including responding to Board of Supervisors' priorities, will present challenges in meeting established and mandated timeframes.
- Significant training of staff and the public will be required should the Rural Policy Area Remapping be adopted.
- Zoning enforcement will take a greater role in educating the public about zoning requirements. Changing demographics within the County will require inspectors to be knowledgeable in other languages and cultures.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,245,564	\$1,406,699	\$1,414,676	\$1,949,000	\$2,242,000
Operations & Maintenance	164,037	115,380	94,484	134,000	190,000
Capital Outlay	0	0	0	0	21,000
Total Expenditures:	\$1,409,601	\$1,522,079	\$1,509,160	\$2,083,000	\$2,453,000
Revenue					
Local Fees, Charges, Etc	\$298,672	\$274,623	\$467,627	\$262,000	\$415,000
Total Revenues:	\$298,672	\$274,623	\$467,627	\$262,000	\$415,000
Local Tax Funding:	\$1,110,929	\$1,247,456	\$1,041,533	\$1,821,000	\$2,038,000
FTE Summary:	24.00	24.00	24.59	27.60	29.10

Building & Development - Zoning Administration

Planned Accomplishments/Objectives for FY 07

Goal: Improve response times to written correspondence and site plan referrals.

Objective: Review ministerial applications within established timeframe of 4 weeks at least 50% of the time.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Zoning Correspondence applications	383	310	300	325
Applications responded to within 4 weeks	52%	61%	65%	60%
Number of site plan referrals	263	362	215	180
Responded to within established timeframe	N/A	52%	55%	50%

Goal: Improve timelines for legislative referrals.

Objective: Provide referrals within established timeframes (30 to 60 days) at least 30% of the time.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of pre-applications	93	138	150	180
Number of applications	126	168	350	129
Referrals provided within timeline	N/A	26%	30%	30%

Goal: Provide support to the Board of Zoning Appeals.

Objective: Process appeals and variances within State mandated guidelines (90 days) 100% of the time.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of applications	21	8	20	28
Responded to within State mandated guidelines	100%	100%	100%	100%

Building & Development - Zoning Administration

Planned Accomplishments/Objectives for FY 07 – Continued

Goal: Process zoning ordinance amendments (ZOAM's) as mandated by the Board of Supervisors.

Objective: Process one major, or three minor, zoning ordinance amendments during a fiscal year.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Major ZOAM's initiated	0	1	2	3
Number of Minor ZOAM's initiated	4	4	7	3

Building & Development - Building Code Enforcement

DESCRIPTION

The purpose of the Building Code Enforcement program is to protect 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 07 Issues:

- The State continues to adopt new codes and requirements resulting in more staff time dedicated to training and certifications while reducing time available for field inspections. The new State Code was adopted November 16, 2005.
- Larger homes, additional inspection requirements, and new technologies result in increased time required per inspection and fewer inspections per inspector.

FY 07 Challenges:

- Hiring, training, and continuing to maintain a qualified staff will be challenging particularly due to salary disparity with the private sector.
- Refining present systems to minimize the time required to service customer complaints will be challenging due to the increasing number of new owners and the level of attention they currently demand.
- Institute a pilot program to have building inspectors work out of their vehicles in the field.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$5,126,609	\$5,499,846	\$5,721,011	\$6,804,000	\$7,273,000
Operations & Maintenance	375,170	455,780	602,053	860,000	1,168,000
Capital Outlay	0	30,000	15,937	185,000	15,000
Central Vehicle Fund	0	0	49,619	0	0
Total Expenditures:	\$5,501,779	\$5,985,626	\$6,388,620	\$7,849,000	\$8,456,000
Revenue					
Local Fees, Charges, Etc	\$10,195,143	\$12,230,565	\$16,256,070	\$12,998,000	\$12,645,000
Total Revenues:	\$10,195,143	\$12,230,565	\$16,256,070	\$12,998,000	\$12,645,000
Local Tax Funding:	(\$4,693,364)	(\$6,244,939)	(\$9,867,450)	(\$5,149,000)	(\$4,189,000)
FTE Summary:	94.00	93.00	93.00	102.00	102.00

Building & Development - Building Code Enforcement

Planned Accomplishments/Objectives for FY 07

Goal: Improve the quality of inspections by attaining the Board of Supervisors' objective of a minimum 18 minute inspection. Increase the number of field inspectors as a ratio to the number of inspection requests.

Objective: Increase the amount of time per inspection available, working towards a target of 18 minutes per inspection.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of inspections performed	335,981	331,337	300,000	300,000
Average minutes per inspection	15.8	15.5	17.9	17.9
Percentage of inspections averaging 18 minutes	87.7%	87.2%	99%	99%

Goal: Improve residential plans turnaround time. Modify existing plans tracking system to measure ratio of plans meeting 100% of target.

Objective: Improve plans review efficiency so that 100% of residential and commercial reviews are completed within ten working days.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of plans submitted for review	N/A	17,860	16,700	16,700
Plans reviewed within 10 days	N/A	96%	98%	98%

Goal: Initiate upgraded tracking system and augment dedicated customer service staff to insure improved efficiency and communications to monitor and achieve stated target.

Objective: Improve the efficiency rating for responding to customer inquiries within 24 hours and resolving complaints within ten working days. Set goal to achieve a 100% efficiency rating in FY 07 when modifications to the customer complaint tracking system are complete.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of complaints received	2,200	2,690	2,800	2,800
Complaints responded to within 24 hours	95%	95%	98%	98%
Complaints resolved with ten working days	60%	65%	70%	70%

Building & Development - Permit Issuance/Department Management

DESCRIPTION

The Permit Issuance and Department Management Division is responsible for issuing building, zoning and grading permits, collecting proffers attached to new construction, managing performance bonds related to land development, and performing the administrative services related to these functions. All applications for permits are received, processed and issued in this division, as well as cash proffers collected and bonds accepted. Information is provided to the public on zoning, permits, inspections, proffers, bonds and other land development activities. Human resource functions, purchasing and other administrative functions are provided for the other divisions within the department.

BUDGET OVERVIEW

FY 07 Issues:

- Although the number of permits issued has decreased slightly, the level of service required to meet the request for permits will put pressure on staff to process permits more quickly.
- Implementing an on-line permit system and training staff to operate the system without slowing down permit processing times.
- Zoning permit staff are dealing with three zoning ordinances that make processing permits more difficult.

FY 07 Challenges:

- Continue to provide good customer service for permits while dealing with three zoning ordinances.
- Deliver phase one of the E-permitting system while maintaining accurate service delivery to the public with the present system.
- Maintain a well-trained staff in spite of employee turnover and a tight job market.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,968,114	\$2,037,351	\$2,251,192	\$2,541,000	\$2,980,000
Operations & Maintenance	150,215	90,677	92,143	132,000	139,000
Total Expenditures:	\$2,118,329	\$2,128,028	\$2,343,335	\$2,673,000	\$3,119,000
Revenue					
Local Fees, Charges, Etc	\$517,748	\$661,320	\$664,485	\$3,174,000	\$4,193,000
Total Revenues:	\$517,748	\$661,320	\$664,485	\$3,174,000	\$4,193,000
Local Tax Funding:	\$1,600,581	\$1,466,708	\$1,678,850	(\$501,000)	(\$1,074,000)
FTE Summary:	36.00	37.00	38.00	41.00	42.00

Building & Development - Permit Issuance/Department Management

Planned Accomplishments/Objectives for FY 07

Goal: Handle calls more efficiently to reduce the amount of time callers are on hold for customer service.

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 during FY 06.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Average number of phone calls per day	231	253	264	264
Average amount of time callers are on hold (seconds)	55	62	54	54
Number of hang-ups	23	31	26	23

Goal: Accept applications and issue permits not requiring fees or plan review through the internet.

Objective: Work with DIT to complete the programming and staff training for implementation of the first stage of electronic permitting, thereby decreasing the need to wait in line at the permit counter.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of Building/Zoning permits issued	78,521	79,025	71,000	71,000
Number of No-Fee permits issued	32,709	34,615	31,950	31,950
E-permitting programming completed	N/A	2%	50%	100%
Percentage of staff trained to implement e-permitting	N/A	N/A	0%	100%

Economic Development

Economic Development

Economic Development

MISSION

The Department of Economic Development provides the leadership, strategic advice, and project management needed to implement the Board of Supervisors' adopted economic development vision of *an innovative, globally competitive economy known for its favorable business environment, exceptional quality of place and strong sense of community*.

The department, with its community and regional partners, implements the vision through strategies and actions that are guided by the five goals of the Economic Development Strategic Plan that the Board adopted in 2004:

1. *Recognized Center for Innovation:* An excellent location that attracts high value workforce driving innovative commerce and business activity at the forefront of progress.
2. *Prosperous Business Environment:* Facilities, systems and infrastructure in place to foster expansion, evolution and development of the existing, diverse business base.
3. *High Quality of Place:* Educational, cultural, recreational, health, safety and welfare amenities that ensure an exceptional quality of life and preserve Loudoun's heritage.
4. *Sound Fiscal Health:* Sustained revenues to maintain and improve critical services.
5. *Favored Visitor Destination:* Regional, national and global hub for travel and tourism.

DESCRIPTION

In implementing the Economic Development Strategic Plan, the Department of Economic Development's primary focus is business and community development. To address the varied aspects of business development, the department provides services to its customers in five areas:

1. Grow and retain business customers by marketing and outreach to existing and prospective businesses with ombudsman, site selection and business expansion services;
2. Enhance Loudoun's three distinct geographies – suburban communities, towns and rural areas-- as attractive places for employees, businesses, visitors and residents;
3. Improve the business environment which includes working to ensure that government processes are fair and competitive, land and infrastructure is sufficient, and amenities are high quality;
4. Provide high quality information and advice by performing market research, analyzing economic/demographic data, and providing strategic information or advice for businesses, prospects, citizens, county government agencies and media; and
5. Build valuable relationships and partnerships between government, business, and education communities.

Guided by the County's economic development vision and economic development strategy, the department supports five public-private partnerships. The Economic Development Commission and the Rural Economic Development Council are both appointed to advise the Board of Supervisors. The Main Street Loudoun Partnership promotes economic development in Loudoun's towns, villages and communities as centers for civic, business and visitor activity. To complement Loudoun's great natural beauty, and to reinforce its sense of place, identity, and community, the Design Cabinet encourages the highest quality physical design including urban design, architectural design, landscape design, and ecological design. As key business leaders, members of the CEO Cabinet are committed to working in partnership to make Loudoun one of the top twenty places in America in which to live, work, and grow a business.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Two major regional issues, relief of transportation congestion and sufficient workforce housing, need an effective strategy and the civic/business leadership to address them before they impact the region's economic future.
- Changes suggested by the Zoning Ordinance Review Committee for commercial development need to be considered by the Board of Supervisors.
- The lack of available and marketable land and built space for office and industrial businesses seeking to expand or locate in Loudoun needs to be addressed. This is critical to overall business retention and attraction in Loudoun County, given current pressures to convert commercial and industrial zoned land to residential development.
- Sufficient resources need to be available to proactively develop key industry clusters in Loudoun such as life-sciences, international business, and homeland security.
- The commercial and industrial portion of the overall tax base is trending downward. It currently accounts for approximately 14% of the overall tax base. This trend pushes the tax burden to homeowners.
- The Base Realignment and Closure (BRAC) activities may impact the County as Federal agencies and government contractors explore the possibility of relocating offices from the District of Columbia and closer-in suburbs.

Economic Development

FY 07 Major Goals:

- Market the County to select businesses and organizations in the life-sciences cluster to leverage the opening of the Howard Hughes Medical Institute's Janelia Farm Research Campus. This will position Loudoun as a prime life-sciences business location.
- Position Loudoun regionally and nationally using the Project WOW marketing materials and new department web site, along with proactive advertising and media relations efforts.
- Target key industries: aerospace, airport-related, high-value agriculture, information technology, life-science/biotechnology, and defense.
- Support the economic development of major business corridors such as Routes 7, 28, 50, 606, and the Dulles Greenway.
- Begin implementation of the Board of Supervisors' direction concerning the recommendations made by the Urban Land Institute panel regarding County-owned property in Ashburn.
- Pursue life-science conferences as an economic development strategy by bringing decision makers to Loudoun. The World Medical Automation conference will be held in Loudoun in the fall of 2006, and a second conference, focused on imaging, will be explored.
- Outreach to Loudoun's suburban communities through the Main Street Loudoun program to foster commercial economic growth and enhance community vitality.
- Encourage rural business expansion based on improved performance standards and amended regulations.
- Expand outreach to site selection representatives and brokers.
- Continue efforts to make the land development process easier and more predictable.
- Continue to implement the Economic Development Strategic Plan.

FY 06 Major Achievements:

- The Main Street Loudoun program was expanded to provide services to eastern Loudoun commercial areas, such as Sterling and Old Ashburn. This expansion will continue throughout FY 07.
- The Urban Land Institute panel study on the 101 acre, County-owned property in Ashburn was completed. The search for a master developer of the site will begin in spring 2006.
- Loudoun collaborated with neighboring jurisdictions for the first time to market the region (Loudoun, Fairfax and Prince William Counties) to targeted biotech audiences. The three jurisdictions worked the Mid-Atlantic Bio conference in October 2005, marketing the region as the "Northern Virginia Life Science Communities."
- The International Business Ambassador program was expanded to include CEO networking events, press coverage in German-language publications, initial business contacts, and new a relationship with the Frankfurt region.
- A CEO Cabinet, a public-private partnership comprised of a select group of CEOs, Presidents, Board Chairs/Vice-Chairs from Loudoun's top corporate and entrepreneurial firms and non-profit/government institutions was established.
- Loudoun collaborated with five regional counties to hold the second Rural Innovation Forum in March 2006.
- Phase I of Project WOW, branding Loudoun with a new logo, marketing package, and department web site was completed.
- The County implemented the Board initiated Modified Process Land Development Process for targeted industries and projects. Approved projects benefit from the Modified Process by improved plan review timelines and direct communication with key decision makers, who set and manage realistic expectations.
- Businesses affected by the Route 28/Church Road interchange were assisted. Economic Development held meetings, conducted outreach, facilitated renaming of roads and naming of business park to help citizens and consumers locate businesses in that area.
- Economic Development worked with county agencies and citizens to provide support in attaining water and sewer to unserved areas (Tall Oaks and Dulles Industrial Park).
- Six Farmers Markets, including a new one that opened in South Riding, were supported.
- The Design Cabinet conducted Design Charrettes for Lovettsville and Lucketts, and provided advice on Route 50 design improvements.

Economic Development

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,144,160	\$1,332,082	\$1,300,420	\$1,437,000	\$1,479,000
Operations & Maintenance	452,606	582,714	518,429	403,000	414,000
Capital	7,692	2,680	0	0	0
Total Expenditures:	\$1,604,458	\$1,917,476	\$1,818,849	\$1,840,000	\$1,893,000
Departmental Revenue					
Local Fees, Charges, Etc.	\$2,397	\$2,174	\$10,370	\$5,000	\$23,000
Federal	0	24,498	45,414	0	0
Transfer from TOT fund	49,588	49,976	61,597	0	0
Total Revenue:	\$51,985	\$76,648	\$117,381	\$5,000	\$23,000
 Local Tax Funding:	 \$1,552,473	 \$1,840,828	 \$1,701,468	 \$1,835,000	 \$1,870,000
FTE Summary:	18.00	17.00	16.00	16.77	16.77

Subsequent to the FY 07 budget adoption, \$72,000 of TOT funding was added for the Agri-tourism Marketing program.

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Economic Development includes funding for business outreach in association with the opening of the Howard Hughes Medical Institute. The FY 07 budget also includes funding for the implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 03: The FY 03 Adopted Fiscal Plan included a 1.00 FTE enhancement for the Main Street Loudoun Program, but the Board of Supervisors did not include any additional funding. The department identified funding for the position in its operations and maintenance base budget for FY 03.

FY 03 Mid-Year: A 1.00 FTE rural economy program manager position was eliminated.

FY 04 Mid-Year: A 1.00 FTE assistant director position was eliminated and a 1.00 FTE demographic position was transferred from Planning Services.

FY 05: The Board of Supervisors eliminated a regional economist position (1.00 FTE).

FY 06: The Board of Supervisors added 0.77 FTE for an agricultural enterprise manager.

Economic Development

Planned Accomplishments/Objectives for FY 07

Goal: Develop facilities, systems and infrastructure to foster expansion, evolution and development of the existing, diverse business base.

Objective: Build relationships and partnerships between government, business and education communities and provide business expansion services.

<i>Performance Measures</i>	Actual FY 03	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Total number of visits to existing businesses for industry outreach ¹ (including special events)	30	149	191	150	180
Number of meetings for all partnerships (EDC, REDC, MSL, Science and DC)	108	104	103	107	108
County Support (referrals and meetings with Planning staff/commission, BOS, ZORC, Corridor Task Forces, Wayfinding, ULI, etc).	N/A	61	156	180	170
Ombudsman assistance (total number of projects assisted)	N/A	61	63	58	65

¹Industry outreach includes brokers, developers and targeted industries.

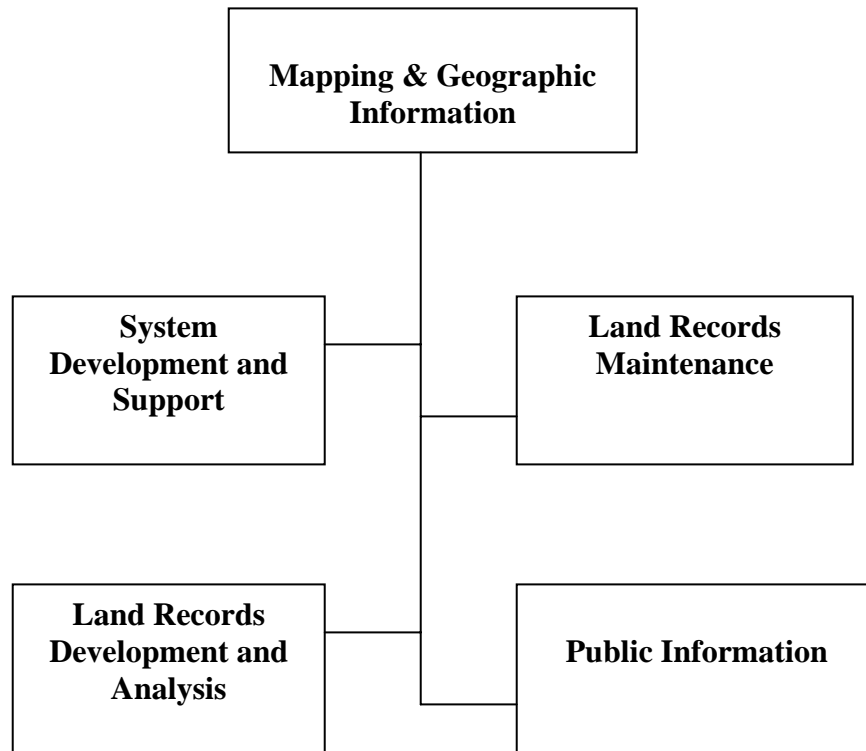
Goal: Market Loudoun's three distinct geographies (suburban communities, towns and rural areas) as excellent locations to attract high value workforce to drive innovative commerce and business activity at the forefront of progress.

Objective: Provide marketing and outreach to prospective businesses with market research, economic/demographic data, and strategic information or advice.

<i>Performance Measures</i>	Actual FY 03	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Marketing pieces distributed	80,000	78,000	75,000	75,000	70,000 ²
Number of international business and media contacts	N/A	N/A	12	150	100
Number of prospects	70	95	41	60	80
Design assistance (number of charrettes, advice sessions, awards)	2	3	3	3	2
Unique web visits (new user sessions)	63,164	83,297	110,392	130,392	145,000
Square feet of commercial and industrial permits	1,854,000	3,569,000	4,013,127	3,500,000	3,500,000

²This number is projected to decrease modestly as the department embraces a more web-based marketing approach.

Mapping & Geographic Information



Mapping & Geographic Information

MISSION

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. 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. Public Information staff assists citizens and businesses at the office's public counter and responds to requests for maps and spatial data. The LMIS Steering Committee provides general direction for the office's programs.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The workload for parcel, address, and street centerline data maintenance remains very high. Because the land records maintenance process on the GIS is the foundation for much of the County's information management, the creation and transmission of the data must be timely and accurate.
- As GIS supports a growing number of systems and processes (the mapping component of Computer Aided Dispatch was added in FY 2006), there has been a renewed focus on efforts to maintain and improve the quality of the data. Regular reporting of data quality as well as quantity will continue to be programmed into maintenance processes.
- Web mapping has become vital to many of the County's citizens and businesses, and changes in GIS technology have allowed for improvements in Web based services. A major challenge in the next year will be to begin re-platforming and expanding upon Web based GIS services, though success will be dependent upon the office's ability to attract and retain qualified talent.
- A major issue regionally in Northern Virginia and the Washington Metropolitan area is the coordination of GIS data for public safety to support Computer Aided Dispatch (CAD) and other applications. Together with DIT, the office will continue to support those efforts in FY 07 to make regional data available to Loudoun for emergency dispatching and management using web based technology.
- Successful web based data sharing requires complete data documentation in the form of metadata. A challenge in FY 07 will be to update the County's metadata to support the regional and statewide efforts.

FY 07 Major Goals:

- The primary focus will be on continuing to apply the new tools of the upgraded GIS to improve data maintenance processes, quality control, reporting, and web based distribution of spatial data.
- Another major goal will be to improve data collection and maintenance of street centerline attributes for the Automatic Vehicle Locator (AVL) system, E-911 dispatching, and other applications.
- The office will focus on the completion of metadata to facilitate public safety data sharing and to maintain the data, processes, and programs that support Land Management Information System (LMIS), AVL, CAD and the Web.

FY 06 Major Achievements:

- Parcel, address, and street centerline data maintenance was implemented in the new Spatial Database Engine (SDE).
- Project tracking and time management were implemented in the land records data maintenance processes.
- The office began collecting additional attribute data for the street centerline database to support AVL for public safety.
- The office implemented a new base map maintenance process that refreshes the planimetric and topographic data countywide for the first time while lowering costs.

Mapping & Geographic Information

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,387,583	\$1,514,230	\$1,483,803	\$1,636,000	\$1,771,000
Operations & Maintenance	230,062	293,732	334,607	166,000	225,000
Capital Outlay	0	0	5,898	0	0
Total Expenditures:	\$1,617,645	\$1,807,962	\$1,824,308	\$1,802,000	\$1,996,000
Revenue					
Local Fees, Charges, Etc.	\$62,050	\$63,190	\$83,948	\$71,000	\$69,000
Total Revenue:	\$62,050	\$63,190	\$83,948	\$71,000	\$69,000
Public Safety Communications Fund:	\$0	\$0	\$68,966	\$59,000	\$64,000
Local Tax Funding:	\$1,555,595	\$1,744,772	\$1,671,394	\$1,672,000	\$1,863,000
FTE Summary:	24.80	24.80	23.80	23.80	23.80

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for the Office of Mapping and Geographic Information provides services at the County Administrator's recommended level. Local Tax Funding increases by \$29,000 for temporary employees and \$56,000 for increased data processing costs. The FY 07 Budget also includes funding for the implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 03: A 1.00 FTE addressing technician was eliminated.

FY 04 Mid-Year: The Board eliminated the Purchase of Development Rights (PDR) Program Administration, including 2.00 FTE.

FY 05: The Board added 1.00 FTE for a public safety data specialist in the Public Safety Communications Fund.

Mapping and Geographic Information

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
System Development and Support	\$666,768	\$760,267	\$786,690	\$619,000	\$606,000
Land Records Maintenance	315,261	391,261	381,702	435,000	670,000
Land Record Development and Analysis	385,886	404,264	401,936	486,000	439,000
Public Information	<u>249,730</u>	<u>252,170</u>	<u>253,980</u>	<u>262,000</u>	<u>281,000</u>
Total	\$1,617,645	\$1,807,962	\$1,824,308	\$1,802,000	\$1,996,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
System Development and Support	\$0	\$0	\$0	\$0	\$0
Land Records Maintenance	0	0	68,966	59,000	64,000
Land Record Development and Analysis	0	0	0	0	0
Public Information	<u>62,050</u>	<u>63,190</u>	<u>83,948</u>	<u>71,000</u>	<u>69,000</u>
Total	\$62,050	\$63,190	\$152,914	\$130,000	\$133,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
System Development and Support	\$666,768	\$760,267	\$786,690	\$619,000	\$606,000
Land Records Maintenance	315,261	391,261	312,736	376,000	606,000
Land Record Development and Analysis	385,886	404,264	401,936	486,000	439,000
Public Information	<u>187,680</u>	<u>188,980</u>	<u>170,032</u>	<u>191,000</u>	<u>212,000</u>
Total	\$1,555,595	\$1,744,772	\$1,671,394	\$1,672,000	\$1,863,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
System Development and Support	7.40	7.40	5.40	5.40	7.20
Land Records Maintenance	6.20	6.20	7.20	7.20	7.20
Land Record Development and Analysis	7.30	7.30	7.30	7.30	6.30
Public Information	<u>3.90</u>	<u>3.90</u>	<u>3.90</u>	<u>3.90</u>	<u>3.10</u>
Total	24.80	24.80	23.80	23.80	23.80

Mapping & Geographic Information – System Development and Support Program

DESCRIPTION

The System Development and Support Program has provided the critical services and products that support all of the functions of the GIS since the system was installed in 1986. The program provides data management and application development and support services that permit the other functions of GIS (data development, data maintenance, data distribution, and data analysis) to be performed. Data management includes the maintenance of directory structures and security on the GIS server. Data are routinely monitored for integrity and documentation. Application development is undertaken to automate operations in other departments 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. 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 basic programs that maintain parcel data were designed in 1993 and modified in 1999 to transfer data to the Land Management Information System (LMIS). The program supports data distribution through the development and maintenance of programming on the web servers and assists in complex data analysis tasks. The program 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 maintained by the private sector.

BUDGET OVERVIEW

FY 07 Issues:

- The latest revisions to the GIS software are considerably more complex and require a greater level of expertise and training than has been the case in the past.
- Federal, state, and regional initiatives to share spatial data for public safety using web based tools are likely to increase in scope and complexity.

FY 07 Challenges:

- The department has many new challenges this year. The first challenge will be in applying new tools from the upgraded GIS to improve data maintenance processes, quality control, reporting, and distribution of spatial data.
- Maintaining quality data, including the development of automated checks and reporting, to provide efficient service delivery is the second challenge.
- The department will work to improve data distribution, both internally and externally, with the County's business partners.
- Finally, revising the County's metadata to meet national standards is an ongoing challenge for the department.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$500,277	\$526,855	\$492,107	\$527,000	\$455,000
Operations & Maintenance	166,491	233,412	288,685	92,000	151,000
Capital Outlay	0	0	5,898	0	0
Total Expenditures:	\$666,768	\$760,267	\$786,690	\$619,000	\$606,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$0	\$0
Local Tax Funding:	\$666,768	\$760,267	\$786,690	\$619,000	\$606,000
FTE Summary:	7.40	7.40	5.40	5.40	7.20

Mapping & Geographic Information – System Development and Support Program

Planned Accomplishments/Objectives for FY 07

Goal: Maintain the County's base map to a level that supports all other mapping on the GIS.

Objective: Meet the needs of E-911 and AVL for base map data by capturing 100% of all newly constructed features from annual aerial photography.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Newly constructed habitable buildings mapped annually	62%	60%	90%	90%
Newly constructed public roads mapped annually	28%	26%	95%	95%

Goal: Ensure that geospatial data and GIS functionality are accessible to all potential users under all circumstances.

Objective: Improve current web based mapping services by re-platforming the service and evaluating user needs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Completion of re-platforming of web base mapping	N/A	N/A	10% ¹	50%
Average internet external/intranet visits per day	904/105	874/124	807/131	850/135

Goal: Ensure that geospatial data and GIS functionality are accessible to all potential users under all circumstances.

Objective: Develop a web based data distribution service for public safety and other government agencies.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Completion of web based data distribution service	N/A	N/A	N/A ¹	100%
Number of visitors to the web data distribution service	N/A	N/A	N/A	75

¹Progress in FY 06 was delayed by an inability to fill the Web Analyst position for almost half of the fiscal year.

Mapping & Geographic Information – System Development and Support Program

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Develop and enforce quality assurance procedures for all data.

Objective: Develop uniform automated QC processes and weekly automated reporting of status and activity for all Loudoun County GIS corporate data.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Layers with metadata	50%	23% ¹	31%	46%
Attribute coding that is in error	N/A	N/A	N/A	5%
Dynamic data sets that are maintained on schedule	N/A	N/A	97%	99%
Completion of automated reporting of status and activity	N/A	N/A	3%	60%

¹Upgraded from previous standard and reflects SDE and NAD83 conversion.

Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, state, or county standards as appropriate to support county business practices.

Objective: Design data maintenance processes in Spatial Database Engine (SDE) that support county business practices.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of data sets maintained in SDE	N/A	N/A	7	110

Mapping & Geographic Information – Land Records Maintenance Program

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 provided to and information is consequently stored 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 21 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 they are used in the issuance of building permits. LMIS transfers the data to the County's Computer Aided Mass Appraisal (CAMA) system. The street centerline mapped database and the addresses are delivered to Fire and Rescue Services for processing and incorporation into Computer Aided Dispatch (CAD).

BUDGET OVERVIEW

FY 07 Issues:

- Critical issues for this program are the ability to retain qualified technical staff and to ensure a timely and accurate product. Workload is very high, and the data products are tightly integrated with CAD, assessments, building permits, and other functions.

FY 07 Challenges:

- 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.
- Another major challenge will be to adapt data models to coordinate database structures with surrounding counties and the State, while continuing to maintain support for CAD.
- There will be further integration of GIS with E-911 and the Automatic Vehicle Locator (AVL) module of the County's 911 dispatching system.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$305,004	\$378,615	\$371,062	\$412,000	\$646,000
Operations & Maintenance	10,257	12,644	10,640	23,000	24,000
Total Expenditures:	\$315,261	\$391,259	\$381,702	\$435,000	\$670,000
Public Safety Communications Fund:	\$0	\$0	\$68,966	\$59,000	\$64,000
Local Tax Funding:	\$315,261	\$391,259	\$312,736	\$376,000	\$606,000
FTE Summary:	6.20	6.20	7.20	7.20	7.20

Mapping & Geographic Information - Land Records Maintenance Program

Planned Accomplishments/Objectives for FY 07

Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, state, or county standards to support County business practices.

Objective: Maintain parcel, address, and street data to a level that supports E-911, LMIS, and AVL.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of record plats and site plans addressed/addresses	120/5,710	160/6,250	160/6,300	180/7,020
Number of plats mapped and transferred to LMIS	519	496	560	570
Number of miles of new public roads added to the database	N/A	151	105	115
Number of centerline attributes maintained to a level that supports AVL/ number of attributes needed.	N/A	N/A	6/6	6/6

Goal: Coordinate with other counties and state and federal agencies to improve data accessibility and functionality.

Objective: Adopt the Virginia data model for street centerline and maintain the Loudoun portion of the State's centerline.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of miles of street centerline transferred to the State	N/A	2,186	105	115
Number of miles of ancillary centerline data transferred to the State	N/A	N/A	N/A	139

Mapping & Geographic Information – Land Record Development and Analysis Program

DESCRIPTION

This program provides internal services on the GIS to other 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, and training. Data development to improve services and answer policy questions began when the County purchased the GIS 1986 and continues today. A major goal of both the County's 1993 Strategic Plan for GIS 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 have developed most of the spatial data sets used by the County and its citizens on a daily basis. Data maintenance assistance is provided to County agencies that lack the resources or technical expertise to maintain spatial data. Software tool development assistance is provided to assist departments in maintaining or using spatial data in their service programs. Tools are developed through a process of consultation with the end user, programming, testing, and documentation. Data analysis produces information in the form of maps, tables, and graphs to assist the Board and County departments in decision making. The program provides training to County staff on understanding data, developing spatial queries, and using the GIS software.

BUDGET OVERVIEW

FY 07 Issues:

- As GIS is increasingly used to manage service delivery across the County, this program must respond across its full range of services including spatial modeling, training, and quality control of the base map. Strong project management has become increasingly important to ensure that the priority demands are met.
- The County must maintain competency in technology if it is to respond to advanced policy issues and to maintain existing programs.

FY 07 Challenges:

- The primary challenge will be to adapt new technology to support sophisticated data modeling, data development, and data maintenance.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$373,836	\$391,370	\$392,911	\$465,000	\$416,000
Operations & Maintenance	<u>12,050</u>	<u>12,892</u>	<u>9,025</u>	<u>20,000</u>	<u>23,000</u>
Total Expenditures:	\$385,886	\$404,262	\$401,936	\$485,000	\$439,000
Local Tax Funding:	\$385,886	\$404,262	\$401,936	\$485,000	\$439,000
FTE Summary:	7.30	7.30	7.30	7.30	6.30

Mapping & Geographic Information Land Record Development and Analysis Program

Planned Accomplishments/Objectives for FY 07

Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, State, or County standards as appropriate to support County business practices.

Objective: Maintain quality control of base map contract deliverables.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of square miles of base map data reviewed for quality control	397	72	50	36 ¹

¹FY 04 reflects an update of a large portion of western Loudoun, while FY 05- 06 involved eastern Loudoun. The FY 07 projection only anticipates capturing changes that have occurred in both areas since the last updates.

Goal: All geospatial data on the GIS will be created, maintained, and documented to meet or exceed accepted national, State, or County standards as appropriate to support County business practices.

Objective: Develop new data sets as needed and develop data maintenance processes that support County business practices.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of data layers developed	64	26	30	30
Number of data layers edited	9	128 ²	21	20

²Increase is due to migration of data maintenance processes to the new server and data editing for quality control on the new system.

Goal: Provide all users and maintainers of geospatial data with sufficient skills and knowledge to access, use, and understand the information.

Objective: Develop and offer training on GIS tools for County staff.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of classes/ students	N/A	8/44	10/60	10/60
Average evaluation score out of seven	N/A	6.08/7	6.08/7	6.10/7

**Mapping & Geographic Information
Land Record Development and Analysis Program**

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Support management decisions through analysis and communication of spatial data.

Objective: Develop maps, spatial models, and software tools that facilitate service delivery and policy decisions.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of maps/ spatial analyses developed	297/63 ³	145/9	150/50	175/50
Number of management, programs, or processes tools developed	1	21	30	30

³*FY 04 actual reflects support for the PDR Program and zoning litigation.*

Mapping & Geographic Information - Public Information Program

DESCRIPTION

The Public Information Program began in 1990 when the first GIS public access terminal was installed at the counter of the 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 for answering the public's land related questions. In FY 99, the program assumed responsibility for distributing not just maps but also GIS data in response to Freedom of Information Act requests. Today the 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 the 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 for sale to customers. This program is responsible for servicing the printers and plotters of the office, for most of the administrative functions, and for managing the County Store.

BUDGET OVERVIEW

FY 07 Issues:

- Besides meeting the daily demands for data and service, the greatest issue for this program is the public's level of knowledge of spatial data and the tools of GIS. The County's web based resources are not fully utilized by both public and the private sector customers because of this lack of understanding.

FY 07 Challenges:

- The primary challenge is to maintain a high level of service to the public by answering questions, distributing maps, and producing and distributing spatial data. A significant challenge will be to develop additional course offerings and improved training material for Web LOGIS to help the public to better access and use the County's information resources.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$208,466	\$217,389	\$227,722	\$232,000	\$254,000
Operations & Maintenance	<u>41,264</u>	<u>34,781</u>	<u>26,258</u>	<u>30,000</u>	<u>27,000</u>
Total Expenditures:	\$249,730	\$252,170	\$253,980	\$262,000	\$281,000
Revenue					
Local Fees, Charges, Etc	<u>\$62,050</u>	<u>\$62,938</u>	<u>\$83,948</u>	<u>\$71,000</u>	<u>\$69,000</u>
Total Revenues:	\$62,050	\$62,938	\$83,948	\$71,000	\$69,000
Local Tax Funding:	\$187,680	\$189,232	\$170,032	\$191,000	\$212,000
FTE Summary:	3.90	3.90	3.90	3.90	3.10

Mapping & Geographic Information - Public Information Program

Planned Accomplishments/Objectives for FY 07

Goal: Provide access to Loudoun County geospatial data internally at public counters and staff computers to support the daily needs of county government and its citizens.

Objective: Facilitate public access to maps and spatial data through the maintenance of public information counter services during all normal business hours.

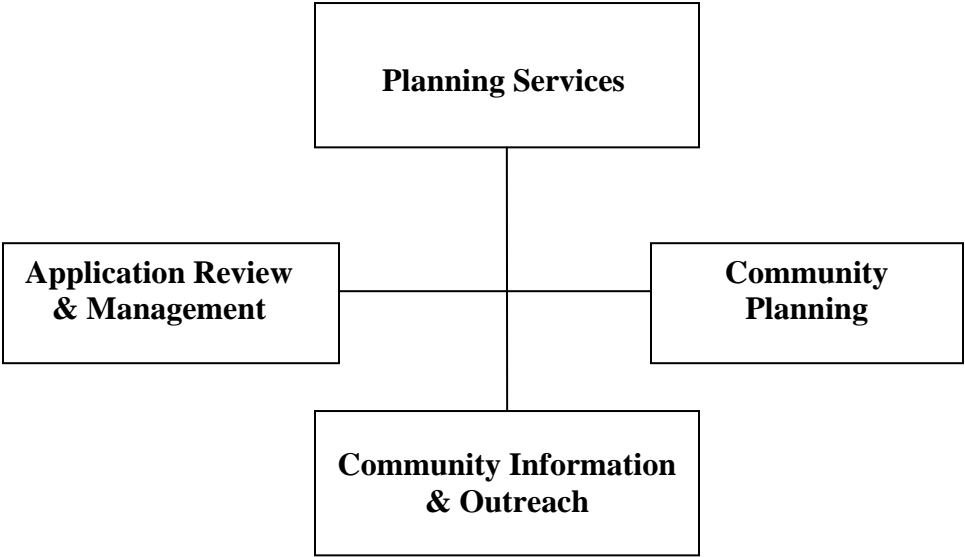
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Requested plotted and copied maps	7,920	16,250	15,000	15,000
Number of data CDs mastered	388	401	400	400
Number of parcel/ address maps produced and distributed	19,801	29,756	20,000	20,700
Overall customer service response rating (scale of 1-5)	5	5	5	5

Goal: Maintain GIS functionality to a level that supports users of the Loudoun County GIS.

Objective: Develop and maintain a training program that provides the users of spatial data the skills necessary to access, understand, and use the data.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of students trained	N/A	57	57	60
Average student evaluation out of seven	N/A	6.62/7	6.62/7	6.63/7

Planning Services



Planning Services

MISSION

Planning Services assists the Planning Commission, Board of Supervisors and citizens in the development and implementation of land use policies and programs consistent with State and local laws. The department seeks to maximize the public benefit of new development by minimizing public costs, protecting public health and safety, as well as property values and the environment.

DESCRIPTION

The activities of Planning Services largely take their mandate from 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. Personnel within Planning Services operate under three functional programs: 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 and regional planning efforts with respect to environmental compliance. The management and administration of the department is focused at the program and project level, thereby reducing overhead and improving morale for more flexible, effective service delivery.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- The level of development activity in Loudoun County continues at an accelerated pace; caseloads increased 30% in FY 05. Planning Services conducted over 150 pre-application conferences, a 25% increase from the previous year. The Board of Supervisors acted on 79 cases in FY 05.
- In terms of policy initiatives, a substantial number of applicant-initiated plan amendments were accepted for review (17 since 2004).
- The frontline customer service component of the department responds to inquiries and requests for information (including Freedom of Information Act requests) from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact is expected to remain a major function, especially given the property- specific nature of the inquiries and the complexity of issues.
- Ongoing planning and administrative coordination with local and regional agencies will continue to be an important component of the department's work. Services include technical support to the various Metropolitan Washington Council of Government (COG) committees, representation on local committees, the Loudoun County Sanitation Authority, the School System's planning staff and neighboring jurisdictions on mutual planning issues.

FY 07 Major Goals:

- Continue to process land development applications in accord with County and State regulations and improve the timeliness and effectiveness of the development review process.
- Implement area, strategic and amendment planning processes in accordance with Board priorities and County and State regulations.
- Expand citizen involvement at the direction of the Board in planning and development initiatives through a comprehensive public outreach program.
- Provide programmatic implementation support to various policy initiatives (Affordable housing initiatives and the Main Street Program).
- Coordinate planning with the Towns.
- Provide planning support to other County divisions and departments, the Loudoun County Public Schools, neighboring jurisdictions, State agencies and the Federal government to ensure consistency with the Comprehensive Plan.

FY 06 Major Achievements:

- The department has held 34 pre-application conferences and has 145 total active cases so far in FY 06.
- The department is reviewing Board of Supervisors' and applicant initiated Plan Amendments; a total of 12 were active in FY 05.
- There were 2,300 customer requests for assistance at the front counter in FY 05 along with 9,500 phone and email inquiries.

Planning Services

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
<u>Expenditures:</u>					
Personnel	\$1,805,928	\$1,852,728	\$1,857,480	\$2,241,000	\$2,736,000
Operations & Maintenance	201,936	139,087	144,366	246,000	229,000
Total	\$2,007,864	\$1,991,815	\$2,001,846	\$2,487,000	\$2,965,000
<u>Departmental Revenue:</u>					
Local Fees, Charges, Etc.	\$283,261	\$202,415	\$663,290	\$226,000	\$773,000
Total	\$283,261	\$202,415	\$663,290	\$226,000	\$773,000
Local Tax Funding:	\$1,724,603	\$1,789,400	\$1,338,556	\$2,261,000	\$2,192,000
FTE Summary:	28.59	28.59	27.00	28.00	31.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Planning Services decreases local tax funding by \$69,000 primarily due to increases in land development application fee revenue (\$547,000) reflective of the revised cost allocation model for land development revenue. The Board of Supervisors added 3.00 FTE in mid-FY 06 for land development application review due to the high number of development applications submitted to the County. The FY 07 Budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Budget History:

FY 04 – Mid Year: 0.59 FTE was transferred to Building and Development for zoning administration; a 1.00 FTE demographic position was transferred to the Department of Economic Development.

FY 05 Mid-Year: 1.00 FTE was transferred from County Administration to Planning Services; the Environmental Program Manager.

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.

Planning Services

Expenditures by Program

Program	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Application Review Management	\$982,082	\$990,910	\$1,060,118	\$1,227,000	\$1,577,000
Community Planning	680,896	627,925	528,685	682,000	639,000
Community Information & Outreach	<u>344,886</u>	<u>372,980</u>	<u>413,043</u>	<u>578,000</u>	<u>749,000</u>
Total	\$2,007,864	\$1,991,815	\$2,001,846	\$2,487,000	\$2,965,000

Revenues by Program

Program	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Application Review Management	\$276,475	\$197,666	\$659,322	\$174,000	\$589,000
Community Planning	6,786	4,749	3,968	4,000	4,000
Community Information & Outreach	<u>0</u>	<u>0</u>	<u>0</u>	<u>48,000</u>	<u>180,000</u>
Total	\$283,261	\$202,415	\$663,290	\$226,000	\$773,000

Local Tax Funding by Program

Program	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Application Review Management	\$705,607	\$793,244	\$400,796	\$1,053,000	\$988,000
Community Planning	674,110	623,176	524,717	678,000	635,000
Community Information & Outreach	<u>344,886</u>	<u>372,980</u>	<u>413,043</u>	<u>530,000</u>	<u>569,000</u>
Total	\$1,724,603	\$1,789,400	\$1,338,556	\$2,261,000	\$2,192,000

Staffing by Program

Program	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Application Review Management	15.19	15.09	14.10	14.10	17.20
Community Planning	8.50	8.10	7.80	6.90	6.40
Community Information & Outreach	<u>4.90</u>	<u>5.40</u>	<u>5.10</u>	<u>7.00</u>	<u>7.40</u>
Total	28.59	28.59	27.00	28.00	31.00

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 (BOS) and the Planning Commission (PC) in compliance with County and State Code 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 support 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 (HDRC).

BUDGET OVERVIEW

FY 07 Issues:

- Over the past five years application activity has been in the triple digits. The number of pre-application conferences serves as a barometer of application activity: between 100 and 150 conferences were held in each of the past six years.
- In FY 05, the number of cases accepted increased from 125 to 179. In response to this caseload increase, the Board of Supervisors approved three fee offset positions in mid-FY 06.

FY 07 Challenges:

- Continue to process land development applications in accordance with County and State regulations.
- Continue to provide the appropriate administrative support to the Planning Commission.
- 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 HDRC 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 District.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$927,462	\$942,141	\$999,764	\$1,128,000	\$1,489,000
Operations & Maintenance	54,620	48,769	60,354	99,000	88,000
Total Expenditures:	\$982,082	\$990,910	\$1,060,118	\$1,227,000	\$1,577,000
Revenue					
Local Fees, Charges, Etc	\$276,475	\$197,666	\$659,322	\$174,000	\$589,000
Total Revenues:	\$276,475	\$197,666	\$659,322	\$174,000	\$589,000
Local Tax Funding:	\$705,607	\$793,244	\$400,796	\$1,053,000	\$988,000
FTE Summary:	15.19	15.09	14.10	14.10	17.10

Planning Services - Application Review Management

Planned Accomplishments/Objectives for FY 07

Goal: To 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.

Objective: Continue to process land development applications in accordance with County and State regulations.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of pre-application conferences	114	154	120	120
Number of cases accepted	125	179	154	172
Number of total active cases	130	133	150	135

Goal: Provide a forum for public review of land development proposals. Provide the Planning Commission and Board of Supervisors with a professional analysis of the implications of each application for County services, existing development, adopted plans, utilities and fiscal resources.

Objective: Continue to make improvements to the development review process. Continue to provide administrative support to the Planning Commission.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Commission hearings	13	12	12	12
Commission meetings	36	47 ¹	20	20
Cases acted upon by the Board of Supervisors	80	79	80	90

¹The number increased due to revisions to the Zoning Ordinance.

Goal: To advise the Board of Supervisors in efforts to preserve and protect historic places and areas in the County.

Objective: Coordinate the review and deliberations on CAPP applications. Provide administrative and professional support to the HDRC, ensuring the consistent and current interpretation of the Historic District Guidelines.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Historic District Review Committee meetings	10	15	10	10
Certificates of Appropriateness (CAPP) submitted	25	30 ²	29	33
Certificates of Appropriateness (CAPP) approved	23	34 ²	29	33

²Certificate of Appropriateness Amendments (CAAMs) are included.

Planning Services - Community Planning

DESCRIPTION

The Community Planning program aids 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 review development proposals for consistency with Comprehensive Plan policy. The Community Planning program supports the BOS-initiated and applicant-initiated amendment process, and determines the need for Commission Permits and compliance with State and Federal environmental regulations such as Environmental Impact Statement (EIS) reviews.

BUDGET OVERVIEW

FY 07 Issues:

- The Community Planning program will continue to work on Board priorities and policy initiatives.
- A substantial number of plans and plan amendments have been initiated (17 since 2004) and are in queue. As prioritized by the Board, these amendments will be taken through the public review process.

FY 07 Challenges:

- 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 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$545,141	\$552,590	\$466,857	\$557,000	\$568,000
Operations & Maintenance	135,756	75,335	61,828	125,000	71,000
Total Expenditures:	\$680,897	\$627,925	\$528,685	\$682,000	\$639,000
Revenue					
Local Fees, Charges, Etc	\$1,786	\$4,749	\$3,968	\$4,000	\$4,000
Revenue	5,000	0	0	0	0
Total Revenues:	\$6,786	\$4,749	\$3,968	\$4,000	\$4,000
Local Tax Funding:	\$674,111	\$623,176	\$524,717	\$678,000	\$635,000
FTE Summary:	8.50	8.10	7.80	6.90	6.40

Planning Services - Community Planning

Planned Accomplishments/Objectives for FY 07

Goal: To support and facilitate the development of land use and growth management policies for the Board of Supervisors.

Objective: Implement area, strategic and amendment planning processes in accordance with Board of Supervisors' priorities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of plans/amendments initiated	8	7	5	4
Number of plans/amendments completed	5	3	7 ¹	7 ¹
Number of plans/amendments pending	8	12	13	11
Number of applicant-initiated amendment proposals/Number accepted for further review	11/6	21/11	0/0	4/2

¹Studies completed with the assistance of outside consultant.

Goal: Implement the Board's participatory planning efforts; advocate the County's policies on regional and County planning matters; ensure consistent and current interpretations of the Comprehensive Plan and proffer policies in the development review process.

Objective: Involve citizens in the planning process through an extensive public outreach program. Provide planning support to other divisions, departments, agencies, and local governments to ensure consistency with the *Comprehensive Plan*. Coordinate planning with the Towns on annexation and area planning processes.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
# of community meetings, forums, and other public input opportunities (not related to land development apps.)	111	89	60	100

Planning Services - Community Information & Outreach

DESCRIPTION

The Community Information and Outreach Program provides "front counter" and frontline customer services for the entire department. Staff responds to inquiries and requests for information from applicants, the general public and County officials. Responding to these requests, supporting the programs of other departments, as well as instituting proactive community outreach, represents a major focus for this program. 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), and other State and Washington Council of Government (COG) committees. Staff also represents the County on local committees including the Goose Creek Scenic River Advisory Board and the Catoctin Total Maximum Daily Load Committee. Staff supporting this program coordinates with other departments and agencies within the County government to implement and ensure consistency with the adopted Comprehensive Plan policy. Advice and support to the Board of Supervisors through the County Administrator on environmental issues are also provided through this program. Another aspect of implementing Plan policy involves participation in the review of the Capital Needs Assessment, the Capital Improvements Plan and assisting the Planning Commission in reviewing these documents. This program also coordinates mutual planning issues with the Loudoun County Sanitation Authority, School Planning staff and neighboring jurisdictions. Reviews are provided on land development applications in neighboring jurisdictions and federal projects. The program works with Loudoun's towns in cooperative planning efforts including the Main Street Program, Joint Review Committees and jurisdictional issues.

BUDGET OVERVIEW

FY 07 Issues:

- The frontline customer service component of the department includes responding to inquiries and requests for information (including Freedom of Information requests) from applicants, the public and County officials. Despite efficiencies afforded by technology, direct customer contact is expected to remain a major function especially given the property specific nature of the inquiries and the complexity of issues.
- Ongoing planning and administrative coordination with local and regional agencies will continue to be an important component of the program's work. For example, technical support to various Metropolitan Washington Council of Government (COG) committees, monitoring environmental programs, and coordinating with the towns, the Loudoun County Sanitation Authority, School planning staff and neighboring jurisdictions on mutual planning issues.

FY 07 Challenges:

- Provide planning support to other County departments and divisions, the Loudoun County Public Schools, neighboring jurisdictions, and State and federal agencies to ensure consistency with the Comprehensive Plan.
- Provide programmatic implementation support on various policy initiatives (e.g., environmental compliance, affordable housing initiatives, Main Street Program).
- Establish community outreach and education strategies related to County land use policies.
- Assist the general public and clients at the front counter by providing planning information and responding to inquiries. Provide additional application forms, schedules and other materials to the public through the internet, etc.
- Respond to customer service requests in a timely, accurate and efficient manner.
- Provide Countywide administrative support in the areas of automation, management initiatives, etc.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$333,325	\$357,997	\$390,859	\$556,000	\$680,000
Operations & Maintenance	11,560	14,983	22,184	22,000	69,000
Total Expenditures:	\$344,885	\$372,980	\$413,043	\$578,000	\$749,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$48,000	\$180,000
Total Revenues:	\$0	\$0	\$0	\$48,000	\$180,000
Local Tax Funding:	\$344,885	\$372,980	\$413,043	\$530,000	\$569,000
FTE Summary:	4.90	5.40	5.10	7.00	7.50

Planning Services - Community Information & Outreach

Planned Accomplishments/Objectives for FY 07

Goal: To strengthen and maintain relationships between the County and its citizens, incorporated Towns, surrounding counties and other government agencies to achieve coordinated planning.

Objective: Provide planning support to other County departments & divisions, the Loudoun County Public Schools, neighboring jurisdictions, and State and federal agencies to ensure consistency with the *Comprehensive Plan* and compliance with State and Federal environmental regulations.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Participate in Council of Governments/regional meetings (e.g., NVRC, MWAA, CONANDA)	17	8	15	20
Planning/implementation support meetings (i.e., neighboring jurisdictions, Towns, LCSA, ADUAB, Schools, Mainstreet)	23	191 ¹	75	100

¹Meeting volume was unusually high due to Zoning Ordinance, Facilities Standards Manual (Public Review Committee) and Main Street Loudoun efforts.

Goal: To ensure the effective and accurate flow of information to the public and other government agencies, including local, State and regional concerns related to the County's growth and development.

Objective: Assist the general public and clients at the front counter, provide planning information and respond to inquiries. Respond to customer service requests in a timely, accurate and efficient manner. Establish a community outreach and education program for the *Comprehensive Plan*.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Community Meetings (not specific application or plan related)	12	0	5	5
Number of phone inquiries/comments/email inquires/comments	9,079	9,214	13,800	10,000
Number of customer requests for assistance at the front counter	2,030	2,298	2,600	2,900

Solid Waste Management



Solid Waste Management

MISSION

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

DESCRIPTION

The Office of Solid Waste Management 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. The Office of Solid Waste Management conducts three major programs: Environmental Assurance and Strategic Planning, Recycling/Diversion Operations, and Disposal Operations.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

Solid waste management issues may be understood most clearly in the context of local, State and regional market forces:

- Locally, the growth in population now means one ton of municipal solid waste (MSW) is generated per year for every person in Loudoun County (278,000 tons projected in FY 07).
- The County must ensure that there are disposal and recycling options for waste generated within the County. Currently, the County facility receives 25 – 30% of the County's MSW for disposal. The remainder is sent out of the County through a private transfer station or to the Fairfax County waste-to-energy plant.
- Regionally, there is increasing competition for construction and demolition debris (CDD) disposal space due to decreasing capacity in Northern Virginia. Housing and commercial development will continue to create high demand for this space. Much of the municipal solid waste (MSW) capacity in the State is being consumed by these materials.
- Higher transportation costs, traffic trip times across the metro region and wait times within busy facilities are driving the County's daily intake of MSW.
- Virginia remains the second largest waste-importing state, with large volumes of waste coming down the northeast corridor to mega-landfills in southeastern Virginia. Less than 10 years of surplus landfill capacity remain in the State.

FY 07 Major Goals

- 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 County's Solid Waste Management 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.
- Demonstrate achievement of State mandated recycling goals; provide solid waste recycling services to citizens and businesses through recycling drop-off centers, household hazardous waste events, and special waste collection programs.
- Resolve citizen complaints regarding illegal dumping and improper solid waste disposal; respond to requests for information on solid waste management services and recycling opportunities.

FY 06 Major Achievements:

- The revenue neutrality plan to pay for disposal operations and future landfill cell construction using landfill revenues met its goals for tonnage and revenues.
- A record number of customers, estimated at 95,000 will receive service at the County's Solid Waste Management Facility in FY 06.
- Cell IIIB construction was completed and is accepting waste; Cell IIIC and Sequence II Closure will be designed and bid in FY 06-07 to ensure capacity, to meet State Closure regulations, and to get full benefit of the 2006 construction season.
- The County reported a 25% recycling rate to the State for Calendar Year 2005.

Solid Waste Management

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$1,334,813	\$1,484,726	\$1,612,790	\$1,786,000	\$2,147,000
Operations & Maintenance	1,813,439	1,914,945	1,819,273	1,852,000	2,420,000
Capital Outlay	61,362	48,500	44,334	56,000	58,000
Total Expenditures:	\$3,209,614	\$3,448,171	\$3,476,397	\$3,694,000	\$4,625,000
Revenue					
Local Fees, Charges, Etc	\$979,915	\$2,842,372	\$1,455,916	\$1,500,000	\$2,262,000
Commonwealth	26,670	39,911	18,615	30,000	30,000
Federal	0	6,594	0	0	0
Sale of Machinery	0	120,000	38,000	0	0
Total Revenues:	\$1,006,585	\$3,008,877	\$1,512,531	\$1,530,000	\$2,292,000
Local Tax Funding:	\$2,203,029	\$439,294	\$1,963,866	\$2,164,000	\$2,333,000
FTE Summary:	20.10	20.10	25.10	25.10	28.10

FY 07 Board Action: The FY 07 Adopted budget for Solid Waste Management provides services at the County Administrator's recommended level. The FY 07 budget also reflects the addition of 3.00 FTE for equipment operators in mid-FY06 to maintain pace with increased daily tonnage disposal at the landfill, as well as a reduction of \$263,505 in landfill fees waived to VDOT as directed by the Board of Supervisors during the FY 07 budget process.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 547, 548, 549, 550, and 551. Information on scheduled projects for the Capital Asset Preservation Fund can be found in Volume 2 on tables beginning on page 606.

Budget History:

FY 04 Mid-year: The Board added 5.00 FTE to support operations at the County Landfill and Recycling Program.

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

Solid Waste Management

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Assurance and Strategic Planning	\$1,069,088	\$1,169,310	\$1,230,787	\$1,171,000	\$1,319,000
Solid Waste Diversion and Recycling	812,281	966,275	924,055	1,053,000	1,162,000
Disposal Operations	<u>1,328,245</u>	<u>1,312,586</u>	<u>1,321,555</u>	<u>1,470,000</u>	<u>2,144,000</u>
Total	\$3,209,614	\$3,448,171	\$3,476,397	\$3,694,000	\$4,625,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Assurance and Strategic Planning	\$36,583	\$34,335	\$36,350	\$30,000	\$30,000
Solid Waste Diversion and Recycling	52,731	96,018	80,306	30,000	30,000
Disposal Operations	<u>917,271</u>	<u>2,878,524</u>	<u>1,395,875</u>	<u>1,470,000</u>	<u>2,232,000</u>
Total	\$1,006,585	\$3,008,877	\$1,512,531	\$1,530,000	\$2,292,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Assurance and Strategic Planning	\$1,032,505	\$1,134,975	\$1,194,437	\$1,141,000	\$1,289,000
Solid Waste Diversion and Recycling	759,550	870,257	843,749	1,023,000	1,132,000
Disposal Operations	<u>410,974</u>	<u>(1,565,938)</u>	<u>(74,320)</u>	<u>0</u>	<u>(88,000)</u>
Total	\$2,203,029	\$439,294	\$1,963,866	\$2,164,000	\$2,333,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Environmental Assurance and Strategic Planning	9.55	9.35	9.35	9.35	9.35
Solid Waste Diversion and Recycling	3.25	3.25	4.25	4.25	4.25
Disposal Operations	<u>7.30</u>	<u>7.50</u>	<u>11.50</u>	<u>11.50</u>	<u>14.50</u>
Total	20.10	20.10	25.10	25.10	28.10

Solid Waste Management - Environmental Assurance and 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 including leachate, landfill gas, surface water, storm water, and groundwater monitoring; closure/post-closure care of closed landfill sites including environmental monitoring and site maintenance as required by State law for environmental liability; policy and planning support to the Board of Supervisors; enforcement of the County's solid waste ordinances for solid waste facilities, trash collection, illegal dumping and litter control; planning, design and construction of future County solid waste facilities; implementing the County's Solid Waste Management Plan; frontline citizen/customer service; and legislative, compliance and emergency response to solid waste issues.

BUDGET OVERVIEW

FY 07 Issues:

- Provide adequate system capacity for all waste types - including MSW, CDD, yard waste and recycling – by supporting and implementing the solid waste management planning process.
- Maintain quality assurance and control for Solid Waste Management Facility environmental management systems (gas, leachate, groundwater, and surface water), financial assurance, waste stream handling and reporting, site operations and landfill closure/post closure.
- Construct Cell III C and Sequence II Closure in FY 06-07 in accordance with State laws and regulations.
- Enforce Chapters 1080, 1084, 1086, and 1088 of the County Codified Ordinances for solid waste facilities, vehicles, illegal dumping and recycling.
- Respond to increasing requests for information and complaints regarding solid waste collection, recycling services, illegal dumping, litter, recycling and hazardous material disposal.

FY 07 Challenges:

- Solid waste management planning and service delivery must keep pace with the demand for local waste disposal and recycling.
- Staff shortages in the Department of Environmental Quality's Central and Northern Virginia Regional Offices have delayed approval of many compliance submittals for permitting, compliance and planning activities.
- Compliance activities related to local ordinances will stretch available resources as complaints increase regarding illegal dumping, litter and local solid waste collection service providers.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$686,189	\$663,153	\$679,513	\$732,000	\$803,000
Operations & Maintenance	382,899	474,358	514,770	409,000	484,000
Capital Outlay	0	31,799	36,504	30,000	32,000
Total Expenditures:	\$1,069,088	\$1,169,310	\$1,230,787	\$1,171,000	\$1,319,000
Revenue					
Local Fees, Charges, Etc	\$36,583	\$34,335	\$33,350	\$30,000	\$30,000
Sale of Land	0	0	3,000	0	0
Total Revenues:	\$36,583	\$34,335	\$36,350	\$30,000	\$30,000
Local Tax Funding:	\$1,032,505	\$1,134,975	\$1,194,437	\$1,141,000	\$1,289,000
FTE Summary:	9.55	9.35	9.35	9.35	9.35

Solid Waste Management - Environmental Assurance and Strategic Planning

Planned Accomplishments/Objectives for FY 07

Goal: Implement Loudoun County Solid Waste Management Planning District Plan; update and review as required.

Objective: Plan for and ensure availability of adequate disposal, transfer, recycling facility and collection capacity in the County's Solid Waste Management System.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Solid Waste Management Plan Review and Update	Plan approved	2 nd yr of Implementation	Biennial Review in 3 rd and 4 th Quarters	Updates in Place
Capital Facilities Design and Construction to ensure adequate County capacity	Cell III A in use	Cell III A in use	Open Cell III B / Design & Construct Cell III C and Sequence II Closure	Construct Cell IIC Sequence II Closure

Goal: Ensure environmental compliance in the County related to solid waste management.

Objective: Ensure that the County facility and other solid waste activities are in compliance with local, State and Federal laws and regulations.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
State Notices of Violation (NOV) received for violating Solid Waste Laws and Regulations	0	0	0	0
State Compliance regarding environmental management systems, financial assurance and waste stream reporting	100 %	100 %	100 %	100 %
Demonstrate Enforcement of Chapters 1080, 1084 and 1086 of County Codified Ordinances through facility inspections, permitting and compliance reporting activities	6 active facilities and 342 collection vehicles permitted and inspected.	6 active facilities and 384 collection vehicles permitted and inspected.	6 active facilities and 390 collection vehicles permitted and inspected	6 active facilities and 450 collection vehicles permitted and inspected

Solid Waste Management - Solid Waste Diversion and 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 HHW 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 07 Issues:

- State solid waste regulations require the County to demonstrate a 25% recycling rate for Municipal Solid Waste (MSW).
- Focus on business and residential recycling requirements in accordance with Chapters 1084 (Solid Waste Collection and Transportation) and Chapter 1086 (Solid Waste Reduction and Recycling).
- In FY 05, the County pursued a recycling depot through a public-private partnership to provide recycling infrastructure in the County. No proposals were presented in response to the request for proposals, but efforts to fund, construct and operate such a facility will continue.
- Demands for household hazardous waste, electronics and other special materials collection events continue to increase; current services are not keeping up with the service levels provided by surrounding jurisdictions.

FY 07 Challenges:

- Providing concise and clear messages to residents about refuse collection and recycling is difficult, due to the wide array of providers performing waste removal in the County.
- Recycling Centers (DOC's), household hazardous waste (HHW) and electronics recycling collection events provide for the proper disposal of hazardous materials. These activities are under increasing pressure to handle larger quantities of recyclable materials, contaminants and bulky items left for pickup.
- While annual HHW collection events serve thousands of households, many residents require special accommodation by the Office of Solid Waste Management staff at the HHW temporary storage facility.
- 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.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$196,270	\$234,465	\$246,052	\$278,000	\$298,000
Operations & Maintenance	570,329	731,810	672,630	767,000	856,000
Capital Outlay	45,681	0	5,373	8,000	8,000
Total Expenditures:	\$812,280	\$966,275	\$924,055	\$1,053,000	\$1,162,000
Revenue					
Local Fees, Charges, Etc.	\$26,061	\$56,952	\$61,691	\$0	\$0
Commonwealth	26,670	39,066	18,615	30,000	30,000
Total Revenues:	\$52,731	\$96,018	\$80,306	\$30,000	\$30,000
Local Tax Funding:	\$759,549	\$870,257	\$843,749	\$1,023,000	\$1,132,000
FTE Summary:	3.25	3.25	4.25	4.25	4.25

Solid Waste Management - Solid Waste Diversion and Recycling

Planned Accomplishments/Objectives for FY 07

Goal: Demonstrate the County's commitment to recycling.

Objective: Comply with Commonwealth of Virginia mandated recycling goal of 25%; comply with County Recycling Ordinance (Chapter 1086).

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Reported countywide recycling rate	24%	25%	25%	25%
Enforce Chapter 1086 – Respond to complaints within 5 days and resolve within due dates	100 %	100 %	100 %	100 %

Goal: Provide recycling opportunities for residents and businesses.

Objective: Maintain recycling dropoff centers; provide special materials collection activities and events.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Tons of recycling and special materials collected	10,145 tons	8,135 tons	8,749 tons	9,410 tons
Number of households participating in Household Hazardous Waste events (8 annual events)	2,256	2,929	3,515	4,218

Goal: Provide a clear and consistent message about solid waste management.

Objective: Provide public information and education about County solid waste services and requirements.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Maintain an active program of solid waste and recycling information through media releases, printed / web based media and educational programs	60 media releases	65 media releases	65 media releases	65 media releases
Provide information on solid waste and recycling, technical assistance and educational programs	36 programs/ 1,750 attendees	32 programs/ 1,500 attendees	35 programs/ 1,500 attendees	35 programs/ 1,500 attendees
Respond to citizen requests for information on Solid Waste Management Services and Recycling Opportunities on the first call (95%), or within one business day for complaints and other requests	100 %	100 %	100 %	100 %

Solid Waste Management - Disposal Operations

DESCRIPTION

The Disposal Operations program provides a solid waste disposal option for County residents/businesses/contractors that do not use or have access to private solid waste collectors. This program also provides disposal options to the County government, the Loudoun County Public Schools and other regional 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 screening, weighing and assessing fees for different types of solid waste, a Homeowners' Convenience Center, the County's largest recycling dropoff center, a waste disposal area, infrastructure management, and maintenance for buildings, site grounds and equipment.

BUDGET OVERVIEW

FY 07 Issues:

- Decreasing landfill capacity throughout the State and the potential unavailability of Fairfax County's facility, which accepts nearly fifty percent of the County's waste, puts increased pressure on the Solid Waste Management Facility's capacity.
- The revenue neutrality program instituted in FY 04 met goals for revenue and capacity conservation in the first two years of operation. Landfill revenues fully cover operational costs and are paying capital costs for new cell and closure construction.
- The increased focus on landfill business operations and financial accountability is important; the facility increased revenues 400% from FY 03 to FY 05.
- While the Facility has been charged to pay its operating and future capital costs, fee waivers account for 1 of every 5 dollars worth of service provided by the Facility. These fee waivers are approved by the Board of Supervisors to governmental agencies and non-profits.
- "Put-or-Pay" contracts for FY 07 have been negotiated with three firms for a special contract rate in return for guaranteed monthly tonnages. The demand for contract tonnage was greater than was available, further indication of the pressure on the State's capacity and increasing operating costs for service providers.

FY 07 Challenges:

- Construction waste disposal has increased dramatically as nearby construction and demolition waste facilities are nearing capacity and significantly increasing tipping fees.
- Factors such as traffic trip time, increased fuel prices and wait times increased the County's customer base in FY 05; collectors are choosing the County facility for time and/or cost efficiencies.
- Meeting the basic needs of the Solid Waste Management Facility's customers will place stress on existing resources for customer service operations, the efficient use of disposal space, and the ability to stage the various waste types coming to the facility for disposal, recycling or reuse.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$452,353	\$587,107	\$687,225	\$776,000	\$1,045,000
Operations & Maintenance	860,212	708,778	631,873	676,000	1,081,000
Capital Outlay	15,681	16,701	2,457	18,000	18,000
Total Expenditures:	\$1,328,246	\$1,312,586	\$1,321,555	\$1,470,000	\$2,144,000
Revenue					
Local Fees, Charges, Etc.	\$917,271	\$2,751,085	\$1,360,875	\$1,470,000	\$2,232,000
Commonwealth	0	845	0	0	0
Federal	0	6,594	0	0	0
Sale of Machinery	0	120,000	35,000	0	0
Total Revenues:	\$917,271	\$2,878,524	\$1,395,875	\$1,470,000	\$2,232,000
Local Tax Funding:	\$410,975	(\$1,565,938)	(\$74,320)	\$0	(\$88,000)
FTE Summary:	7.30	7.50	11.50	11.50	14.50

Solid Waste Management - Disposal Operations

Planned Accomplishments/Objectives for FY 07

Goal: Provide Loudoun residents with access to an environmentally sound and economical solid waste disposal facility.

Objective: Serve customers at the landfill six days per week according to sound customer service, fiscal, environmental and operational practices.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of customer service transactions for waste screening and proper fee assessments	78,469	85,880	93,500	102,000
Respond to customer complaints within 24 hours of receipt	100%	100 %	100 %	100 %

Goal: Maintain environmental compliance at the County's Solid Waste Management Facility.

Objective: Demonstrate to State/Federal regulators that structures, environmental controls and operations are compliant with local, State and Federal laws and regulations.

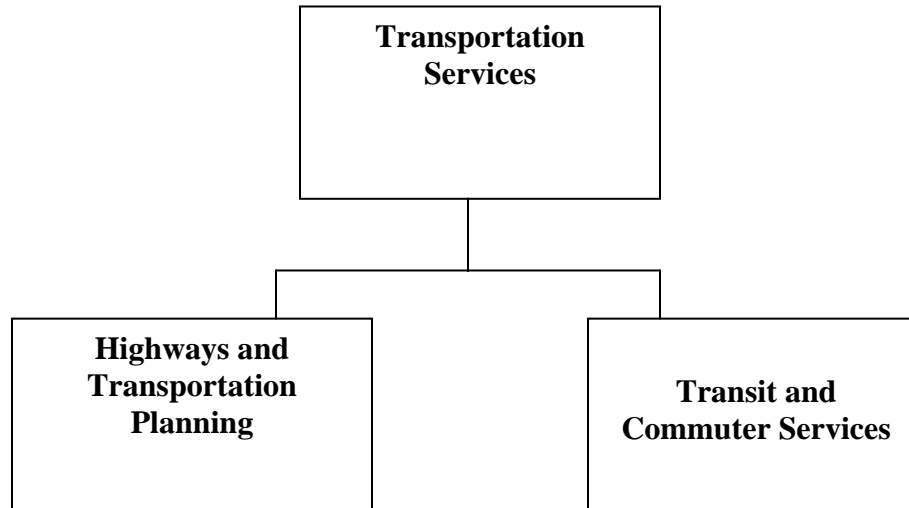
<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Satisfactory State inspections (quarterly DEQ Landfill and one annual air inspection)	5	5	5	5

Goal: Conserve landfill capacity according to the Revenue Neutrality Plan.

Objective: Filling operations run at maximum efficiency.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Tons of waste buried which meet or exceed the filling efficiency ratio of 2.5 yds/ton	58,868	79,473	95,000	95,000
Total tons processed	78,039	96,283	105,000	120,000

Transportation Services



Transportation Services

MISSION

The Office of Transportation Services (OTS) provides assistance to the Board of Supervisors and County Administration in the development and delivery of a quality transportation system that meets the needs of Loudoun County.

DESCRIPTION

The Office of Transportation Services 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, implementation of traffic improvements and the planning/management of County transit and commuter services. Staff represents the County in regional and local transportation matters, and also serves as the referral agency on transportation-related land development applications.

BUDGET OVERVIEW

FY 07 Issues, Challenges & Trends:

- Loudoun's on-going population growth directly impacts the work of OTS by creating more demand for transportation solutions.
- OTS faces the challenge of trying to accommodate the demand for local solutions to transportation issues resulting from the general decline in State funding for road construction.
- As transportation facilities in Loudoun County need to be established and improved, such improvements are often met with resistance to change from impacted communities.

FY 07 Major Goals:

- Promote alternatives to the SOV (single occupancy vehicle) to meet the lifestyle needs of citizens, concurrently helping to reduce regional road congestion and air pollution.
- Work with the Virginia Department of Transportation (VDOT) and the development community on innovative solutions to complete needed highway projects.
- Create communication and educational opportunities to increase citizen awareness of transportation issues and potential solutions.
- Plan for the implementation of new transit service in the Route 50 corridor beginning in 2006.
- Oversee the update of the Countywide Transportation Plan (CTP), including review of the revised plan with the Planning Commission and Board of Supervisors.

FY 06 Major Achievements:

- Obtained funding for seven additional commuter buses for service in the Route 50 corridor and placed two new commuter buses in service.
- Moved the Leesburg temporary park-and-ride lot to a new temporary location in downtown Leesburg.
- Obtained Board approval for a permanent Leesburg park-and-ride lot on Sycolin Road, and opened a new park-and-ride lot at Broad Run Farms.
- Located and began development of a new park-and-ride lot at the Hamilton Safety Center.
- Instituted a requirement for developers submitting traffic impact studies to include future warrant studies for traffic signals.
- Obtained Board approval for legislation to remove commercial vehicles from Whitfield Place.
- Coordinated placing of through traffic re-direction in South Riding/South Village.
- Obtained signal approval for the River Creek Parkway/Riverside Parkway intersection.
- Received full proportional share of Federal CMAQ and RSTP funding for a total amount of \$8.366 million.
- Awarded design contract for Waxpool Road expansion project (per FY 06 Shellhorn Road CIP project).
- Awarded preliminary design contract for Rt. 15 Lucketts safety improvements.
- Presented findings of Route 7 East Traffic Operations Study to the Board's Transportation/Land Use Committee.

Transportation Services

Department Financial Summary

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$942,259	\$1,127,953	\$1,197,062	\$1,251,000	\$1,596,000
Operations & Maintenance	2,753,441	3,152,726	3,199,821	3,601,000	5,532,000
Capital Outlay	8,409	8,409	0	0	0
Transfer Out	0	0	463,000	527,000	668,000
Total Expenditures:	\$3,704,109	\$4,289,088	\$4,859,883	\$5,379,000	\$7,796,000
Revenue					
Local Fees, Charges, Etc	\$1,196,083	\$1,649,730	\$1,896,318	\$2,113,000	\$3,608,000
Commonwealth	277,338	356,614	902,376	523,000	900,000
Federal	178,034	224,516	56,240	173,000	173,000
Local Gas Tax Fund Transfer	800,297	869,013	783,646	1,386,000	1,734,000
Total Revenues:	\$2,451,752	\$3,099,873	\$3,638,580	\$4,195,000	\$6,415,000
Local Tax Funding:	\$1,252,357	\$1,189,215	\$1,221,303	\$1,184,000	\$1,381,000
FTE Summary:	15.00	15.00	15.00	15.00	18.00

FY 07 Board Action: The FY 07 Adopted Fiscal Plan for Transportation Services includes enhancements totaling 1.00 FTE and \$41,000 in additional local tax funding for a mid-year transportation engineer to develop road projects for the CIP. The Board added 2.00 FTE in mid-FY 06 for a transportation planner and a full-time employer outreach position. Increases in expenditures were offset by \$2.2 million in increased commuter bus revenue, Gasoline Tax subsidies and State aid. The FY 07 budget also includes funding for implementation of compensation increases and increased benefits costs effective September 2006.

Additional information on this department's Capital Improvements Program projects can be found in Volume 2 on pages 491, 492, 494, 495, 496, 497, and 498.

Budget History:

FY 06 Mid-Year: The Board of Supervisors added 2.00 FTE for a planner to handle land development applications and an Employer Outreach specialist.

Transportation Services

Expenditures by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administrative Services	\$303,470	\$375,481	\$365,381	\$392,000	\$451,000
Highway/Transportation Planning	430,199	603,799	604,510	592,000	835,000
Transit and Commuter Services	<u>2,970,440</u>	<u>3,309,808</u>	<u>3,889,992</u>	<u>4,395,000</u>	<u>6,510,000</u>
Total	\$3,704,109	\$4,289,088	\$4,859,883	\$5,379,000	\$7,796,000

Revenues by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administrative Services	\$0	\$0	\$0	\$0	\$0
Highway/Transportation Planning	0	0	0	52,000	204,000
Transit and Commuter Services	<u>2,451,752</u>	<u>3,099,873</u>	<u>3,638,580</u>	<u>4,143,000</u>	<u>6,211,000</u>
Total	\$2,451,752	\$3,099,873	\$3,638,580	\$4,195,000	\$6,415,000

Local Tax Funding by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administrative Services	\$303,470	\$375,481	\$365,381	\$392,000	\$451,000
Highway/Transportation Planning	430,199	603,799	604,510	540,000	631,000
Transit and Commuter Services	<u>518,688</u>	<u>209,935</u>	<u>251,412</u>	<u>252,000</u>	<u>299,000</u>
Total	\$1,252,357	\$1,189,215	\$1,221,303	\$1,184,000	\$1,381,000

Staffing by Program

Programs	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Administrative Services	4.50	4.50	4.50	4.50	4.00
Highway/Transportation Planning	5.00	6.00	6.00	6.00	9.00
Transit and Commuter Services	<u>5.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>	<u>5.00</u>
Total	15.00	15.00	15.00	15.00	18.00

Transportation Services - Highways and Transportation Planning Division

DESCRIPTION

The Highways and Transportation Planning Division assesses safety and operational deficiencies in the road system and works with VDOT, municipalities, developers and other affected parties to undertake comprehensive and context sensitive improvements. Staff also provides plan analysis and written referrals on development applications with transportation related impacts, and obtains transportation related improvements tied to the anticipated impacts of the site traffic. Modes considered by the division include roads, transit, bicycle and pedestrian facilities. The division participates in regional committees that oversee State feasibility studies such as the Tri-County Parkway, and plays a role in project review, traffic analyses and interchange designs for projects such as the Route 7/Loudoun County Parkway, Route 7/River Creek Parkway interchanges, the Route 15 Corridor Safety Improvement Project and the Route 50 Traffic Calming Project.

BUDGET OVERVIEW

FY 07 Issues:

- Staff is challenged by the increasing demand for road improvements and new road construction relative to a shortfall of state funding.
- The need to contribute to the maintenance of Loudoun's quality of life by improving safety on roads experiencing increasing levels of vehicular traffic.

FY 07 Challenges:

- Update Loudoun residents and stakeholders on transportation issues and potential solutions to problems.
- Respond to developer-initiated requests in a timely and sufficient 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 handle increased traffic volumes on the existing road network.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$327,647	\$472,505	\$496,102	\$524,000	\$729,000
Operations & Maintenance	94,143	122,885	108,408	68,000	106,000
Capital	8,409	8,409	0	0	0
Total Expenditures:	\$430,199	\$603,799	\$604,510	\$592,000	\$835,000
Revenue					
Local Fees, Charges, Etc	\$0	\$0	\$0	\$52,000	\$204,000
Total Revenues:	\$0	\$0	\$0	\$52,000	\$204,000
Local Tax Funding:	\$430,199	\$603,799	\$604,510	\$540,000	\$631,000
FTE Summary:	5.00	6.00	6.00	6.00	9.00

Transportation Services – Highways and Transportation Planning Division

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Reduce traffic congestion and improve accessibility through implementation of the road system envisioned by the Countywide Transportation Plan in cooperation with Federal, State and local interests.

Objective: Respond promptly to plan review requests by identifying necessary improvements and conducting analyses. Obtain maximum available funding relative to needs of competing entities.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Highway plans developed/reviewed	9	14	14	30
CMAQ/RSTP funding available to NVT A	\$34.21M	\$53.06M	\$46.30M	\$67.14M
CMAQ/RSTP funding distributed to Loudoun Co. by NVT A	\$2.73M	\$5.47M	\$3.87M	\$8.34M

Goal: Analyze all development applications submitted to OTS for review. Identify and address transportation related issues with significant impact.

Objective: Address transportation issues and achieve meaningful proffered (and constructed) cash contributions for those applications impacting Loudoun County's transportation system.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of applications requiring OTS review	111	147	155	180
Significant transportation issues identified ¹	N/A	540	600	665
Cash from transportation proffers	\$4.45M	\$12.8M	\$11.0M	\$11.0M

¹Tracking procedure for significant transportation issues new for FY 06.

Goal: Solicit input and respond to citizens' road safety concerns. Provide information on transportation issues and potential solutions. Improve roadway safety by facilitating the installation of traffic control devices funded by VDOT, the County and/or developers on Loudoun County roadways.

Objective: Maintain a system monitoring traffic control device design and accurate financial accounting. Assure proper installation within reasonable timeframe. Conduct specific project-related community information sessions as needed.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
County traffic signal projects monitored	4	4	5	6
County traffic signal project contracts monitored	8	8	10	12
Developer traffic signals monitored ²	N/A	15	25	25
Developer-initiated warrant studies monitored	N/A	8	10	8
Number of project-related community information sessions	1	1	2	2

² Tracking procedure for developer warrant studies and signals new for FY 06.

Transportation Services – Highways and Transportation Planning Division

Planned Accomplishments/Objectives for FY 07 - Continued

Goal: Respond to highway-related citizen inquiries efficiently and promptly.

Objective: Planner response to phone inquiries immediately or by the end of the day if research is required; respond to emails by close of business on the same day; respond to walk-in inquiries immediately.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number phone inquiries/highway issues ³	N/A	N/A	520	520
Number emails to department mailbox	N/A	N/A	300	300
Number walk-in requests for assistance	N/A	N/A	400	400
Percent of inquiries responded to within one business day	N/A	N/A	100%	100%

³Tracking procedures for citizen contacts new for FY 06.

Transportation Services - Transit and Commuter Services Division

DESCRIPTION

The Transit and Commuter Services division oversees the planning of public transportation in Loudoun County, manages the County's commuter bus program, and encourages the single occupant 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 citizens 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, distributing informational materials and local advertising. Staff manages the local employer outreach program promoting awareness of alternative commuting modes to Loudoun County employers.

BUDGET OVERVIEW

FY 07 Issues:

- Increased regional road congestion, high fuel prices and a rapidly growing County population will continue to spur demand for additional transit service options and the need for increased capacity of established services.
- Service expansion requires not only additional equipment and funds, but also supporting infrastructure, specifically park and ride spaces.

FY 07 Challenges:

- Historically, capacity on the commuter buses has not been able to keep pace with the demand.
- The commuter bus program relies on State capital grants to purchase additional equipment. Funding and local match requirements vary from year to year.
- In recent years, securing park and ride lot spaces has become problematic due to capacity requirements, lack of available and affordable real estate, and limited funding.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$331,532	\$294,182	\$347,235	\$349,000	\$434,000
Operations & Maintenance	2,638,908	3,015,626	3,079,757	3,519,000	5,407,000
Capital	0	0	0	527,000	669,000
Transfers Out	0	0	463,000	0	0
Total Expenditures:	\$2,970,440	\$3,309,808	\$3,889,992	\$4,395,000	\$6,510,000
Revenue					
Local Fees, Charges, Etc	\$1,196,083	\$1,649,730	\$1,896,318	\$2,061,000	\$3,404,000
Commonwealth	277,338	356,614	902,376	523,000	900,000
Federal	178,034	224,516	56,240	173,000	173,000
Gas Tax Transfer	800,297	869,013	783,646	1,386,000	1,734,000
Total Revenues:	\$2,451,752	\$3,099,873	\$3,638,580	\$4,143,000	\$6,211,000
Local Tax Funding:	\$518,688	\$209,935	\$251,412	\$252,000	\$299,000
FTE Summary:	5.50	4.50	4.50	4.50	5.00

Transportation Services - Transit and Commuter Services Division

Planned Accomplishments/Objectives for FY 07

Goal: Acquire additional commuter coaches on schedule for implementation of the multi-year service plan.

Objective: Acquire minimum 25% State funding annually to purchase commuter coaches.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of buses acquired	22 ¹	2	7	2
State funding acquired	\$5,525,000	\$579,600	\$1,600,000	\$565,000
Total funding required	\$9,209,442	\$870,000	\$3,185,500	\$937,000
Percentage State funding acquired	60.0%	66.6%	50.2%	60.0%

¹ Represents initial fleet purchase.

Goal: Increase percentage of residents using alternative commuting options.

Objective: Achieve minimum 10% increase in commuter bus ridership, rideshare database participants and employer outreach participants.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Annual bus ridership/annual increase	392,900/41%	513,766/31%	585,000/14%	700,000/39%
Rideshare database registrants/ annual increase	606/15%	1,002/52%	1,000/0%	1,150/15%
Employer outreach participants / annual increase	64/60%	98/53%	90/ (8%)	110/22%
Vehicle Miles Traveled Saved – commuter bus	13,127,156	16,982,259	18,272,000	23,172,700
Nox emissions saved – commuter bus	10.1 tons	13.1 tons	12.72 tons	17.9 tons
VOC's emissions saved – commuter bus	3.14 tons	4.06 tons	3.96 tons	5.54 tons

Goal: Identify, secure and develop park and ride facilities in Leesburg, Hamilton, Purcellville, and Dulles Town Center.

Objective: Secure long-term leases for 85 parking spaces in Purcellville, and 65 spaces in Hamilton. Complete special exception process, design process and federal funding requirements related to Leesburg permanent lot by end of FY 06. Acquire 100 proffered spaces at Dulles Town Center and 100 additional spaces in the Lowes Island area.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Number of parking spaces	1,220	1,423	1,525	1,875
Park and Ride Lot plans approved	0	1	3	1

Goal: Maintain a high level of customer service and communication.

Objective: Respond within 24 hours to phone calls and emails, prepare mailings as requested. Participate in transportation fairs.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Phone Inquiries	3,300	6,615	8,500	9,500
Email Inquiries	1,500	4,286	5,500	5,900
Mailings (informational packets sent to citizens)	700	1,056	1,000	1,500 ²
Transportation fairs staffed	4	8	8	10

² Number of mailings reduced as inquiries are directed to the internet for response.

Transportation Services - Administrative Services Division

DESCRIPTION

The administrative function provides professional management, direction and supervision of the overall operations of the Office of Transportation Services. Activities include oversight and achievement of transportation-related directives from the Board of Supervisors (meetings, legislative issues and resolutions), directives from County Administration, oversight of the County-owned commuter bus system, and oversight of highway, signal and other traffic safety initiatives. This program also directs and supervises the transportation-related referral process for land development applications and performs legislative analysis of transportation issues as presented by the County liaison to the General Assembly. Staff ensures the accurate and efficient completion of all required Board items, departmental administrative activities and customer service activities.

BUDGET OVERVIEW

FY 07 Issues:

- As the main support for agency activities, the issues for Administrative Services mirror those of the Highways/Transportation Planning and the Transit and Commuter Services divisions.
- Work loads will increase as the County proceeds with the design of new road construction projects, traffic interchanges and/or enters PPTA agreements for road construction.

FY 07 Challenges:

- The current level of support staffing is adequate to meet anticipated increased workload demands for the foreseeable future.

Program Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures					
Personnel	\$283,080	\$361,266	\$353,725	\$378,000	\$432,000
Operations & Maintenance	20,390	14,215	11,656	14,000	19,000
Total Expenditures:	\$303,470	\$375,481	\$365,381	\$392,000	\$451,000
 Local Tax Funding:	 \$303,470	 \$375,481	 \$365,381	 \$392,000	 \$451,000
FTE Summary:	4.50	4.50	4.50	4.50	4.00

Transportation Services - Administrative Services Division

Planned Accomplishments/Objectives for FY 07

Goal: Create and process all transportation-related Board initiatives.

Objective: Deliver all required Board items within established deadlines.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Board items (committee, business meeting, public hearing, miscellaneous) completed	56	52	50	50
Percent completed/delivered within required deadlines	100%	100%	100%	100%

Goal: Perform legislative analysis of transportation issues as presented by County liaison to the General Assembly.

Objective: Provide timely response to all requests for review.

<i>Performance Measures</i>	Actual FY 04	Actual FY 05	Est. FY 06	Proj. FY 07
Requested reviews of legislative items	N/A	88	85	90
Number/percent of legislative items reviewed by deadline	N/A	100%	100%	100%

Notes

Notes



Miscellaneous

Miscellaneous Summary

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Non-Departmental

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Non-Departmental

Description: The Non-departmental budget is a constructed category within the General Fund that contains funding to pay for expenditures that are not attributed to specific agencies or departments. This category also includes County maintained reserves for unforeseen, unpredictable, and unusual events. Most expenditures are treated as reserves which are subsequently allocated to the various programs during the fiscal year. Itemized expenditures and transfers are followed by a summary description of each category.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Total Expenditures	\$2,663,015	\$3,608,438	\$5,362,136	\$1,236,000	(\$5,950,000)

Major Expenditures and Transfers	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Annual Leave Payoff (Termination)	----	----	----	\$370,000	\$370,000
Uniformed Firefighter/EMT Pay Plan	----	----	----	400,000	----
Exceptional Achievement Awards	----	----	----	500,000	500,000
Personnel Vacancy Savings	----	----	----	(8,661,000)	(13,425,000)
Tax relief - Elderly and Handicapped	2,086,333	2,444,129	3,410,516	4,000,000	----
Water Resources Committee Recommendations	----	----	----	----	300,000
Training and Professional Development	----	----	----	60,000	83,000
Interest Expense	76,682	464,309	901,620	150,000	500,000
Computer Hardware and Software	----	----	----	767,000	1,722,000
Applicant Background Investigations	----	----	----	100,000	----
Bloodborne Pathogens/Infection Control	----	----	----	150,000	----
Innovative Technologies	----	----	----	500,000	1,000,000
Contingency for Litigation	----	----	----	1,500,000	1,500,000
Transfer to Self-Insurance Fund	500,000	700,000	1,050,000	1,400,000	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.

Uniformed Firefighter/EMT Pay Plan - The Board of Supervisors approved an FY 06 enhancement to designate \$400,000 for the development and implementation of a separate pay plan system for the uniformed Firefighter/EMT and Fire Enforcement positions. The Board of Supervisors implemented the new pay plan at its February 7, 2006 business meeting. FY 07 costs are included as part of the Department of Fire and Rescue Services' personnel budget.

Exceptional Achievement Awards - 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 Board of Supervisors eliminated funding for employee and individual team bonuses during the FY 05 budget process. The FY 06 Proposed Fiscal Plan recommended \$650,000 to provide incentives for employees who achieve extraordinary accomplishments for the County, and the Board of Supervisors included \$500,000 for this program. The FY 07 Adopted Fiscal Plan maintains funding at the current level.

Personnel Vacancy Savings - The County budgets savings resulting from employee turnover in the Non-Departmental budget. Actual savings occur through expenditure balances in departments' personnel budgets. The FY 07 Proposed Fiscal Plan included \$10,482,000 in anticipated vacancy savings. During its budget worksessions, the Board of Supervisors increased the vacancy savings budget by \$3 million and directed staff to identify potential positions for elimination during the course of the year.

Non-Departmental

Tax Relief for the Elderly and Handicapped - The County provides relief from real property taxes to elderly and disabled residents meeting certain income criteria. The Board of Supervisors increased the benefit to provide a complete waiver in FY 02 and increased the eligibility criteria in FY 05. The FY 06 Adopted Fiscal Plan increased the allowance for the tax relief benefit to account for the higher implementation cost. Beginning in FY 07, tax relief under this program is incorporated directly into the estimate for real property tax revenue.

Water Resources Technical Advisory Committee Recommendations – During its budget worksessions, the Board designated \$300,000 as a contingency for implementation of the recommendations of the Water Resources Technical Committee, which was appointed by the Board in 2004 to provide advice on water resource issues. The \$300,000 contingency will be used by the Board to implement the committee's recommendations on source water, surface water, and watershed and groundwater management issues.

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 central resource to be managed by the County Administrator. The FY 07 estimate 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 budget.

Computer Hardware and Software - Scheduled replacement of computer hardware and software is included in the Non-Departmental budget and managed centrally by the Department of Information Technology. The County currently plans replacement of personal computers on a five-year schedule, and the Board appropriated an additional \$500,000 from the FY 04 General Fund year-end balance for computer system replacement. The FY 07 Adopted Fiscal Plan provides sufficient funding to move to a four-year replacement cycle, which is more reflective of current life cycle expectations.

Applicant Background Investigations - The FY 06 budget included a \$100,000 contingency for outsourcing the applicant background investigation process for Fire and Rescue Services to ensure greater uniformity and efficiency in standardizing investigation criteria and processes. Prior to FY 06, the department used existing staff in the Fire Marshal's Office and/or a County designated staff member for this function. Funding in FY 07 has been included in departments' operating budgets.

Innovative Technologies - During the Fall 2004 Program Review process, the Board of Supervisors directed staff to place an emphasis on the use of new technology to enhance efficiency and productivity. The FY 06 Adopted Fiscal Plan included \$500,000 for the creation of an Innovative Technology Fund that would provide a dedicated resource for automation based solutions and improvements. The County Administrator presented his recommendations for major systems and technological upgrades as part of the Board's discussion regarding the use of FY 05 General Fund balance. FY 07 Proposed Fiscal Plan included \$1,160,000 for aerial imaging, a Countywide imaging system, an upgrade to the human resources system, telecommuting and implementation of mobile worksites, and \$1,000,000 in lease-purchase financing for replacement of the MHMRSAS client system and development of a new time and attendance system. During its budget worksessions, the Board of Supervisors eliminated funding for all but the MHMRSAS client and new time and attendance systems.

Contingencies - The County budgets contingency funding for new initiatives and anticipated, but not definite, expenses in Non-Departmental. The FY 07 Proposed Fiscal Plan continued the established practice of budgeting a litigation contingency. The County Attorney subsequently identified \$1,500,000 in FY 06 litigation contingency balance that will be carried forward for the FY 07 Adopted Fiscal Plan.

Transfer to Self-Insurance Fund - Health insurance, risk management and workers' compensation are funded by annual transfers to the County's Self-Insurance Fund. The appropriation is recalculated annually based on fund performance.

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Loudoun County Public Schools:

Sam Adamo, Bev Tate, Kevin Lewis, Janet Gorski

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, 2005. 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.







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 about 278,000 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 1990's; since 2000, Loudoun County has been one of the fastest growing counties 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 agricultural living to its residents.

County Population*	278,778	Land Area (square miles)	517
Adjusted Gross Income***	\$80,709	Unemployment Rate	2.0%
Household Income**	\$120,235	Total Employment*	139,248
Public School Enrollment*	50,740	New Commercial Construction**	3,797,254 sf.
Cost Per Pupil*	\$12,098	New Residential Construction**	5,065 units
County & School Employees*	11,278	Office/Industrial Vacancy Rate**	13.1%

* Projected FY07

** Calendar Year 2005

***2003 figure

Top 10 Real Property Tax Payers

	<i>% of Tax Base</i>
America Online, Inc.-	0.65%
UUNET Technologies, Inc.	0.61%
Dulles Town Center Mall, LLC	0.37%
Virginia Electric and Power Company	0.37%
MCI Worldcom Network Services Inc.	0.36%
Toll Road Investors Partnership II, LP	0.31%
Belmont Land, LP	0.30%
Smith, Verlin W. et als Trustees	0.30%
Verizon Virginia Inc.	0.23%
PLC Dulles LP	0.20%

Top 10 Employers

	# of Employees
America Online, Inc.	5,000+
Loudoun County Public Schools	5,000+
Loudoun County	1,000-4,999
Department of Homeland Security	1,000-4,999
Loudoun Hospital Center	1,000-4,999
Toll Brothers, Inc.	1,000-4,999
U.S. Postal Service	1,000-4,999
United Airlines, Inc.	1,000-4,999
Verizon Business	1,000-4,999
Airline Pilots Association	500-999

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

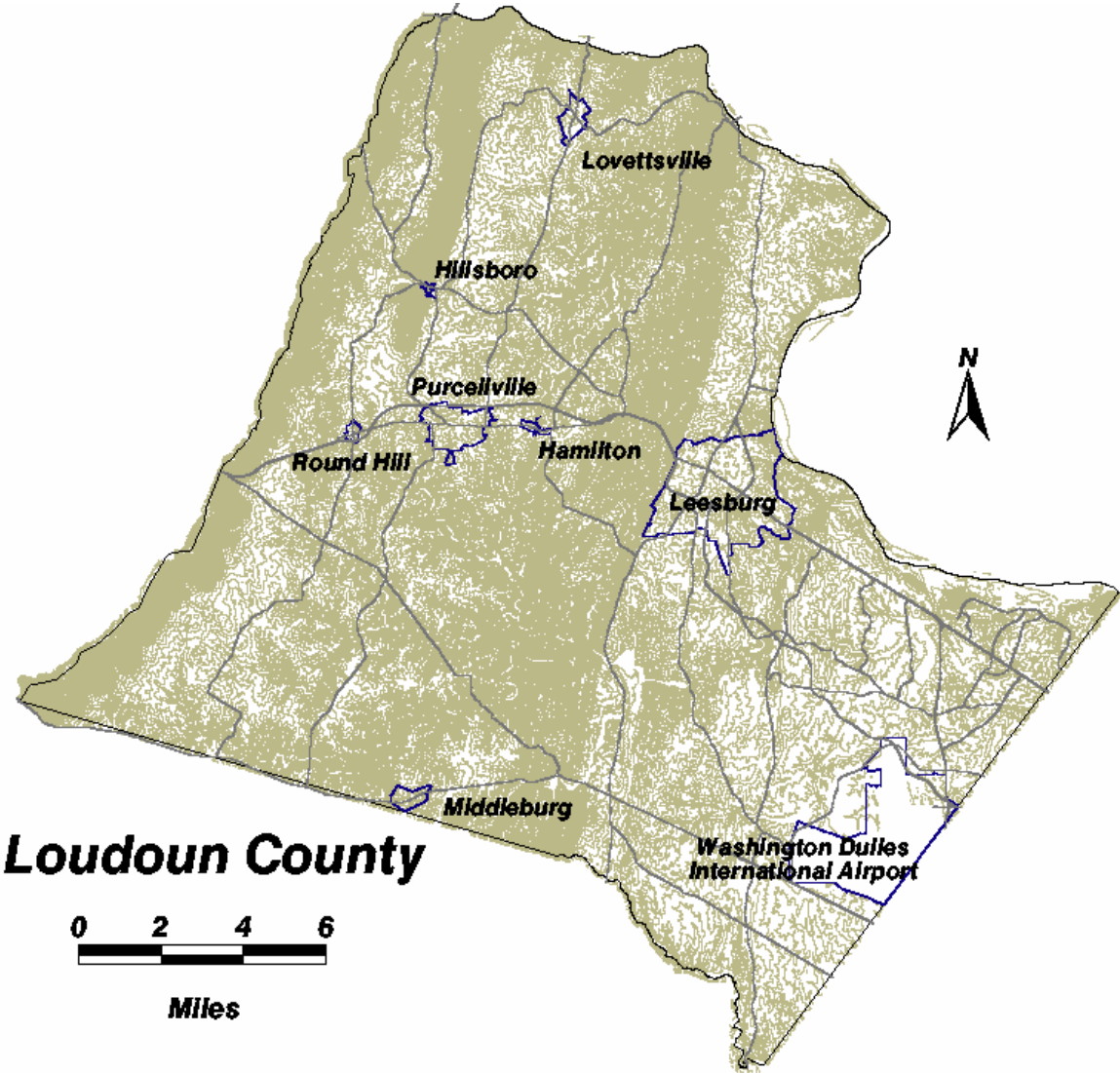




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Capital Improvement Program

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Capital Improvement Program

Purpose of the Capital Improvement Program

The Capital Improvement Program is a capital planning process prescribed by Chapter 3 of the Revised General Plan, *Fiscal Planning and Public Facilities*. The plan requires the development of a ten-year Capital Needs Assessment (CNA) every two years and a six-year Capital Improvement Program (CIP) every year. The CNA precedes the CIP in the planning process. Under normal circumstances, only projects that have been identified in the CNA are included in the CIP. To correlate with the CNA process, the CIP is also set up as a biennial document, with the six-year period moving out two years on a biennial basis. FY 07 is the first year of the biennium, with FY 05-06 no longer included and FY 11-12 added. Only FY 07 was appropriated this year, with FY 08-12 being planning years. Next year the CIP will also cover FY 07-12, with FY 08 being appropriated and FY 09-12 being amended planning years. The biennial CNA will be completed during this “off year” of the CIP.

This section provides detailed information on the County's Adopted Capital Improvement Program (CIP) for Fiscal Years 2007 through 2012. The CIP provides a six-year forecast of General Government and School land, facility and equipment needs with a financing plan to implement each need. An effective CIP process is an important tool to promote advanced planning of future needs and the means to meet those needs. As a planning tool, the CIP ensures that land acquisitions and construction projects are coordinated and well-timed to avoid unnecessary or costly duplications. Also, since the CIP is reviewed and updated on an annual basis, long-range needs can be adjusted to reflect changing circumstances or priorities.

As a financial plan, the CIP facilitates land acquisition and facility planning in an environment of fiscal constraint. Projects under consideration are evaluated annually against one another to assure that only priority projects receive public funding. In addition, essential improvements are planned in a manner commensurate with the County's ability to pay. As growth continues, the CIP will aid the County in avoiding costly crisis expenditures that increase the tax rate. Finally, 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.

The CIP Process

The CIP process begins approximately 10 months before the Board of Supervisors adopts the County budget. County departments submit proposed CIP requests, which include project justifications, project scope, discussion of alternatives, and cost estimates to 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 his recommended CIP to the Board of Supervisors in February with his proposed budget. 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 School Board's adopted CIP is forwarded to the County around the end of the calendar year and is also included in the County Administrator's proposed budget.

Final funding decisions on the CIP are made in conjunction with decisions regarding the County's operating budget in March/April of each calendar year. Authority to spend public funds for purposes specified in the County operating and capital budget is accomplished through the adoption of an appropriations resolution by the Board of Supervisors. The CIP is a multi-year plan that does not constitute or require an appropriation of funds beyond those for the current year.

This six-year CIP is one of the final products of the County's process for forecasting and planning its future capital facility growth. This process attempts to address and adequately plan for projected capital expenditure needs associated with new development in Loudoun County. The CIP, in conjunction with the Service Plans, Fiscal Impact Model, the ten-year Capital Needs Assessment, and the Countywide Comprehensive Plan will develop and track the County's capital inventory for current and future fiscal years.

Understanding the CIP

Capital projects are described in detail in the General Government and School project sections of the CIP. The appropriation and financing schedules on each project page illustrate funding and projected expenditures for each year of the six-year period, including any prior year allocations made by the Board. The prior allocation column includes funding approved by the Board of Supervisors through FY 06. The FY 07 - FY 12 capital project schedule constitutes the six-year CIP. The final column of each project page represents future fiscal years (FFY), reflecting project estimates beyond the six-year period. Estimated operating costs have been included on most detailed project pages to illustrate their full fiscal impact.

Capital Improvement Program

Project operating cost estimates include the following:

- (1) the impact of operating enhancements required for the facility in the year(s) of occurrence;
- (2) projections for direct costs to County departments for maintenance, internal services and utilities; and
- (3) annual debt service on debt issued for the project during the six-year period.

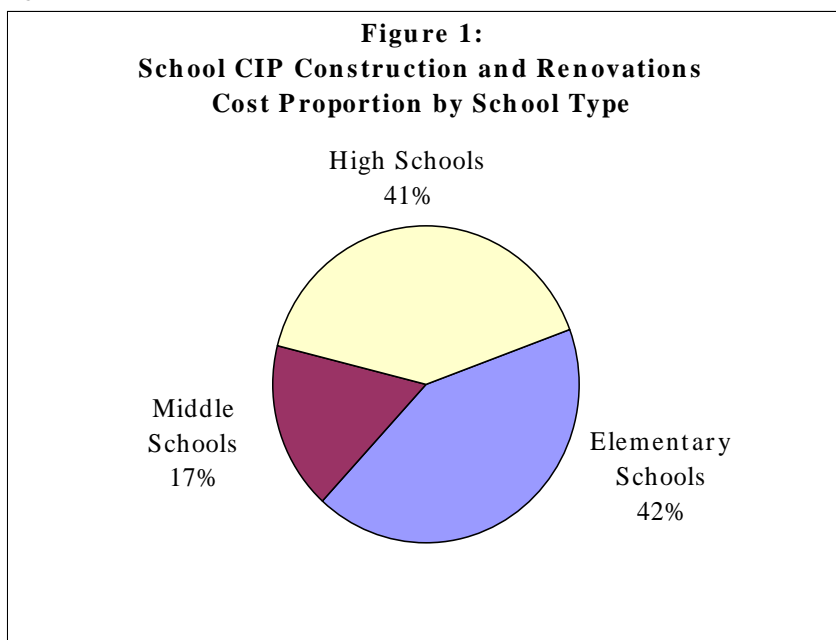
School facility operating costs are based on the FY 07 School Board's adopted budget. The per-pupil cost for operating a school is calculated differently by the County and School System. Loudoun County Public Schools (LCPS) calculations are based on a State calculation that takes out all capital facilities, pre-school, and detention center expenditures. In addition, enrollment numbers are adjusted for pre-school aged children and only 85% of the kindergarten students are used in the calculations. The FY 07 LCPS per pupil cost calculation is \$12,467. The County calculates per-pupil costs against the Schools' total adopted operating budget, including the cost of bus leases. The County's per-pupil cost, based upon that methodology, is \$12,098 in FY 07. Projected debt service expenditures are also included for each school project. Land acquisition costs have been adjusted by 15% annually to account for market inflation. Operating impact costs for County facilities have been adjusted by 4% annually to account for inflation by 4%. While operating impacts for School facilities have been adjusted by 13% annually.

Adopted CIP Summary

Table 1, which begins on page 439, summarizes the Adopted FY 07–FY 12 Capital Improvement Program for the General County Government and the School System, by project and funding source. Table 1 also summarizes previous year capital expenditures prior to the FY 07 – FY 12 Adopted Capital Improvement Program. The amount of expenditures for the six-year CIP totals \$1.35 billion. Education remains the largest single spending category of the CIP at \$714 million for the six-year period, or 53% of total capital project expenditures. With the \$137 million budgeted in the Land Acquisition Fund for school site acquisitions included, total school expenditures are 63% of the planned capital expenditures. The remaining capital project expenditures forecasted for the CIP consist of General Government projects, which are split between Facility and Transportation expenditures. Facility expenditures are projected at \$386 million and Transportation expenditures at \$117 million, comprising 28% and 9% of the total CIP respectively.

The first year of the adopted capital budget (FY 07) is funded at \$290.8 million, which includes \$214.7 million for education, \$54.2 million for general government facilities and \$21.9 million for transportation, all figures including site acquisition. Since transportation and site acquisition costs are contained within the General Government budget, the breakout for FY 07 as presented is \$142.4 million for education and \$148.4 million for General Government.

Education (School System Projects) - The education function includes 17 capital projects in the Adopted FY 07 Capital Improvement Program. The adopted capital plan includes nine elementary, two middle, and three high schools to be constructed during the six-year planning period. Three renovation projects are funded, including the renovation of two elementary schools and one middle school. Of the total school CIP, 42% goes toward construction and renovation of elementary schools, 17% for middle schools, and 41% for high schools.



Capital Improvement Program

Adopted CIP Summary – continued

Elementary School Projects - The elementary school category includes nine construction projects totaling \$246.9 million and two renovation projects totaling \$55.4 million. The elementary school projects that are a part of the adopted CIP are the following:

- ES-14 Brambleton Area Elementary School (\$27.6 million)
- ES-15 Leesburg Area Elementary School (\$25.5 million)
- ES-16 Ashburn Area Elementary School (\$25.5 million)
- ES-18 South Riding Station Elementary School (\$22.7 million)
- ES-19 Ashburn Area Elementary School (\$22.7 million)
- ES-20 Dulles Area Elementary School (\$29.9 million)
- ES-22 Ashburn Area Elementary School (\$31.5 million)
- ES-24 Leesburg Area Elementary School (\$31.5 million)
- ES-25 Western Loudoun Elementary School (\$29.9 million)
- Enlarged Waterford Elementary School (\$31.7 million)
- Catoctin Elementary School Renovation (\$23.8 million)

Middle School Projects - The middle school category includes two construction projects totaling \$107.6 million and one renovation project that increases funding to renovate four middle schools at an increased cost of \$13.8 million. The middle school projects that are a part of the adopted CIP are the following:

- MS-6 Ashburn Area Middle School (\$52.8 million)
- MS-7 Dulles Area Middle School (\$54.8 million)
- Middle School Renovations (\$13.8 million)

High School Projects - The high school category includes three construction projects totaling \$290.3 million. The high school projects that are a part of the adopted CIP are the following:

- HS-5 Leesburg Area High School (\$83.1 million)
- HS-6 Ashburn Area High School (\$100.3 million)
- HS-7 Dulles Area High School (\$106.9 million)

School Renovation Projects - The Loudoun County Board of Supervisors requested the Loudoun County School Board to develop a six-year school renovation plan for existing schools. The School Board conducted a facility assessment study, which was completed in November 2003. The study provided the School System with a comprehensive understanding of its facility infrastructure needs and was a guiding factor in the School's six-year capital plan. Two elementary school renovations (Catoctin and Waterford) and supplemental funding for the middle school renovations are included in the FY 07-12 Adopted CIP.

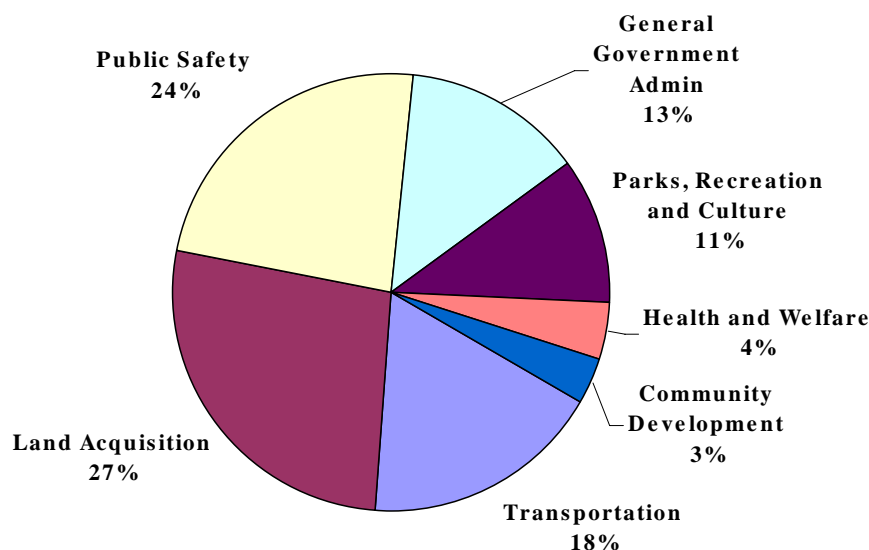
New School Openings - According to the timelines provided by the School System, 14 new schools will open over the six-year capital plan period. This includes previously funded schools scheduled to open in the FY 07 – FY 12 planning period. This construction schedule results from the need to serve the County's ever-increasing student population. The School System estimates that the student population will increase at an average annual rate of around 7.9% per year for the next six years.

Capital Improvement Program

Adopted CIP Summary – continued

General Government - The General Government side of the adopted CIP consists of 52 projects totaling \$639 million, including the value of land. Most CIP projects address service demands for the County's increasing population. It is estimated that the County's population will increase at an average annual rate of 4.6% during the CIP planning period.

**Figure 2: General Government Projects
by Funding Percentage**



Administration/General Government - The Administration/General Government category includes seven projects and all land acquisition funding. County Administration and the Office of Capital Construction will provide project management direction for these facilities. The Administration/General Government projects that are part of the adopted CIP are:

- Land Acquisition Fund (\$36.7 million for the County and \$136.8 million for the Schools)
- Capital Project Management Support (\$20.5 million)
- Church Street Parking (\$1.8 million)
- Courtroom Additions (\$1.2 million)
- Courts Expansion and Parking, Phase III (\$38.5 million in this planning period)
- Eastern Vehicle Maintenance Facility (\$8.5 million)
- Govt. Support Center Infrastructure & Lower Sycolin Sewer Pump Station (\$3.8 million)
- Storm Water Management (\$11.3 million)

Land Acquisition Fund - A total of \$173.5 million is included in the Adopted FY 07 – FY 12 Capital Plan for site acquisitions. A combination of general obligation bond, lease/purchase, or VPSA bond financing (45%); land proffers (47%); and local tax funding (8%) is used to acquire land sites. The Land Acquisition Fund includes ten elementary school sites, three middle school sites, and two high school sites for the Loudoun County Public Schools, and 25 sites for General Government. The General Government land needs include five public safety sites, 14 health and welfare sites, two parks, recreation and culture sites, two transportation sites and two public use sites. Historically, the pattern of land acquisition for capital projects has been primarily dependent upon the ready availability of proffered sites. When proffered sites are not available, land purchases becomes a necessary feature of the CIP. A total of \$77.6 million in bond or lease/purchase financing, \$82.7 million in land proffers, and \$13.2 million in local tax funding, are used to acquire the 40 sites. The co-location of County and School capital facilities remains a guiding policy for the Board of Supervisors in its land acquisition program.

Capital Improvement Program

Adopted CIP Summary – continued

Transportation - The Transportation category includes seven projects. The Office of Transportation Services and the Office of Capital Construction provide planning and project management direction for these facilities. The Transportation projects that are part of the adopted CIP are:

- Commuter Transit Buses (\$7.2 million)
- Dulles Corridor Rapid Transit Project (\$80.0 million through FY 12)
- Leesburg Park & Ride Lot, including Sycolin Road Improvements (\$5.2 million)
- Purcellville Park & Ride Lot (\$0.5 million)
- Regional Park & Ride Lots (\$4.8 million)
- East Route 7 Safety Project (\$3.0 million)
- Preliminary engineering for road projects (\$12.5 million)

Dulles Corridor Rapid Transit - With the completion of the original 103-mile Metrorail system in 2001, State, regional and local authorities have jointly proposed an extension of rapid transit services along the Dulles Corridor from Fairfax County's West Falls Church Metro Station to Loudoun County. This project would culminate with the implementation of a 23-mile Metrorail extension that would terminate at a station on the Dulles Greenway at Route 772. 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. As currently envisioned, 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. The EIS currently estimates that Loudoun's share of operating costs would total about \$8 million during the first year of operation. All costs are planning figures subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Park & Ride Lots - The plan develops five regional park & ride lots. Projects in this category are currently managed by the County's Office of Transportation Services. These projects add park & ride lots for commuter use in the Town of Leesburg, Town of Purcellville, and the Ashburn, Dulles and Sterling sub areas. The new projects are funded through a combination of Gas Tax and State transportation grant funding.

Road Projects – Road projects are assuming a higher profile in the FY 07-12 CIP and additional staffing and contract resources have been included as part of the road project package. A portion of the County's debt capacity has been utilized for road projects. Although there were \$5.2 million in cash proffers identified in FY 05 to fund several small road improvements in Loudoun County, there are no cash proffers for transportation budgeted in the FY 07-12 CIP. The initial round of preliminary engineering (\$12.5 million) in FY 07 will be funded through general obligation bonds and the East Route 7 Safety Project will be funded by Gas Tax. All road projects would be accomplished in cooperation with the Virginia Department of Transportation (VDOT).

Public Safety - The Public Safety category includes 12 projects programmed by the Office of the Sheriff and the Department of Fire and Rescue Services. The Office of Capital Construction will manage these projects. The Public Safety projects that are part of the adopted CIP are:

Combined Public Safety Facilities

- Brambleton Fire/Sheriff Station (\$2.1 million)
- Public Safety Firing Range (\$9.1 million)

Fire and Rescue

- Aldie Fire/Rescue Station (\$7.7 million)
- Fire & Rescue Capital Vehicles (\$20.9 million)
- Fire Station Renovations (\$20.9 million)
- Kirkpatrick Farms Fire/Rescue Station (\$8.5 million)
- Leesburg South Fire/Rescue Station (\$0.8 million in current period)
- Western /Neersville Fire/Rescue Station (\$7.9 million)

Sheriff's Office

- Adult Detention Center Expansion (\$46.4 million in current period)
- Eastern Loudoun Sheriff Substation (\$8.0 million)
- Western Loudoun Sheriff Substation (\$8.3 million)

Other

- Juvenile Detention Center Expansion (\$10.1 million)

Capital Improvement Program

Adopted CIP Summary – continued

Combined Facilities – The adopted CIP includes construction of a new Fire/Sheriff station in the Brambleton area to meet the demands of increased population and a Public Safety Firing Range in conjunction with Metropolitan Washington Airports Authority (MWAA).

Fire and Rescue - The CIP includes construction of four new Fire/Rescue stations. There is also a project to renovate 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 for the County's Fire and Rescue system. The existing stations total approximately 128,000 square feet. A project to fund annual purchases of Fire/Rescue capital vehicles is also included.

Sheriff's Office – The largest project for the Sheriff's Office is construction of the new Adult Detention Center. The 84,000 square-foot Phase I of the new Adult Detention Center is scheduled to open in early FY 07. Phase II is funded in the FY 07-12 CIP and Phases III and IV will occur beyond the current planning period. This complete project includes the expansion of the core facilities (Phase I) to include the additions of three modules (Phases II-IV) of 54,000 square feet each. Currently, the Commonwealth of Virginia has a moratorium on new jail beds and a legislative process is required to request additional bed capacity. The Sheriff's Office recommends beginning this process in FY 07 to meet the projected bed needs for a growing inmate population. Eastern and Western Sheriff's Substations are also included in the adopted CIP.

Other – The FY 06 CIP included funding for a Public Safety Master Plan to perform a comprehensive engineering study of existing government facilities and develop a long-term capital facility plan for Public Safety and Human Service program operations on the County's 92-acre government facilities site. The construction phase of the Public Safety Administration Building project has been delayed pending the results of this Master Plan. The FY 07-12 CIP includes funding for expansion of the Juvenile Detention Center following the completion of the Master Plan.

Health and Welfare - The Health and Welfare category includes 12 projects in the current planning period. The Department of Mental Health, Mental Retardation and Substance Abuse Services (MH/MR/SAS) and the Department of Family Services program these facilities, while the Office of Capital Construction will manage the projects. There are also two facilities planned for future fiscal years. The Health and Welfare projects that are part of the adopted CIP are:

DFS

- Emergency Homeless Shelter (\$2.6 million)
- Transitional Homeless Shelter (\$2.9 million)

MHMRSAS

- MH Group Homes, Mirror Ridge and Ashburn (\$2.5 million)
- MH Supported Living Residences (\$2.3 million)
- MH Townhouse (\$0.6 million in current planning period)
- MR Group Homes and Townhouses (\$3.2 million)

Youth

- Staff Secured Youth Shelter (\$4.1 million)
- Adolescent Day Treatment Facility (\$3.2 million)
- Three MH/SA Adolescent Residences (\$5.7 million in current planning period)

Department of Family Services' Emergency and Transitional Housing Shelters – The six-year capital plan develops two 45-bed shelter facilities in eastern or central Loudoun County to serve emergency and transitional housing needs of County residents.

Mental Health, Mental Retardation and Substance Abuse Residential Facilities - The capital plan includes ten residential living facilities during the current planning period to serve MH/MR/SA consumers. Purchase or construction of a Mental Health Group Home in Ashburn and supplemental funding for the two Mirror Ridge Group Homes (due to escalating construction costs) are included. Two MH Supported Living Residences, one specifically designed for medically fragile clients, and one MH Townhouse are included in this planning period. Mental Retardation facilities include one Group Home and three Townhouses.

Capital Improvement Program

Adopted CIP Summary – continued

Youth Residential Programs - The adopted capital plan includes four projects that serve the County's growing youth population service needs. The Staff Secured Youth Shelter project constructs an 8,000 square foot residence to supplement the County's existing Youth Shelter. The Youth Shelter Project includes the construction of a Juvenile Assessment Center which will serve as a single point of service for juveniles in need of court appointed social services. An Adolescent Day Treatment Facility is included to provide a 20-slot day program providing a range of intensive treatment, educational and rehabilitative services to chemically dependent and/or emotionally disturbed adolescents. Three Adolescent Residences (two in this planning period) are included to house 12-17 year old juveniles in need of MH/SA services for nine- to twelve-month stays. (Funding for the Juvenile Detention Center Expansion is included in the Public Safety section.)

Parks, Recreation and Culture - The Parks, Recreation, and Culture area includes nine projects, which include facilities programmed by the Department of Library Services and the Department of Parks, Recreation, and Community Services. The Office of Capital Construction will manage these projects. The Parks, Recreation and Culture projects that are part of the adopted CIP are:

Parks, Recreation and Community Services

- Brambleton District Park (\$6.0 million in the current planning period)
- Broadlands Recreation Center (\$28.0 million in this planning period)
- Claude Moore Park Recreation Center (replacement revenue of \$2.0 million)
- Community Center Renovations (\$13.5 million)
- Loudoun Valley Community Center Renovation (\$0.2 million)

Libraries

- Gum Spring Regional Library (\$7.6 million)
- Rust Library Renovations (additional funding of \$2.2 million)

Other

- North Street Administration Building (\$9.3 million)

Parks, Recreation and Community Services - A district park is included for construction on a proffered site in the Brambleton area, with Phase I in FY 11 and completion of the park in a future fiscal year. The Broadlands Recreation Center was removed from the six-year capital plan in FY 06 pending the final results of a proposed PPEA to build the facility. Now that the PPEA process has failed to come to fruition, this project is back in the CIP with construction slated for FY 09. The Claude Moore Recreation Center was funded using a combination of cash proffers and revenues from the sale of the existing Sterling Annex facility. Replacement revenue of \$2 million is included in FY 07 in case the Sterling Annex is not sold.

The Department of Parks, Recreation and Community Services' (PRCS) community centers are some of the County's oldest facilities and are in need of continual repair and renovation. The adopted capital plan envisions a strategic planning process by PRCS in FY 07, followed by projects to renovate the Philomont, Lucketts, Bluemont, Sterling and Lovettsville Community Centers beginning in FY 08. Renovation of the Loudoun Valley Community Center was previously funded but an additional \$225,000 was added in FY 07 to ensure full funding of the project in the current construction cost environment.

Library Services - A project is included in FY 08 to build out a proffered 40,000 square foot two-floor office condominium for a library to serve the Dulles sub-area in the Stone Ridge development. An additional \$2.2 million is included for the Rust Library Renovation project (due to escalating construction costs).

Other - The FY 06 adopted CIP funded design of the renovations to the North Street building to used as a Leesburg Senior Center with offices for the Area Agency on Aging and space for administrative offices and Library support services. The FY 07-12 CIP includes funding for the renovations.

Capital Improvement Program

Adopted CIP Summary – continued

Community Development - The Community Development category consists of five projects. The Office of Solid Waste Management programs this facility and the Office of Capital Construction will manage these projects.

Office of Solid Waste Management

- Woods Road Landfill Site Development (\$7.6 million)
- Woods Road Landfill Maintenance Shop (\$1.1 million)
- Woods Road Sequence III Closure (\$2.3 million)
- Woods Road Cell I Construction (\$6.1 million)
- Woods Road Sequence IV Closure (\$3.5 million)

Woods Road Landfill – These projects continue the Solid Waste Management Plan scheduled cell development and closure activities at the Woods Road Landfill. The Phase III B construction project was completed in FY 05 and Cell II Closure scheduled to begin in late FY 06. Work on the Woods Road side of the landfill is scheduled to begin in FY 07 and continue (in this planning period) through the construction of Cell I. Closure of Sequence II and IV in the current section of the landfill will also be completed during this planning period. All projects are completely (100%) funded by fees collected at the landfill.

Summary of Board of Supervisors' Changes to the Amended FY 05 –FY 10 CIP (adopted April 2006)

The previous Capital Improvement Program covering FY 05-FY 10 was amended during FY 06. As a result, the funding appropriated in this amendment did not need to be added to the FY 07-12 CIP. The following change occurred during FY 06:

- The Board of Supervisors approved a supplemental appropriation of \$250,000 for the County share of the cost of providing water/sewer to the Purcellville Fire & Rescue Site on December 20, 2005.

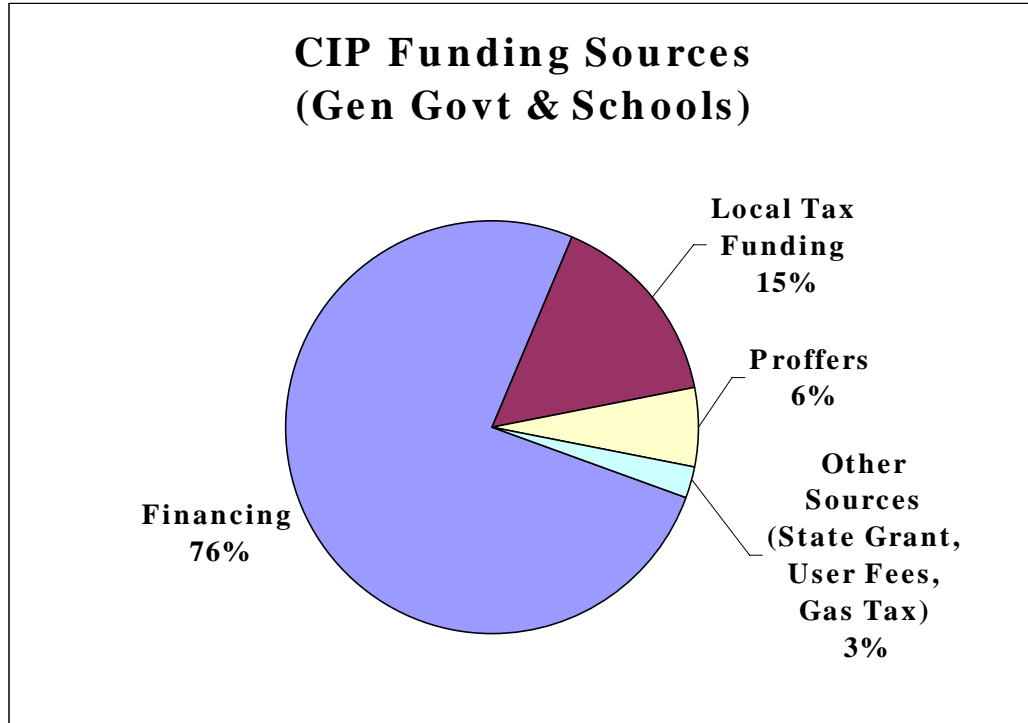
The Board approved amendments to the FY 05-10 Amended Capital Improvement Program at a public hearing on February 14, 2006 so the funding included in these amendments was not needed in the FY 07-12 CIP. The following changes were approved:

- Willisville Wastewater Project (\$395,000) – supplemental funding required for the project to be bid and completed.
- Eastern Loudoun Respite Center (\$1.36 million) – replaces funding reprogrammed by the Board of Supervisors to the Carver Center during FY 05 with the intention of replacing it from FY 05 fund balance.
- Restore Land Purchase Contingency (\$2.775 million) – replaces funding reprogrammed by the Board of Supervisors during FY 05 with the intention of replacing it from FY 05 fund balance.
- Funding for University Center Property purchase (\$1.6 million) - replaces funding reprogrammed for this purchase, which is anticipated to occur by February 2, 2006.
- Route 50 and Route 606 Preliminary Design (\$500,000) – funding for this design work enables this project to begin during FY 06.

Capital Improvement Program

Funding the CIP

Several methods have been used to finance and fund the Adopted CIP over the six-year planning period. These include the use of local tax funding from the General Fund, either from budgeted tax revenues or fund balance. Other methods include currently authorized bond financing, lease/purchase 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 (LTF) of the Adopted CIP

The first source listed is local tax funding, which is often referred to as "pay-as-you-go" funding, in which the County does not borrow money to finance projects but instead pays for the improvement out of current receipts. For the Adopted FY 07-12 capital budget, \$209.2 million in local tax funding will be utilized to offset the cost of both General Government and School capital projects. In the six-year plan, about half of the capital projects will include some local funds and 15% percent of total CIP expenditures will be offset by "pay-as-you-go" funding during the six-year CIP period. The Board of Supervisors' fiscal policy has a guideline of 10% "pay-as-you-go" funding as a goal in financing the County's capital facility needs.

Additional Local Tax Funds in the Capital Asset Preservation Program

In FY 02 the County Administrator proposed a policy of funding capital asset preservation projects equal to at least one to two percent of the value of all buildings and additions in the County Government and School System. The Board of Supervisors has implemented this policy every year since. A total of \$7.36 million in local tax funds are included for use in this fund in FY 07. The six-year asset preservation funding plan averages less than 1%. The value and number of new facilities entering the fixed asset inventory is growing at a rate larger than the County's ability to fund the CAPP at target levels.

Capital Improvement Program

Funding the CIP - continued

Rollback Taxes

Board policy requires that rollback tax allocations must be used in the planning sub area where the taxes are derived. There are no appropriations from rollback tax collections to fund any projects in the adopted FY 07 - FY 12 Capital Improvement Program. The Board of Supervisors approved the appropriation of \$20,000 as a donation to the Heritage High School Booster Club in FY 02. This donation was made toward the capital construction costs of the concession stand at Heritage High School in Leesburg. In addition, the Board of Supervisors approved the appropriation of \$38,000 as a donation to the Audubon Naturalist Society to purchase a wetland fen for preservation in FY 03. These appropriations came from roll back taxes accumulated over the years in the Leesburg Subarea rollback tax capital reserve account.

Pledge Bond Financing

Pledge Bond Financing is adopted in the CIP for the Dulles Corridor Rapid Transit Project. The pledge bonds are to be secured with the value of BPOL tax revenue in the appropriate fiscal year they are issued.

Dulles Corridor Rapid Transit (FY 07 – FY 12, and Future Years)	\$168,000,000
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Intergovernmental Funding

In the Adopted FY 07 – FY 12 CIP, \$32.6 million in intergovernmental funds are projected from Commonwealth of Virginia sources. The amount consists of lottery proceeds transferred to localities over the next six years for School construction and State transportation grant funds. Staff has estimated School construction lottery funding, if it continues, at a total of \$23.4 million. The State preliminary budget estimates \$4.0 million for school construction in FY 07 and \$4.3 million in FY 08.

Developer Contributions or “Proffers”

Offsetting six percent of total CIP projected expenditures, developer contributions (also known as proffers) remain a 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 by the development community to partially offset the future capital facility costs associated with specific land developments. Proffer contributions are typically gained from rezoning (i.e., a change of use for land). 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 use 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. The County maintains an inventory of all forms of proffers. Cash proffers accrue to the Public Facilities Fund. Land proffers total \$82.7 million in the Adopted FY 07 – FY 12 Capital Improvement Program.

Debt Financing

Seventy percent of the Capital Improvement Program is debt financed. External bond financing typically includes three types: General Obligation Bonds (GO), which require approval by the voters; Virginia Public School Authority (VPSA) Bonds, and Revenue Bonds including those issued for the County by the Virginia Resource Authority (VRA). Bonding of projects is in various states of approval and is illustrated on the following pages.

Capital Improvement Program

Funding the CIP – continued

- A. The following projects are scheduled for general obligation bond financing requiring referendum. Adopted bond referenda are as follows:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2006	<u>Schools:</u>	
	South Riding Stn 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
	School Land Sites (2 middle, 1 high)	<u>43,285,000</u>
	Subtotal, Schools	\$169,995,000
	<u>General Government:</u>	
	North Street Building Renovation	9,330,000
	Land for three Public Safety Facilities	<u>3,450,000</u>
	Subtotal, General Government	\$12,780,000
	<u>Transportation Projects</u>	
	Road Projects - Preliminary Engineering	<u>12,500,000</u>
	Subtotal, Transportation Projects	\$12,500,000
	Total 2006 Referendum	\$195,275,000

- B. The following projects are proposed for general obligation bond financing requiring referendum. Future bond referenda would be as follows:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2007	<u>Schools:</u>	
	School Land Site (ES-25)	<u>\$300,000</u>
	Subtotal, Schools	\$300,000
	<u>General Government:</u>	
	Aldie Fire/Rescue Station	\$7,680,000
	Fire Station Renovations	20,225,000
	Eastern Loudoun Sheriff's Substation	5,360,000
	Western Loudoun Sheriff Substation	8,330,000
	Community Center Renovations	13,510,000
	Broadlands Recreation Center	28,020,000
	Gum Spring Library	<u>7,130,000</u>
	Subtotal, General Government	\$90,255,000
	Total 2007 Referendum	\$90,555,000

Capital Improvement Program

Funding the CIP – continued

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2008	<i><u>Schools:</u></i>	
	Leesburg Area Elementary School (ES-15)	\$22,955,000
	Ashburn Area Elementary School (ES-16)	<u>22,955,000</u>
	<i>Subtotal, Schools</i>	<u>\$45,910,000</u>
	<i><u>General Government:</u></i>	
	Western/Neersville Loudoun Fire/Rescue Station	<u>\$7,875,000</u>
	<i>Subtotal, General Government</i>	<u>\$7,875,000</u>
	Total 2008 Referendum	\$53,785,000
November 2009	<i><u>Schools:</u></i>	
	Brambleton Elementary School (ES-14)	\$24,865,000
	Ashburn Area Middle School (MS-6)	47,500,000
	High School (HS-6)	90,260,000
	School Land Sites (3 elementary, 1 middle)	<u>18,660,000</u>
	<i>Subtotal, Schools</i>	<u>\$181,285,000</u>
	<i><u>General Government:</u></i>	
	No Projects	—
	<i>Subtotal, General Government</i>	\$0
	Total 2009 Referendum	\$181,285,000
November 2010	<i><u>Schools:</u></i>	
	Elementary School (ES-20)	\$26,930,000
	Western Loudoun Elementary School (ES-25)	26,930,000
	Catoctin Elementary Renovation	21,385,000
	Waterford Elementary Addition/Renovation	28,520,000
	Middle School (MS-7)	49,355,000
	High School (HS-7)	<u>96,210,000</u>
	<i>Subtotal, Schools</i>	<u>\$249,330,000</u>
	<i><u>General Government:</u></i>	
	Kirkpatrick Farms Fire/Rescue Station	10,790,000
	Brambleton District Park	<u>9,000,000</u>
	<i>Subtotal, General Government</i>	<u>\$19,790,000</u>
	Total 2010 Referendum	\$269,120,000

Capital Improvement Program

Funding the CIP – continued

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2011	<u>Schools:</u>	
	Elementary School (ES-22)	\$28,320,000
	Elementary School (ES-24)	<u>28,320,000</u>
	Subtotal, Schools	\$56,640,000
	<u>General Government:</u>	
	Leesburg South Fire/Rescue Station	<u>\$10,790,000</u>
	Subtotal, General Government	\$10,790,000
	Total 2011 Referendum	\$67,430,000

C. The following projects were approved by Loudoun County voters by referendum for General Obligation Bond financing:

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2005	<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 (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>
	Subtotal, Schools	\$180,440,000
	<u>General Government:</u>	
	Purcellville Fire & Rescue Station	<u>\$8,030,000</u>
	Subtotal, General Government	\$8,030,000
	Total 2005 Referendum	\$188,470,000
November 2004	<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 (3 elementary, 2 middle)	<u>12,545,000</u>
	Subtotal, Schools	\$92,605,000
	<u>General Government:</u>	
	Dulles South Multi-Purpose Center	\$9,000,000
	Loudoun Valley Community Center Renovation	3,700,000
	Lovettsville Park	1,300,000
	Franklin Park Performing Arts Center	<u>1,400,000</u>
	Subtotal, General Government	\$15,400,000
	Total 2004 Referendum	\$108,005,000

Capital Improvement Program

Funding the CIP – continued

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2003	<u>Schools:</u>	
	Belmont Aea Elementary School (ES-6)	\$13,325,000
	Leesburg Area Elementary School (ES-13)	<u>14,065,000</u>
	Subtotal, Schools	\$27,390,000
	<u>General Government:</u>	
	Brambleton Fire/Rescue/Sheriff Station	\$8,630,000
	Lansdowne Fire/Rescue/Sheriff Station	<u>5,895,000</u>
	Subtotal, General Government	\$14,525,000
	Total 2003 Referendum	\$41,915,000
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>
	Subtotal, Schools	\$118,855,000
	<u>General Government:</u>	
	Dulles/Rt. 28 Fire/Sheriff Station	<u>\$8,805,000</u>
	Subtotal, General Government	\$8,805,000
	Total 2002 Referendum	\$127,660,000
November 2001	<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>
	Subtotal, Schools	\$83,140,000
	<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	<u>16,260,000</u>
	Subtotal, General Government	\$46,495,000
	Total 2001 Referendum	\$129,635,000

Capital Improvement Program

Funding the CIP – continued

<u>Referendum Date</u>	<u>Project</u>	<u>Amount</u>
November 2000	<i><u>Schools:</u></i>	
	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>	<u>\$119,865,000</u>
	<i><u>General Government:</u></i>	
	Public Safety Center – Broadlands	<u>\$3,005,000</u>
	<i>Subtotal, General Government</i>	<u>\$3,005,000</u>
	Total 2000 Referendum	\$122,870,000

- D. The following projects were approved in previous years for Virginia Public School Authority general obligation bond financing and do not require a referendum or voter approval. VPSA Funding in prior years includes:

FY 2005	Middle School Renovations	\$5,300,000
	Loudoun County High School Renovations	<u>7,195,000</u>
		\$12,495,000
FY 2004	ES-7 Brambleton Area Elementary School	\$15,126,000
	ES-8 Kirkpatrick Farms Elementary School	<u>15,565,000</u>
		\$30,691,000
FY 2003	Hamilton Elementary School Renovation	\$3,280,000
FY 2002	School Administration Building	\$26,095,000
	Mercer Middle School	15,000,000
	Seneca Ridge Area High School (HS-1)	<u>11,000,000</u>
		\$52,095,000
FY 2001	John W. Tolbert, Jr. Elementary School (ES-1)	\$12,060,000

Capital Improvement Program

Funding the CIP – continued

E. The following projects appear in the proposed CIP to be financed through Lease Purchase:

FY 2007– FY 2012	Commuter Transit Buses	\$7,200,000
	Eastern Vehicle Maintenance Facility	8,500,000
	Fire & Rescue Capital Vehicles	20,940,000
	Adult Detention Center Expansion	46,350,000
	Juvenile Detention Center Expansion	10,125,000
	Land Acquisition Fund	<u>10,475,000</u>
	Total Lease/Purchase Financing	\$103,590,000

PRIOR YEAR

FY 2006	Commuter Transit Buses	\$1,500,000
	Fire & Rescue Capital Vehicles	<u>2,165,000</u>
	Total 2006	\$3,665,000
FY 2005	Commuter Transit Buses	\$335,000
FY 2004	Commuter Transit Buses	\$3,726,000
FY 2003	Adult Detention Center	\$22,680,000
	Public Safety Administration Building	<u>12,310,000</u>
	Total 2003	\$42,716,000

Capital Improvement Program

Previously Authorized Projects

Public Safety

Adult Detention Center - The scope of this project constructs a new adult detention center for 172 secure custody and 48 community custody beds, program and support services, security operations, facility administration, building management areas and magistrate offices totaling approximately 80,000 gross square feet. Construction began in the fall of 2003 and is almost complete. The new jail is scheduled to open the last quarter of 2006.

Brambleton Fire/Rescue/Sheriff Station – This project constructs a Fire/Rescue/Sheriff Station of approximately 23,000 square feet on a proffered site in the Brambleton service area of the County. The site evaluation is complete, and staff is currently inviting PPEA proposals for design and construction of this project. Additional funding has been added in the FY 07 CIP due to escalation in construction material and labor costs.

Fire and Rescue Burn Building And Training Center Expansion – The original project scope was the expansion of the existing Fire and Rescue Training Center. Voters approved general obligation bond funding for this project in November 1999. Design and construction of the facilities will occur at two sites, with the classroom/administration addition attached to the existing building, and construction of the burn building, high-bay/tower, specialty props and training areas at the new Shellhorn site. Construction bids for the full scope of work were received in February 2005, but a contract could not be awarded as the low bid exceeded the construction budget. The scope of the project has been reduced to develop the high-bay training facilities and the burn building. The Board of Supervisors approved the redefined scope and re-bid at its June 7, 2005 business meeting. The construction contract has been awarded, with completion scheduled for Fall 2006.

Lansdowne Fire/Rescue Station – This project constructs an 11,000 square foot Fire/Rescue Station in the Lansdowne service area. A proffered site was evaluated to determine compliance with the proffer and to insure it had adequate buildable acreage for the planned station. Design has been bid and proposals are under review by staff. A Zoning Modification is under review for modification of the building setbacks to allow better usage of the site.

Moorefield Station (Broadlands) Fire/Sheriff Station – This project provides for the construction of an 11,125 square-foot fire/rescue/sheriff station to serve the Broadlands area of the County. The Moorefield Station development proffered a four-acre site in FY 03 for the station. The design phase for the station began in the fall of 2003 and submission of the site plan for County review should occur by mid-June 2006. An RFP for construction will be issued in Fall 2006. Construction duration is 12 months from contract award.

Public Safety Administration Building – The scope of this project is to construct a 55,000 square-foot public safety administration building for the Loudoun County Sheriff's Office to replace 17,000 square feet of leased space. This project is being financed by lease-purchase. A design firm contract was finalized in January 2002 and the design/construction document phases were completed by Fall 2002. The adopted FY 04 capital plan delayed the construction phase of this facility to coordinate construction with the relocation of the Fire/Rescue Burn Building. The project date is pending final construction of the burn building and completion of a Master Plan for Public Safety in FY 07.

Purcellville Fire/Rescue Station – This project constructs a Fire/Rescue Station of approximately 23,000 square feet in the Purcellville Service area to replace Volunteer Stations #2 and #14, which will undergo temporary repairs in the interim until the new station is constructed. Repairs to Station #2 are complete. Repairs to Station #14 are on hold pending input from the volunteers at Station #14. A PPEA proposal for design and construction is being negotiated, with anticipated Board review and action in Summer 2006. An Annexation application for the property has been submitted to the Town of Purcellville, and is being reviewed.

Rt. 28/Dulles Fire/Sheriff Station – A Fire/Sheriff Station of approximately 23,000 square feet will be constructed in the Rt. 28/Dulles corridor to serve the public safety needs of the Rt. 28 corridor. Voters approved general obligation bond financing for this project in November 2002. Obtaining a suitable land site for this project continues to delay the original project schedule. A project design and construction schedule will be finalized upon site acquisition. Additional funding for this project was approved as part of the FY 07 CIP due to escalation in construction material and labor costs.

South Riding Fire/Sheriff Station – A Fire/Sheriff Station of approximately 23,000 square feet will be constructed in the Dulles South subarea to serve the public safety needs of the Dulles South region. Both the programming and design phases have been completed. The station is to be constructed on a 4.7-acre proffered site in the South Riding Development. Construction is underway with completion planned for August 2006, and occupancy in Fall 2006.

Capital Improvement Program

Previously Authorized Projects – continued

Health and Welfare

MH Townhouses - The Department of Mental Health, Mental Retardation and Substance Abuse has purchased five townhouses located in the Ashburn Planning subarea using appropriations from FY 04, 05 and 06. The homes were funded using cash proffers identified within the planning subarea as appropriate for capital facility use. All five homes are occupied by clients. The sixth and last home, a FY 06 townhouse, has not been purchased.

Parks, Recreation and Culture

Carver School Rehabilitation – A senior/community center is planned for development at a historical school building, located in the Town of Purcellville, that first opened in 1948. Site work, renovations and finishes are nearing completion. The projected completion date is July 2006.

Dulles South Multi-Purpose Center, Phase I – This two-phase project will consist of a recreation/community center modeled after the Claude Moore Park Recreation Center in Sterling. Phase I will include construction of 23,900 gross square feet (gsf) of community center and multi-purpose areas including necessary infrastructure for the entire 91,300 gsf facility. Phase II construction, when funded, will include 67,400 gsf of recreation center competition pool, leisure pool, lockers, fitness area, gymnasium and program space. The complete design for the 91,300 gsf facility will be part of the Phase I work. The design phase started in July 2005, and construction of Phase I is slated to begin December 2006 with an August 2007 projected opening.

Edgar Tillet Memorial Park – This project is a proffered park site with the initial phase of ball fields and parking lot being built by the developer. Additional proffer funds have been designated for completion of the park. Ball field construction, including irrigation, turf, fences, backstops and dugouts are complete. The balance of the work for lighting, utilities, trails, and restroom/concessions have been bid separately, and are currently in different phases of the construction process. The park is scheduled for completion in Fall 2006, but some fields are open for scheduled use around the construction schedule. The Board of Supervisors approved this project phasing at its June 7, 2005 business meeting.

Franklin Park Performing Arts Center – Construction documents are complete and permits were issued in October 2005 with an expected award in November, but the incoming bids exceeded the available funding. As a result, the project is being redesigned and bid documents are expected to be back out in June 2006 with a contract award in August 2006. Construction is scheduled for completion by Summer 2007.

Philip A. Bolen Memorial Park – This 200-acre project was part of the FY 04 approved Shellhorn Master Plan. A special exception for the park was approved with conditions requiring town water and sewer. The Town of Leesburg passed a resolution to provide water and sewer in Phase I of the park's development, and meetings between County and Town staff resulted in a final recommendation and an RFP being solicited for the water-sewer design in May 2006. Design is expected to be completed in Spring 2007 with remaining park improvements to be bid for construction. The park is scheduled to open in Spring 2008.

Woodgrove Park – Design documents for the construction of a restroom facility/concession stand and incoming utilities to the site are complete. An IFB was advertised for construction bids, but the three bids received exceeded the budget. PRCS is currently working on value engineering options to achieve the planned improvements within budget.

Capital Improvement Program

Previously Authorized Projects - continued

Elementary Schools

Elementary School at Harmony Intermediate School Site (ES-4) – This new elementary school will be an estimated 90,090 square feet and will be located on a site of approximately 20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2005, and the school is scheduled to open Fall 2007.

Creighton's Corner Elementary School (Brambleton) (ES-9) – This new elementary school will be an estimated 90,090 square feet and will be located on a proffered site of approximately 15-20 acres within the Brambleton development. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2004, and the school is scheduled to open Fall 2007. Due to site acquisition difficulties, the opening of Creighton's Corner ES has been delayed one year.

Sycolin Creek Elementary School (Red Cedar) (ES-13) – This 84,000 square-foot elementary school with an 800-student program capacity was approved for general obligation bond financing on the November 2003 referendum. Due to site acquisition difficulties, the opening of Sycolin Creek ES has been delayed two years, and is now scheduled to open Fall 2007.

Elementary School (Loudoun Valley Estates II/Ashburn) (ES-17) – This new elementary school will be an estimated 90,090 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2005, and the school is scheduled to open Fall 2007.

New Arcola Elementary (Stone Ridge) – This new elementary school will be an estimated 90,090 square feet and will be located on a proffered site of approximately 15-20 acres with the Stone Ridge development. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. Referendum date was November 2005, and the school is scheduled to open Fall 2007.

Hillsboro Elementary School HVAC System/Windows – This project is a facility upgrade of the heating, ventilating, and air conditioning (HVAC) system as well as major components of the electrical system. Included in the project is the installation of fire suppression and sprinkler systems as well as new windows to promote energy savings. This school was constructed in 1966, and this upgrade is proposed to extend the life of the building, reduce maintenance and utility costs. Referendum date was November 2005, and the project will be completed by Fall 2006.

Rolling Ridge Elementary School Renovation – This project includes 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 will be upgraded. Referendum date was November 2005, and the project will be completed by Fall 2007.

Sugarland Run Elementary Renovation – This project includes the addition of a full-size gymnasium, nine classrooms, fire suppression and sprinkler systems. The facility's heating, ventilation, air conditioning, mechanical and electrical systems will be upgraded. Referendum date was November 2005, and the project will be completed by Fall 2007.

Capital Improvement Program

Previously Authorized Projects - continued

Middle Schools

Stone Hill Middle School (Loudoun Valley Estates II/Ashburn) (MS-4) – This new middle school will be an estimated 160,000 square feet and will be located on a proffered site of approximately 35 acres in the Loudoun Valley Estates II development. The school will be designed for an anticipated program capacity of 1,184 students in grades 6 through 8. Referendum date was November 2004, and the school is scheduled to open Fall 2007.

Dulles Area Middle School (MS-5) – This new middle school will be an estimated 172,000 square feet and will be located on a site of approximately 35 acres, either proffered or purchased. The school will be designed for an anticipated program capacity of 1,350 students in grades 6 through 8. Referendum date was November 2005, and the school is scheduled to open Fall 2008.

High Schools

Western Loudoun Area High School (HS-3) – This new high school will be an estimated 245,700 square feet and will be located on an yet to be identified site of approximately 60 acres. The school will be designed for an anticipated program capacity of 1,600 students in grades 9 through 12. Referendum date was November 2005, and the school is scheduled to open Fall 2008.

Loudoun County High School Addition/Renovation – This project constructs a two-story addition that will replace six cottages currently on the school site. Renovations include different program areas as well as guidance offices. Also the upgrade of heating, ventilation, air conditioning, plumbing and electrical systems. This project does not add program capacity at the school. Referendum date was November 2004, and the project is currently underway with completion scheduled Fall 2006.

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Functional Area	# Projects in FY 07-12	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Land Acquisition	-	\$ 61,410	\$ 85,765	\$ 39,795	\$ 18,120	\$ 25,735	\$ 1,300	\$ 2,775	\$ 173,490	\$ -	\$ 234,900
General Government Admin	7	4,320	9,280	6,540	5,210	5,460	10,150	48,840	85,480	84,060	173,860
Transportation	7	26,177	21,872	3,303	2,690	21,345	32,795	31,200	113,205	88,000	227,382
Public Safety	12	47,520	14,200	62,680	29,480	25,595	6,450	12,345	150,750	106,810	305,080
Health and Welfare	12	922	1,040	5,965	7,940	4,425	1,140	6,610	27,120	14,415	42,457
Parks, Recreation and Culture	9	38,403	13,185	12,015	32,330	5,385	6,000	-	68,915	20,065	127,383
Community Development	5	2,290	3,065	7,875	6,070	-	3,500	-	20,510	-	22,800
GRAND TOTAL	52	\$ 181,042	\$ 148,407	\$ 138,173	\$ 101,840	\$ 87,945	\$ 61,335	\$ 101,770	\$ 639,470	\$ 313,350	\$ 1,133,862

Fund Codes	Revenue Source		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	47,942	28,635	24,525	15,920	11,750	10,705	48,285	\$ 139,820	12,495	\$ 200,257
GO - G O Bond	General Obligation Bond	GO	60,685	55,620	35,885	53,625	37,665	8,800	10,790	\$ 202,385	36,875	\$ 299,945
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	-	-	-
L/P - Lease Purchase	Lease Purchase	L/P	30,406	7,650	44,115	15,310	18,135	5,685	12,695	\$ 103,590	175,980	\$ 309,976
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,595	1,392	1,858	-	-	-	-	\$ 3,250	-	\$ 7,845
S - State Grant	State Grant	S	15,051	3,780	245	1,490	145	1,595	-	\$ 7,255	-	\$ 22,306
P - Proffers	Proffers (C.L.I.)	P	18,643	48,265	23,670	9,425	250	1,050	-	\$ 82,660	-	\$ 101,303
VPSA - Bonds	VA Public School Auth Bonds	VPSA	1,430	-	-	-	-	-	-	-	-	\$ 1,430
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	20,000	30,000	30,000	\$ 80,000	88,000	\$ 168,000
F - Fees	Fees	F	2,290	3,065	7,875	6,070	-	3,500	-	\$ 20,510	-	\$ 22,800
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:			\$ 181,042	\$ 148,407	\$ 138,173	\$ 101,840	\$ 87,945	\$ 61,335	\$ 101,770	\$ 639,470	\$ 313,350	\$ 1,133,862

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Land Acquisition		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Administration	Land Acquisition Fund - Co	\$,GO,P	\$ 24,565	\$ 13,390	\$ 3,450	\$ 8,695	\$ 7,075	\$ 1,300	\$ 2,775	\$ 36,685	\$ -	\$ 61,250
Administration	Land Acquisition Fund - Sch	\$,GO,P	36,845	72,375	36,345	9,425	18,660	-	-	136,805	-	173,650
Land Acquisition Subtotals			\$ 61,410	\$ 85,765	\$ 39,795	\$ 18,120	\$ 25,735	\$ 1,300	\$ 2,775	\$ 173,490	\$ -	\$ 234,900

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 38,015	\$ 3,140	\$ 4,720	\$ 2,770	\$ 1,865	\$ 250	\$ 500	\$ 13,245	\$ -	\$ 51,260
GO - G O Bond	General Obligation Bond	GO	16,065	34,360	11,405	-	19,070	-	2,275	67,110	-	83,175
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	-	-	-
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	5,925	4,550	-	-	10,475	-	10,475
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	State Grant	S	-	-	-	-	-	-	-	-	-	-
P - Profiers	Profiers (C, L, I)	P	5,900	48,265	23,670	9,425	250	1,050	-	82,660	-	88,560
VPSA - Bonds	VA Public School Auth Bonds	VPSA	1,430	-	-	-	-	-	-	-	-	1,430
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	-	-	-	-	-	-	-	-	-	-
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:			\$ 61,410	\$ 85,765	\$ 39,795	\$ 18,120	\$ 25,735	\$ 1,300	\$ 2,775	\$ 173,490	\$ -	\$ 234,900

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

General Government Administration		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
General Services	Capital Project Mgmt Support	\$	\$ 1,530	\$ 3,165	\$ 3,260	\$ 3,360	\$ 3,460	\$ 3,565	\$ 3,675	\$ 20,485	\$ -	\$ 22,015
General Services	Church Street Parking Lot	\$	440	240	1,455	100	-	-	-	\$ 1,795	-	\$ 2,235
General Services	Courtroom Additions	\$	-	1,200	-	-	-	-	-	\$ 1,200	-	\$ 1,200
General Services	Courts Expan & Parking, Ph III	\$	-	-	-	-	-	3,500	35,000	\$ 38,500	1,750	\$ 40,250
General Services	DGS Admin., Maint & Storage	L/P	-	-	-	-	-	-	-	\$ -	17,955	\$ 17,955
General Services	Eastern Vehicle Maint Facility	L/P	-	-	-	-	-	835	7,665	\$ 8,500	-	\$ 8,500
General Services	Government Office Space Plan	L/P	-	-	-	-	-	-	-	\$ -	64,355	\$ 64,355
Administration & General Services	Gov't Supp Ctr Infrastructure & Lwr Sycolin Swr Pump Stn	\$	-	3,425	325	-	-	-	-	\$ 3,750	-	\$ 3,750
General Services	Storm Water Management	\$	2,350	1,250	1,500	1,750	2,000	2,250	2,500	\$ 11,250	-	\$ 13,600
Gen Govt Admin Subtotals			\$ 4,320	\$ 9,280	\$ 6,540	\$ 5,210	\$ 5,460	\$ 10,150	\$ 48,840	\$ 85,480	\$ 84,060	\$ 173,860

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 4,320	\$ 9,280	\$ 6,540	\$ 5,210	\$ 5,460	\$ 9,315	\$ 41,175	\$ 76,980	\$ 1,750	\$ 83,050
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchases	Lease Purchase	L/P	-	-	-	-	-	835	7,665	\$ 8,500	82,310	\$ 90,810
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
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	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 4,320	\$ 9,280	\$ 6,540	\$ 5,210	\$ 5,460	\$ 10,150	\$ 48,840	\$ 85,480	\$ 84,060	\$ 173,860

Table 1

**Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)**

Transportation		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Transportation	Commuter Transit Buses	L/P,S	\$ 13,835	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 7,200	\$ -	\$ 21,035
Transportation	Dulles Corridor Rapid Transit	PB	-	-	-	-	20,000	30,000	30,000	\$ 80,000	88,000	\$ 168,000
Transportation	L'burg P&R Lot & Sycolin Rd Impr	\$,GT,S	5,972	5,200	-	-	-	-	-	\$ 5,200	-	\$ 11,172
Transportation	Purcellville Park & Ride	GT,S	800	50	145	350	-	-	-	\$ 545	-	\$ 1,345
Transportation	Regional Park & Ride Lots	\$,GT,S	-	1,780	100	1,140	145	1,595	-	\$ 4,760	-	\$ 4,760
Transportation	Eastern Route 7 Safety Project	\$, GT	300	1,142	1,858	-	-	-	-	\$ 3,000	-	\$ 3,300
Transportation	Road Projects	\$,GO,P,VRA	5,270	12,500	0	0	0	0	0	\$ 12,500	-	\$ 17,770
Transportation Subtotals			\$ 26,177	\$ 21,872	\$ 3,303	\$ 2,690	\$ 21,345	\$ 32,795	\$ 31,200	\$ 113,205	\$ 88,000	\$ 227,382

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 300	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,300
GO - G O Bond	General Obligation Bond	GO	-	12,500	-	-	-	-	-	\$ 12,500	-	\$ 12,500
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	5,561	1,200	1,200	1,200	1,200	1,200	1,200	\$ 7,200	-	\$ 12,761
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,595	1,392	1,858	-	-	-	-	\$ 3,250	-	\$ 7,845
S - State Grant	State Grant	S	10,451	3,780	245	1,490	145	1,595	-	\$ 7,255	-	\$ 17,706
P - Proffers	Proffers (C.L.I.)	P	5,270	-	-	-	-	-	-	\$ -	-	\$ 5,270
VPSPA - Bonds	VA Public School Auth Bonds	VPSPA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	20,000	30,000	30,000	\$ 80,000	88,000	\$ 168,000
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 26,177	\$ 21,872	\$ 3,303	\$ 2,690	\$ 21,345	\$ 32,795	\$ 31,200	\$ 113,205	\$ 88,000	\$ 227,382

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Public Safety		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Combined Facilities	Brambleton Fire/Rescue/Sheriff Stn	\$ GO	\$ 8,130	\$ 2,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,130	\$ -	\$ 10,260
Combined Facilities	Dulles/Rt28 Fire/Rescue/Sheriff Stn	\$ GO	7,905	-	-	-	-	-	-	-	-	\$ 7,905
Combined Facilities	Public Safety Firing Range	\$	-	2,300	6,800	-	-	-	-	\$ 9,100	-	\$ 9,100
Fire & Rescue	Aldie Fire/Rescue Station	GO	-	-	630	7,050	-	-	-	\$ 7,680	-	\$ 7,680
Fire & Rescue	Fire/Rescue Capital Vehicles	L/P	2,165	3,525	3,150	3,310	3,475	3,650	3,830	\$ 20,940	-	\$ 23,105
Fire & Rescue	Fire Station Renovations	\$ GO	1,070	720	6,225	6,000	6,000	2,000	-	\$ 20,945	-	\$ 22,015
Fire & Rescue	Kirkpatrick Farms F/R Stn	GO	-	-	-	-	-	800	7,715	\$ 8,515	-	\$ 8,515
Fire & Rescue	Leesburg So F/R Stn	GO	-	-	-	-	-	-	800	\$ 800	7,715	\$ 8,515
Fire & Rescue	Western/Neersville F/R Sta	\$ GO	515	-	-	665	7,210	-	-	\$ 7,875	-	\$ 8,390
Sheriff's Office	Adult Detention Ctr Expansion	\$ L/P, S	27,735	2,925	39,765	3,660	-	-	-	\$ 46,350	90,000	\$ 164,085
Sheriff's Office	E Loudoun Sheriff's Substn	\$ GO	-	2,600	5,360	-	-	-	-	\$ 7,960	-	\$ 7,960
Sheriff's Office	W Loudoun Sheriff's Substn	GO	-	-	750	7,580	-	-	-	\$ 8,330	-	\$ 8,330
Other	Animal Care Pet Adoption Ctr	GO	-	-	-	-	-	-	-	\$ -	9,095	\$ 9,095
Other	Juvenile Detention Ctr Expansion	L/P	-	-	-	1,215	8,910	-	-	\$ 10,125	-	\$ 10,125
Other	PS Master Plan	\$	-	-	-	-	-	-	-	\$ -	-	\$ -
Public Safety Subtotals			\$ 47,520	\$ 14,200	\$ 62,680	\$ 29,480	\$ 25,595	\$ 6,450	\$ 12,345	\$ 150,750	\$ 106,810	\$ 305,080

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 2,040	\$ 7,750	\$ 6,800	\$ -	\$ -	\$ -	\$ -	\$ 14,550	\$ -	\$ 16,590
GO - G O Bond	General Obligation Bond	GO	16,035	-	12,965	21,295	13,210	2,800	8,515	\$ 58,785	16,810	\$ 91,630
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	-	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	24,845	6,450	42,915	8,185	12,385	3,650	3,830	\$ 77,415	90,000	\$ 192,260
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	4,600	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C,L,I)	P	-	-	-	-	-	-	-	\$ -	-	\$ 4,600
VP - Bonds	VA Public School Auth Bonds	VP - SA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 47,520	\$ 14,200	\$ 62,680	\$ 29,480	\$ 25,595	\$ 6,450	\$ 12,345	\$ 150,750	\$ 106,810	\$ 305,080

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Health and Welfare		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total			
DFS	Emergency Homeless Shelter	\$	-	\$	-	\$	240	\$	2,310	\$	-	\$	2,550	\$	2,550
DFS	Transitional Homeless Shelter	\$	-	-	-	-	-	270	2,590	\$	-	\$	2,860	-	2,860
MH/MR/SAS	MH Group Homes, Mirror Ridge (2)	\$,P	922	400	-	-	-	-	-	\$	-	\$	400	-	1,322
MH/MR/SAS	MH Group Home, Ashburn	\$	-	-	250	1,875	-	-	-	\$	-	\$	2,125	-	2,125
MH/MR/SAS	MH Medically Fragile Supp Living #1	\$	-	-	-	200	1,545	-	-	\$	-	\$	1,745	-	1,745
MH/MR/SAS	MH Supported Living Res #1	P	-	-	-	-	570	-	-	\$	-	\$	570	-	570
MH/MR/SAS	MH Townhouses, Dulles South	\$	-	-	-	-	-	-	570	\$	-	\$	570	-	1,165
MH/MR/SAS	MR Group Homes	\$	-	185	1,410	-	-	-	-	\$	-	\$	1,595	1,960	3,555
MH/MR/SAS	MR Townhouses	\$	-	-	-	505	-	550	570	\$	-	\$	1,625	595	2,220
Youth	Adolescent Day Treatment Facility	\$	-	-	-	350	2,870	-	-	\$	-	\$	3,220	-	3,220
Youth	Adolescent Trans Ind Liv w/ Office Space	\$	-	-	-	-	-	-	-	\$	-	\$	-	4,235	4,235
Youth	Juvenile Probation House	L/P	-	-	-	-	-	-	-	\$	-	\$	-	3,670	3,670
Youth	MH/SA Adolescent Residences	\$	-	-	270	2,250	-	320	2,880	\$	-	\$	5,720	3,360	9,080
Youth	Staff Secured Youth Shelter	\$	-	455	3,685	-	-	-	-	\$	-	\$	4,140	-	4,140
Health and Welfare Subtotals		\$	922	\$	1,040	\$	5,965	\$	7,940	\$	4,425	\$	27,120	\$	42,457

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Fun	Local Tax Funding	\$	-	\$ 1,040	\$ 5,965	\$ 7,940	\$ 4,425	\$ 1,140	\$ 6,610	\$ 27,120	\$ 10,745	\$ 37,865
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$	-	\$
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$	-	\$
L/P - Lease Purch	Lease Purchase	L/P	-	-	-	-	-	-	-	\$	-	\$
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$	-	\$
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$	-	\$
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$	-	\$
P - Proffers	Proffers (C,L,I)	P	922	-	-	-	-	-	-	\$	-	\$ 922
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$	-	\$
PB - Pledge Bond	Pledge Bonds	PB	-	-	-	-	-	-	-	\$	-	\$
F - Fees	Fees	F	-	-	-	-	-	-	-	\$	-	\$
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$	-	\$
Totals:			\$ 922	\$ 1,040	\$ 5,965	\$ 7,940	\$ 4,425	\$ 1,140	\$ 6,610	\$ 27,120	\$ 14,415	\$ 42,457

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

<i>Parks, Recreation and Culture</i>	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
PRCS	\$,P	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 3,000	\$ 9,000
PRCS	GO,P	1,983	-	2,835	25,185	-	-	-	\$ 28,020	-	\$ 30,013
PRCS	\$,GO,P	22,838	2,000	-	-	-	-	-	\$ 2,000	-	\$ 24,839
PRCS	GO	-	-	980	7,145	5,385	-	-	\$ 13,510	-	\$ 13,510
PRCS	\$,GO	3,920	225	-	-	-	-	-	\$ 225	-	\$ 4,145
Library Services	GO	-	-	-	-	-	-	-	-	17,065	\$ 17,065
Library Services	GO	-	-	7,630	-	-	-	-	\$ 7,630	-	\$ 7,630
Library Services	\$	8,251	2,200	-	-	-	-	-	\$ 2,200	-	\$ 10,451
Other	\$,GO	1,400	8,760	570	-	-	-	-	\$ 9,330	-	\$ 10,730
Parks, Rec & Culture Subtotals		\$ 38,403	\$ 13,185	\$ 12,015	\$ 32,330	\$ 5,385	\$ 6,000	\$ -	\$ 68,915	\$ 20,065	\$ 127,383

<i>Fund Codes</i>	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 3,266	\$ 4,425	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 4,925	\$ -	\$ 8,191
GO - G O Bond	General Obligation Bond	GO	28,585	8,760	11,515	32,330	5,385	6,000	-	\$ 63,990	20,065	\$ 112,640
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	-	\$ -
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	6,552	-	-	-	-	-	-	\$ -	-	\$ 6,552
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 38,403	\$ 13,185	\$ 12,015	\$ 32,330	\$ 5,385	\$ 6,000	\$ -	\$ 68,915	\$ 20,065	\$ 127,383

* FY 07 funding for Claude Moore Park Recreation Center is revenue replacement only. It does not increase the cost of the project. Prior allocation reduced by \$2.0 million and FY 07 increased by \$2.0 million.

Table 1

**Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)**

<i>Community Development</i>		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Woods Road Landfill Site Development		F	\$ 2,290	\$ 1,940	\$ 5,625	\$ -	\$ -	\$ -	\$ -	\$ 7,565	\$ -	\$ 9,855
Woods Road Landfill Maintenance Shop		F	-	1,125	-	-	-	-	-	1,125	-	1,125
Woods Road Landfill Sequence III Closure		F	-	-	2,250	-	-	-	-	2,250	-	2,250
Woods Road Landfill Cell I Construction		F	-	-	-	6,070	-	-	-	6,070	-	6,070
Woods Road Landfill Sequence IV Closure		F	-	-	-	-	-	3,500	-	3,500	-	3,500
Community Development Subtotals			\$ 2,290	\$ 3,065	\$ 7,875	\$ 6,070	\$ -	\$ 3,500	\$ -	\$ 20,510	\$ -	\$ 22,800

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	-	-	-
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	-	-	-
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	-	-	-
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
\$ - State Grant	State Grant	S	-	-	-	-	-	-	-	-	-	-
P - Proffers	Proffers (C.L.I)	P	-	-	-	-	-	-	-	-	-	-
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	-	-	-
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	2,290	3,065	7,875	6,070	-	3,500	-	20,510	-	22,800
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:			\$ 2,290	\$ 3,065	\$ 7,875	\$ 6,070	\$ -	\$ 3,500	\$ -	\$ 20,510	\$ -	\$ 22,800

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Elementary Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Elementary	ES-14 Brambleton Area	\$ GO	\$ -	\$ -	\$ -	\$ -	27,630	\$ -	-	\$ 27,630	\$ -	\$ 27,630
Elementary	ES-15 Leesburg Area	\$ GO	-	-	-	25,510	-	-	-	\$ 25,510	-	\$ 25,510
Elementary	ES-16 Ashburn Area	\$ GO	-	0	-	25,510	-	-	-	\$ 25,510	-	\$ 25,510
Elementary	ES-18 South Riding Station	\$ GO, S	-	22,730	-	-	-	-	-	\$ 22,730	-	\$ 22,730
Elementary	ES-19 Ashburn Area	\$ GO	-	22,730	-	-	-	-	-	\$ 22,730	-	\$ 22,730
Elementary	ES-20 Dulles Area	\$ GO	-	-	-	-	-	29,920	-	\$ 29,920	-	\$ 29,920
Elementary	ES-21 Dulles Area	\$ GO	-	-	-	-	-	-	-	\$ -	35,870	\$ 35,870
Elementary	ES-22 Ashburn Area	\$ GO	-	-	-	-	Land	-	31,465	\$ 31,465	-	\$ 31,465
Elementary	ES-24 Leesburg Area	\$ GO	-	-	-	-	Land	-	31,465	\$ 31,465	-	\$ 31,465
Elementary	ES-25 Western Loudoun	\$ GO	-	-	Land	-	-	29,920	-	\$ 29,920	-	\$ 29,920
Elementary	ES-26 Western Loudoun	\$ GO	-	-	-	-	Land	-	-	\$ -	-	\$ -
Elementary	Enlarged Waterford Elem	\$ GO	-	-	-	-	-	31,690	-	\$ 31,690	-	\$ 31,690
Elementary	Catoctin ES Renovation	\$ GO	-	-	-	-	-	23,760	-	\$ 23,760	-	\$ 23,760
Elementary Sub Total:			\$ -	\$ 45,460	\$ -	\$ 51,020	\$ 27,630	\$ 115,290	\$ 62,930	\$ 302,330	\$ 35,870	\$ 338,200

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$ -	\$ 2,517	\$ -	\$ 5,110	\$ 2,765	\$ 11,533	\$ 6,300	\$ 28,225	\$ 3,590	\$ 31,815
GO	General Obligation Bonds	-	38,935	-	45,910	24,865	103,757	56,630	\$ 270,097	32,280	\$ 302,377
S	State Grant-Lottery	-	4,008	-	-	-	-	-	\$ 4,008	-	\$ 4,008
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	-	-	-
VPSA	Virginia Public School Bond	-	-	-	-	-	-	-	-	-	-
Elementary Sub Total:		\$ -	\$ 45,460	\$ -	\$ 51,020	\$ 27,630	\$ 115,290	\$ 62,930	\$ 302,330	\$ 35,870	\$ 338,200

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Middle Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Middle	MS-6 Ashburn Area	\$GO	\$ -	\$ -	Land	\$ -	\$ 52,780	\$ -	\$ -	\$ 52,780	\$ -	\$ 52,780
Middle	MS-7 Dulles Area	\$GO	-	Land	-	-	-	54,840	-	\$ 54,840	-	\$ 54,840
Middle	Middle School Renovations	\$GO,VPSA	36,925	13,820	-	-	-	-	-	\$ 13,820	-	\$ 50,745
Middle	MS-10	\$GO	-	-	-	-	Land	-	-	-	-	\$ -
Middle School Sub Total:			\$ 36,925	\$ 13,820	\$ -	\$ -	\$ 52,780	\$ 54,840	\$ -	\$ 121,440	\$ -	\$ 156,365

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$ -	\$ 1,380	\$ -	\$ -	\$ 5,280	\$ 5,485	\$ -	\$ 12,145	\$ -	\$ 12,145
GO	General Obligation Bonds	31,625	12,440	-	-	47,500	49,355	-	\$ 109,295	-	\$ 140,920
S	State Grant-Lottery	-	-	-	-	-	-	-	-	-	-
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	-	-	-
VPSA	Virginia Public School Bond	5,300	-	-	-	-	-	-	-	-	\$ 5,300
	Middle School Sub Total:	\$ 36,925	\$ 13,820	\$ -	\$ -	\$ 52,780	\$ 54,840	\$ -	\$ 121,440	\$ -	\$ 156,365

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

High Schools											
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 08	FY 09	FY 10	FY 11	FY 12	Total
High	HS-5 Leesburg Area	\$GO	\$	83,080	\$	-	\$	-	\$	-	83,080
High	HS-6 Ashburn Area	\$GO	-	-	-	-	-	100,290	-	-	100,290
High	HS-7 Dulles Area	\$GO	-	Land	-	-	-	-	106,900	-	106,900
High	Advanced Tech Acad	\$GO	-	-	-	-	-	-	-	-	104,690
High	CS Monroe Renovation	\$GO	-	-	-	-	-	-	-	-	40,960
	High School Sub Total:		\$	\$ 83,080	\$	-	\$	\$ 100,290	\$ 106,900	\$	\$ 435,920

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$	\$ 8,310	\$	-	\$	\$ 10,030	\$ 10,680	\$	\$ 29,030	\$ 14,565	\$ 43,595
GO	General Obligation Bonds	-	74,770	-	-	-	90,260	96,210	-	\$ 261,240	131,085	\$ 392,325
S	State Grant-Lottery	-	-	-	-	-	-	-	-	-	-	-
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	-	-	-	-
VPSA	Virginia Public School Bond	-	-	-	-	-	-	-	-	-	-	-
	High School Sub Total:	\$	\$ 83,080	\$	-	\$	\$ 100,290	\$ 106,900	\$	\$ 290,270	\$ 145,650	\$ 435,920

	ALL SCHOOLS TOTAL:	\$	\$ 38,925	\$ 142,360	\$	-	\$ 51,020	\$ 180,700	\$ 277,030	\$ 62,930	\$ 181,520	\$ 932,485
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Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Local Tax Funding	LTF	\$	\$ 12,207	\$	-	\$ 5,110	\$ 18,075	\$ 27,708	\$ 6,300	\$ 69,400	\$ 18,155	\$ 87,555
General Obligation Bond	GO	31,625	126,145	-	-	45,910	162,625	249,322	56,630	640,632	163,365	835,622
State Grant-Lottery	State	-	4,008	-	-	-	-	-	-	4,008	-	4,008
CIP Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-	-
VA Public School Authority	VPSA	5,300	-	-	-	-	-	-	-	-	-	5,300
Totals:		\$ 36,925	\$ 142,360	\$	-	\$ 51,020	\$ 180,700	\$ 277,030	\$ 62,930	\$ 714,040	\$ 181,520	\$ 932,485

**Loudoun County Capital Improvement Program
Impact on Future Debt Ratios (1)**

	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Beginning Net Tax Supported Debt	\$917,423,741	\$1,039,508,960	\$1,128,028,637	\$1,192,089,843	\$1,260,583,843	\$1,306,828,227
New Debt Issued (2)	199,500,000	177,885,000	167,230,000	174,150,000	163,420,000	188,820,000
Retired Debt (Old)	77,414,781	74,755,323	76,118,794	64,221,000	59,520,616	54,914,452
Retired Debt (New)	0	14,610,000	27,050,000	41,435,000	57,655,000	69,255,000
Ending Net Tax Supported Debt	\$1,039,508,960	\$1,128,028,637	\$1,192,089,843	\$1,260,583,843	\$1,306,828,227	\$1,371,478,775
Population (3)	278,778	291,896	305,014	318,132	331,250	344,368
Public School Enrollment (4)	50,740	54,451	58,098	61,861	65,752	69,708
Estimated Property Value (in Millions) (5)	\$63,171	\$69,671	\$76,171	\$82,671	\$89,171	\$95,671
Per Capita Income (6)	\$51,175	\$53,570	\$56,098	\$58,768	\$61,530	\$64,422
Expenditures (in Thousands) (7)	\$1,900,000	\$2,185,000	\$2,513,000	\$2,890,000	\$3,323,500	\$3,822,025
Debt Service	\$121,940,440	\$140,684,773	\$159,253,271	\$165,705,310	\$179,476,701	\$189,217,745
Debt Per Capita (\$2,500)	\$3,729	\$3,864	\$3,908	\$3,962	\$3,945	\$3,983
Debt to Estimated Value (3.0%)	1.65%	1.62%	1.57%	1.52%	1.47%	1.43%
Debt to Per Capita Income (7.5%)	7.29%	7.21%	6.97%	6.74%	6.41%	6.18%
Debt Service to Expenditures (10.0%)	6.42%	6.44%	6.34%	5.73%	5.40%	4.95%

Note: Numbers in parentheses represent generally accepted, or fiscal policy target ratios.

Maximum Outstanding Overlapping Debt Allowed Per Fiscal Policy Guidelines:

1% of Assessed Property Value	\$631,710,000	\$696,710,000	\$761,710,000	\$826,710,000	\$891,710,000	\$956,710,000
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(1) Debt includes appropriation based capital lease obligations. Does not include revenue bonds.

(2) Issued debt retirement rate assumes 20 year maturity on general obligations and capital lease obligations (level principal).

(3) Estimated population provided by the Department of Economic Development.

(4) Public school enrollment from the School Board Adopted Capital Improvements Program.

(5) Estimated property value provided by the Department of Management and Financial Services, and the Commissioner of the Revenue is an estimate of the fair market value of all taxable real and personal property in the County, exclusive of fair market deferrals resulting from Real Property Land Use Assessments (non-taxable base), as of January 1 for each Fiscal Year ending June 30.

(6) Estimated per capita income provided by the Department of Economic Development.

(7) Estimated expenditures provided by the Department of Management and Financial Services.

Capital Improvement Program 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 following "Schedule of Major Financing - Fiscal Years 2007-2012" in the maximum amount of \$1,353,510,000.

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: Public Inspection - This intent shall be in full force and effect with adoption of the Capital Improvement Program. 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.

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Administration

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

<i>Land Acquisition</i>		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Administration	Land Acquisition Fund - Co	\$ GO.P	\$ 24,565	\$ 13,390	\$ 3,450	\$ 8,695	\$ 7,075	\$ 1,300	\$ 2,775	\$ 36,685	\$ -	\$ 61,250
Administration	Land Acquisition Fund - Sch	\$ GO.P	36,845	72,375	36,345	9,425	18,660	-	-	136,805	-	173,650
<i>Land Acquisition Subtotals</i>		\$	\$ 61,410	\$ 85,765	\$ 39,795	\$ 18,120	\$ 25,735	\$ 1,300	\$ 2,775	\$ 173,490	\$ -	\$ 234,900

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 38,015	\$ 3,140	\$ 4,720	\$ 2,770	\$ 1,865	\$ 250	\$ 500	\$ 13,245	\$ -	\$ 51,260
GO - G O Bond	General Obligation Bond	GO	16,065	34,360	11,405	-	19,070	-	2,275	67,110	-	83,175
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	-	-	-
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	5,925	4,550	-	-	10,475	-	10,475
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	State Grant	S	-	-	-	-	-	-	-	-	-	-
P - Proffers	Proffers (C, L, I)	P	5,900	48,265	23,670	9,425	250	1,050	-	82,660	-	88,560
VPSA - Bonds	VA Public School Auth Bonds	VPSA	1,430	-	-	-	-	-	-	-	-	1,430
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	-	-	-	-	-	-	-	-	-	-
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:		\$	\$ 61,410	\$ 85,765	\$ 39,795	\$ 18,120	\$ 25,735	\$ 1,300	\$ 2,775	\$ 173,490	\$ -	\$ 234,900

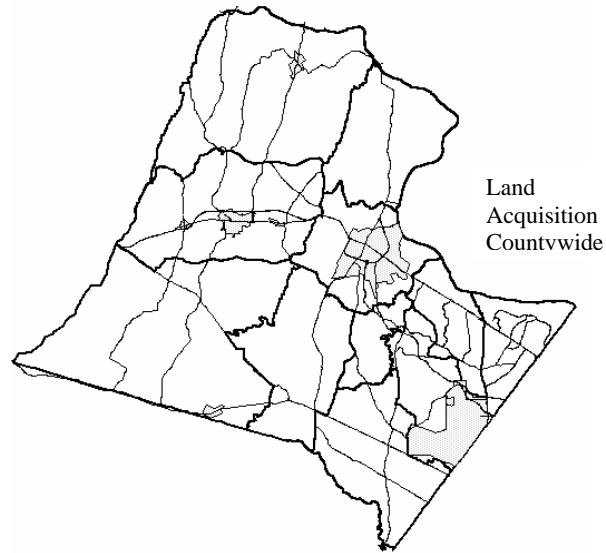
Land Acquisition Fund

County Project Description:

Historically land acquisition for capital projects has been primarily dependent upon proffered land sites. In recent CIPs the supply of proffered sites has decreased and land purchases have become a necessary capital project cost.

The Board of Supervisors took action to consolidate land purchase funding for General Government and Schools sites into a single capital account in FY 02. This account provides the County flexibility in its land acquisition negotiations. As the County continues to develop, this fund has enabled the County to take advantage of investment opportunities as they arise.

During the six-year capital plan, the County will acquire seven School sites and six public use sites through land proffers. The County will purchase eight school sites and twenty general government sites using a combination of voter approved general obligation bond financing, lease/purchase financing or local tax funding.



Referendum Dates:

November 2006, 2007 and 2009.

FY 07 Schools Land Acquisition

The planned land acquisitions include three proffered and two purchased school sites.

- ES-18 South Riding Elementary School (Proffer)
- ES-19 Ashburn Area Elementary School (Proffer)
- HS-6 Ashburn Area High School (Proffer)
- MS-7 Dulles Area Middle School (Purchase)
- HS-7 Dulles Area High School (Purchase)

FY 07 County Land Acquisition

The planned land acquisitions include three proffered sites and five purchased sites.

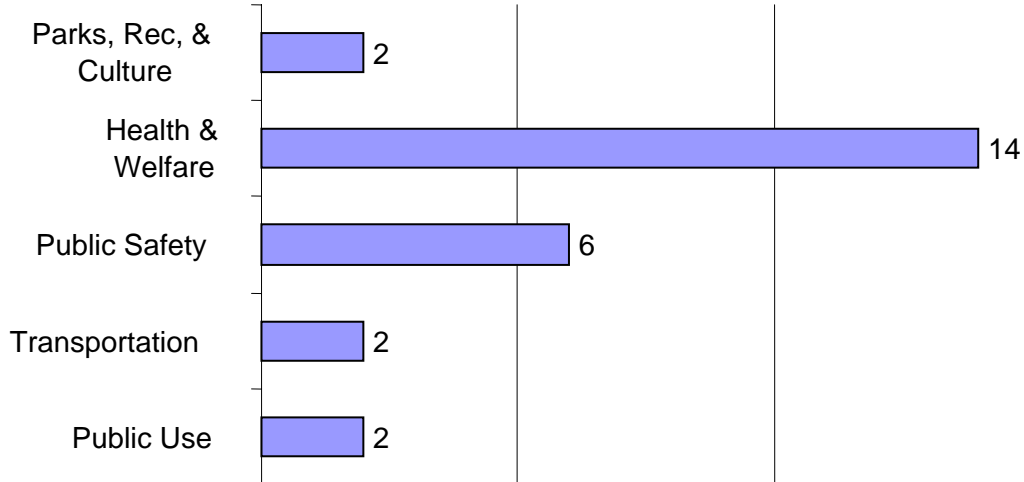
- MR Group Home, Round Hill (Proffer)
- Brambleton District Park (Proffer)
- Gum Spring Library Office Condo (Proffer)
- Aldie Fire/Rescue Station (Purchase)
- Western/Neersville Fire/Rescue Station (Purchase)
- Eastern Loudoun Sheriff's Substation (Purchase)
- Western Loudoun Sheriff's Substation (Purchase)
- Emergency Homeless Shelter (Purchase)

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land - County	24,565	13,390	3,450	8,695	7,075	1,300	2,775	36,685	0	61,250
Land - Schools	36,845	72,375	36,345	9,425	18,660	0	0	136,805	0	173,650
TOTAL COST:	61,410	85,765	39,795	18,120	25,735	1,300	2,775	173,490	0	234,900
Local Tax Funding	38,015	3,140	4,720	2,770	1,865	250	500	13,245	0	51,260
General Oblig. Bonds	16,065	34,360	11,405	0	19,070	0	2,275	67,110	0	83,175
Lease/Purchase	0	0	0	5,925	4,550	0	0	10,475	0	10,475
Proffers (L)	5,900	48,265	23,670	9,425	250	1,050	0	82,660	0	88,560
VPSA	1,430	0	0	0	0	0	0	0	0	1,430
TOTAL FINANCING:	61,410	85,765	39,795	18,120	25,735	1,300	2,775	173,490	0	234,900

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	3,360	4,545	5,010	6,610	6,430	25,955
TOTAL	0	3,360	4,545	5,010	6,610	6,430	25,955

Land Acquisition Fund (Site Acquisition Schedule)

General Government Site Acquisition - 26 Sites

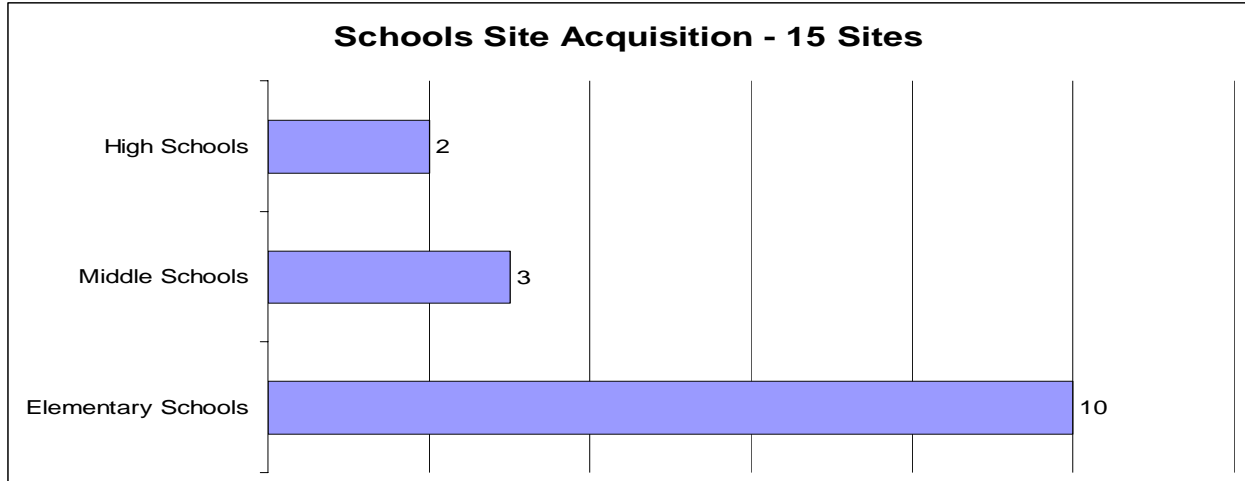


Proffered Sites	Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
MR Group Home, Round Hill	Proffer	1 Site	X						1
Brambleton District Park	Proffer	26 Acres	X						1
Gum Spring Library (Ofc endo)	Proffer	2 Floors	X						1
MH Supported Living Res. #1	Proffer	1 Site				X			1
Proffered Site Totals			3	0	0	1	0	0	4

Site Acquisition	Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
Aldie Fire/Rescue Station	GO	5 acres	X						1
Western/Neersville F/R Station	GO	5 acres	X						1
E Loudoun Sheriff's Substation	Schools	5 acres	X						1
W Loudoun Sheriff's Substatn	GO	5 acres	X						1
Emergency Homeless Shelter	\$	---	X						1
Medically Fragile Supp Liv. #1	\$	1 Site		X					1
MH Group Home, Ashburn	\$	1 Site		X					1
MH/SA Adolescent Residence	\$	3 Sites		X			XX		3
Adolescent Day Treatmnt Fac.	\$	1 Site		X					1
Park & Ride #4	\$	4 acres		X					1
Eastern Vehicle Maint Facility	L/P	15 acres			X				1
Park & Ride #5	\$	5 acres			X				1
Transitional Homeless Shelter	\$	1.5 Acres			X				1
MR Townhouses	\$	3 Sites			X		X	X	3
DGS Admin., Maint & Storage	L/P	10 acres				X			1
Kirkpatrick Farms F/R Station	GO	5 acres				X			1
Leesburg So F/R Station	GO	5 acres						X	1
MH Townhouses, Dulles South	\$	1 Site						X	1
Site Acquisition Totals			5	5	4	2	3	3	22

TOTAL County Sites	8	5	4	3	3	3	26
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Land Acquisition Fund (Site Acquisition Schedule)



Proffered Sites		Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
(ES-14)	Brambleton Area Elementary School	Proffer	20 acres			X				1
(ES-16)	Moorefield Station Area Elem School	Proffer	20 acres		X					1
(ES-18)	So Riding Sta Area Elem School	Proffer	20 acres	X						1
(ES-19)	Ashburn Area Elementary School	Proffer	20 acres	X						1
(ES-20)	Dulles Area Elementary School	Proffer	20 acres		X					1
(ES-21)	Dulles Area Elementary School	Proffer	20 acres		X					1
(HS-6)	Ashburn Area High School	Proffer	75 acres	X						1
Proffer Site Totals				3	3	1	0	0	0	7
Site Acquisition		Source	Land	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total
(ES-22)	Ashburn Area Elementary School	GO	20 acres				X			1
(ES-24)	Leesburg Area Elementary School	GO	20 acres				X			1
(ES-25)	Western Loudoun Area Elem School	GO	20 acres		X					1
(ES-26)	Western Loudoun Area Elem School	GO	20 acres				X			1
(MS-6)	Ashburn Area Middle School	GO	35 acres		X					1
(MS-7)	Dulles Area Middle School	GO, \$	35 acres	X						1
(MS-10)	Western Loudoun Area Middle Sch	GO	35 acres				X			1
(HS-7)	Dulles Area High School	GO, \$	75 acres	X						1
Site Acquisition Totals				2	2	0	4	0	0	8
TOTAL Schools Sites				5	5	1	4	0	0	15

Notes

General Government

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

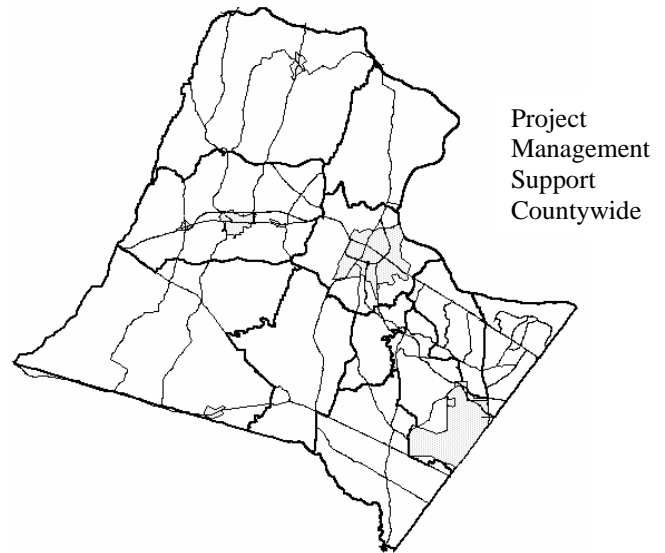
General Government Administration		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
General Services	Capital Project Mgmt Support	\$	\$ 1,530	\$ 3,165	\$ 3,260	\$ 3,360	\$ 3,460	\$ 3,565	\$ 3,675	\$ 20,485	\$ -	\$ 22,015
General Services	Church Street Parking Lot	\$	440	240	1,455	100	-	-	-	\$ 1,795	-	\$ 2,235
General Services	Courtroom Additions	\$	-	1,200	-	-	-	-	-	\$ 1,200	-	\$ 1,200
General Services	Courts Expan & Parking, Ph III	\$	-	-	-	-	-	3,500	35,000	\$ 38,500	1,750	\$ 40,250
General Services	DGS Admin., Maint & Storage	L/P	-	-	-	-	-	-	-	\$ -	17,955	\$ 17,955
General Services	Eastern Vehicle Maint Facility	L/P	-	-	-	-	-	835	7,665	\$ 8,500	-	\$ 8,500
General Services	Government Office Space Plan	L/P	-	-	-	-	-	-	-	\$ -	64,355	\$ 64,355
Administration & General Services	Gov't Supp Ctr Infrastructure & Lwr Sycolin Swr Pump Stn	\$	-	3,425	325	-	-	-	-	\$ 3,750	-	\$ 3,750
General Services	Storm Water Management	\$	2,350	1,250	1,500	1,750	2,000	2,250	2,500	\$ 11,250	-	\$ 13,600
Gen Govt Admin Subtotals			\$ 4,320	\$ 9,280	\$ 6,540	\$ 5,210	\$ 5,460	\$ 10,150	\$ 48,840	\$ 85,480	\$ 84,060	\$ 173,860

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 4,320	\$ 9,280	\$ 6,540	\$ 5,210	\$ 5,460	\$ 9,315	\$ 41,175	\$ 76,980	\$ 1,750	\$ 83,050
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$ -	-	\$ -
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchas	Lease Purchase	L/P	-	-	-	-	-	835	7,665	\$ 8,500	82,310	\$ 90,810
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C.L.I.)	P	-	-	-	-	-	-	-	\$ -	-	\$ -
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 4,320	\$ 9,280	\$ 6,540	\$ 5,210	\$ 5,460	\$ 10,150	\$ 48,840	\$ 85,480	\$ 84,060	\$ 173,860

Capital Project Management Support

County Project Description:

During FY 05, the County Administrator created an interdisciplinary CIP team to examine the County's capital project delivery process and make process and organizational structure improvement recommendations to the County Administrator. The team consists of staff representatives from the Departments of Management and Financial Services, General Services, Parks, Recreation and Community Services, Building and Development, and County Administration. The team identified the need for additional capital project management resources, including 14.00 FTE and contractual services, which were approved during the FY 06 budget process. In Fall 2005 the team recommended the creation of a separate Office of Capital Construction (OCC) by combining existing project management staff from General Services, Parks, Recreation and Community Services, and additional staffing and contractual resources. The Board of Supervisors approved the creation of this new office during the FY 07 budget process. Information on the Office of Capital Construction is included on pages 10 in Volume 1 this document. The CIP Team will continue to facilitate capital project planning and implementation through the establishment of the new agency in FY 07.



Office of Capital Construction (\$2,806,000)

The Office of Capital Construction (OCC) combines 23 existing project management staff, contractual resources added in FY 06, two approved enhancement positions, and four additional positions that were approved utilizing existing vacant positions to be identified and transferred during FY 07. The OCC is supported by local tax funding in the Capital Projects Fund.

Technical Support Staff: (\$359,000)

The Board added 3.00 FTE in FY 06 to enhance critical support processes in the implementation of capital project development. These positions provide technical reviews and determinations that insure projects stay on schedule and are located in the Procurement Division of Management and Financial Services, the County Attorney's Office, and the Zoning Division of Building and Development. One additional position in the Procurement Division was also approved utilizing an existing vacant position to be identified and transferred during FY 07. These positions remain in their respective departments and are supported by local tax funding in the Capital Projects Fund.

Operating Impact:

The existing and proposed positions and contractual services are funded in the Capital Projects Fund using local tax funding. Staff is developing a methodology to charge project management staff and resources directly to capital projects. Meanwhile, Capital Project Management Support is identified on this page with an FY 07 total cost of \$3.2 million, or roughly 2% of the County's capital budget.

The FY 07 Adopted Capital Improvements Program includes \$12.5 million for preliminary engineering for road construction projects. A multi-departmental enhancement adding 4.00 FTE to the Office of Transportation Services, the Office of Capital Construction, and Management and Financial Services was approved with the addition of this preliminary engineering funding.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Operating Support	1,530	3,165	3,260	3,360	3,460	3,565	3,675	20,485	0	22,015
Construction	0	0	0	0	0	0	0	0	0	0
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	1,530	3,165	3,260	3,360	3,460	3,565	3,675	20,485	0	22,015
Local Tax Funding	1,530	3,165	3,260	3,360	3,460	3,565	3,675	20,485	0	22,015
TOTAL FINANCING:	1,530	3,165	3,260	3,360	3,460	3,565	3,675	20,485	0	22,015

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	3,165	3,260	3,360	3,460	3,565	3,675	20,485
Debt Service	0	0	0	0	0	0	0
TOTAL:	3,165	3,260	3,360	3,460	3,565	3,675	20,485

Church Street Parking Lot

County Project Description:

This project provides for the construction of a parking lot on the site of the existing Adult Detention Center in Leesburg following its scheduled demolition in FY 07. The scope of work includes paving and associated storm water management, landscaping and lighting improvements. Archaeological and environmental studies are required to complete the construction documents. In addition, telecommunications and data cabling must be relocated from the building site before the demolition phase of the old jail may begin.

The project will provide a total of 246 parking spaces for use by the Courts at the old jail site upon completion of the project.



Operating Impact:

Operating costs consist of general maintenance and utility costs to light the parking lot.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	180	240	0	0	0	0	0	240	0	420
Construction	260	0	1,455	0	0	0	0	1,455	0	1,715
Furnishings/Equipment	0	0	0	100	0	0	0	100	0	100
TOTAL COST:	440	240	1,455	100	0	0	0	1,795	0	2,235
Local Tax Funding	440	240	1,455	100	0	0	0	1,795	0	2,235
TOTAL FINANCING:	440	240	1,455	100	0	0	0	1,795	0	2,235

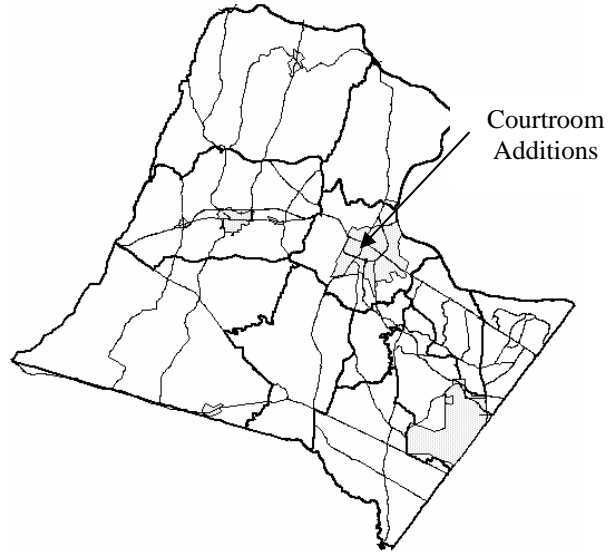
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	7	7	7	8	29
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	7	7	7	8	29

Courtroom Additions

County Project Description:

The County completed the construction of a new 83,000 square-foot courthouse with eight courtrooms and ten judges' chambers in FY 04. During the second phase of construction, the space for two future courtrooms was included in the shell of the building for future expansion needs.

This project provides for completion of the two courtrooms to support operation of the District and Circuit Courts. The project will build out approximately 3,500 square feet of courtroom space for use in FY 07.



Operating Impact:

The project is expected to open during the second half of FY 07. General maintenance and utility costs are included in the Department of General Services' operating budget. Five (5.00) additional FTE's were approved for the Sheriff's Office in FY 07 to provide security.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	55	0	0	0	0	0	55	0	55
Construction	0	1,080	0	0	0	0	0	1,080	0	1,080
Furnishings/Equipment	0	65	0	0	0	0	0	65	0	65
TOTAL COST:	0	1,200	0	0	0	0	0	1,200	0	1,200
Local Tax Funding	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

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	165	610	850	865	885	905	4,280
Debt Service	0	0	0	0	0	0	0
TOTAL:	165	610	850	865	885	905	4,280

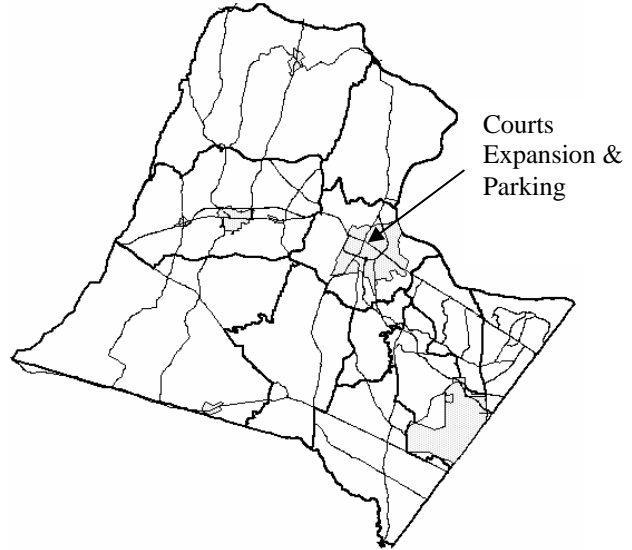
Courts Expansion & Parking, Phase III

County Project Description:

This project provides for the construction of a new facility for the General District Court and its clerk's office. The expansion would consist of approximately 100,000 square feet of courtroom and judicial office space and a 300-space structured parking garage.

Phases I and II of the project included renovation of the old courts and administration buildings and construction of new court facilities from FY 98 through FY 04.

Loudoun County has grown more rapidly than projections anticipated in a 1997 court study. The increasing pace of development activity 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.



Operating Impact:

The project would be constructed during FY 12, thus no operational impact occurs during the capital planning period.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	3,500	0	3,500	0	3,500
Construction	0	0	0	0	0	0	35,000	35,000	0	35,000
Furnish./Equipment	0	0	0	0	0	0	0	0	1,750	1,750
TOTAL COST:	0	0	0	0	0	3,500	35,000	38,500	1,750	40,250
Local Tax Funding	0	0	0	0	0	3,500	35,000	38,500	1,750	40,250
TOTAL FINANCING:	0	0	0	0	0	3,500	35,000	38,500	1,750	40,250

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

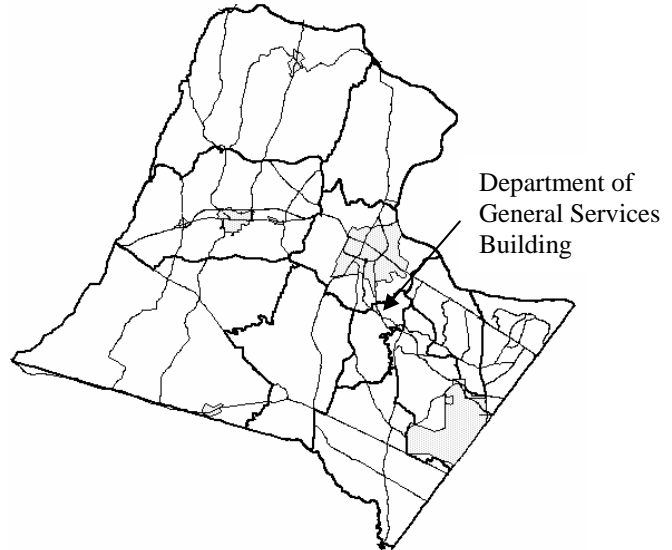
Department of General Services Administration, Maintenance & Storage Building

County Project Description:

This project consists of the construction of a 60,000 square-foot structure on a 10-acre site for the Department of General Services, containing administrative offices, maintenance shops and warehouse space, potentially on the expanded Government Support Center Site.

The current warehouse, jointly occupied by the County and School System, no longer has the space capacity to serve the needs of both occupants. Until this project is completed, the County will continue to lease space to meet its needs for office, shops and warehousing. During this leasing phase, the current warehouse will revert solely to the School System.

This new building would include indoor storage areas, shipping and receiving areas, space for surplus material awaiting disposition, secure storage for high-value items, staging areas for project materials, air-conditioned space for storage of archived records, and a forklift maintenance area and shop space for County carpentry, electrical, and mechanical shops. Loading docks, an outside material staging area, protected equipment storage areas, and parking are also included. Administrative offices for the Department of General Services would be relocated from leased space to this facility. The Department of Fire and Rescue Services would use approximately 8,800 square feet of warehouse space in the facility for storage.



Operating Impact:

The project has been included in future fiscal years due to debt cap issuance limitations so there is no operating impact in the current planning period.

Debt Service:

The project is proposed for lease/purchase financing in the last year of the CIP. Debt service will be incurred on the project in future fiscal years.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	**	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	1,850	1,850
Construction	0	0	0	0	0	0	0	0	15,440	15,440
Furnishings/Equipment	0	0	0	0	0	0	0	0	665	665
TOTAL COST:	0	0	0	0	0	0	0	0	17,955	17,955
Lease/Purchase	0	0	0	0	0	0	0	0	17,955	17,955
TOTAL FINANCING:	0	0	0	0	0	0	0	0	17,995	17,955

**Land acquisition is scheduled in FY 10 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

Eastern Vehicle Maintenance Facility

County Project Description:

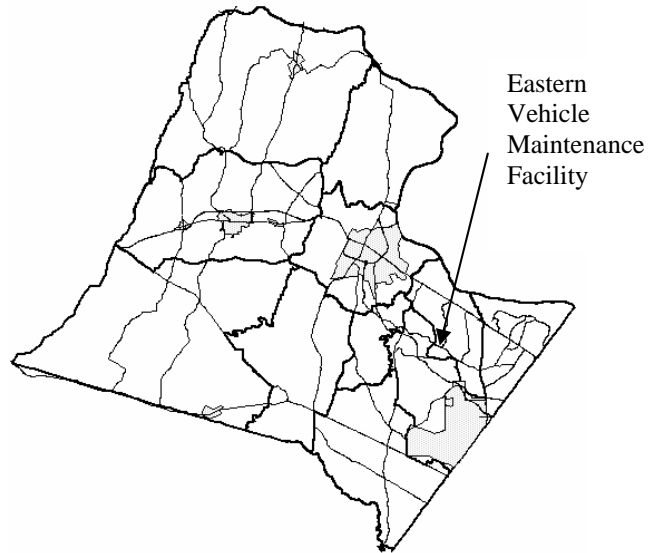
This is a joint project that would provide a combined County and School satellite vehicle maintenance facility in Eastern Loudoun County. The facility would require a minimum 15-acre buildable site that would accommodate a maintenance building of approximately 25,000 square feet, a covered fueling facility of about 3,000 square feet and parking to support School vehicles and buses, County vehicles including public safety vehicles and commuter buses, and an impound vehicle lot.

The facility site must be appropriately zoned for this use, and a Special Exception (SPEX) requirement is expected. The fueling facility would be contractor-developed and operated under the School's fuel contract.

This facility is necessary for two reasons. First, to meet increasing service demands due to the County's growth and second, to provide greater efficiency in vehicle transport and use in the eastern area of the County. The FY 05-FY 14 Proposed Capital Needs Assessment originally proposed this facility for FY 09.

Operating Impact:

This project would be constructed during FY 12, thus no operational impact occurs during the six-year planning period.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	**	0	0	0	0	0	0
Professional Services	0	0	0	0	0	835	0	835	0	835
Construction	0	0	0	0	0	0	7,665	7,665	0	7,665
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	0	835	7,665	8,500	0	8,500
Lease/Purchase	0	0	0	0	0	835	7,665	8,500	0	8,500
TOTAL FINANCING:	0	0	0	0	0	835	7,665	8,500	0	8,500

**Land acquisition is scheduled in FY 09 from the Land Acquisition Fund (Page 473).

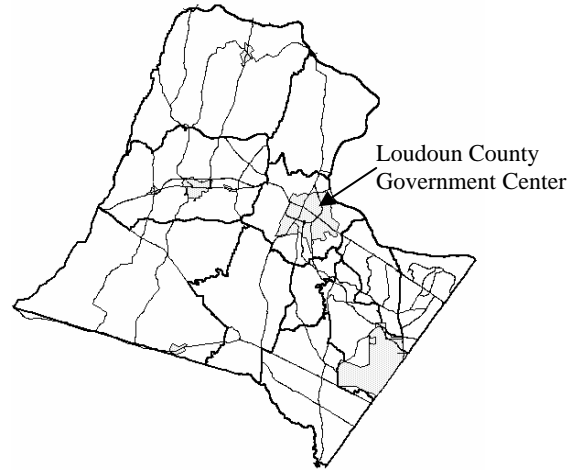
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	150	585	620	875	2,230
TOTAL	0	0	150	585	620	875	2,230

Government Office Space Plan

County Project Description:

During the FY 01 budget process, the Board of Supervisors retained funding for future government office needs as a “placeholder” in the Capital Improvement Program. The Board created the Facility and Office Space Task Force, a citizen body charged with developing a long-range general office space plan for the County Government and School System. The Task Force presented its final report to the Finance/Government Services Committee on March 5, 2001. The report included the following recommendations:

- Maintaining the County Government Center in its present form as the administrative and financial headquarters for the County Government.
- Construction of an easily accessible 116,000 square-foot community development center in the vicinity of the County Government Center.
- Maintaining the Shenandoah Building as the principal location for County community services agencies. Relocation of Parks & Recreation’s Aging Services division to an 8,000 square-foot facility in Central Loudoun.
- Construction by 2010 of a 33,000 square-foot Parks, Recreation & Community Services administrative facility to be co-located with other recreation functions, possibly at a County park.
- Construction of up to three 10,000 square-foot customer service centers in the southern, eastern and western areas of the County providing tax collection, building permit and plans review services, and Board office and meeting areas.
- Construction of a 70,000 square-foot eastern Loudoun community services center.
- Construction of an 112,000 square-foot School administration facility at a location to be determined.
- Construction of another parking deck to serve the Courts Phase III Project using local taxes funding is proposed in future fiscal years.
- Construction of additional space to meet the information technology needs for the Department of Information Technology which supports County and School operations.



The Board directed staff to solicit proposals in FY 02 from the private sector to address additional space needs, looking at the possibility of long-term leases and/or ownership. This process was completed and, pending further review and analysis of the proposals, project estimates are reflected in future fiscal years.

Operating Impact:

Operating impacts are beyond the six-year capital planning period. Future operating impacts will be developed as specific building and operational plans are finalized.

Debt Service:

The project is proposed for lease/purchase financing in future fiscal years. Debt service would be incurred on the project and a schedule of debt impact would be developed as the project schedule is determined.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	6,330	6,330
Construction	0	0	0	0	0	0	0	0	52,750	52,750
Furnishings/Equipment	0	0	0	0	0	0	0	0	5,275	5,275
TOTAL COST:	0	0	0	0	0	0	0	0	64,355	64,355
Lease/Purchase	0	0	0	0	0	0	0	0	64,355	64,355
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	0	0	64,355	64,355

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

Government Support Center Infrastructure and Lower Sycolin Road Sewer Pump Station

County Project Description:

Government Support Center Infrastructure (\$2,550,000)

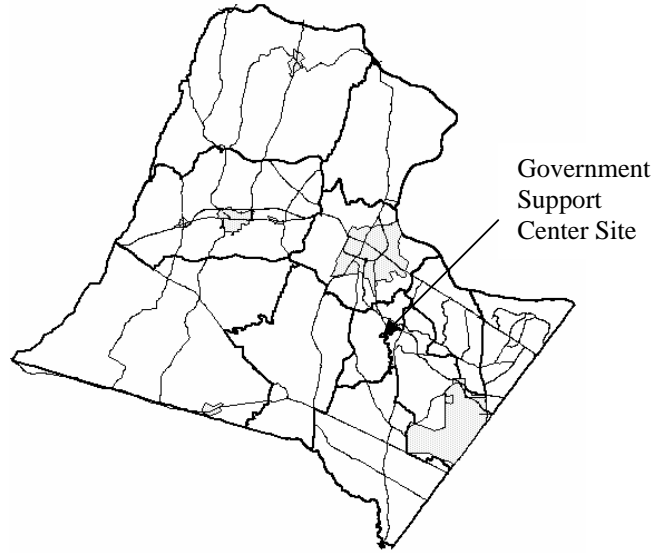
This project constructs capital infrastructure improvements identified in the Loudoun County Government Support Center Master Plan, the Countywide Transportation Plan and the Town of Leesburg's Water and Sewer Master Plan.

The Town's approved utilities plan necessitates the extension of the County's sewer system to the proposed Lower Sycolin sewer pump station scheduled to be completed by FY 09. This project reroutes the existing sanitary sewer system on the original 92-acre Government Support Center site and extends the system for the 462-acre Shellhorn Tract to that pump station. A future phase will complete the section of Crosstrails Boulevard and Kincaid Drive on the County's property when the surrounding area is developed.

The infrastructure improvements are necessary to meet current and future transportation and land development requirements. The construction of this entire area must be completed prior to 2015, the trigger year based upon population growth.

Lower Sycolin Sewer Pump Station (\$1,200,000)

This project also constructs the Lower Sycolin pump station through a partnership with the Town of Leesburg. This waste water treatment facility is critical to support the existing and planned facilities on the Government Support Center site as well as the Shellhorn Tract. The planned Phase II Adult Detention Center expansion will create wastewater flows exceeding the capacity of the existing airport pump station. A joint County and Town planning team identified the design and construction of the Lower Sycolin pump station as a high priority in FY 07 - FY 09 to insure adequate waste water infrastructure to provide service to the County's planned facilities.



The Board approved FY 07 funding for design and construction to have the pump station completed and operational prior to the opening of Phase II of the new ADC. Town of Leesburg Public Works staff would procure design and construction services and provide project management support. Staff is working on a memorandum of understanding, cost sharing plan, and future pro rata reimbursement schedule for the implementation of the project.

Operating Impact:

There will be minimal operating impact for the infrastructure project. LCSA will maintain the main lines and County responsibility will be limited to minimal lateral maintenance. There are no operating budget impacts for the pump station project. The facility will be owned and operated by the Town of Leesburg.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	500	0	0	0	0	0	500	0	500
Construction	0	2,925	325	0	0	0	0	3,250	0	3,250
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	3,425	325	0	0	0	0	3,750	0	3,750
Local Tax Funding	0	3,425	325	0	0	0	0	3,750	0	3,750
TOTAL FINANCING:	0	3,425	325	0	0	0	0	3,750	0	3,750

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

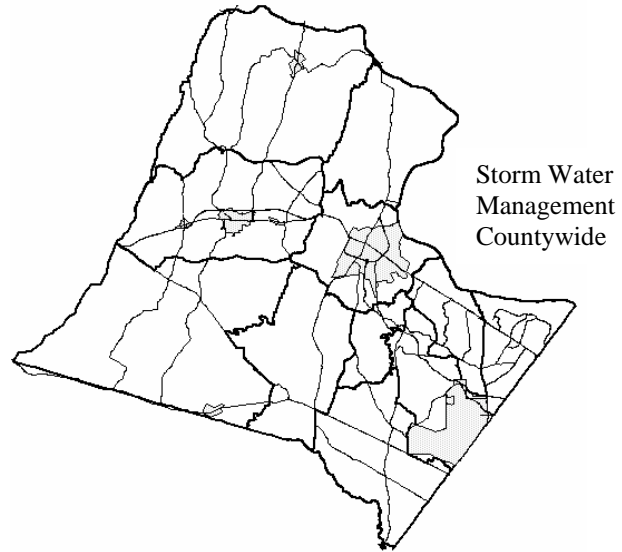
Storm Water Management

County Project Description:

The County completed a storm water management survey in FY 02 and initiated the development of an overall storm water management program to meet the Environmental Protection Agency's Phase II stormwater discharge permit requirements.

The infrastructure survey and the development of the overall storm water management program will identify projects and storm water management activities to be supported by these capital funds. Additionally, this funding will provide for maintenance, repair and replacement of selected system components to move toward restoration of the system to its original design capabilities.

The Board of Supervisors approved the development of a long-range storm water management strategic plan with a view toward identifying the need to construct additional capital facilities in the FY 05 - 14 time frame. The strategic plan is scheduled to be completed in FY 2007. This capital project will accumulate capital funding to meet anticipated storm water management needs countywide.



Operating Impact:

The Department of General Services manages this program. The annual cost for personnel and operations is projected at \$160,000 in FY 07.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
Local Tax Funding	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600
TOTAL FINANCING:	2,350	1,250	1,500	1,750	2,000	2,250	2,500	11,250	0	13,600

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	160	166	173	180	187	195	1,061
Debt Service	0	0	0	0	0	0	0
TOTAL:	160	166	173	180	187	195	1,061

Notes

Transportation

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

<i>Transportation</i>	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Transportation	L/P,S	\$ 13,835	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 7,200	\$ -	\$ 21,035
Transportation	PB	-	-	-	-	20,000	30,000	30,000	\$ 80,000	88,000	\$ 168,000
Transportation	\$,GT,S	5,972	5,200	-	-	-	-	-	\$ 5,200	-	\$ 11,172
Transportation	GT,S	800	50	145	350	-	-	-	\$ 545	-	\$ 1,345
Transportation	\$,GT,S	-	1,780	100	1,140	145	1,595	-	\$ 4,760	-	\$ 4,760
Transportation	\$ GT	300	1,142	1,858	-	-	-	-	\$ 3,000	-	\$ 3,300
Transportation	\$,GO,P,VRA	5,270	12,500	0	0	0	0	0	\$ 12,500	-	\$ 17,770
	<i>Transportation Subtotals</i>	\$ 26,177	\$ 21,872	\$ 3,303	\$ 2,690	\$ 21,345	\$ 32,795	\$ 31,200	\$ 113,205	\$ 88,000	\$ 227,382

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ 300	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,300
GO - G O Bond	General Obligation Bond	GO	-	12,500	-	-	-	-	-	\$ 12,500	-	\$ 12,500
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	5,561	1,200	1,200	1,200	1,200	1,200	1,200	\$ 7,200	-	\$ 12,761
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	4,595	1,392	1,858	-	-	-	-	\$ 3,250	-	\$ 7,845
S - State Grant	State Grant	S	10,451	3,780	245	1,490	145	1,595	-	\$ 7,255	-	\$ 17,706
P - Proffers	Proffers (C.L.I)	P	5,270	-	-	-	-	-	-	\$ -	-	\$ 5,270
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	20,000	30,000	30,000	\$ 80,000	88,000	\$ 168,000
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
	<i>Totals:</i>		\$ 26,177	\$ 21,872	\$ 3,303	\$ 2,690	\$ 21,345	\$ 32,795	\$ 31,200	\$ 113,205	\$ 88,000	\$ 227,382

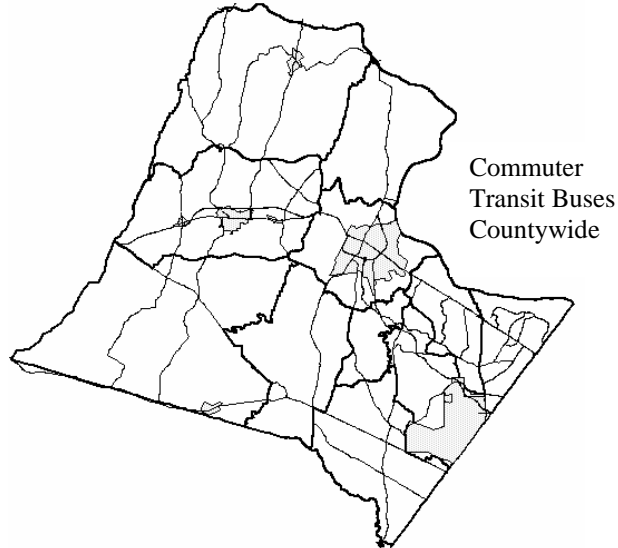
Commuter Transit Buses

County 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 acquired. The current operating plan acquires two transit buses yearly through the six-year capital planning period.

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 for FY 04 through FY 06. There is no attempt to project possible future State funding levels over the six-year planning period. This project page forecasts the potential lease/purchase financing amounts the County should plan for if the current acquisition plan remains in place.

A total of seven buses were purchased in FY 06 as a result of additional capital funds being available to the County, allowing for service expansion into the Dulles South area. These additional buses will be placed into service in the first quarter of FY 07. With the two buses included in the FY 07 Proposed budget, the commuter bus fleet will total 33 buses.



Operating Impact:

The Commuter Bus program's operating and debt service impacts are covered through a combination of fare revenues, State operating assistance, and gasoline tax revenues. There is no impact on local tax funding.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Bus Acquisition	13,835	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	21,035
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	13,835	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	21,035
State Grants	8,274	0	0	0	0	0	0	0	0	8,274
Lease/Purchase	5,561	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	12,761
TOTAL FINANCING:	13,835	1,200	1,200	1,200	1,200	1,200	1,200	7,200	0	21,035

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	30	325	605	875	1,135	1,380	4,450
TOTAL	30	325	605	875	1,135	1,380	4,450

Dulles Corridor Rapid Transit Project

County 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 that would terminate at a station on the Dulles Greenway at Route 772. 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.

Jurisdictions seeking Federal transit funding are required to conform to extensive application requirements. The Virginia Department of Rail and Public Transportation (VDRPT), which initially served as the managing agency, released a Draft Environmental Impact Statement (EIS) in June 2002. In conformance with the Federal application process, public hearings were held during the summer, with the project steering committee identifying its Locally Preferred Alternative (LPA) in October 2002. Subsequent to the selection of the LPA and under guidance from the Federal Transit Administration, VDRPT submitted a Supplemental Draft EIS that divided the LPA into two phases. The first phase, which would become operational by 2011, 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 and the Metrorail extension from the State of Virginia. 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.

The Fairfax County Board of Supervisors approved the creation of a Special Tax District to finance the County's share of Phase I capital costs in February 2004. On June 10, 2004, the Federal Transit Administration (FTA) authorized the commencement of preliminary engineering. The final environmental impact statement was approved by the FTA in December 2004 and construction on Phase I is anticipated to commence in 2007. Preliminary engineering activities will be funded by a combination of State and Federal appropriations. Loudoun County's contributions will not be required until Phase 2 construction gets underway in FY 09.

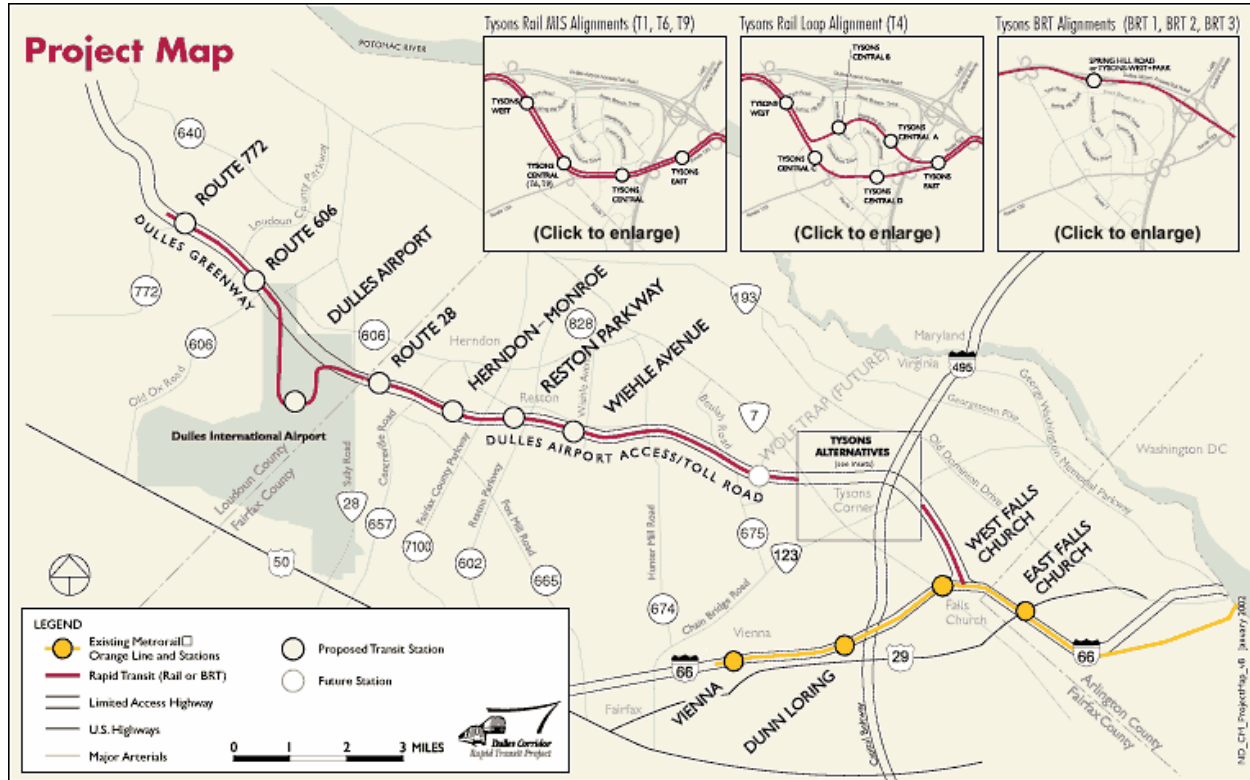
Project Costs:

As currently envisioned, implementation of Phase 1 is estimated to cost approximately \$2.1 billion by 2016, assuming the Federal government provides its share of expenditures on an as-needed basis. Phase 2, which is currently in preliminary engineering, was estimated to total \$1.9 billion in the DEIS. The Federal Transit Administration, the State of Virginia, Fairfax County, the Metropolitan Washington Airport Authority 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 a pending application to the Federal Transit Administration. Loudoun County's contributions towards Phase 2 construction would begin in FY 09, with the projected share to be funded through the sale of Pledge Bonds. The annual debt service on the Pledge Bonds will use approximately \$16 million in BPOL tax revenues.

Loudoun County Project Costs:

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. The EIS currently estimates that Loudoun's share of operating costs would total about \$8 million during the first year of operation. The FY 02 fiscal plan established a Public Transportation Fund which provides the resources necessary to continue County support for organizations currently receiving gasoline tax subsidies. All costs are planning figures and are subject to change pending final decisions by the Dulles Task Force and the Federal Transit Administration.

Dulles Corridor Rapid Transit Project (Continued)



Map Source: Virginia Department of Rail & Public Transportation

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	20,000	30,000	30,000	80,000	88,000	168,000
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	20,000	30,000	30,000	80,000	88,000	168,000
Pledge Bonds	0	0	0	0	20,000	30,000	30,000	80,000	88,000	168,000
TOTAL FINANCING:	0	0	0	0	20,000	30,000	30,000	80,000	88,000	168,000

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	500	2,725	5,638	8,863
TOTAL	0	0	0	500	2,725	5,638	8,863

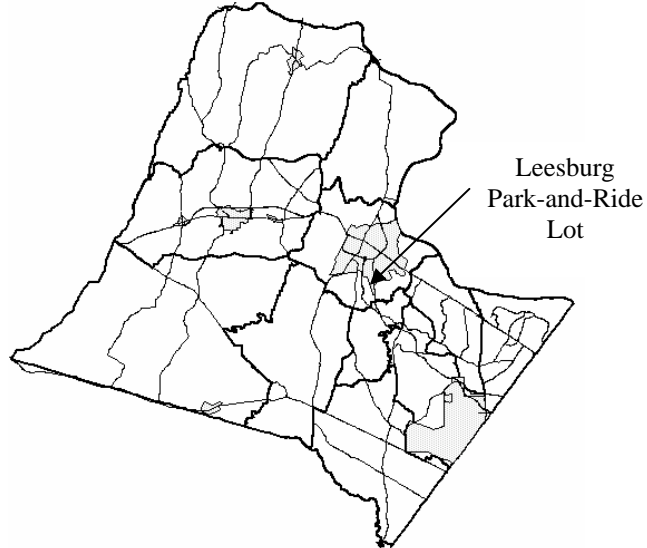
Leesburg Park-and-Ride Lot & Sycolin Road Improvements

County Project Description:

This project provides for the construction of a 600-700 space park-and-ride lot for the Leesburg area to replace a 200-space leased lot. This project is a required element of the Metropolitan Washington Council of Government's (COG) Constrained Long-Range Plan for transportation improvements needed to achieve regional air quality objectives. In addition, it is also a supported objective of the Virginia Department of Transportation's District-Wide Park and Ride Lot Feasibility Study.

In 2005 the Board of Supervisors approved a special exception to locate the lot on a ten-acre parcel owned by the County adjacent to Philip A. Bolen Park. In FY 06 \$2.2 million in funding from the Transportation Fund was allocated to fund the design phase of this project.

The lot will be paved and lighted. In addition, a raised, concrete walking area with suitable protection from the weather for patrons is planned. Bicycle lockers, telephone service and other commuter amenities are also planned. The project also includes four-lane improvements to Sycolin Road from Government Center Drive to the entrance to the park and ride lot. Additional local tax funding was approved in FY 07 to complete the Park-and-Ride lot and for the improvements to Sycolin Road which are needed for access to the lot.



Operating Impact:

Annual operating impacts are projected to be \$10,000 in FY 08 for utilities and maintenance for this surface parking lot.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Professional Services	2,700	0	0	0	0	0	0	0	0	2,700
Construction	3,272	5,200	0	0	0	0	0	5,200	0	8,472
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	5,972	5,200	0	0	0	0	0	5,200	0	11,172
State Grant	1,577	1,950	0	0	0	0	0	1,950	0	3,527
Local Tax Funding	0	3,000	0	0	0	0	0	3,000	0	3,000
Public Transport. Fund	2,072	0	0	0	0	0	0	0	0	2,072
Gas Tax	2,323	250	0	0	0	0	0	250	0	2,573
TOTAL FINANCING:	5,972	5,200	0	0	0	0	0	5,200	0	11,172

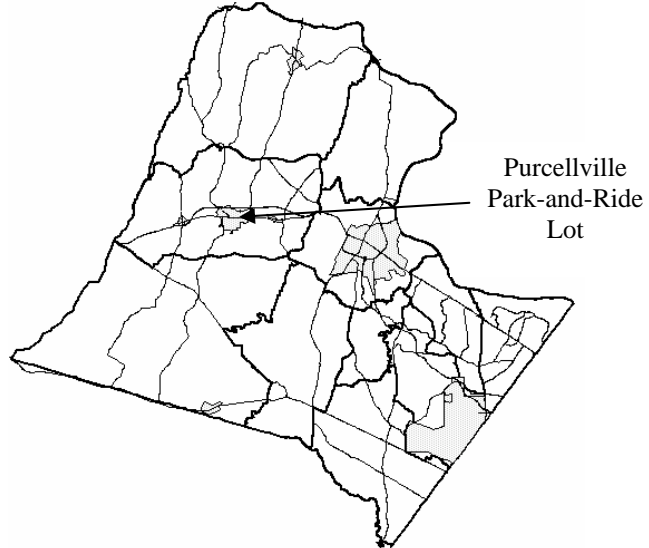
**Land acquisition was approved in FY 03 from State Grant funds.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	10	10	10	10	10	50
Debt Service	0	0	0	0	0	0	0
TOTAL	0	10	10	10	10	10	50

Purcellville Park-and-Ride Lot

County Project Description:

This project provides for the acquisition of property and construction of a 150-200 space park-and-ride lot for the Purcellville area to replace two temporary lots in the Purcellville-Hamilton area that were developed through agreements with local churches. This project is included in the National Capital Region Transportation Planning Board's Regional Transportation Improvement Program (TIP) for transportation improvements needed to achieve regional air quality objectives. County staff continues to also review property availability for a long-range lease to meet parking needs for the Purcellville/Hamilton area.



A site of at least four useable acres will be required in the Purcellville-Hamilton area to accommodate eventual expansion to over 200 spaces. The lot will be lighted and paved. In addition, a raised, concrete waiting area with suitable protection from the weather for patrons will be provided. Bicycle lockers, telephone service and other passenger amenities are also planned.

Additional state grant funding is being added in FY 07 – 09 due to escalation in construction material and labor costs.

Operating Impact:

Annual operating impacts are projected to be \$5,000 for utilities and maintenance in FY 09.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Professional Services	80	50	0	0	0	0	0	50	0	130
Construction	720	0	145	0	0	0	0	145	0	865
Furnishings/Equipment	0	0	0	350	0	0	0	350	0	350
TOTAL COST:	800	50	145	350	0	0	0	545	0	1,345
State Grant	600	50	145	350	0	0	0	545	0	1,145
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
Gas Tax	200	0	0	0	0	0	0	0	0	200
TOTAL FINANCING:	800	50	145	350	0	0	0	545	0	1,345

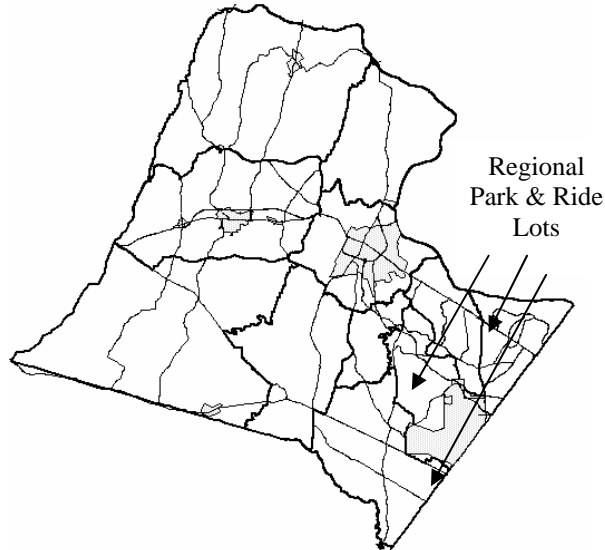
**Land acquisition was approved in FY 03 from State Grant and Gas Tax funds.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	5	5	5	5	20
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	5	5	5	5	20

Regional Park-and-Ride Lots

County 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 capital facilities standard for the Office of Transportation Services includes the need for one regional park-and-ride lot per 25 square miles in the suburban planning area and one lot per 100 square miles in the remainder of the County. The adopted FY 05 – FY 14 Capital Needs Assessment has identified the need for nine park-and-ride lots in the County by FY 2014. During the FY 07 – FY 12 capital planning period three park-and-ride lots are scheduled for development:



Park-and-Ride Lot #3 - Ashburn Subarea

Constructs a 280-space surface parking lot on the site of the future Route 772 rail station north garage. The area to be dedicated for this garage is a 3.79 acre site currently encumbered by Ryan Park Center Proffer IX.C. (ZMAP 1995-0010; ZCPA 1995-0005).

Park-and-Ride Lot #4 - Dulles Subarea

Acquires property and constructs a 150-space surface parking lot in the Route 50 corridor. This lot will serve the suburban policy area that is oriented toward the Route 50 corridor to serve carpool and vanpool uses. Ultimate capacity of the lot will be contingent upon the type(s) of transit services offered and growth in the corridor. Therefore, lot size should allow for significant expansion in excess of 400 spaces and future bus operations.

Park-and-Ride Lot #5 - Sterling Subarea

Acquires property to expand the capacity of a 100-space proffered lot at or near Dulles Town Center (reference ZMAP 1990-0014). The location and size of the facility to be determined jointly with the property owners. It is initially assumed that 200 additional spaces will be constructed.

Funding:

These projects are to be 80% funded by Federal Congestion Mitigation/Air Quality (CMAQ) funds and 20% State matching funds from the Virginia Department of Transportation.

Operating Impact:

Annual operating impacts are projected to be \$5,000 to \$6,000 per lot for utilities and maintenance.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	**	0	0	0	0	0	0
Professional Services	0	200	100	0	145	0	0	445	0	445
Construction	0	1,470	0	1,025	0	1,470	0	3,965	0	3,965
Furnishings/Equipment	0	110	0	115	0	125	0	350	0	350
TOTAL COST:	0	1,780	100	1,140	145	1,595	0	4,760	0	4,760
State Grant/CMAQ	0	1,780	100	1,140	145	1,595	0	4,760	0	4,760
TOTAL FINANCING:	0	1,780	100	1,140	145	1,595	0	4,760	0	4,760

** Land acquisition is scheduled in FY 08 and FY 09 from State Grant/CMAQ funds.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	5	5	10	10	15	45
Debt Service	0	0	0	0	0	0	0
TOTAL	0	5	5	10	10	15	45

Eastern Route 7 Safety Project

County Project Description:

The Board of Supervisors added funding during the budget worksessions for improvements to Route 7 traffic operations, between Countryside Boulevard and the Fairfax County line. These improvements were recommended in a November 2005 Eastern Route 7 Traffic Flow Study prepared by the Virginia Department of Transportation.

Spot improvements will be implemented at the following locations along Route 7:

- Community Plaza-Lakeland Drive;
- Augusta Drive;
- Cardinal Glen Circle at Sterling Boulevard;
- Potomac View Drive.

Access restrictions will be implemented at Route 7 and

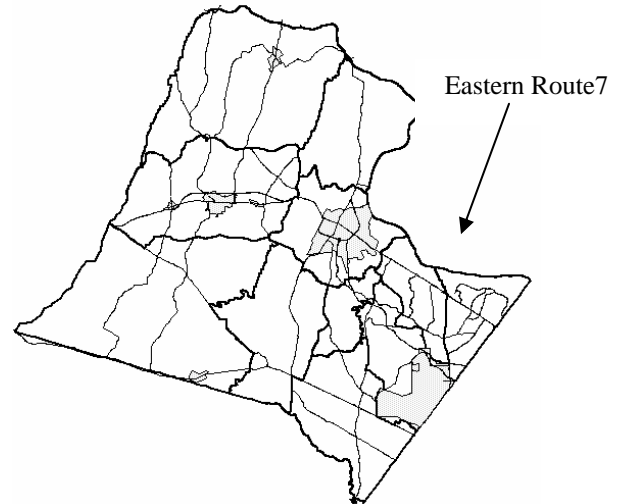
- Bartholomew Fair Drive at Campus Drive.

The estimated time for completion of this project is 24 months.

Whenever possible, PPTA/PPEA opportunities will be investigated for use in construction and management of projects.

Funding:

This project consists of proceeds from the sale of property in the Sterling Subarea and a transfer from the Gasoline Tax Fund.



Operating Impact:

There is no projected maintenance cost from the construction of this project. All improvements would be constructed to VDOT standards and would be incorporated into the State road maintenance system.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	300	0	0	0	0	0	0	0	0	300
Construction	0	1,142	1,858	0	0	0	0	3,000	0	3,000
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	300	1,142	1,858	0	0	0	0	3,000	0	3,300
Gen Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Local Tax Funding	300	0	0	0	0	0	0	0	0	300
Gas Tax	0	1,142	1,858	0	0	0	0	3,000	0	3,000
Proffers (Cash)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	300	1,142	1,858	0	0	0	0	3,000	0	3,300

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Road Projects

County Project Description:

In recent years, a few relatively small road improvement projects have been included in the CIP, primarily utilizing proffer funding. Based on a Board initiative to more aggressively address road transportation needs, a new category for transportation projects was added to the debt capacity calculations and road projects were proposed in the CIP.

The Board included \$12.5 million in FY 07 for preliminary design on four road projects:

- Rt. 50 and Rt. 606 (Loudoun County Parkway) interchange;
- Rt. 50 from Rt. 742 (Poland Road) to the Fairfax County line;
- Rt. 7 and Rt. 659 (Belmont Ridge) interchange, and;
- Rt. 659 (Belmont Ridge) from Gloucester Parkway to the Dulles Greenway.

Whenever possible, PPTA/PPEA opportunities will be investigated for use in construction and management of projects.

Funding:

Efforts to secure proffer funding for road projects will continue to be a priority, especially where proffers and County funding can be effectively combined. This project will be financed through General Obligation bonds.



Operating Impact:

The FY 07 Adopted fiscal plan includes a multi-departmental enhancement adding 4.00 FTE in mid-FY 07 for project development, management and implementation.

Only preliminary engineering has been funded so there is no additional operating impact. There will also be no projected road maintenance cost as all roads would be constructed to VDOT standards and would become part of the VDOT system for maintenance.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	12,500	0	0	0	0	0	12,500	0	12,500
Construction	5,270	0	0	0	0	0	0	0	0	5,270
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	5,270	12,500	0	0	0	0	0	12,500	0	17,770
Gen Oblig. Bonds	0	12,500	0	0	0	0	0	12,500	0	12,500
Va Resource Authority	0	0	0	0	0	0	0	0	0	0
Gas Tax	0	0	0	0	0	0	0	0	0	0
Proffers (Cash)	5,270	0	0	0	0	0	0	0	0	5,270
TOTAL FINANCING:	5,270	12,500	0	0	0	0	0	12,500	0	17,770

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	1,250	1,220	1,185	1,155	1,125	5,935
TOTAL	0	1,250	1,220	1,185	1,155	1,125	5,935

Public Safety

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Public Safety		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Combined Facilities		\$ GO	\$ 8,130	\$ 2,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,130	\$ -	\$ 10,260
Combined Facilities		\$ GO	7,905	-	-	-	-	-	-	-	-	7,905
Combined Facilities		\$	-	2,300	6,800	-	-	-	-	\$ 9,100	-	9,100
Fire & Rescue		GO	-	-	630	7,050	-	-	-	\$ 7,680	-	7,680
Fire & Rescue		L/P	2,165	3,525	3,150	3,310	3,475	3,650	3,830	\$ 20,940	-	23,105
Fire & Rescue		\$ GO	1,070	720	6,225	6,000	6,000	2,000	-	\$ 20,945	-	22,015
Fire & Rescue		GO	-	-	-	-	-	800	7,715	\$ 8,515	-	8,515
Fire & Rescue		GO	-	-	-	-	-	-	800	\$ 800	7,715	8,515
Fire & Rescue		\$ GO	515	-	-	665	7,210	-	-	\$ 7,875	-	8,390
Sheriff's Office		\$ L/P	27,735	2,925	39,765	3,660	-	-	-	\$ 46,350	90,000	164,085
Sheriff's Office		\$ GO	-	2,600	5,360	-	-	-	-	\$ 7,960	-	7,960
Sheriff's Office		GO	-	-	750	7,580	-	-	-	\$ 8,330	-	8,330
Other		GO	-	-	-	-	-	-	-	\$ -	9,095	9,095
Other		L/P	-	-	-	1,215	8,910	-	-	\$ 10,125	-	10,125
Other		\$	-	-	-	-	-	-	-	\$ -	-	-
Public Safety Subtotals		\$	47,520	14,200	62,680	29,480	25,595	6,450	12,345	\$ 150,750	106,810	305,080

Revenue Source		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds		\$	2,040	\$ 7,750	\$ 6,800	\$ -	\$ -	\$ -	\$ -	\$ 14,550	\$ -	16,590
GO - G O Bond		GO	16,035	-	12,965	21,295	13,210	2,800	8,515	\$ 58,785	16,810	91,630
VRA		VRA	-	-	-	-	-	-	-	\$ -	-	-
L/P - Lease Purchase		L/P	24,845	6,450	42,915	8,185	12,385	3,650	3,830	\$ 77,415	90,000	192,260
FB		CIPFB	-	-	-	-	-	-	-	\$ -	-	-
GT, TF		GT/TF	-	-	-	-	-	-	-	\$ -	-	-
S - State Grant		S	4,600	-	-	-	-	-	-	\$ -	-	4,600
P - Profers		P	-	-	-	-	-	-	-	\$ -	-	-
VPSA - Bonds		VPSA	-	-	-	-	-	-	-	\$ -	-	-
PB - Pledge Bonds		PB	-	-	-	-	-	-	-	\$ -	-	-
F - Fees		F	-	-	-	-	-	-	-	\$ -	-	-
C - Contributions		C	-	-	-	-	-	-	-	\$ -	-	-
Totals:			\$ 47,520	\$ 14,200	\$ 62,680	\$ 29,480	\$ 25,595	\$ 6,450	\$ 12,345	\$ 150,750	\$ 106,810	\$ 305,080

Brambleton Fire/Rescue/Sheriff's Station

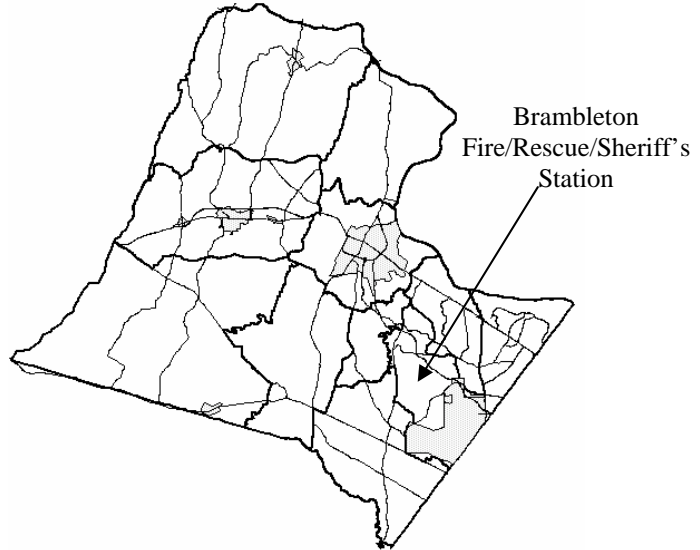
County Project Description:

This project provides construction of a Fire/Rescue/Sheriff's Station up to 22,875 square feet at an appropriately zoned five-acre site in the Brambleton area of the County. The facility will be a combined Sheriff's and Fire/Rescue station.

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, offices and a repair shop.

The law enforcement area will include offices, a workroom, interview room, processing areas, evidence storage, and equipment storage.

Combined volunteer and career staffing for the fire/rescue station will consist of 24-hour, 7-day-a-week pumper and ambulance coverage by career staff. Additional funding is being added in FY 07 due to escalation in construction material and labor cost.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved on the November 2003 referendum and local tax funding.

Operating Impact:

Operating expenditures will occur in FY 09 and will be budgeted as a part of the departments' FY 09 operating budgets. Annual operating costs are projected at \$4.8 million in its first year of operations.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Professional Services	490	0	0	0	0	0	0	0	0	490
Construction	6,260	2,130	0	0	0	0	0	2,130	0	8,390
Furnishings/Equipment	1,380	0	0	0	0	0	0	0	0	1,380
TOTAL COST:	8,130	2,130	0	0	0	0	0	2,130	0	10,260
Gen. Oblig. Bonds	8,130	0	0	0	0	0	0	0	0	8,130
Local Tax Funding	0	2,130	0	0	0	0	0	2,130	0	2,130
TOTAL FINANCING:	8,130	2,130	0	0	0	0	0	2,130	0	10,260

**Land acquisition was approved in a prior year from the Land Acquisition Fund.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	4,870	5,060	5,265	5,475	20,670
Debt Service	80	455	440	425	410	390	2,200
TOTAL	80	455	5,310	5,485	5,675	5,865	22,870

Dulles/Route 28 Fire/Rescue/Sheriff's Station

County Project Description:

This project provides construction of a fire/rescue/sheriff's station at an appropriately zoned five-acre site in the Route 28 service area in Loudoun County. The project has been planned as a fire/rescue/sheriff's station of about 23,000 square feet.

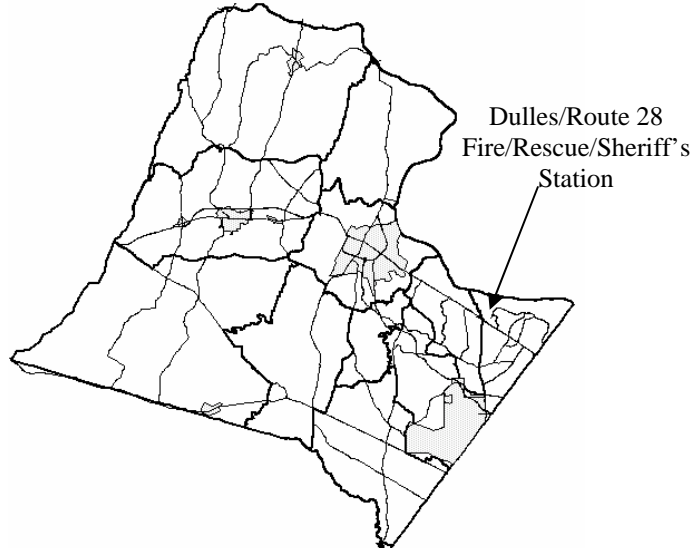
In FY 07, the Board reallocated \$2.6 million in proposed funding to the Eastern Sheriff's Substation when it was added as a project during the budget process. This combined station will include a significant but smaller Sheriff's Office presence than originally planned before the Eastern Sheriff's substation was added.

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, offices and a repair shop.

The 1,500 square foot law enforcement area would include offices, a roll call room and storage. Although initially planned as a full service Sheriff's substation, the location did not lend itself to proper coverage of the Sterling and Sugarland areas and the Eastern Loudoun Sheriff's Substation was added as a separate additional project.

Combined volunteer and career staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

The identification and acquisition of the site for this station must be accomplished before the final schedule of this project can be determined.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds approved by voters on the November 2002 referendum.

Operating Impact:

Operating expenditures assume career positions in the center and consist of personnel and general maintenance expenses. Annual operating costs are projected at \$1.8 million in FY 10.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Professional Services	660	0	0	0	0	0	0	0	0	660
Construction	5,485	0	0	0	0	0	0	0	0	5,485
Furnishings/Equipment	1,760	0	0	0	0	0	0	0	0	1,760
TOTAL COST:	7,905	0	0	0	0	0	0	0	0	7,905
Gen. Oblig. Bonds	7,905	0	0	0	0	0	0	0	0	7,905
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	7,905	0	0	0	0	0	0	0	0	7,905

**Land acquisition was approved in a prior year from the Land Acquisition Fund.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	1,835	1,720	1,790	5,345
Debt Service	90	640	615	590	565	545	3,045
TOTAL	90	640	615	2,425	2,285	2,335	8,390

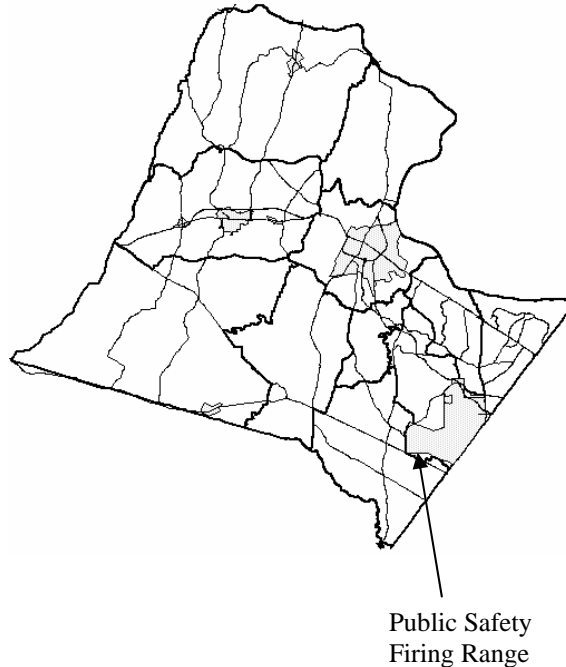
Public Safety Firing Range

County Project Description:

This project proposes a partnership between Loudoun County, the Metropolitan Washington Airports Authority 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 training needs of the participating organizations over the next 20 years. The Loudoun County Sheriff's Office currently uses a leased facility which has limited service capacity and lifecycle use.

Loudoun County would secure dedicated and shared training facilities for law enforcement firearms training to include:

- 24-point, 50-yard firing range;
- 300-yard precision rifle range with tower;
- a tactical firing range;
- 16,500 sf classroom/office training building;
- gas house/decontamination training facility;
- ammunition/target storage facility;
- match house training facilities; and
- dedicated/secure parking lot.



An interjurisdictional agreement is under development, which will be presented for the Board of Supervisors to review in early FY 07. Funding in the capital plan was approved during the FY 07 budget process for the County's pro rata share of the project's costs. Funds for design services and site infrastructure costs were adopted in FY 07 in order to finalize the construction budget. The FY 08 capital plan will present a final planning figure for Loudoun County's pro rata share of the project.

Operating Impact:

The operating impact for the new facility is being reviewed as a part of the development of the interjurisdictional agreement. Final operating impacts will be presented in the FY 08 capital plan.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	1,200	0	0	0	0	0	1,200	0	1,200
Construction	0	1,100	6,800	0	0	0	0	7,900	0	7,900
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	2,300	6,800	0	0	0	0	9,100	0	9,100
Local Tax Funding	0	2,300	6,800	0	0	0	0	9,100	0	9,100
Lease/Purchase	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	2,300	6,800	0	0	0	0	9,100	0	9,100

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Aldie Fire/Rescue Station

County Project Description:

This project provides construction of a 13,000 square foot fire/rescue station at an appropriately zoned four-acre site in the Aldie service area. 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, offices and a repair shop.

This station will replace the Aldie Volunteer Fire Department Station #7 in the Aldie/Rt.50 area. Land acquisition for this project was budgeted in FY 06 in the Land Acquisition Fund.

Construction costs are only projected for planning purposes. Final construction costs will be set at the 35% design development stage of the project. The design will begin when a suitable site is identified.



Referendum Date:

Land - November 2006

Construction - November 2007

Operating Impact:

Operating expenditures will not occur until FY 10 and will be budgeted as part of the volunteer company's and Fire and Rescue Services' FY 10 operating budgets.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Professional Services	0	0	630	0	0	0	0	630	0	630
Construction	0	0	0	7,050	0	0	0	7,050	0	7,050
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	630	7,050	0	0	0	7,680	0	7,680
Gen. Oblig. Bonds	0	0	630	7,050	0	0	0	7,680	0	7,680
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	630	7,050	0	0	0	7,680	0	7,680

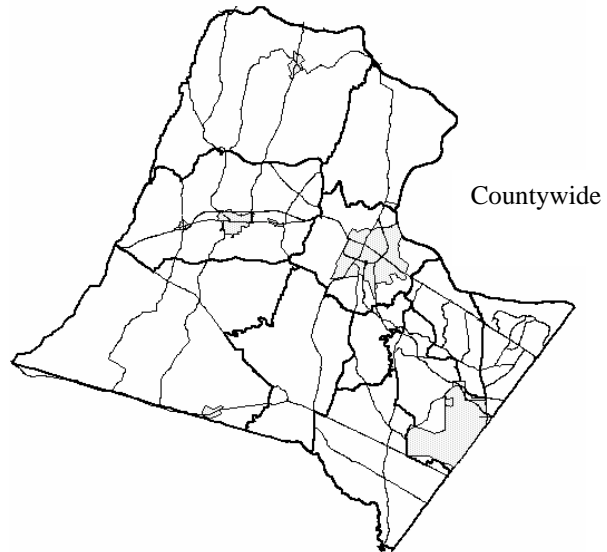
**Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	350	140	145	635
Debt Service	0	0	290	1,080	1,050	1,015	3,435
TOTAL	0	0	290	1,430	1,190	1,160	4,070

Fire/Rescue Capital Vehicles

County Project Description:

This project consists of fire and rescue vehicle purchases for career and volunteer staff through a master lease financing program. The Department of Fire and Rescue Services, in consultation with the volunteer companies, identifies fire and rescue vehicles for purchase or replacement and submits an annual capital vehicle enhancement for funding consideration.



FY 07 New Capital Vehicle Acquisitions:

Aerial Truck, Dulles South Station #19	\$1,250,000
Ambulance, Neersville Station #16	215,000
Tanker, Purcellville Station #2	375,000
Engine, Training/Reserve	500,000
Tanker, Lucketts Station #10	360,000
Ambulance, Middleburg Station #3	75,000
<u>Aerial Truck, TBD</u>	<u>750,000</u>
Total:	\$3,525,000

FY 08 – FY 12 master lease amounts are projected planning figures reflecting the average amount of capital vehicle enhancements anticipated for the fire and rescue system.

Operating Impact:

Operating expenditures include projections for capital vehicle depreciation and maintenance costs associated with the operation of new fire apparatus.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Fire Vehicle Acquisition	2,165	3,525	3,150	3,310	3,475	3,650	3,830	20,940	0	23,105
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	2,165	3,525	3,150	3,310	3,475	3,650	3,830	20,940	0	23,105
Lease/Purchase	2,165	3,525	3,150	3,310	3,475	3,650	3,830	20,940	0	23,105
TOTAL FINANCING:	2,165	3,525	3,150	3,310	3,475	3,650	3,830	20,940	0	23,105

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	705	1,305	1,905	2,505	3,105	3,705	13,230
Debt Service	90	940	1,685	2,430	3,190	3,950	12,285
TOTAL	795	2,245	3,590	4,935	6,295	7,655	25,515

Fire Station Renovations

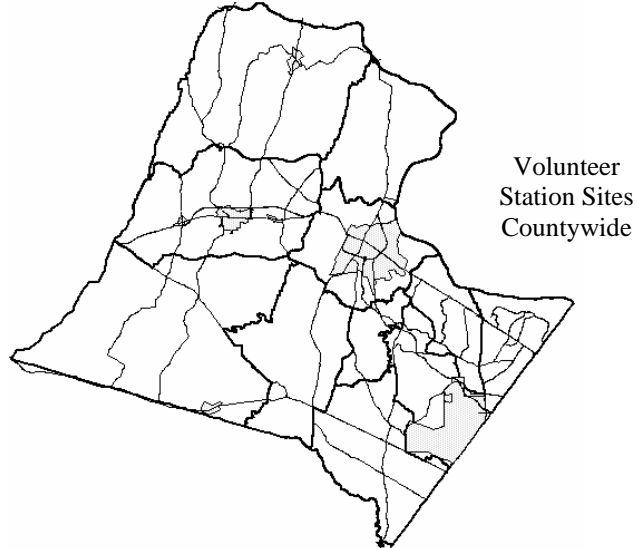
County Project Description:

This project provides funding for the renovation of existing fire/rescue stations within Fire and Rescue Services.

This project represents a phased approach to renovating volunteer company buildings, incorporating the recommendations of the 2001 EMSSTAR study and serving as a placeholder for potential capital costs to implement the study's recommendations. The Fire and Rescue Commission is working with the Departments of General Services and Fire and Rescue Services to determine the scope of work and level of participation from the volunteer companies beginning in FY 07.

Funds that are proposed for FY 07 estimate the potential costs to begin the design of 2-3 renovations and life/safety repairs. Pending final participation agreements, construction costs are projected for planning purposes. Final construction costs will be set at the 35% design development stage of the project for participating stations. A final participant and renovation schedule will be presented as part of the FY 08 budget process.

A total of \$870,000 in local tax funding was adopted in FY 06 to address health and life safety improvements required at various volunteer stations throughout the County. The Department of General Services is coordinating those renovations with the volunteer companies.



Referendum Date:

Funding for the project is derived from local tax funding in FY 04, 06 and 07, and the issuance of general obligation bonds pending voter approval of the November 2007 referendum.

Operating Impact:

Operating impacts are currently undetermined. The Board of Supervisors' decisions to implement various options in the EMSSTAR Study will ultimately determine the operating impact to the County's fire-rescue system.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	310	720	0	0	0	0	0	720	0	1,030
Construction	760	0	6,225	6,000	6,000	2,000	0	20,225	0	20,985
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	1,070	720	6,225	6,000	6,000	2,000	0	20,945	0	22,015
Gen. Oblig. Bonds	0	0	6,225	6,000	6,000	2,000	0	20,225	0	20,225
Local Tax Funding	1,070	720	0	0	0	0	0	720	0	1,790
TOTAL FINANCING:	1,070	720	6,225	6,000	6,000	2,000	0	20,945	0	22,015

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	65	580	1,095	1,580	2,005	5,325
TOTAL	0	65	580	1,095	1,580	2,005	5,325

Kirkpatrick Farms Fire/Rescue Station

County Project Description:

This project constructs a fire/rescue station at an appropriately zoned five-acre site in the Dulles Planning Subarea in Loudoun County. The project will construct a fire and rescue station of about 13,000 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, offices and a repair shop.

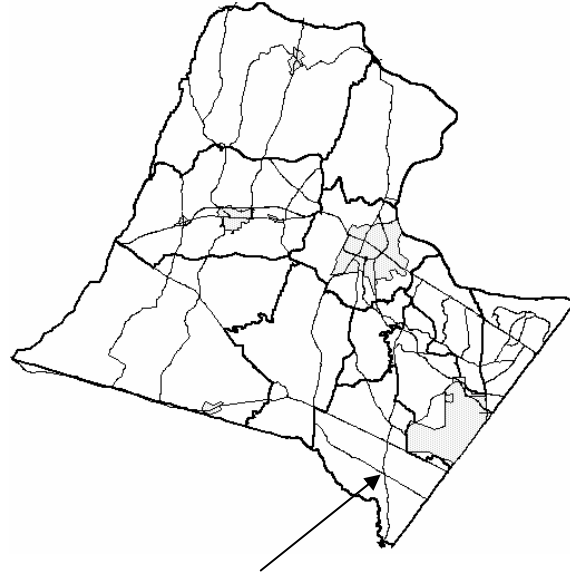
Proffer negotiations for a satisfactory facility parcel and temporary station facility alternatives are on going. Staffing for the fire/rescue station is anticipated with 24-hour, 7-day-a-week pumper and ambulance coverage by career staff.

Referendum Date:

November 2010

Operating Impact:

Operating expenditures will not occur during the six-year planning period for the permanent station. However, emergence of a viable temporary station option could necessitate operating funding as early as FY 09.



Kirkpatrick Farms
Fire/Rescue Station

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	**	0	0	0	0	0
Professional Services	0	0	0	0	0	800	0	800	0	800
Construction	0	0	0	0	0	0	5,975	5,975	0	5,975
Furnish./Equipment	0	0	0	0	0	0	1,740	1,740	0	1,740
TOTAL COST:	0	0	0	0	0	800	7,715	8,515	0	8,515
Gen. Oblig. Bonds	0	0	0	0	0	800	7,715	8,515	0	8,515
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	800	7,715	8,515	0	8,515

**Land acquisition is scheduled in FY 10 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	200	200
TOTAL	0	0	0	0	0	200	200

Leesburg South Fire/Rescue Station

County Project Description:

This project constructs a fire/rescue station at an appropriately zoned five-acre site in the Leesburg Planning Subarea in Loudoun County. The project will construct a fire/rescue station of about 13,000 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, 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.

Referendum Date:

November 2011

Operating Impact:

Operating impacts will commence beyond the six-year capital planning period.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	**	0	0	0
Professional Services	0	0	0	0	0	0	800	800	0	800
Construction	0	0	0	0	0	0	0	0	5,975	5,975
Furnish./Equipment	0	0	0	0	0	0	0	0	1,740	1,740
TOTAL COST:	0	0	0	0	0	0	800	800	7,715	8,515
Gen. Oblig. Bonds	0	0	0	0	0	0	800	800	7,715	8,515
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	800	800	7,715	8,515

**Land acquisition is scheduled in FY 12 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

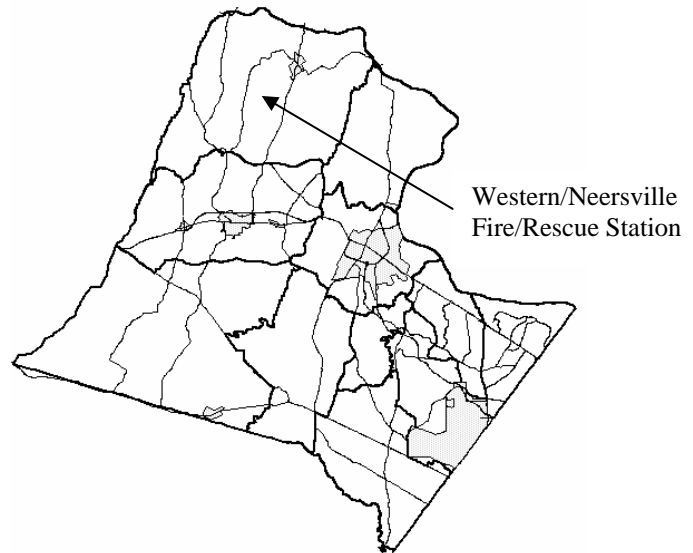
Western/Neersville Fire/Rescue Station

County Project Description:

This project constructs a fire/rescue station at an appropriately zoned five-acre site in Western Loudoun to replace the Neersville Volunteer Fire/Rescue Station #16. The project will construct a fire and rescue station of about 13,000 square feet, and amends the previously adopted plan to construct a combined fire/rescue and Sheriff's station.

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, 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. The Board approved funding in FY 06 to provide temporary operational quarters for the Neersville Station in the interim period before a permanent replacement station is constructed.



Referendum Date:

November 2008

Operating Impact:

Operating expenditures will occur in FY 11 and will be included as a part of Fire and Rescue Services' operating budget.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Professional Services	0	0	0	665	0	0	0	665	0	665
Construction	515	0	0	0	5,535	0	0	5,535	0	6,050
Furnish./Equipment	0	0	0	0	1,675	0	0	1,675	0	1,675
TOTAL COST:	515	0	0	665	7,210	0	0	7,875	0	8,390
Gen. Oblig. Bonds	0	0	0	665	7,210	0	0	7,875	0	7,875
Local Tax Funding	515	0	0	0	0	0	0	0	0	515
TOTAL FINANCING:	515	0	0	665	7,210	0	0	7,875	0	8,390

**Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	365	145	510
Debt Service	0	0	0	290	600	1,125	2,015
TOTAL	0	0	0	290	965	1,270	2,525

Adult Detention Center Expansion (Phase II)

County Project Description:

The new 84,000 square-foot Adult Detention Center (ADC), which will accommodate an inmate population of 220, is scheduled to open in FY 07. 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.

In FY 05 the Sheriff's Office was approved by the Virginia Board of Corrections for the Phase II facility additions and State funding. In FY 07 the Sheriff's Office and the County will begin this phase of construction with plans to complete and open the facility additions in FY 10. At completion, the facility will accommodate an inmate population of 460.

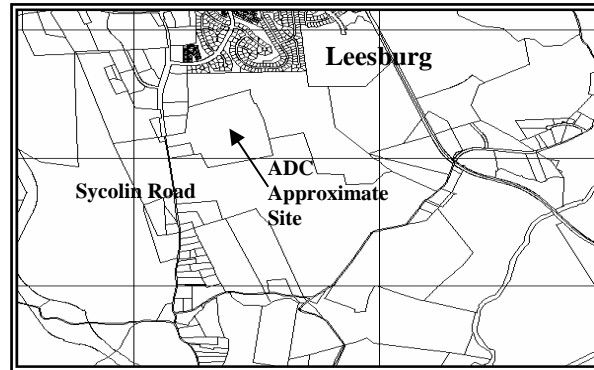
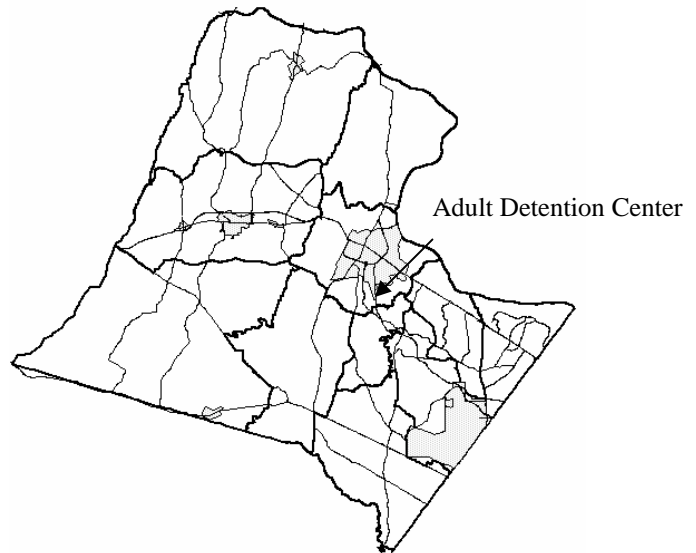
The following Phase II additions total 54,000 square feet:

- housing for 240 additional inmates;
- new intake, booking, transfer and Magistrates' areas;
- expand medical, required visitation and administrative areas.

The County will apply for State funding, which is anticipated to offset 25% of the total cost. The revenue will be shown in future documents after it has been awarded.

Operating Impact:

The annual operating budget for personnel, operations, utilities and maintenance will total approximately \$2.48 million in FY 09.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	1,345	2,925	950	0	0	0	0	3,875	10,800	16,020
Construction	25,260	0	38,815	0	0	0	0	38,815	70,200	134,275
Furnishings/Equipment	1,130	0	0	3,660	0	0	0	3,660	9,000	13,790
TOTAL COST:	27,735	2,925	39,765	3,660	0	0	0	46,350	90,000	164,085
Lease Purchase	22,680	2,925	39,765	3,660	0	0	0	46,350	90,000	159,030
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
TOTAL FINANCING:	27,735	2,925	39,765	3,660	0	0	0	46,350	90,000	164,085

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	2,485	2,560	2,660	2,770	10,475
Debt Service	0	1,000	3,000	4,830	4,705	4,570	18,115
TOTAL	0	1,000	5,485	7,390	7,365	7,340	28,590

Eastern Loudoun Sheriff's Substation

County Project Description:

This project constructs an 18,000 square-foot Sheriff's substation on an appropriately zoned five-acre site in Eastern Loudoun. This project amends the previously planned joint fire/rescue/Sheriff's station in the Dulles/Route 28 area.

This project provides a visual law enforcement presence in the most densely populated area in the County and will enable law enforcement services in the eastern part of the County to be more efficiently delivered.

Discussions are currently underway concerning transfer of excess land on a school site to be used for the Sheriff's Substation. This project anticipates site acquisition and design in FY 07.



Referendum Date:

November 2007

Operating Impact:

Operating expenditures will not occur until FY 09 and will be included as a part of the annual operating budget. Annual operating costs are projected to total \$2.3 million in the first year of operation.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Professional Services	0	740	0	0	0	0	0	740	0	740
Construction	0	1,860	4,660	0	0	0	0	6,520	0	6,520
Furnish./Equipment	0	0	700	0	0	0	0	700	0	700
TOTAL COST:	0	2,600	5,360	0	0	0	0	7,960	0	7,960
Gen. Oblig. Bonds	0	0	5,360	0	0	0	0	5,360	0	5,360
Local Tax Funding	0	2,600	0	0	0	0	0	2,600	0	2,600
TOTAL FINANCING:	0	2,600	5,360	0	0	0	0	7,960	0	7,960

**Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 473).

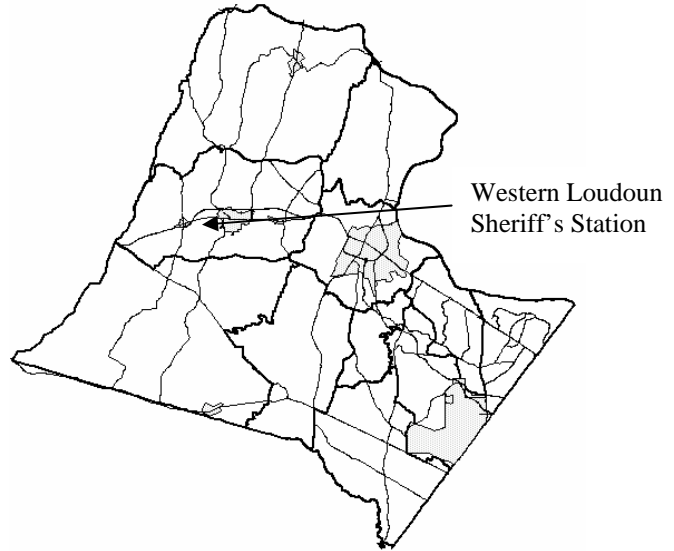
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	2,315	1,335	1,390	1,445	6,485
Debt Service	0	0	285	530	515	500	1,830
TOTAL	0	0	2,600	1,865	1,905	1,945	8,315

Western Loudoun Sheriff's Substation

County Project Description:

This project constructs an 18,000 square-foot Sheriff's substation on an appropriately five-acre zoned site in Western Loudoun. This project amends the previously planned joint fire/rescue/Sheriff's station in Western Loudoun.

The Sheriff's Office currently leases operating space in the Town of Round Hill, which is inadequate for substation operations and does not comply with Americans with Disabilities Act requirements. This project anticipates site acquisition in FY 07, 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.



Referendum Date:

November 2007

Operating Impact:

Operating expenditures will not occur until FY 10 and will be included as part of the FY 10 operating budget. Annual operating costs are projected to total \$2.4 million in the first year of operation.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Professional Services	0	0	750	0	0	0	0	750	0	750
Construction	0	0	0	6,845	0	0	0	6,845	0	6,845
Furnish./Equipment	0	0	0	735	0	0	0	735	0	735
TOTAL COST:	0	0	750	7,580	0	0	0	8,330	0	8,330
Gen. Oblig. Bonds	0	0	750	7,580	0	0	0	8,330	0	8,330
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	750	7,580	0	0	0	8,330	0	8,330

**Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	2,410	1,390	1,445	5,245
Debt Service	0	0	390	1,050	1,030	990	3,460
TOTAL	0	0	390	3,460	2,420	2,435	8,705

Animal Care Pet Adoption Center

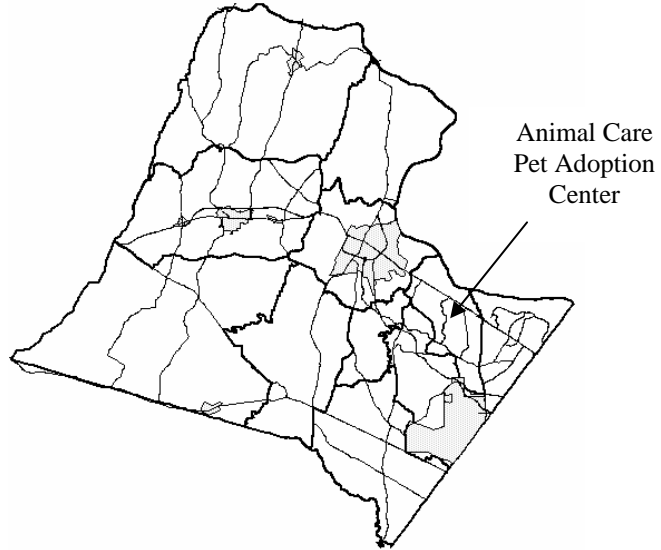
County Project Description:

This project constructs an 18,000 square-foot Pet Adoption Center to serve the eastern part of the County.

An eastern facility will provide services for the densest concentration of human and pet populations. Animal Control Officers with responsibility to patrol 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 Pet Adoption Center 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.

Construction costs are only projected for planning purposes. Final construction costs will be set at the 35% Design Development stage of the project.



Operating Impact:

The project is presented in future fiscal years due to debt cap issuance limitations so there is no operating impact in the current planning period.

Referendum Date:

To be determined.

Lease Option:

An option to lease 18,000 square-feet of space in eastern Loudoun is contingent upon appropriate zoning and building availability. The projected annual cost to lease space in the east in FY 13 is approximately \$595,000.

A 20-year cost comparison of a lease-versus-own option indicates lease costs of \$16,090,000 whereas the 20-year debt financing cost to own would be \$10,460,000.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	1,100	1,100
Construction	0	0	0	0	0	0	0	0	7,995	7,995
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	0	0	0	0	9,095	9,095
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	9,095	9,095
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
Contributions	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	0	0	9,095	9,095

**Land acquisition is scheduled in a Future Fiscal Year from the Land Acquisition Fund.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Juvenile Detention Center Expansion

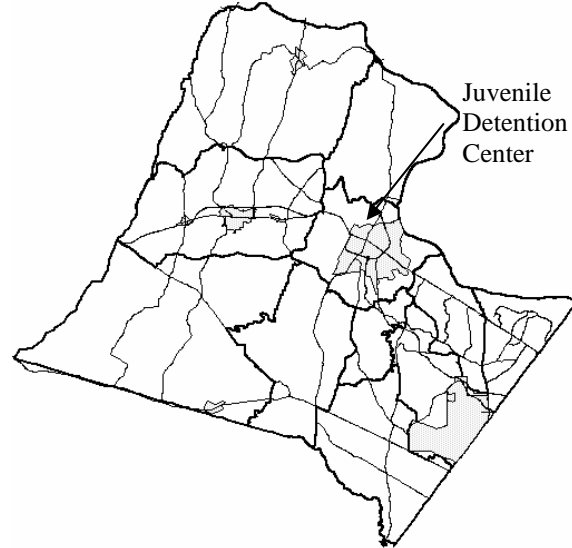
County Project Description:

This project constructs a 21,742 square-foot addition to the County's Juvenile Detention Center (JDC). The JDC is a secure residential program for court-ordered juveniles between the ages of 11 and 17 who are waiting court disposition. The existing facility is approximately 15,000 square feet and is certified to house 24 juveniles by the Virginia Department of Juvenile Justice.

Based on current service trends, 30 additional beds will be needed by FY 09. The expansion would add 30 beds for total facility capacity of 54 juveniles. The Public Safety Master Plan, funded in FY 06, will present final recommendations on the scope, location, and size of the Juvenile Detention Center expansion for the FY 08 budget process.

Operating Impact:

The addition's annual operating, security, housekeeping, and maintenance costs will increase the facility's operating costs by approximately \$2.4 million. When completed in FY 11 the facility is projected to cost \$3.6 million a year to operate.



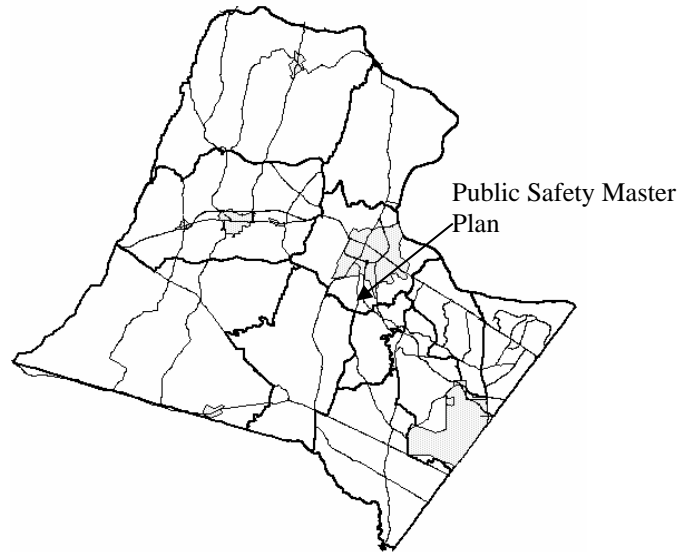
CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	1,215	0	0	0	1,215	0	1,215
Construction	0	0	0	0	8,085	0	0	8,085	0	8,085
Furnishings/Equipment	0	0	0	0	825	0	0	825	0	825
TOTAL COST:	0	0	0	1,215	8,910	0	0	10,125	0	10,125
Lease Purchase	0	0	0	1,215	8,910	0	0	10,125	0	10,125
TOTAL FINANCING:	0	0	0	1,215	8,910	0	0	10,125	0	10,125

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	3,600	3,745	7,345
Debt Service	0	0	50	370	910	1,095	2,425
TOTAL	0	0	50	370	4,510	4,840	9,770

Public Safety Master Plan

County Project Description:

This project provides for a comprehensive engineering study of existing government facilities to develop a long-term capital facility plan for public safety and human services program operations on the 92-acre Government Support Center site. The study includes a review of current Fire and Rescue Services administrative office space and training operations as it impacts the current E911 and EOC structures, the future phases of the Adult and Juvenile Detention facilities expansions, Sheriff's Office administrative office space, Criminal Investigations Division, Special Operations Division, a Vehicle Administration facility to garage agency special vehicles, human services facility location, and telephone and data infrastructure located on the site to include the building housing the Department of Information Technology. Subsequent to completion of this study, a master plan for future capital facility development at this government site will be proposed during the FY 08 budgeted process.



In the interim, the County's Emergency Operations Center, emergency communications backup system, and Fire and Rescue administrative offices will be relocated to insure the availability of adequate training space.

The study was funded by a transfer from the Public Safety Communications Fund. Future capital cost projections will be included in the FY 08 Capital Improvement Program based on the master plan recommendations.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	485	0	0	0	0	0	0	0	0	485
Construction	0	0	0	0	0	0	0	0	0	0
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	485	0	0	0	0	0	0	0	0	485
E911 Fund Balance	485	0	0	0	0	0	0	0	0	485
Lease/Purchase	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	485	0	0	0	0	0	0	0	0	485

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Notes

Health and Welfare

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Health and Welfare		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
DFS	Emergency Homeless Shelter	\$	\$	-	\$	240	\$ 2,310	\$	-	\$	2,550	\$ 2,550
DFS	Transitional Homeless Shelter	\$	-	-	-	-	-	270	2,590	\$	2,860	\$ 2,860
MH/MR/SAS	MH Group Homes, Mirror Ridge (2)	\$,P	922	400	-	-	-	-	-	\$	400	\$ 1,322
MH/MR/SAS	MH Group Home, Ashburn	\$	-	-	250	1,875	-	-	-	\$	2,125	\$ 2,125
MH/MR/SAS	MH Medically Fragile Supp Living #1	\$	-	-	-	200	1,545	-	-	\$	1,745	\$ 1,745
MH/MR/SAS	MH Supported Living Res #1	P	-	-	-	-	570	-	-	\$	570	\$ 570
MH/MR/SAS	MH Townhouses, Dulles South	\$	-	-	-	-	-	-	570	\$	570	\$ 1,165
MH/MR/SAS	MR Group Homes	\$	-	185	1,410	-	-	-	-	\$	1,595	\$ 3,555
MH/MR/SAS	MR Townhouses	\$	-	-	-	505	-	550	570	\$	1,625	\$ 2,220
Youth	Adolescent Day Treatment Facility	\$	-	-	350	2,870	-	-	-	\$	3,220	\$ 3,220
Youth	Adolescent Trans Ind Liv w/ Office Space	\$	-	-	-	-	-	-	-	\$	-	\$ 4,235
Youth	Juvenile Probation House	L/P	-	-	-	-	-	-	-	\$	-	\$ 3,670
Youth	MH/SA Adolescent Residences	\$	-	-	270	2,250	-	320	2,880	\$	3,360	\$ 9,080
Youth	Staff Secured Youth Shelter	\$	-	455	3,685	-	-	-	-	\$	-	\$ 4,140
Health and Welfare Subtotals		\$	922	\$ 1,040	\$ 5,965	\$ 7,940	\$ 4,425	\$ 1,140	\$ 6,610	\$	27,120	\$ 42,457

Revenue Source		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Fun	Local Tax Funding	\$	\$	-	\$ 1,040	\$ 5,965	\$ 4,425	\$ 1,140	\$ 6,610	\$	10,745	\$ 37,865
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	\$	-	\$ -
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$	-	\$ -
L/P - Lease Purch	Lease Purchase	L/P	-	-	-	-	-	-	-	\$	3,670	\$ 3,670
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$	-	\$ -
\$ - State Grant	State Grant	S	-	-	-	-	-	-	-	\$	-	\$ -
P - Proffers	Proffers (C,L,I)	P	922	-	-	-	-	-	-	\$	-	\$ 922
VP - Bonds	VA Public School Auth Bonds	VP - Bonds	-	-	-	-	-	-	-	\$	-	\$ -
PB - Pledge Bond	Pledge Bonds	PB	-	-	-	-	-	-	-	\$	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$	-	\$ -
Totals:			\$ 922	\$ 1,040	\$ 5,965	\$ 7,940	\$ 4,425	\$ 1,140	\$ 6,610	\$	27,120	\$ 42,457

Emergency Homeless Shelter

County Project Description:

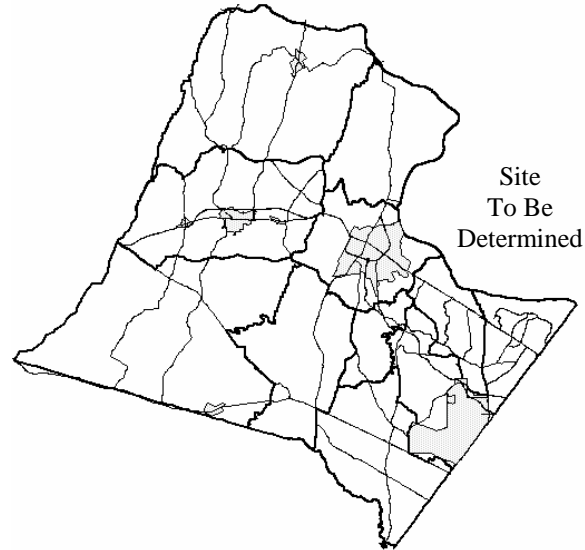
The Emergency Homeless Shelter will provide temporary housing for homeless persons (up to 89 days) and provide assistance with the identification of more permanent housing. The 45-bed shelter will provide emergency housing with staff available to provide supportive services to the homeless.

The shelter will be approximately 9,000 square feet and will be located on two acres of land. The facility will provide eight apartments, each with a bathroom and bed 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 with some updated improvements and larger square footage. The desired location will be within five to 10 miles of County agencies and with access to public transportation. The facility should also be located near employment opportunities.

Supportive services include: outreach, counseling, housing assistance, employment training and placement, education, financial counseling and case management services for up to eight homeless households/families.

Operating Impact:

The Department of Family Services will finalize the operating plan as the project progresses. The preliminary projection for annual operating expenditures is \$795,000 in FY 11.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Professional Services	0	0	0	240	0	0	0	240	0	240
Construction	0	0	0	0	2,110	0	0	2,110	0	2,110
Furnishings/Equipment	0	0	0	0	200	0	0	200	0	200
TOTAL COST:	0	0	0	240	2,310	0	0	2,550	0	2,550
Local Tax Funding	0	0	0	240	2,310	0	0	2,550	0	2,550
TOTAL FINANCING:	0	0	0	240	2,310	0	0	2,550	0	2,550

**Land acquisition is scheduled in FY 07 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	795	675	1,470
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	795	675	1,470

Transitional Homeless Shelter

County Project Description:

The Transitional Homeless Shelter will provide a long-term shelter facility (up to two years) for individuals and families. The 45-bed shelter will provide transitional housing with staff available to provide supportive services to the homeless. These services will 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 at a time.

The facility size will be approximately 9,000 square feet and will be located on two acres of land. Within the facility will be eight apartments, each with a bathroom and bed 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 with some updated improvements and larger square footage. The desired location will be within five to 10 miles of County agencies and with access to public transportation. The facility should also be located near employment opportunities.



Operating Impact:

Operating impacts are beyond the six-year capital planning period. The Department of Family Services will develop an operating plan as the project develops.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	**	0	0	0	0	0	0
Professional Services	0	0	0	0	0	270	0	270	0	270
Construction	0	0	0	0	0	0	2,360	2,360	0	2,360
Furnishings/Equipment	0	0	0	0	0	0	230	230	0	230
TOTAL COST:	0	0	0	0	0	270	2,590	2,860	0	2,860
Local Tax Funding	0	0	0	0	0	270	2,590	2,860	0	2,860
TOTAL FINANCING:	0	0	0	0	0	270	2,590	2,860	0	2,860

**Land acquisition is scheduled in FY 09 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Mental Health – Group Homes (2) – Mirror Ridge

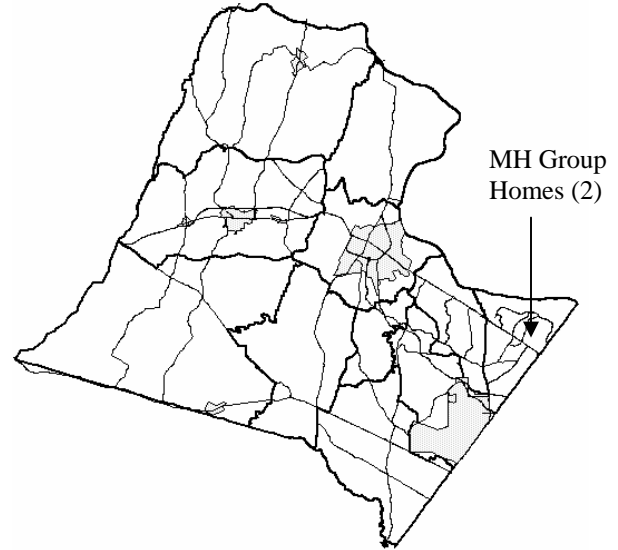
County Project Description:

This project consists of two 2,500 square-foot handicapped accessible houses to be co-located on a South Cottage Road lot in Sterling. This combined facility will serve up to 10 clients 24 hours a day.

Cash proffers were previously allocated in FY 00 to fund construction of these facilities. The bids received in 2004 exceeded available funding, and a new bidding process will begin as soon as the additional funding is available. Staff had previously recommended the designation of FY 05 General Fund Balance for this project. The adopted CIP includes \$400,000 in FY 07 to accommodate projected increases in construction services.

Operating Impact:

The annual cost to operate and maintain two townhomes is estimated at \$1,965,000 in FY 08.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	84	0	0	0	0	0	0	0	0	84
Bldg./Construction	648	400	0	0	0	0	0	400	0	1,048
Furnishings/Equipment	190	0	0	0	0	0	0	0	0	190
TOTAL COST:	922	400	0	0	0	0	0	400	0	1,322
Proffers (Cash)	922	0	0	0	0	0	0	0	0	922
Local Tax Funding	0	400	0	0	0	0	0	400	0	400
TOTAL FINANCING:	922	400	0	0	0	0	0	400	0	1,322

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	1,965	1,525	1,590	1,650	1,720	8,450
Debt Service	0	0	0	0	0	0	0
TOTAL	0	1,965	1,525	1,590	1,650	1,720	8,450

Mental Health – Group Home -- Ashburn

County Project Description:

This project involves the purchase or construction of a 5,000 square-foot residence (5 bedrooms, 3 full baths, garage, dining room, eat-in kitchen, family room, study, media room, staff office, and a covered, protected outdoor area) in the Ashburn area to accommodate 5 clients and a 24-hour rotating staff.

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, 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.

As of December 31, 2005, there were 42 clients on the immediate need waiting list.



Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$1,065,000 in FY 10.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Prof. Services	0	0	250	0	0	0	0	250	0	250
Bldg./Construction	0	0	0	1,545	0	0	0	1,545	0	1,545
Furnishings/Equipment	0	0	0	330	0	0	0	330	0	330
TOTAL COST:	0	0	250	1,875	0	0	0	2,125	0	2,125
Local Tax Funding	0	0	250	1,875	0	0	0	2,125	0	2,125
TOTAL FINANCING:	0	0	250	1,875	0	0	0	2,125	0	2,125

**Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	1,065	825	860	2,750
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	1,065	825	860	2,750

Medically Fragile Supported Living Residence #1

County Project Description:

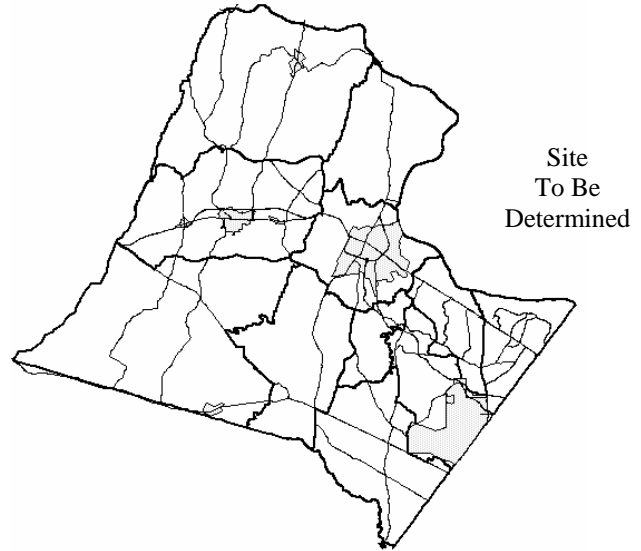
This project will provide a 3,500 square-foot residence with a two-car garage and staff office to serve eight medically fragile clients.

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 the County's existing residential settings.

As of December 31, 2005, there were 42 clients on the immediate need waiting list.

Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$1,880,000 in FY 11.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Professional Services	0	0	0	200	0	0	0	200	0	200
Construction	0	0	0	0	1,130	0	0	1,130	0	1,130
Furnishings/Equipment	0	0	0	0	415	0	0	415	0	415
TOTAL COST:	0	0	0	200	1,545	0	0	1,745	0	1,745
Local Tax Funding	0	0	0	200	1,545	0	0	1,745	0	1,745
TOTAL FINANCING:	0	0	0	200	1,545	0	0	1,745	0	1,745

**Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	1,880	1,640	3,520
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	1,880	1,640	3,520

Mental Health Supported Living Residence #1

County Project Description:

The project involves the purchase of one 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.

As of December 31, 2005, there were 42 clients on the immediate need waiting list.



Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$965,000 in FY 11.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	545	0	0	545	0	545
Furnishings/Equipment	0	0	0	0	25	0	0	25	0	25
TOTAL COST:	0	0	0	0	570	0	0	570	0	570
Proffers (C)	0	0	0	0	570	0	0	570	0	570
TOTAL FINANCING:	0	0	0	0	570	0	0	570	0	570

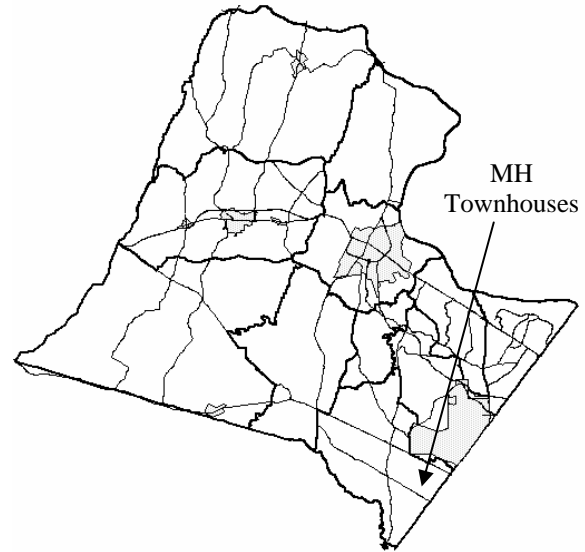
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	965	785	1,750
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	965	785	1,750

Mental Health – Townhouses -- Dulles South

County Project Description:

This project involves the purchase of two 3-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.



As of December 31, 2005, there were 42 clients on the immediate need waiting list.

Operating Impact:

Operating impacts are beyond the six-year capital planning period.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	**	0	0	0
Prof. Services	0	0	0	0	0	0	0	0	0	0
Bldg./Construction	0	0	0	0	0	0	540	540	565	1,105
Furnishings/Equipment	0	0	0	0	0	0	30	30	30	60
TOTAL COST:	0	0	0	0	0	0	570	570	595	1,165
Proffers (Cash)	0	0	0	0	0	0	0	0	0	0
Local Tax Funding	0	0	0	0	0	0	570	570	595	1,165
TOTAL FINANCING:	0	0	0	0	0	0	570	570	595	1,165

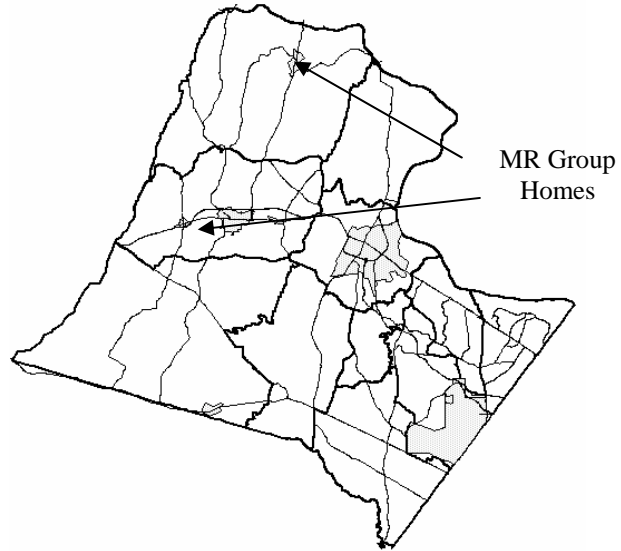
**Land acquisition for the first site is scheduled in FY 12 from the Land Acquisition Fund (Page 473). Land acquisition for the second site will take place in a future fiscal year.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Mental Retardation – Group Homes

County Project Description:

Mental retardation 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). As of December 31, 2005, there were 14 clients on the immediate need waiting list.



Round Hill Group Home

This project involves the construction of a 3,400 square-foot 4-bedroom house on a proffered site to serve four mentally retarded clients and provide a staff office. This would be a private vendor-operated residence, and would not involve hiring any additional County staff.

Land Proffer for Round Hill Site:

Round Hill Associates ZMAP-1989-0004

Lovettsville Group Home

This project involves the purchase of a 3,400 square foot 4-bedroom house to serve four mentally retarded clients and provide a staff office.

Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$340,000 in FY 09.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	185	0	0	0	0	0	185	220	405
Construction/Building	0	0	1,080	0	0	0	0	1,080	1,340	2,420
Furnishings/Equipment	0	0	330	0	0	0	0	330	400	730
TOTAL COST:	0	185	1,410	0	0	0	0	1,595	1,960	3,555
Local Tax Funding	0	185	1,410	0	0	0	0	1,595	1,960	3,555
Proffers (Land)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	185	1,410	0	0	0	0	1,595	1,960	3,555

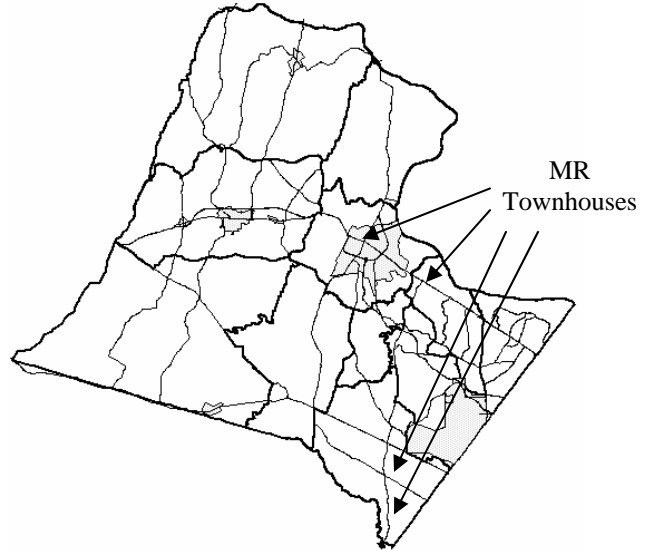
**Land acquisition for the Lovettsville site will take place in a Future Fiscal Year from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	340	215	220	230	1,005
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	340	215	220	230	1,005

Mental Retardation – Townhouses

County Project Description:

Mental retardation residential services provide training, supervision and assistance with activities of daily living and opportunities for community access, based on the needs of each resident. The residential services 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 project is operated 24 hours a day, 7 days a week. Much of the funding for the MR system comes from the Medicaid Home and Community Based Waiver program (Medicaid Waiver). As of December 31, 2005, there were 14 clients on the immediate need waiting list.



Each of these four projects involves the purchase of a three or four-bedroom handicapped accessible townhouse to serve three or four mentally retarded clients and provide a staff office.

The four projects are as follows:

- Leesburg Area Townhouse, FY 09: This would be a private vendor-operated residence, and would not involve hiring any additional County staff.
- Ashburn Area Townhouse, FY 11
- Dulles Area Townhouse in Stone Ridge, FY 12
- Dulles Area Townhouse in South Riding, FFY: It is anticipated that these Townhouses would be operated by County staff.

Operating Impact:

The annual operating and maintenance cost for this group home is estimated at \$430,000 for the first townhouse opening in FY 10.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	**	0	**	**	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction/Building	0	0	0	480	0	525	545	1,550	565	2,115
Furnishings/Equipment	0	0	0	25	0	25	25	75	30	105
TOTAL COST:	0	0	0	505	0	550	570	1,625	595	2,220
Local Tax Funding	0	0	0	505	0	550	570	1,625	595	2,220
Proffers (I)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	505	0	550	570	1,625	595	2,220

**Land acquisition is scheduled in FY 09 for the Leesburg Area Townhouse, FY11 for the Ashburn Area Townhouse, FY 12 for the Dulles Area Townhouse in Stone Ridge, and a Future Fiscal Year for the Dulles Area Townhouse in South Riding from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	430	410	885	1,725
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	430	410	885	1,725

Adolescent Day Treatment Facility (MH/SAS)

County Project Description:

This project involves the construction of an 8,000 square foot day treatment facility to house a joint County-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 will be 6 - 12 months. This type of treatment program is not currently available in Loudoun, but would become the alternative to more costly "out-of-County" day programs and used as a step-down program to decrease client time in residential programs.



Operating Impact:

The total operating impact is estimated at \$995,000 in FY 10.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Professional Services	0	0	350	0	0	0	0	350	0	350
Construction	0	0	0	2,370	0	0	0	2,370	0	2,370
Furnishings/Equipment	0	0	0	500	0	0	0	500	0	500
TOTAL COST:	0	0	350	2,870	0	0	0	3,220	0	3,220
Local Tax Funding	0	0	350	2,870	0	0	0	3,220	0	3,220
TOTAL FINANCING:	0	0	350	2,870	0	0	0	3,220	0	3,220

**Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 473).

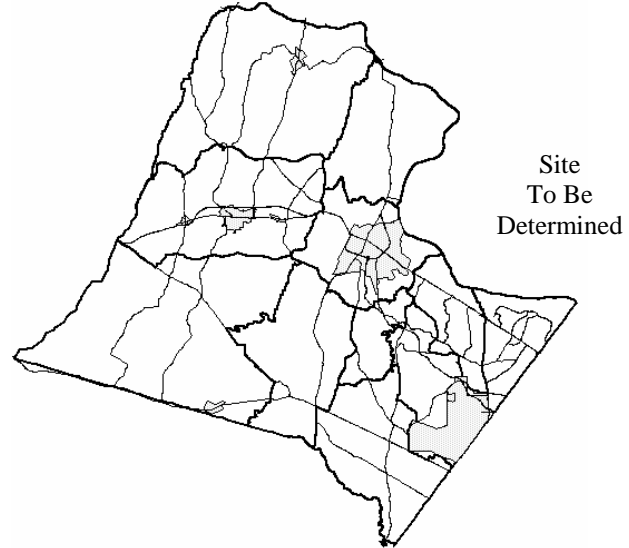
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	995	615	635	2,245
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	995	615	635	2,245

Adolescent Transitional Independent Living with Office Space

County Project Description:

This two-phase project would construct a 14,900 square-foot building with office space and a 45-bed capacity to serve homeless or near-homeless youth 16 to 21 years of age who have no realistic expectation of returning to their home environment. The office area would house several ancillary services, currently located in leased space that would be used by residents as well as non-residents.

The program would place an emphasis on preparing youth for living independently within the community. The program will address key areas such as: housing, vocational/educational services, life skills preparation and/or community networking. It is anticipated that youth participating in this program would be referred primarily from Foster Care, Young Parents Services, Young Adults Project and Family Connections. Lengths of stay could be up to 24 months.



Operating Impact:

Operating impacts are beyond the six-year capital planning period. The Department of Family Services will develop an operating plan as the project develops.

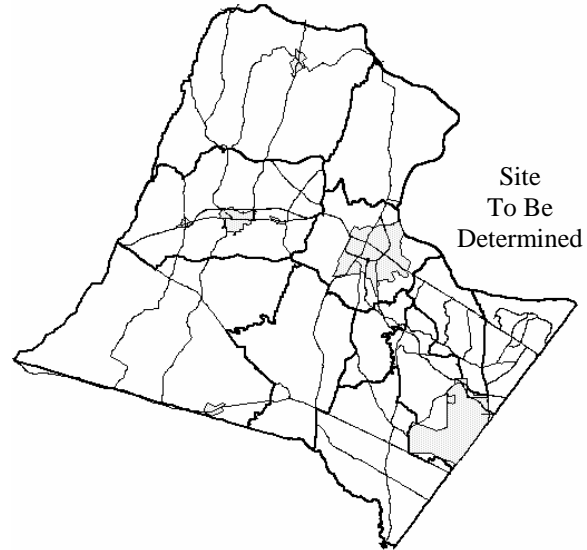
CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	445	445
Construction	0	0	0	0	0	0	0	0	3,665	3,665
Furnishings/Equipment	0	0	0	0	0	0	0	0	125	125
TOTAL COST:	0	0	0	0	0	0	0	0	4,235	4,235
Local Tax Funding	0	0	0	0	0	0	0	0	4,235	4,235
TOTAL FINANCING:	0	0	0	0	0	0	0	0	4,235	4,235

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Juvenile Probation House

County Project Description:

This project would construct an 8,800 square foot juvenile probation house to serve 12 court-ordered juveniles, ages 14 to 18. The probation house will be a 24-hour, community-based residential program. The facility would be self-contained and secure. Residents may be convicted of serious delinquent acts, but would not be an immediate threat to the public. This facility will be constructed on a minimum of two acres of appropriately zoned land. Desired location would be in Leesburg, preferably near the Juvenile Detention Center and Youth Shelter.



Operating Impact:

The project is presented in future fiscal years due to debt cap issuance limitations so there is no operating impact in the current planning period.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	400	400
Construction	0	0	0	0	0	0	0	0	3,175	3,175
Furnishings/Equipment	0	0	0	0	0	0	0	0	95	95
TOTAL COST:	0	0	0	0	0	0	0	0	3,670	3,670
Lease/Purchase	0	0	0	0	0	0	0	0	3,670	3,670
TOTAL FINANCING:	0	0	0	0	0	0	0	0	3,670	3,670

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

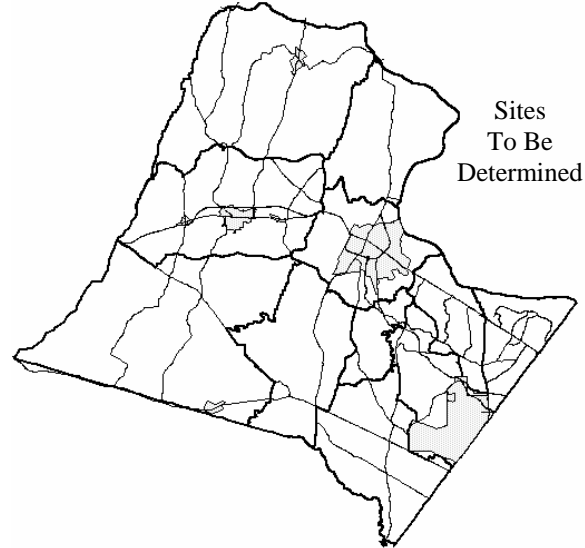
Mental Health/Substance Abuse Adolescent Residences

County Project Description:

This project involves the construction of three adolescent residences co-located on a Leesburg area campus-type setting. Each 8,000 square-foot group home would house up to 12 adolescents for 9–12 months.

One home for 16-17 year-old males would be built in FY 09, another for 12-15 year-old males and/or females in FY 12, and a third home for 16-17 year-old females in a future fiscal year.

Despite intensive community-based treatment, some adolescents are unable to remain or return to their homes, due to severe parental dysfunction or incapacity and/or extreme family conflict. The adolescents who are in these situations do not meet the requirements for foster care placement and either remain at home, revolve in and out of the Youth Shelter, are placed in group homes outside the County, or are placed in more restrictive and costly residential treatment facilities. These group homes will provide housing, treatment, educational and recreational programs. The average length of stay is nine months.



Operating Impact:

The annual operating and maintenance cost is estimated at \$1,930,000 for the first residence in FY 10. Operating impact for the two remaining residences are beyond the six-year capital planning period.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	**	0	0	0	0
Professional Services	0	0	270	0	0	320	0	590	355	945
Construction	0	0	0	2,180	0	0	2,795	4,975	2,915	7,890
Furnishings/Equipment	0	0	0	70	0	0	85	155	90	245
TOTAL COST:	0	0	270	2,250	0	320	2,880	5,720	3,360	9,080
Local Tax Funding	0	0	270	2,250	0	320	2,880	5,720	3,360	9,080
TOTAL FINANCING:	0	0	270	2,250	0	320	2,880	5,720	3,360	9,080

**Land acquisition is scheduled in FY 08 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	1,930	3,550	3,275	8,755
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	1,930	3,550	3,275	8,755

Staff Secured Youth Shelter

County Project Description:

This project involves the construction of a staff secured youth shelter of approximately 8,000 square feet on a four-acre site. The licensed facility will accommodate up to 12 beds.

This project will supplement the County's existing twelve-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/Substance Abuse Services.

The existing youth shelter will be converted to exclusive use by the Juvenile and Domestic Relations Court due to its proximity to the court and the Juvenile Detention Center. Service trends indicate that the Courts average 80% of the youth shelter beds in a given year.



Operating Impact:

The Department of Family Services may request that this facility be operated by a contract vendor in FY 09. The contract option is estimated to cost \$1.3 million annually.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Professional Services	0	455	0	0	0	0	0	455	0	455
Construction	0	0	3,265	0	0	0	0	3,265	0	3,265
Furnishings/Equipment	0	0	420	0	0	0	0	420	0	420
TOTAL COST:	0	455	3,685	0	0	0	0	4,140	0	4,140
Local Tax Funding	0	455	3,685	0	0	0	0	4,140	0	4,140
TOTAL FINANCING:	0	455	3,685	0	0	0	0	4,140	0	4,140

**Land acquisition was approved in a prior year from the Land Acquisition Fund.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	1,300	1,350	1,405	1,460	5,515
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	1,300	1,350	1,405	1,460	5,515

Parks, Recreation and Culture

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

<i>Parks, Recreation and Culture</i>		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
PRCS	Brambleton District Park	\$,P	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 3,000	\$ 9,000
PRCS	Broadlands Rec Ctr	GO,P	1,993	-	2,835	25,185	-	-	-	\$ 28,020	-	\$ 30,013
PRCS	Claude Moore Park Rec Ctr *	\$,GO,P	22,839	2,000	-	-	-	-	-	\$ 2,000	-	\$ 24,839
PRCS	Community Center Renovations	GO	-	-	980	7,145	5,385	-	-	\$ 13,510	-	\$ 13,510
PRCS	Loudoun Valley CC Renovation	\$,GO	3,920	225	-	-	-	-	-	\$ 225	-	\$ 4,145
Library Services	Brambleton Library	GO	-	-	-	-	-	-	-	\$ -	17,065	\$ 17,065
Library Services	Gum Spring Library	GO	-	-	7,630	-	-	-	-	\$ 7,630	-	\$ 7,630
Library Services	Rust Library Renovations	\$	8,251	2,200	-	-	-	-	-	\$ 2,200	-	\$ 10,451
Other	North Street Project	\$,GO	1,400	8,760	570	-	-	-	-	\$ 9,330	-	\$ 10,730
Parks, Rec & Culture Subtotals			\$ 38,403	\$ 13,185	\$ 12,015	\$ 32,330	\$ 5,385	\$ 6,000	\$ -	\$ 68,915	\$ 20,065	\$ 127,383

<i>Revenue Source</i>		Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	3,266	\$ 4,425	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 4,925	\$ -	\$ 8,191
GO - G O Bond	General Obligation Bond	GO	28,585	8,760	11,515	32,330	5,385	6,000	-	\$ 63,990	20,065	\$ 112,640
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	\$ -	-	\$ -
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	\$ -	-	\$ -
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	\$ -	-	\$ -
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	\$ -	-	\$ -
S - State Grant	State Grant	S	-	-	-	-	-	-	-	\$ -	-	\$ -
P - Proffers	Proffers (C.L.I)	P	6,552	-	-	-	-	-	-	\$ -	-	\$ 6,552
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	\$ -	-	\$ -
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	\$ -	-	\$ -
F - Fees	Fees	F	-	-	-	-	-	-	-	\$ -	-	\$ -
C - Contributions	Contributions	C	-	-	-	-	-	-	-	\$ -	-	\$ -
Totals:			\$ 38,403	\$ 13,185	\$ 12,015	\$ 32,330	\$ 5,385	\$ 6,000	\$ -	\$ 68,915	\$ 20,065	\$ 127,383

* FY 07 funding for Claude Moore Park Recreation Center is revenue replacement only. It does not increase the cost of the project. Prior allocation reduced by \$2.0 million and FY 07 increased by \$2.0 million.

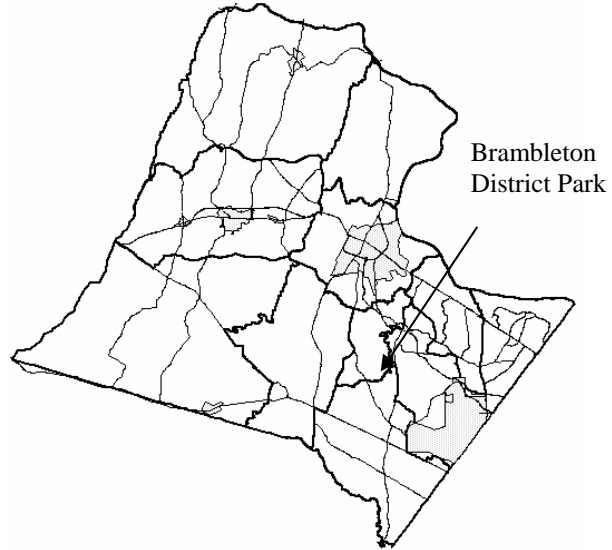
Brambleton District Park

County Project Description:

This project develops a proffered park site within Brambleton, 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 the 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, 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 the public road, 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.



Proffer:

Brambleton (1) ZMAP-1993-0005

Referendum Date:

November 2010

Operating Impact:

The annual operating and maintenance cost for this facility is estimated at \$605,000 in FY 12.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	1,000	0	1,000	0	1,000
Construction	0	0	0	0	0	5,000	0	5,000	3,000	8,000
Furnishings/Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	0	6,000	0	6,000	3,000	9,000
Gen. Oblig. Bonds	0	0	0	0	0	6,000	0	6,000	3,000	9,000
Proffers (L)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	6,000	0	6,000	3,000	9,000

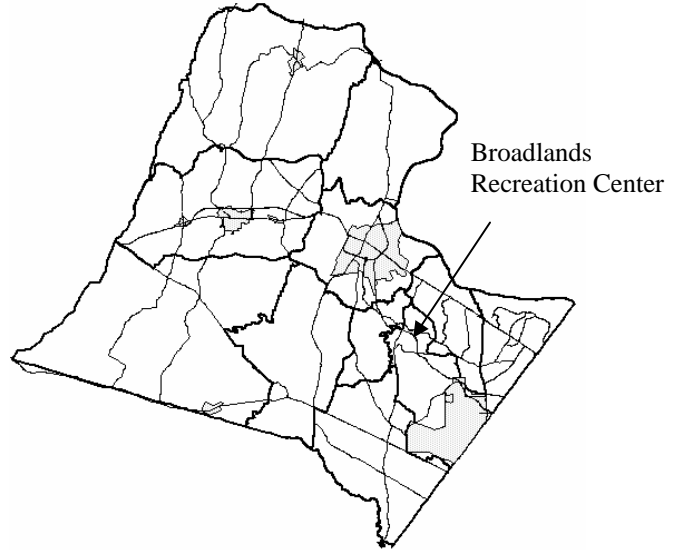
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	605	605
Debt Service	0	0	0	0	0	200	200
TOTAL	0	0	0	0	0	805	805

Broadlands Recreation Center

County Project Description:

This project constructs a 75,000 square-foot recreation center on a County-owned 16-acre parcel located on the east side of Belmont Ridge Road (Rt. 659), approximately 1/4 mile north of Truro Parish Drive. The project was previously approved as a 25,000 square-foot facility slated for design in FY 05 and construction in FY 06. The Board of Supervisors subsequently adopted a new standard of 75,000 square feet for recreation centers.

This facility will include a minimum 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 will occupy 28,000 square feet and will 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 will require a minimum of 600 parking spaces.



Referendum Date:

November 2007

Operating Impact:

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.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	1,993	0	0	0	0	0	0	0	0	1,993
Professional Services	0	0	2,835	0	0	0	0	2,835	0	2,835
Construction	0	0	0	24,655	0	0	0	24,655	0	24,655
Furnishings/Equipment	0	0	0	530	0	0	0	530	0	530
TOTAL COST:	1,993	0	2,835	25,185	0	0	0	28,020	0	30,013
Gen. Oblig. Bonds	0	0	2,835	25,185	0	0	0	28,020	0	28,020
Proffers (L)	1,993	0	0	0	0	0	0	0	0	1,993
TOTAL FINANCING:	1,993	0	2,835	25,185	0	0	0	28,020	0	30,013

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	550	1,735	3,040	2,955	8,280
TOTAL	0	0	550	1,735	3,040	2,955	8,280

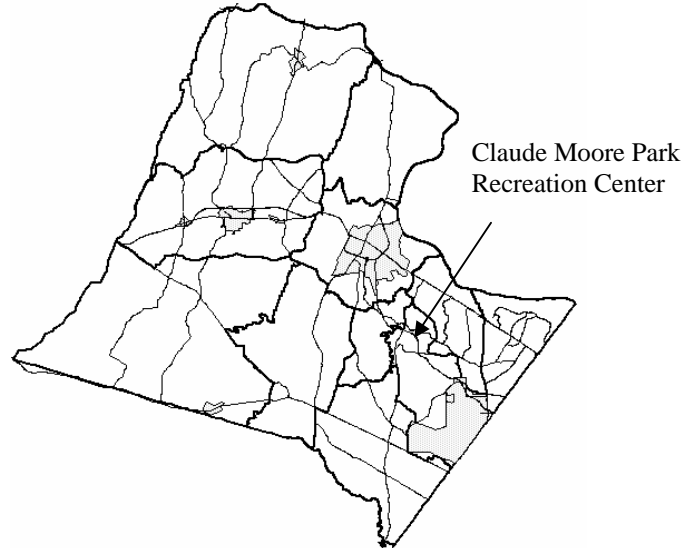
Claude Moore Park Recreation Center

County Project Description:

This project constructs a 91,300 square-foot recreation center in eastern Loudoun County in two construction phases. The center will be constructed in the County's eastern regional park, Claude Moore Park. The center will include indoor recreation, a gymnasium, and an aquatic facility that will include leisure and lap pools.

Phase I construction of the 84,000 square-foot recreation center began in FY 05. Funding for Phase I consists of a combination of voter-approved general obligation bonds from the November 2001 referendum and cash proffers.

The FY 06 capital plan designated the use of \$4,235,000 in cash proffers to construct a Phase II addition to the recreation center to replace the community center space at the Sterling Annex Community Center. Phase I construction bids required the use of approximately \$2.2 million of these proffers to fund the Phase I construction phase. The Board of Supervisors also designated \$1.8 million from FY 04 General Fund balance to fund a larger competition pool in the Recreation Center. The balance of funds required to complete Phase II was planned to come from the sale of the Sterling Annex Community Center. The adopted CIP adds \$2,000,000 in FY 07 to replace funding from the sale of Sterling Annex.



Operating Impact:

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.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	1,204	0	0	0	0	0	0	0	0	1,204
Construction	22,590	0	0	0	0	0	0	0	0	22,590
Furnishings/Equipment	1,045	0	0	0	0	0	0	0	0	1,045
TOTAL COST:	24,839	0	0	0	0	0	0	0	0	24,839
Gen. Oblig. Bonds	17,000	0	0	0	0	0	0	0	0	17,000
Local Tax Funding	1,280	2,000	0	0	0	0	0	2,000	0	3,280
Proffers (Cash)	4,559	0	0	0	0	0	0	0	0	4,559
TOTAL FINANCING:	22,839	2,000	0	0	0	0	0	2,000	0	24,839

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

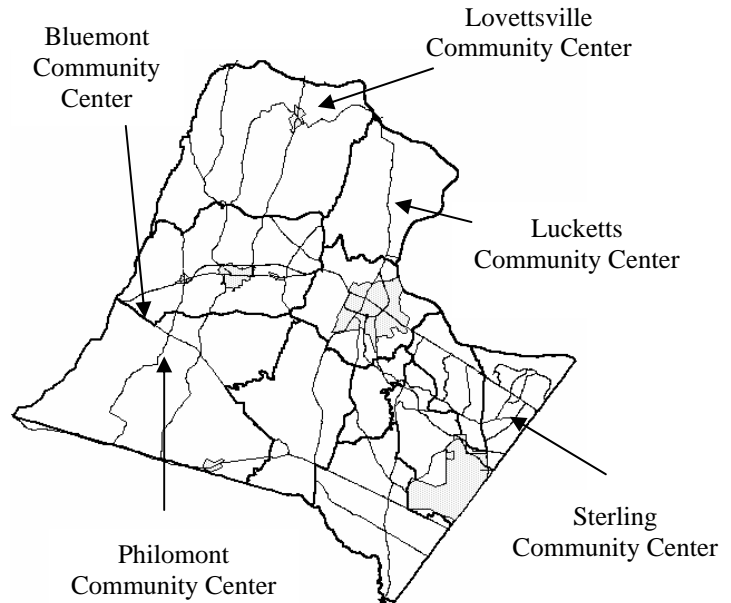
Community Center Renovations

County Project Description:

In FY 07 the Department of Parks, Recreation and Community Services will be updating its strategic plan to include an evaluation of community center operations. Upon completion of the strategic plan, the community center renovation program will be scheduled based on need and programmatic service requirements. Renovations and any expansions if needed will be implemented in FY 08 and FY 09.

These renovation and expansion projects will bring the community centers into compliance with current codes and Federal mandates, maintenance, and programmatic requirements that drive the need for renovation and expansion. The projects' estimated dates of commencement are:

Bluemont Community Center (FY 08)
 Lucketts Community Center (FY 08)
 Sterling Community Center (FY 08)
 Lovettsville Community Center (FY 09)
 Philomont Community Center (FY 09)



Scope of Work:

Needs include ADA accessibility, updating all systems for maintenance and code compliance (i.e. electrical, plumbing, fire suppression, security, IT), repair or replace interior and exterior finishes and other cosmetic improvements. All project scopes begin with a complete facility and programmatic assessment to determine the final work scope. Increasing population and demands for service may require the expansion of some centers to meet increased program demands.

The cost of relocating community center programs during renovations is not included in the cost estimate for this project.

Referendum Date:

Funding for this project is derived from a combination of local tax funding and the issuance of general obligation bonds pending voter approval in a November 2007 referendum.

Operating Impact:

The Department of Parks, Recreation and Community Services projects a loss of operating revenues at the five centers during the renovation process. Operational impacts will be assessed prior to the renovation phase.

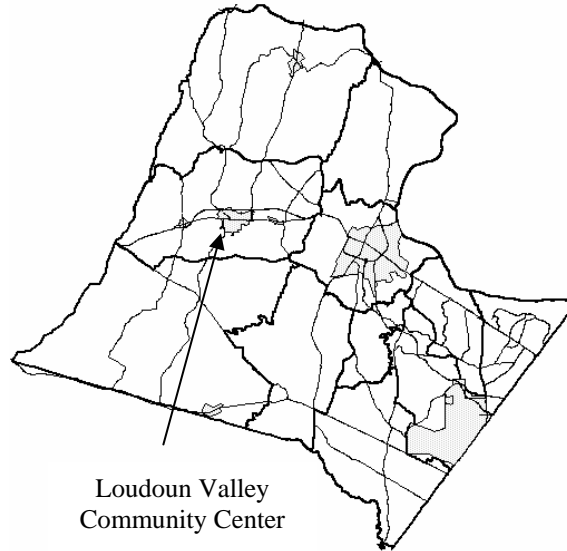
CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	980	785	0	0	0	1,765	0	1,765
Construction	0	0	0	6,160	5,235	0	0	11,395	0	11,395
Furnishings/Equipment	0	0	0	200	150	0	0	350	0	350
TOTAL COST:	0	0	980	7,145	5,385	0	0	13,510	0	13,510
Gen. Oblig. Bonds	0	0	980	7,145	5,385	0	0	13,510	0	13,510
Local Tax Funding	0	0	0	0	0	0	0	0	0	0
Fund Balance (CIP)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	980	7,145	5,385	0	0	13,510	0	13,510

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	200	645	1,045	1,430	3,320
TOTAL	0	0	200	645	1,045	1,430	3,320

Loudoun Valley Community Center Renovation

County Project Description:

This project renovates the existing 12,490 square-foot Loudoun Valley Community Center in Purcellville. Aging infrastructure, ADA accessibility regulations, and programmatic requirements drive the need for building and system upgrades. The project will update the electrical, plumbing, fire suppression system, HVAC, security, and information system to current codes and technology. Interior and exterior finishes and reconfiguration of program space will be addressed as will improvements to site utilities, including storm drainage and parking. This center was built as a school in 1922 and declared surplus by the school district. It was determined that it would be more cost effective to renovate and update all building systems than continue trying to maintain outdated equipment. The facility is also in need of cosmetic improvements, which will be addressed inside and outside the structure.



Referendum Date:

Funding for the project is derived from a combination of the issuance of general obligation bonds from the November 2004 referendum and local tax funding.

Operating Impact:

Renovation or replacement of the community centers will enable the Departments of General Services and Parks, Recreation and Community Services to reduce annual maintenance costs while maintaining a high level of service in safe, accessible facilities.

Parks, Recreation and Community Services is developing a plan to minimize service impacts to the community during the project's 12 to 15 month development schedule. A loss of operating revenues at the Loudoun Valley Community Center during its renovation may occur as programs are temporarily relocated.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	595	0	0	0	0	0	0	0	0	595
Construction	3,325	0	0	0	0	0	0	0	0	3,325
Furnishings/Equipment	0	225	0	0	0	0	0	225	0	225
TOTAL COST:	3,920	225	0	0	0	0	0	225	0	4,145
Gen. Oblig. Bonds	3,700	0	0	0	0	0	0	0	0	3,700
Local Tax Funding	220	225	0	0	0	0	0	225	0	445
TOTAL FINANCING:	3,920	225	0	0	0	0	0	225	0	4,145

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Brambleton Library

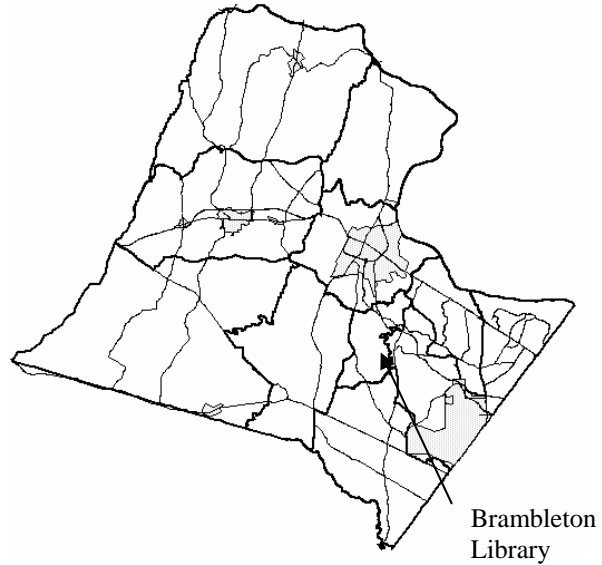
County Project Description:

This project constructs a full-service community library in the Brambleton area. The facility will be 30,000 square feet and located on approximately 7.5 acres of land. Opening day collection for this library will total 120,000 volumes.

When completed, the Brambleton development will have 6,240 units, and the Dulles planning subarea currently has 20,000 units approved for construction. The Dulles planning subarea does not currently have a public library.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	1,090	1,090
Construction	0	0	0	0	0	0	0	0	11,215	11,215
Furnishings/Equipment	0	0	0	0	0	0	0	0	4,760	4,760
TOTAL COST:	0	0	0	0	0	0	0	0	17,065	17,065
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	17,065	17,065
Proffers, Land	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	0	0	17,065	17,065

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

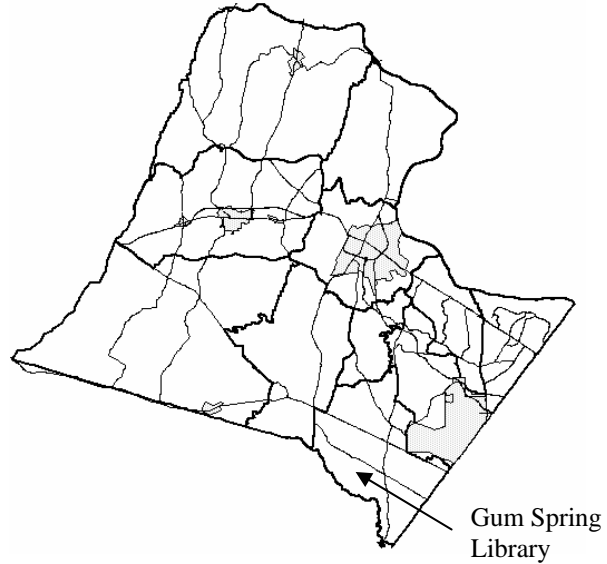
Gum Spring Library

County Project Description:

This project provides for 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 would serve the South Riding and Stone Ridge residential developments and the Dulles South planning subarea, and would have 80,000 volumes in its collection.



Referendum Date:

Funding for the project is derived from the issuance of general obligation bonds pending voter approval of the November 2007 referendum.

Operating Impact:

The facility's operating impact is projected at \$4.2 million in FY 09.

Proffer:

Stone Ridge ZCPA-2002-0004

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	840	0	0	0	0	840	0	840
Construction	0	0	3,130	0	0	0	0	3,130	0	3,130
Furnishings/Equipment	0	0	3,660	0	0	0	0	3,660	0	3,660
TOTAL COST:	0	0	7,630	0	0	0	0	7,630	0	7,630
Gen. Oblig. Bonds	0	0	7,130	0	0	0	0	7,130	0	7,130
Local Tax Funding	0	0	500	0	0	0	0	500	0	500
TOTAL FINANCING:	0	0	7,630	0	0	0	0	7,630	0	7,630

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	4,225	4,395	4,570	4,750	17,940
Debt Service	0	0	200	550	785	760	2,295
TOTAL	0	0	4,375	4,956	5,403	5,560	20,294

Rust Library Expansion

County Project Description

The construction of a 15,000 square foot addition to Rust Library has been included in previous capital improvement programs. This project would provide expanded children and circulation areas to the existing facility. Construction is anticipated to commence in early FY 07 with final occupancy in late FY 08.

A review of the existing space in FY 01 indicated the need for several service delivery modifications to the existing floor plan to compliment the planned addition's design. As a result, this project also includes a proposed renovation to the existing 23,000 square foot facility. The renovation will resolve customer access, program space, and loading dock issues resulting from the integration of the 15,000 square foot addition.

Staff identified additional funding requirements during the Board's discussion of the disposition of FY 05 General Fund balance. The Board added \$2.2 million in FY 07 to accommodate revised cost estimates for this project.



Referendum Date:

Funding for the project is derived from issuance of general obligation bonds that were approved by voters in the November 2001 referendum, and local tax funding in FY 07.

Operating Impact:

The facility's operating impact is projected at \$30,000 in FY 08, increasing to \$120,000 during the first full year of operation.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	1,166	0	0	0	0	0	0	0	0	1,166
Construction	5,605	2,200	0	0	0	0	0	2,200	0	7,805
Furnish./Equipment	1,480	0	0	0	0	0	0	0	0	1,480
TOTAL COST:	8,251	2,200	0	0	0	0	0	2,200	0	10,451
Gen. Oblig. Bonds	7,885	0	0	0	0	0	0	0	0	7,885
Local Tax Funding	366	2,200	0	0	0	0	0	2,200	0	2,566
TOTAL FINANCING:	8,251	2,200	0	0	0	0	0	2,200	0	10,451

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	30	120	125	130	135	540
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	30	120	125	130	135	540

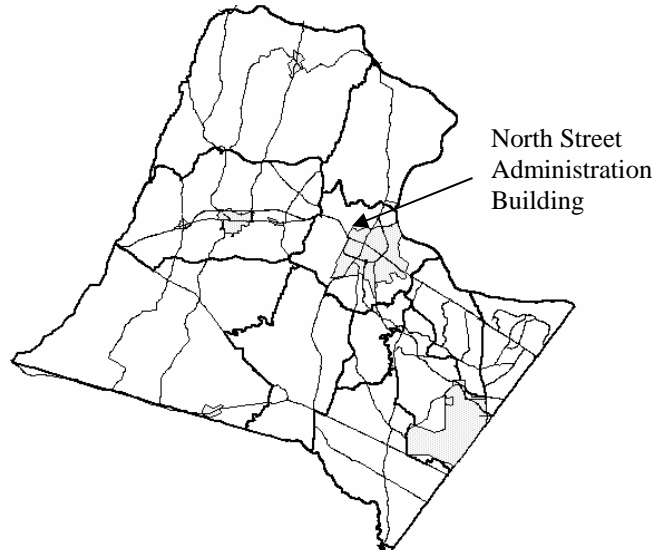
North Street Administration

County Project Description:

On January 18, 2005, the Board of Supervisors requested that the School Board consider the County for use of the North Street Administration building in Leesburg after the 34,000 square-foot building was vacated by the School System. The uses planned for this space include a senior center with offices for the Area Agency on Aging and space for administrative offices and Library support services.

The Loudoun County School Board recommended a 20-year lease to facilitate the use of the building by the County at minimal cost. The School Board also granted permission for the County to evaluate the building systems for renovation.

The FY 06 adopted budget included funding for the design of the renovation. The Board of Supervisors appropriated funding for construction and furnishings in FY 07.



Referendum Date:

November 2006

Operating Impact:

The Department of General Services will budget for general maintenance and utility costs at the facility. Additional operating impacts will be developed and presented in the FY 08 capital plan.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	1,400	0	0	0	0	0	0	0	0	1,400
Construction	0	8,760	0	0	0	0	0	8,760	0	8,760
Furnishings/Equipment	0	0	570	0	0	0	0	570	0	570
TOTAL COST:	1,400	8,760	570	0	0	0	0	9,330	0	10,730
Gen. Oblig. Bonds	0	8,760	570	0	0	0	0	9,330	0	9,330
Local Tax Funding	1,400	0	0	0	0	0	0	0	0	1,400
TOTAL FINANCING:	1,400	8,760	570	0	0	0	0	9,330	0	10,730

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	250	715	905	880	860	3,610
TOTAL	0	250	715	905	880	860	3,610

Notes

Community Development

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

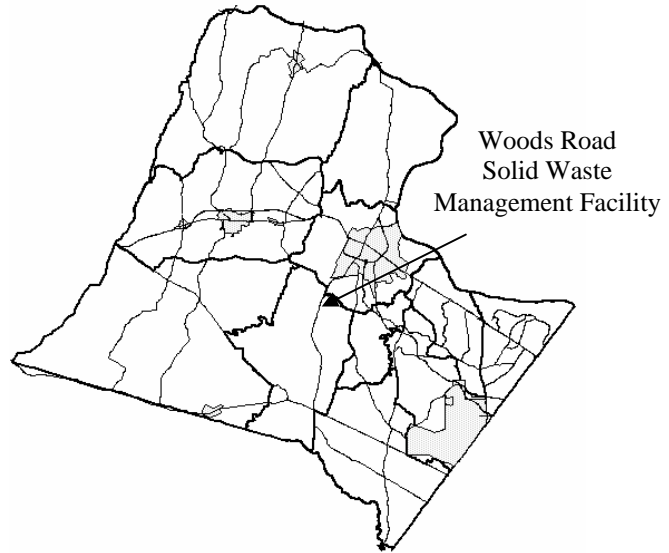
Community Development	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
Woods Road Landfill Site Development	F	\$ 2,290	\$ 1,940	\$ 5,625	\$ -	\$ -	\$ -	\$ -	\$ 7,565	\$ -	\$ 9,855
Woods Road Landfill Maintenance Shop	F	-	1,125	-	-	-	-	-	1,125	-	1,125
Woods Road Landfill Sequence III Closure	F	-	-	2,250	-	-	-	-	2,250	-	2,250
Woods Road Landfill Cell I Construction	F	-	-	-	6,070	-	-	-	6,070	-	6,070
Woods Road Landfill Sequence IV Closure	F	-	-	-	-	-	3,500	-	3,500	-	3,500
Community Development Subtotals		\$ 2,290	\$ 3,065	\$ 7,875	\$ 6,070	\$ -	\$ 3,500	\$ -	\$ 20,510	\$ -	\$ 22,800

Fund Codes	Revenue Source	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Project Total
\$ - Local Tax Funds	Local Tax Funding	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GO - G O Bond	General Obligation Bond	GO	-	-	-	-	-	-	-	-	-	-
VRA	Virginia Resource Authority	VRA	-	-	-	-	-	-	-	-	-	-
L/P - Lease Purchase	Lease Purchase	L/P	-	-	-	-	-	-	-	-	-	-
FB	Fund Balance	CIPFB	-	-	-	-	-	-	-	-	-	-
GT, TF	Gas Tax/Transportation Fund	GT/TF	-	-	-	-	-	-	-	-	-	-
S - State Grant	Slate Grant	S	-	-	-	-	-	-	-	-	-	-
P - Proffers	Proffers (C.L.I.)	P	-	-	-	-	-	-	-	-	-	-
VPSA - Bonds	VA Public School Auth Bonds	VPSA	-	-	-	-	-	-	-	-	-	-
PB - Pledge Bonds	Pledge Bonds	PB	-	-	-	-	-	-	-	-	-	-
F - Fees	Fees	F	2,290	3,065	7,875	6,070	-	3,500	-	\$ 20,510	-	\$ 22,800
C - Contributions	Contributions	C	-	-	-	-	-	-	-	-	-	-
Totals:			\$ 2,290	\$ 3,065	\$ 7,875	\$ 6,070	\$ -	\$ 3,500	\$ -	\$ 20,510	\$ -	\$ 22,800

Woods Road Landfill Site Development

County Project Description

This project includes funding for engineering and construction services to maintain available disposal capacity at the Loudoun County Landfill. This project includes the preliminary site work for berm construction and stormwater management facilities. It also includes necessary improvements to Evergreen Mills Road (Route 621) to enable access to the Woods Road portion of the landfill. Some of the soils excavated in this project will be used to complete the closure of the Sequence II cell. Landfill fees are the designated funding source.



Operating Impact:

Operating costs for daily operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.

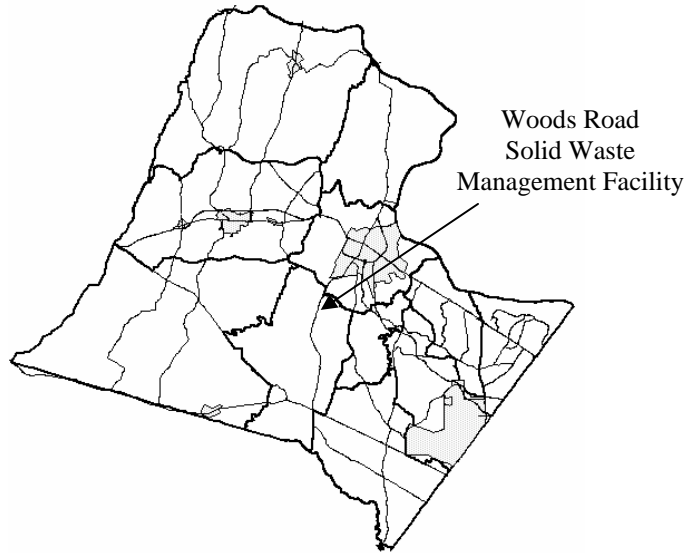
CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	175	0	0	0	0	0	175	0	175
Construction	2,290	1,765	5,625	0	0	0	0	7,390	0	9,680
Furnish./Equipment		0	0	0	0	0	0	0	0	0
TOTAL COST:	2,290	1,940	5,625	0	0	0	0	7,565	0	9,855
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Fees	2,290	1,940	5,625	0	0	0	0	7,565	0	9,855
TOTAL FINANCING:	2,290	1,940	5,625	0	0	0	0	7,565	0	9,855

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

Woods Road Landfill Maintenance Shop

County 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. Preliminary design work has already been completed. Landfill fees are the designated funding source.



Operating Impact:

There are no additional operating impacts associated with this project since the new maintenance shop will replace an existing facility.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0	0
Construction	0	1,125	0	0	0	0	0	1,125	0	1,125
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	1,125	0	0	0	0	0	1,125	0	1,125
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Fees	0	1,125	0	0	0	0	0	1,125	0	1,125
TOTAL FINANCING:	0	1,125	0	0	0	0	0	1,125	0	1,125

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

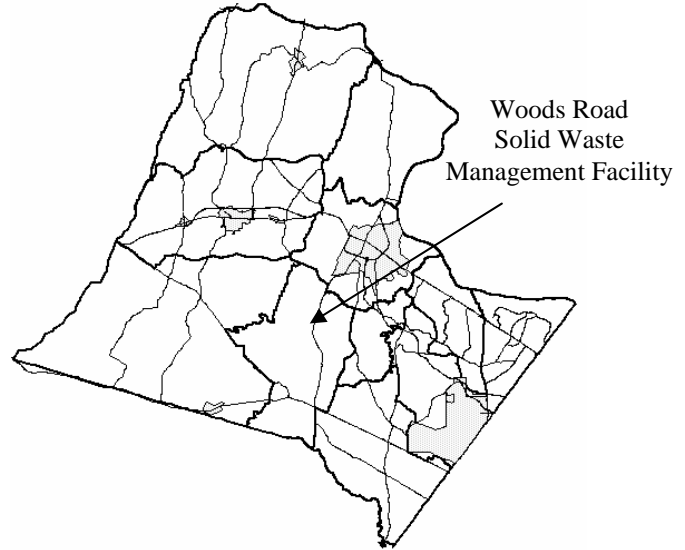
Woods Road Landfill Sequence III Closure

County 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 the spring of 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. Landfill fees are the designated funding source.

Operating Impact:

Operating costs for daily operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	150	0	0	0	0	150	0	150
Construction	0	0	2,100	0	0	0	0	2,100	0	2,100
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	2,250	0	0	0	0	2,250	0	2,250
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Fees	0	0	2,250	0	0	0	0	2,250	0	2,250
TOTAL FINANCING:	0	0	2,250	0	0	0	0	2,250	0	2,250

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

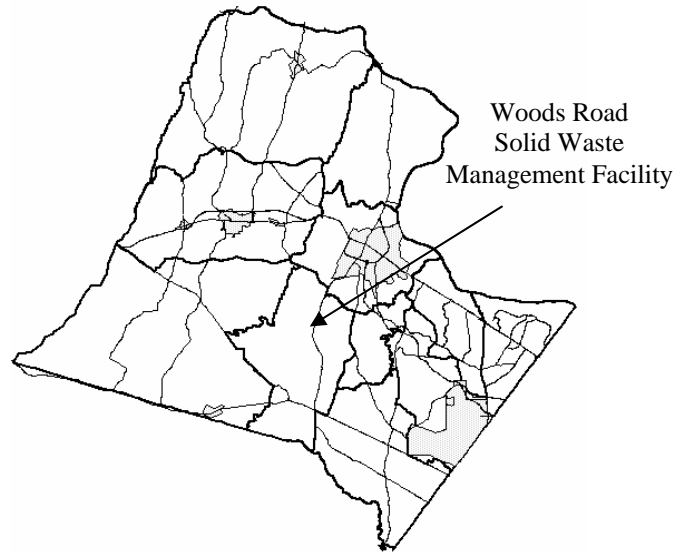
Woods Road Landfill Cell I Construction

County 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 I on the Woods Road portion of the landfill. Construction of this cell by the end of FY 09 is necessary to ensure uninterrupted operations. Landfill fees are the designated funding source.

Operating Impact:

Operating costs for daily operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.



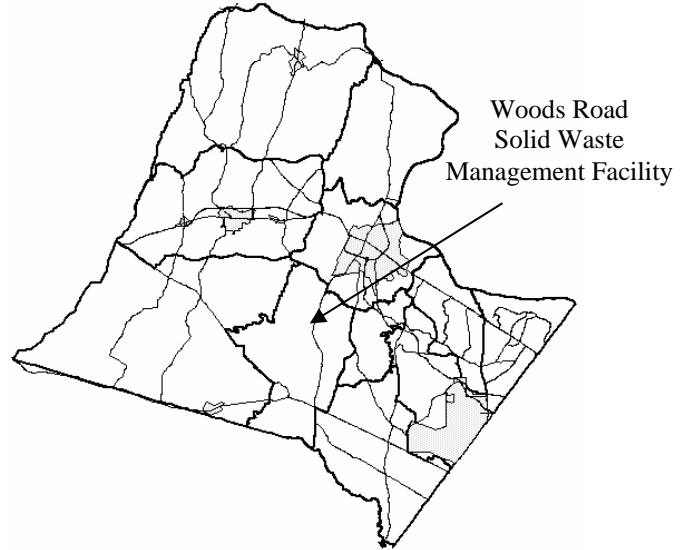
CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	200	0	0	0	200	0	200
Construction	0	0	0	5,870	0	0	0	5,870	0	5,870
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	6,070	0	0	0	6,070	0	6,070
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Fees	0	0	0	6,070	0	0	0	6,070	0	6,070
TOTAL FINANCING:	0	0	0	6,070	0	0	0	6,070	0	6,070

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

Woods Road Landfill Sequence IV Closure

County 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 the spring of 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. Landfill fees are the designated funding source.



Operating Impact:

Operating costs for daily operations are projected to remain within the landfill budget of the Office of Solid Waste Management, which is entirely offset by fees.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	150	0	150	0	150
Construction	0	0	0	0	0	3,350	0	3,350	0	3,350
Furnish./Equipment	0	0	0	0	0	0	0	0	0	0
TOTAL COST:	0	0	0	0	0	3,500	0	3,500	0	3,500
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	0	0
Fees	0	0	0	0	0	3,500	0	3,500	0	3,500
TOTAL FINANCING:	0	0	0	0	0	3,500	0	3,500	0	3,500

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Total
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL:	0	0	0	0	0	0	0

Notes



School Capital Projects

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Elementary Schools

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Elementary Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Elementary	ES-14 Brambleton Area	\$,GO	\$ -	\$ -	\$ -	\$ -	27,630	\$ -	-	\$ 27,630	\$ -	\$ 27,630
Elementary	ES-15 Leesburg Area	\$,GO	-	-	-	25,510	-	-	-	\$ 25,510	-	\$ 25,510
Elementary	ES-16 Ashburn Area	\$,GO	-	0	-	25,510	-	-	-	\$ 25,510	-	\$ 25,510
Elementary	ES-18 South Riding Station	\$,GO,S	-	22,730	-	-	-	-	-	\$ 22,730	-	\$ 22,730
Elementary	ES-19 Ashburn Area	\$,GO	-	22,730	-	-	-	-	-	\$ 22,730	-	\$ 22,730
Elementary	ES-20 Dulles Area	\$,GO	-	-	-	-	-	29,920	-	\$ 29,920	-	\$ 29,920
Elementary	ES-21 Dulles Area	\$,GO	-	-	-	-	-	-	-	\$ -	35,870	\$ 35,870
Elementary	ES-22 Ashburn Area	\$,GO	-	-	-	-	Land	-	31,465	\$ 31,465	-	\$ 31,465
Elementary	ES-24 Leesburg Area	\$,GO	-	-	-	-	Land	-	31,465	\$ 31,465	-	\$ 31,465
Elementary	ES-25 Western Loudoun	\$,GO	-	-	Land	-	-	29,920	-	\$ 29,920	-	\$ 29,920
Elementary	ES-26 Western Loudoun	\$,GO	-	-	-	-	Land	-	-	\$ -	-	\$ -
Elementary	Enlarged Waterford Elem	\$,GO	-	-	-	-	-	31,690	-	\$ 31,690	-	\$ 31,690
Elementary	Catodlin ES Renovation	\$,GO	-	-	-	-	-	23,760	-	\$ 23,760	-	\$ 23,760
Elementary Sub Total:			\$ -	\$ 45,460	\$ -	\$ 51,020	\$ 27,630	\$ 115,290	\$ 62,930	\$ 302,330	\$ 35,870	\$ 338,200

Fund Codes		Revenue Source									
		Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$ -	\$ 2,517	\$ -	\$ 5,110	\$ 2,765	\$ 11,533	\$ 6,300	\$ 28,225	\$ 3,590	\$ 31,815
GO	General Obligation Bonds	-	38,935	-	45,910	24,865	103,757	56,630	\$ 270,097	32,280	\$ 302,377
S	State Grant-Lottery	-	4,008	-	-	-	-	-	\$ 4,008	-	\$ 4,008
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	-	-	-
VPSA	Virginia Public School Bond	-	-	-	-	-	-	-	-	-	-
Elementary Sub Total:		\$ -	\$ 45,460	\$ -	\$ 51,020	\$ 27,630	\$ 115,290	\$ 62,930	\$ 302,330	\$ 35,870	\$ 338,200

(ES-14) Brambleton Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a proffered site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Briar Woods High School Cluster.

Opening Date:

Fall 2011

Operating Impact:

The operating impact below is based on an FY 07 per pupil cost of \$12,098. This cost is established by dividing the adopted FY 07 operating budget (including capital bus leases) of \$613,856,662 by the projected FY 07 school enrollment of 50,740 students.



Referendum Date:

November 2009

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	2,050	0	0	2,050	0	2,050
Bldg./Construction	0	0	0	0	22,365	0	0	22,365	0	22,365
Equip./Furnishings	0	0	0	0	3,215	0	0	3,215	0	3,215
TOTAL COST:	0	0	0	0	27,630	0	0	27,630	0	27,630
Gen. Oblig. Bonds	0	0	0	0	24,865	0	0	24,865	0	24,865
Local Tax Funding	0	0	0	0	2,765	0	0	2,765	0	2,765
TOTAL FINANCING:	0	0	0	0	27,630	0	0	27,630	0	27,630

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	19,505	19,505
Debt Service	0	0	0	0	1,075	2,205	3,280
TOTAL	0	0	0	0	1,075	21,710	22,785

(ES-15) Leesburg Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Loudoun County High School Cluster.

Opening Date:

Fall 2010

Operating Impact:

The operating impact below is based on an FY 07 per pupil cost of \$12,098. This cost is established by dividing the adopted FY 07 operating budget (including capital bus leases) of \$613,856,662 by the projected FY 07 school enrollment of 50,740 students.



Referendum Date:

November 2008

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	1,900	0	0	0	1,900	0	1,900
Bldg./Construction	0	0	0	20,635	0	0	0	20,635	0	20,635
Equip./Furnishings	0	0	0	2,975	0	0	0	2,975	0	2,975
TOTAL COST:	0	0	0	25,510	0	0	0	25,510	0	25,510
Gen. Oblig. Bonds	0	0	0	22,955	0	0	0	22,955	0	22,955
Local Tax Funding	0	0	0	2,555	0	0	0	2,555	0	2,555
TOTAL FINANCING:	0	0	0	25,510	0	0	0	25,510	0	25,510

**Land acquisition was budgeted in Prior Fiscal Year in the Land Acquisition Fund.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	17,260	19,505	36,765
Debt Service	0	0	0	850	2,220	2,565	5,635
TOTAL	0	0	0	850	19,480	22,070	42,400

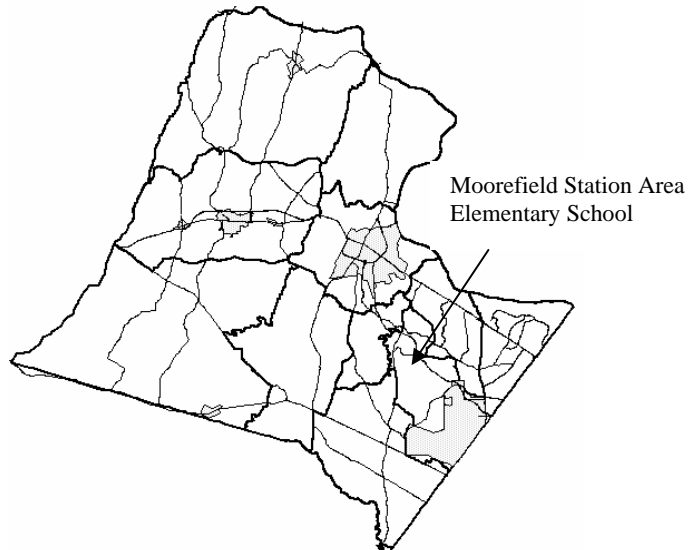
(ES-16) Moorefield Station Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is to be developed on a proffered public use site in the Moorefield Station development. Originally, the relocation of a gas line was necessary to prepare the site for construction. A different potential site layout makes the gas line relocation unnecessary.

The school is currently in the Briar Woods High School Cluster.



Opening Date:

Fall 2010

Operating Impact:

The operating impact below is based on an FY 07 per pupil cost of \$12,098. This cost is established by dividing the adopted FY 07 operating budget (including capital bus leases) of \$613,856,662 by the projected FY 07 school enrollment of 50,740 students.

Referendum Date:

November 2008

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	1,900	0	0	0	1,900	0	1,900
Bldg./Construction	0	0	0	20,635	0	0	0	20,635	0	20,635
Equip./Furnishings	0	0	0	2,975	0	0	0	2,975	0	2,975
TOTAL COST:	0	0	0	25,510	0	0	0	25,510	0	25,510
Gen. Oblig. Bonds	0	0	0	22,955	0	0	0	22,955	0	22,955
Local Tax Funding	0	0	0	2,555	0	0	0	2,555	0	2,555
TOTAL FINANCING:	0	0	0	25,510	0	0	0	25,510	0	25,510

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	17,260	19,505	36,765
Debt Service	0	0	0	850	2,220	2,565	5,635
TOTAL	0	0	0	850	19,480	22,070	42,400

(ES-18) South Riding Station Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

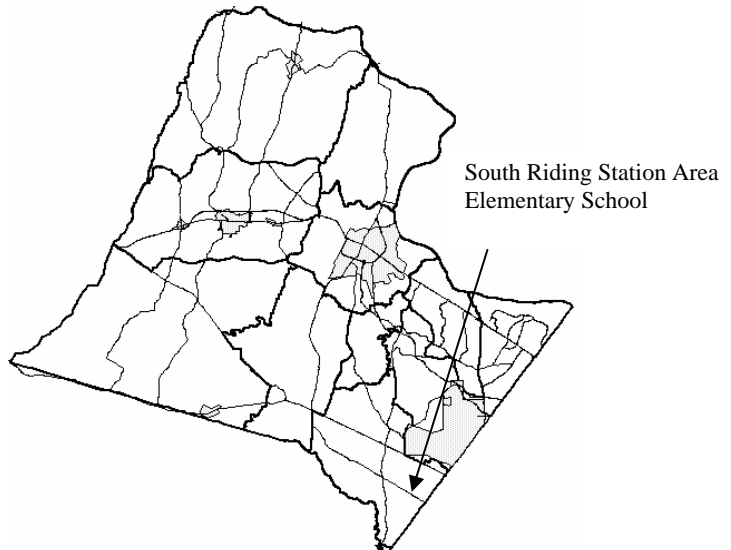
The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2008

Operating Impact:

The operating impact below is based on an FY 07 per pupil cost of \$12,098. This cost is established by dividing the adopted FY 07 operating budget (including capital bus leases) of \$613,856,662 by the projected FY 07 school enrollment of 50,740 students.



Referendum Date:

November 2006

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	1,630	0	0	0	0	0	1,630	0	1,630
Bldg./Construction	0	18,550	0	0	0	0	0	18,550	0	18,550
Equip./Furnishings	0	2,550	0	0	0	0	0	2,550	0	2,550
TOTAL COST:	0	22,730	0	0	0	0	0	22,730	0	22,730
Gen. Oblig. Bonds	0	19,465	0	0	0	0	0	19,465	0	19,465
Local Tax Funding	0	1,261	0	0	0	0	0	1,261	0	1,261
State Grant Program	0	2,004	0	0	0	0	0	2,004	0	2,004
TOTAL FINANCING:	0	22,730	0	0	0	0	0	22,730	0	22,730

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	13,515	15,275	17,260	19,505	65,555
Debt Service	0	475	1,605	2,215	2,150	2,085	8,530
TOTAL	0	475	15,120	17,490	19,410	21,590	74,085

(ES-19) Ashburn Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

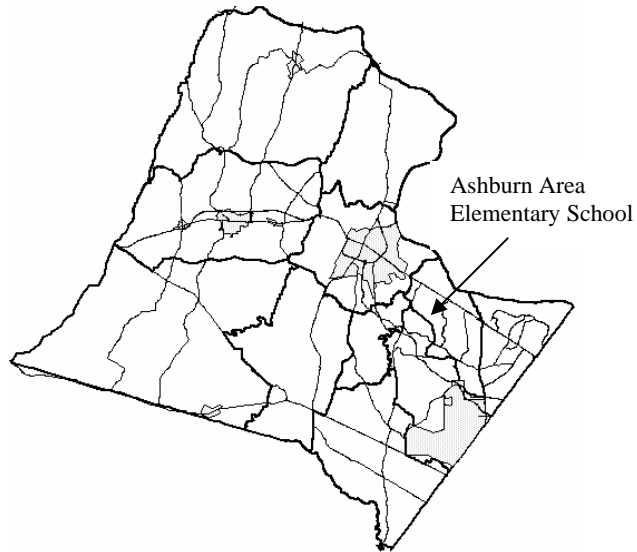
The school is currently in the Broad Run High School Cluster.

Opening Date:

Fall 2008

Operating Impact:

The operating impact below is based on an FY 07 per pupil cost of \$12,098. This cost is established by dividing the adopted FY 07 operating budget (including capital bus leases) of \$613,856,662 by the projected FY 07 school enrollment of 50,740 students.



Referendum Date:

November 2006

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	1,630	0	0	0	0	0	1,630	0	1,630
Bldg./Construction	0	18,550	0	0	0	0	0	18,550	0	18,550
Equip./Furnishings	0	2,550	0	0	0	0	0	2,550	0	2,550
TOTAL COST:	0	22,730	0	0	0	0	0	22,730	0	22,730
Gen. Oblig. Bonds	0	19,470	0	0	0	0	0	19,470	0	19,470
Local Tax Funding	0	1,256	0	0	0	0	0	1,256	0	1,256
State Grant	0	2,004	0	0	0	0	0	2,004	0	2,004
TOTAL FINANCING:	0	22,730	0	0	0	0	0	22,730	0	22,730

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	13,515	15,275	17,260	19,505	65,555
Debt Service	0	475	1,605	2,215	2,150	2,085	8,530
TOTAL	0	475	15,120	17,490	19,410	21,590	74,085

(ES-20) Dulles Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2012

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2010



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	2,215	0	2,215	0	2,215
Bldg./Construction	0	0	0	0	0	24,235	0	24,235	0	24,235
Equip./Furnishings	0	0	0	0	0	3,470	0	3,470	0	3,470
TOTAL COST:	0	0	0	0	0	29,920	0	29,920	0	29,920
Gen. Oblig. Bonds	0	0	0	0	0	26,930	0	26,930	0	26,930
Local Tax Funding	0	0	0	0	0	2,990	0	2,990	0	2,990
TOTAL FINANCING:	0	0	0	0	0	29,920	0	29,920	0	29,920

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	910	910
TOTAL	0	0	0	0	0	910	910

(ES-21) Dulles Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:

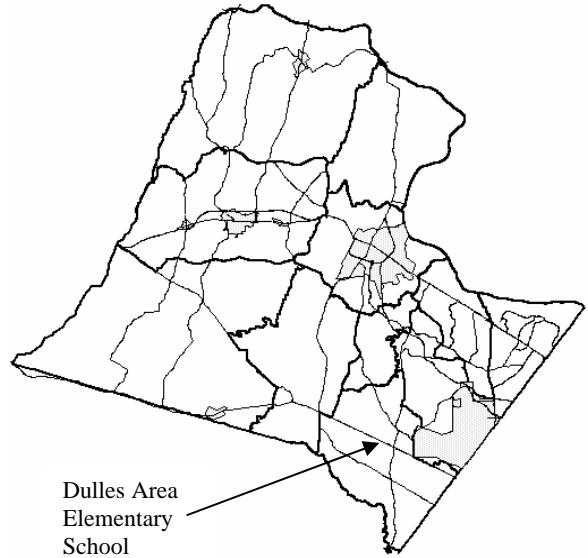
To be determined.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

To be determined.



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	0	0	0	2,510	2,510
Bldg./Construction	0	0	0	0	0	0	0	0	29,415	29,415
Equip./Furnishings	0	0	0	0	0	0	0	0	3,945	3,945
TOTAL COST:	0	0	0	0	0	0	0	0	35,870	35,870
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	32,280	32,280
Local Tax Funding	0	0	0	0	0	0	0	0	3,590	3,590
TOTAL FINANCING:	0	0	0	0	0	0	0	0	35,870	35,870

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

(ES-22) Ashburn Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:

Fall 2013

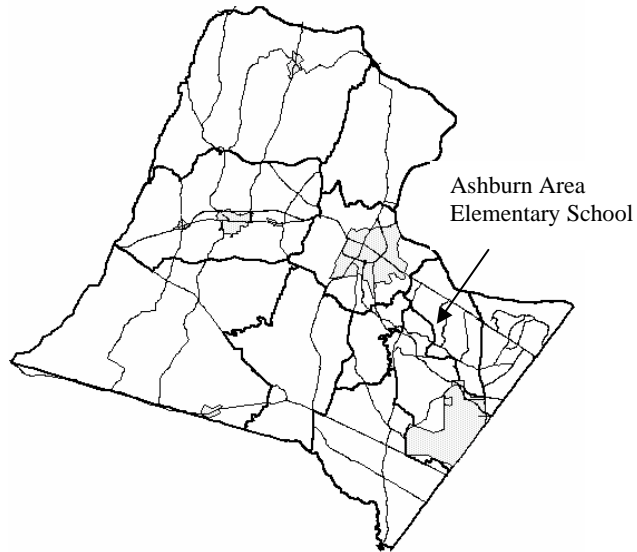
Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2009 (Land)

November 2011 (Facility)



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	**	0	0	0	0	0
Prof. Services	0	0	0	0	0	0	2,205	2,205	0	2,205
Bldg./Construction	0	0	0	0	0	0	25,800	25,800	0	25,800
Equip./Furnishings	0	0	0	0	0	0	3,460	3,460	0	3,460
TOTAL COST:	0	0	0	0	0	0	31,465	31,465	0	31,465
Gen. Oblig. Bonds	0	0	0	0	0	0	28,320	28,320	0	28,320
Local Tax Funding	0	0	0	0	0	0	3,145	3,145	0	3,145
TOTAL FINANCING:	0	0	0	0	0	0	31,465	31,465	0	31,465

**Land acquisition is scheduled in FY 10 in the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

(ES-24) Leesburg Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:

Fall 2013

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2009 (Land)

November 2011 (Facility)



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	**	0	0	0	0	0
Prof. Services	0	0	0	0	0	0	2,205	2,205	0	2,205
Bldg./Construction	0	0	0	0	0	0	25,800	25,800	0	25,800
Equip./Furnishings	0	0	0	0	0	0	3,460	3,460	0	3,460
TOTAL COST:	0	0	0	0	0	0	31,465	31,465	0	31,465
Gen. Oblig. Bonds	0	0	0	0	0	0	28,320	28,320	0	28,320
Local Tax Funding	0	0	0	0	0	0	3,145	3,145	0	3,145
TOTAL FINANCING:	0	0	0	0	0	0	31,465	31,465	0	31,465

**Land acquisition is scheduled in FY 10 in the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

(ES-25) Western Loudoun Area Elementary School

School Project Description:

This new elementary school will be an estimated 90,100 square feet and will be located on a site of approximately 15-20 acres. This school will be designed for an anticipated program capacity of 875 students in grades K through 5. The building will contain classrooms, a media center, a cafeteria, and a multi-purpose room.

The school's high school cluster is currently undesignated.

Opening Date:

Fall 2012

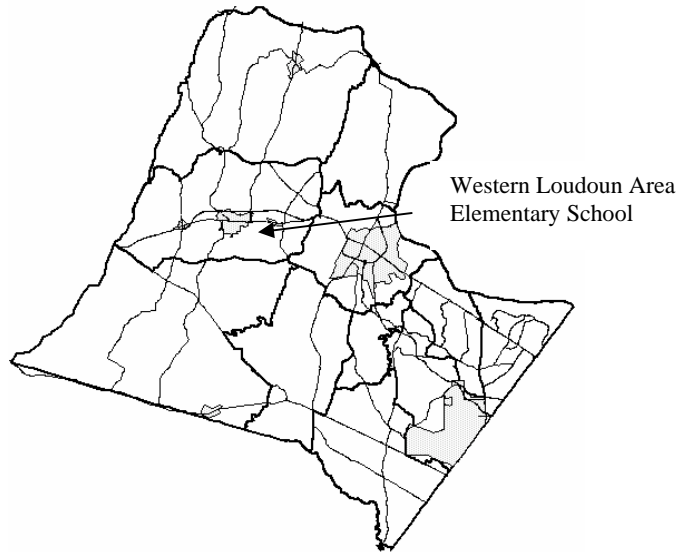
Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2007 (Land)

November 2010 (Facility)



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	2,215	0	2,215	0	2,215
Bldg./Construction	0	0	0	0	0	24,235	0	24,235	0	24,235
Equip./Furnishings	0	0	0	0	0	3,470	0	3,470	0	3,470
TOTAL COST:	0	0	0	0	0	29,920	0	29,920	0	29,920
Gen. Oblig. Bonds	0	0	0	0	0	26,930	0	26,930	0	26,930
Local Tax Funding	0	0	0	0	0	2,990	0	2,990	0	2,990
TOTAL FINANCING:	0	0	0	0	0	29,920	0	29,920	0	29,920

**Land acquisition is scheduled in FY 08 in the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	905	905
TOTAL	0	0	0	0	0	905	905

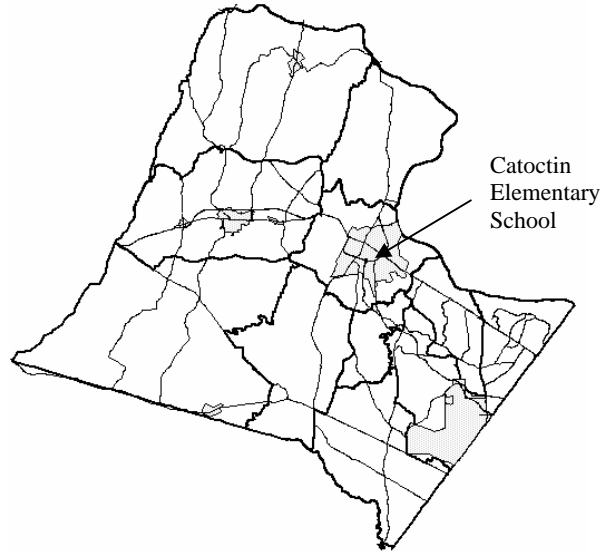
Catoctin Elementary School Renovation

School Project Description:

This project is a renovation to the Catoctin Elementary School in central Loudoun.

The School Board is proposing construction of new art and music rooms, expansion of the existing library, and the addition of space for small group instruction. The project also includes upgrades and improvements to the mechanical and electrical systems. A new fire suppression and sprinkler system will be installed and related plumbing will be refurbished. Other improvements for Americans with Disabilities Act (ADA) compliance will be included.

Catoctin Elementary School is currently in the Loudoun County High School Cluster.



Completion Date:

Fall 2012

Operating Impact:

The planned renovation does not add program capacity to the school.

Referendum Date:

November 2010

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	1,665	0	1,665	0	1,665
Bldg./Construction	0	0	0	0	0	18,770	0	18,770	0	18,770
Equip./Furnishings	0	0	0	0	0	3,325	0	3,325	0	3,325
TOTAL COST:	0	0	0	0	0	23,760	0	23,760	0	23,760
Gen. Oblig. Bonds	0	0	0	0	0	21,385	0	21,385	0	21,385
Local Tax Funding	0	0	0	0	0	2,375	0	2,375	0	2,375
TOTAL FINANCING:	0	0	0	0	0	23,760	0	23,760	0	23,760

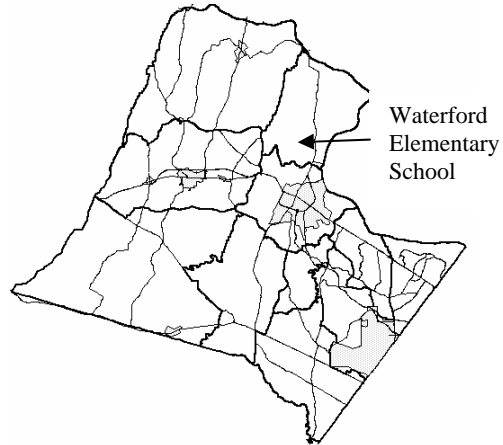
Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	625	625
TOTAL	0	0	0	0	0	625	625

Enlarged Waterford Elementary School

School Project Description:

This project provides additional capacity at Waterford Elementary School. The design of the project will be discussed and established by the Loudoun County School Board and will include input from the Waterford community. The scope and size of the project, including the overall project cost, will be determined in Spring/Summer 2006.

The school is currently in the Loudoun Valley High School Cluster.



Completion Date:

Fall 2012

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2010

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	2,220	0	2,220	0	2,220
Bldg./Construction	0	0	0	0	0	25,985	0	25,985	0	25,985
Equip./Furnishings	0	0	0	0	0	3,485	0	3,485	0	3,485
TOTAL COST:	0	0	0	0	0	31,690	0	31,690	0	31,690
Gen. Oblig. Bonds	0	0	0	0	0	28,520	0	28,520	0	28,520
Local Tax Funding	0	0	0	0	0	3,170	0	3,170	0	3,170
TOTAL FINANCING:	0	0	0	0	0	31,690	0	31,690	0	31,690

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	550	550
TOTAL	0	0	0	0	0	550	550

Middle Schools

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

Middle Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
Middle	MS-6 Ashburn Area	\$ GO	\$ -	\$ -	Land	\$ -	\$ 52,780	\$ -	\$ -	\$ 52,780	\$ -	\$ 52,780
Middle	MS-7 Dulles Area	\$ GO	-	Land	-	-	-	54,840	-	\$ 54,840	-	\$ 54,840
Middle	Middle School Renovations	\$ GO VPSA	36,925	13,820	-	-	-	-	-	13,820	-	\$ 50,745
Middle	MS-10	\$ GO	-	-	-	-	Land	-	-	-	-	\$ -
	Middle School Sub Total:		\$ 36,925	\$ 13,820	\$ -	\$ -	\$ 52,780	\$ 54,840	\$ -	\$ 121,440	\$ -	\$ 158,365

Revenue Source												
Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total	
\$	Local Tax Funding	\$ -	\$ 1,380	\$ -	\$ -	\$ 5,280	\$ 5,485	\$ -	\$ 12,145	\$ -	\$ 12,145	
GO	General Obligation Bonds	31,625	12,440	-	-	47,500	49,355	-	\$ 109,295	-	\$ 140,920	
S	State Grant-Lottery	-	-	-	-	-	-	-	-	-	\$ -	
CIPFB	CIP Fund Balance	-	-	-	-	-	-	-	-	-	\$ -	
VPSA	Virginia Public School Bond	5,300	-	-	-	-	-	-	-	-	\$ 5,300	
	Middle School Sub Total:	\$ 36,925	\$ 13,820	\$ -	\$ -	\$ 52,780	\$ 54,840	\$ -	\$ 121,440	\$ -	\$ 158,365	

(MS-6) Ashburn Area Middle School

School Project Description:

This new middle school will be an estimated 168,780 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity of 1,350 pupils for students in grades 6 through 8. This building will utilize the school "house" concept for individual grades.

The school's high school cluster is currently undesignated.

Opening Date:

Fall 2012

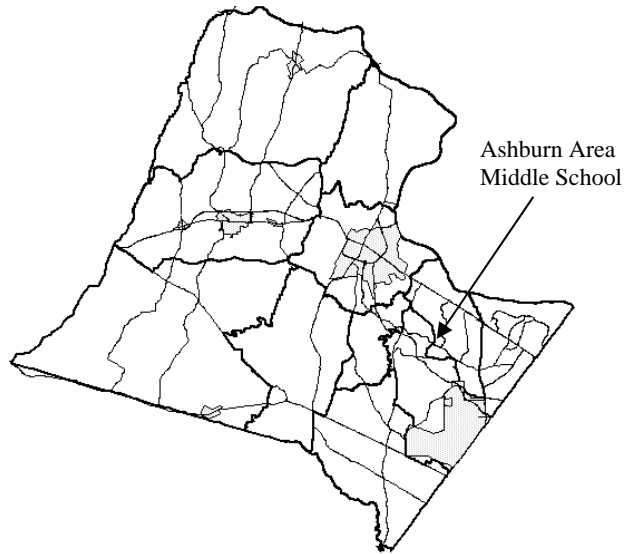
Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2006 (Land)

November 2009 (Facility)



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	**	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	3,990	0	0	3,990	0	3,990
Bldg./Construction	0	0	0	0	43,140	0	0	43,140	0	43,140
Equip./Furnishings	0	0	0	0	5,650	0	0	5,650	0	5,650
TOTAL COST:	0	0	0	0	52,780	0	0	52,780	0	52,780
Gen. Oblig. Bonds	0	0	0	0	47,500	0	0	47,500	0	47,500
Local Tax Funding	0	0	0	0	5,280	0	0	5,280	0	5,280
State Grant	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	52,780	0	0	52,780	0	52,780

**Land acquisition is proposed in FY 08 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	1,130	2,740	3,870
TOTAL	0	0	0	0	1,130	2,740	3,870

(MS-7) Dulles Area Middle School

School Project Description:

This new middle school will be an estimated 168,780 square feet and will be located on a site of approximately 35 acres. The school will be designed for an anticipated program capacity of 1,350 pupils for students in grades 6 through 8. This building will utilize the school "house" concept for individual grades.

The school is currently in the Freedom High School Cluster.

Opening Date:

Fall 2013

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2006 (Land)

November 2010 (Facility)



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	3,980	0	3,980	0	3,980
Bldg./Construction	0	0	0	0	0	44,610	0	44,610	0	44,610
Equip./Furnishings	0	0	0	0	0	6,250	0	6,250	0	6,250
TOTAL COST:	0	0	0	0	0	54,840	0	54,840	0	54,840
Gen. Oblig. Bonds	0	0	0	0	0	49,355	0	49,355	0	49,355
Local Tax Funding	0	0	0	0	0	5,485	0	5,485	0	5,485
State Grant	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	54,840	0	54,840	0	54,840

**Land acquisition is proposed in FY 07 from the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	1,100	1,100
TOTAL	0	0	0	0	0	1,100	1,100

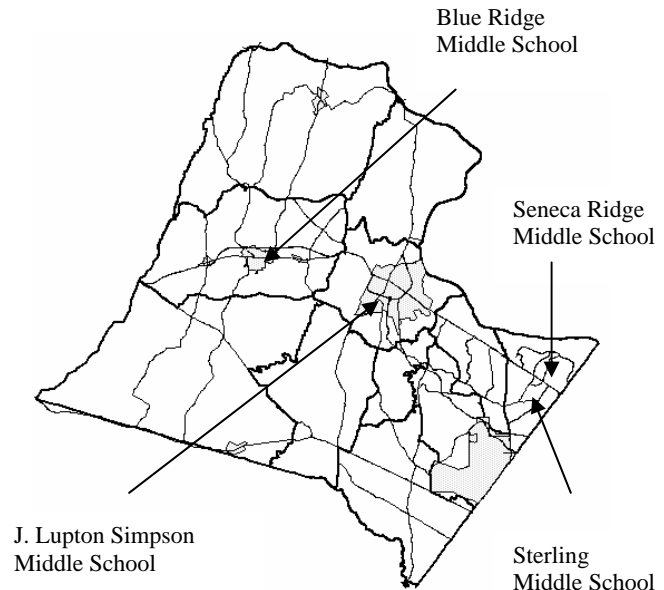
Middle School Renovations

School Project Description:

The Middle School project renovates Blue Ridge Middle, J. Lupton Simpson Middle, Seneca Ridge Middle and Sterling Middle Schools.

Plans include the renovation and expansion of the administrative suites to provide better building security. Teacher resource areas, the media center, science laboratories, art and music instructional spaces, along with the auditorium and gymnasium areas will be refurbished. The mechanical and electrical systems will be upgraded. The installation of fire suppression and sprinkler systems will be completed. Life safety code issues regarding compliance to the Americans with Disabilities Act will be addressed as a part of the renovation.

The Board appropriated additional funding in FY 07 to accommodate construction bids that were higher than originally budgeted.



Completion Date:

Fall 2008

Operating Impact:

The planned renovations do not add program capacity to the middle schools.

Referendum Date:

November 2004 (Original Funding)

November 2006 (Additional Funding)

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	4,400	1,120	0	0	0	0	0	1,120	0	5,520
Bldg./Construction	30,185	12,450	0	0	0	0	0	12,450	0	42,635
Equip./Furnishings	2,340	250	0	0	0	0	0	250	0	2,590
TOTAL COST:	36,925	13,820	0	0	0	0	0	13,820	0	50,745
Gen. Oblig. Bonds	31,625	12,440	0	0	0	0	0	12,440	0	44,065
Local Tax Funding	0	1,380	0	0	0	0	0	1,380	0	1,380
**VPSA	5,300	0	0	0	0	0	0	0	0	5,300
TOTAL FINANCING:	36,925	13,820	0	0	0	0	0	13,820	0	50,745

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	465	975	1,415	1,375	1,330	5,560
TOTAL	0	465	975	1,415	1,375	1,330	5,560

Notes

High Schools

Table 1
Adopted Capital Improvement Program
Scheduled Appropriations (in \$1000)

High Schools												
Type	Project Title	Fund	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
High	HS-5 Leesburg Area	\$GO	\$ -	83,080	\$ -	\$ -	\$ -	\$ -	-	\$ 83,080	\$ -	\$ 83,080
High	HS-6 Ashburn Area	\$GO	-	-	-	-	100,290	-	-	\$ 100,290	-	\$ 100,290
High	HS-7 Dulles Area	\$GO	-	Land	-	-	-	106,900	-	\$ 106,900	-	\$ 106,900
High	Advanced Tech Acad	\$GO	-	-	-	-	-	-	-	-	104,690	\$ 104,690
High	CS Monroe Renovation	\$GO	-	-	-	-	-	-	-	-	40,960	\$ 40,960
	High School Sub Total:		\$ -	\$ 83,080	\$ -	\$ -	\$ 100,290	\$ 106,900	\$ -	\$ 290,270	\$ 145,650	\$ 435,920

Fund Codes	Revenue Source	Prior FY	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	CIP Total	Future FY	Total
\$	Local Tax Funding	\$ -	\$ 8,310	\$ -	\$ -	\$ 10,030	\$ 10,690	\$ -	\$ 29,030	\$ 14,565	\$ 43,595
GO	General Obligation Bonds	-	74,770	-	-	90,260	96,210	-	\$ 261,240	131,085	\$ 392,325
\$	State Grant-Lottery	-	-	-	-	-	-	-	-	-	-
CIPB	CIP Fund Balance	-	-	-	-	-	-	-	-	-	-
VPSA	Virginia Public Shool Bond	-	-	-	-	-	-	-	-	-	-
	High School Sub Total:	\$ -	\$ 83,080	\$ -	\$ -	\$ 100,290	\$ 106,900	\$ -	\$ 290,270	\$ 145,650	\$ 435,920

(HS-5) Leesburg Area High School

School Project Description:

This new high school will be an estimated 279,650 square feet and will be located on a site of approximately 75 acres. This school will be designed for an anticipated program capacity of 1,600 for students in grades 9 through 12. The school will include space for an academy program equivalent to a 1,800 student high school.

The school is currently in the Loudoun County High School Cluster.

Opening Date:

Fall 2009

Operating Impact:

The operating impact below is based on an FY 07 per pupil cost of \$12,098. This cost is established by dividing the Adopted FY 07 operating budget (including capital bus leases) of \$613,856,662 by the projected FY 07 school enrollment of 50,740 students.



Referendum Date:

November 2006

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	**	0	0	0	0	0	0	0	0	0
Prof. Services	0	6,150	0	0	0	0	0	6,150	0	6,150
Bldg./Construction	0	68,940	0	0	0	0	0	68,940	0	68,940
Equip./Furnishings	0	7,990	0	0	0	0	0	7,990	0	7,990
TOTAL COST:	0	83,080	0	0	0	0	0	83,080	0	83,080
Gen. Oblig. Bonds	0	74,770	0	0	0	0	0	74,770	0	74,770
Local Tax Funding	0	8,310	0	0	0	0	0	8,310	0	8,310
State Grant	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	83,080	0	0	0	0	0	83,080	0	83,080

**Land acquisition was budgeted in Prior FY in the Land Acquisition Fund.

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	27,930	31,560	35,665	95,155
Debt Service	0	1,550	3,430	6,830	8,210	7,970	27,990
TOTAL	0	1,550	3,430	34,760	39,770	43,635	123,145

(HS-6) Ashburn Area High School

School Project Description:

This new high school will be an estimated 279,650 square feet and will be located on a site of approximately 75 acres. This school will be designed for an anticipated program capacity of 1,800 for students in grades 9 through 12.

The school is currently in the Briar Woods High School Cluster.

Opening Date:

Fall 2012

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2009



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	7,370	0	0	7,370	0	7,370
Bldg./Construction	0	0	0	0	81,340	0	0	81,340	0	81,340
Equip./Furnishings	0	0	0	0	11,580	0	0	11,580	0	11,580
TOTAL COST:	0	0	0	0	100,290	0	0	100,290	0	100,290
Gen. Oblig. Bonds	0	0	0	0	90,260	0	0	90,260	0	90,260
Local Tax Funding	0	0	0	0	10,030	0	0	10,030	0	10,030
State Grant	0	0	0	0	0	0	0	0	0	0
Proffer (L)	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	100,290	0	0	100,290	0	100,290

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	1,800	5,145	6,945
TOTAL	0	0	0	0	1,800	5,145	6,945

(HS-7) Dulles Area High School

School Project Description:

This new high school will be an estimated 279,650 square feet and will be located on a site of approximately 75 acres. This school will be designed for an anticipated program capacity of 1,800 for students in grades 9 through 12.

The school is currently in the Freedom High School Cluster.

Opening Date:

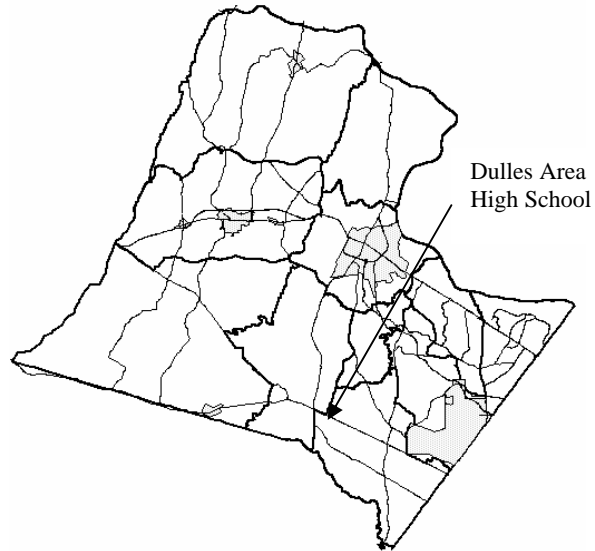
Fall 2013

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

November 2006 (Land)
November 2010 (Facility)



CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	**	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	7,835	0	7,835	0	7,835
Bldg./Construction	0	0	0	0	0	86,755	0	86,755	0	86,755
Equip./Furnishings	0	0	0	0	0	12,310	0	12,310	0	12,310
TOTAL COST:	0	0	0	0	0	106,900	0	106,900	0	106,900
Gen. Oblig. Bonds	0	0	0	0	0	96,210	0	96,210	0	96,210
Local Tax Funding	0	0	0	0	0	10,690	0	10,690	0	10,690
State Grant	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	106,900	0	106,900	0	106,900

**Land acquisition is proposed in FY 07 in the Land Acquisition Fund (Page 473).

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	2,225	2,225
TOTAL	0	0	0	0	0	2,225	2,225

Advanced Technology Academy

School Project Description:

The new Advanced Technology Academy is projected at approximately 176,000 square feet of interior instructional space, with additional outdoor storage areas. 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 in grades 9-12. 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 parents, advisory groups, and business partners.



The School Board's adopted CIP included this facility for FY 07. However, the Board placed the 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.

Opening Date:

To be determined.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

To be determined.

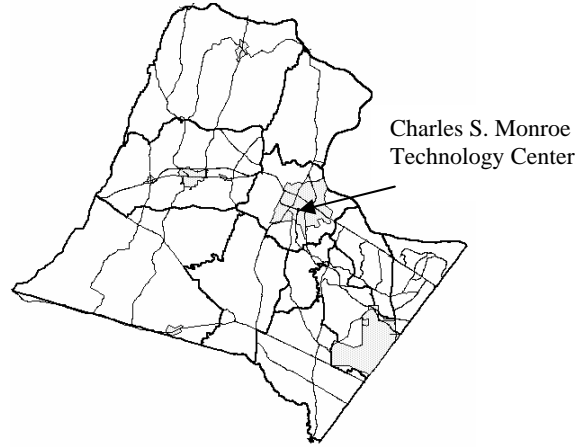
CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	0	0	0	7,330	7,330
Bldg./Construction	0	0	0	0	0	0	0	0	85,845	85,845
Equip./Furnishings	0	0	0	0	0	0	0	0	11,515	11,515
TOTAL COST:	0	0	0	0	0	0	0	0	104,690	104,690
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	94,220	94,220
Local Tax Funding	0	0	0	0	0	0	0	0	10,470	10,470
CIP Fund Balance	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	0	0	104,690	104,690

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Charles S. Monroe Technology Center Renovation

School Project Description:

This renovation project involves the refurbishment of the existing school facility in order to relocate the alternative school program presently located at Douglass School. The project includes upgrades to various operating systems of the school. Additional improvements will be made with particular attention given to Americans with Disabilities Act (ADA) compliance.



Opening Date:

To be determined.

Operating Impact:

Operating expenditures will not occur during the six-year planning period.

Referendum Date:

To be determined.

CAPITAL (\$ in thousands)	Prior Alloc.	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal	Future FYs	Project Total
Land Acquisition	0	0	0	0	0	0	0	0	0	0
Prof. Services	0	0	0	0	0	0	0	0	2,870	2,870
Bldg./Construction	0	0	0	0	0	0	0	0	35,405	36,405
Equip./Furnishings	0	0	0	0	0	0	0	0	3,685	3,685
TOTAL COST:	0	0	0	0	0	0	0	0	40,960	40,960
Gen. Oblig. Bonds	0	0	0	0	0	0	0	0	36,865	36,865
Local Tax Funding	0	0	0	0	0	0	0	0	4,095	4,095
CIP Fund Balance	0	0	0	0	0	0	0	0	0	0
TOTAL FINANCING:	0	0	0	0	0	0	0	0	40,960	40,960

Net Operating Impact: (\$ in thousands)	Adopted FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	6-Year Subtotal
General Operating	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0

Notes



Debt Service Fund

Debt Service Fund Summary

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Debt Service Fund

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Debt Service Fund

Debt service is not an organizational unit. It is 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 loans from the School Literary Fund.

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. For the payment of principal and interest on such bonds, 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. 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 policies) to borrowing no more than 3% of its assessed value of taxable real and personal property.

Debt service expenditures result from total debt being issued 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. Debt service expenditures and the amount of local tax funding required to offset these expenditures for FY 07 are projected to increase by 8% over what were adopted for FY 06.

The debt expenditures for new schools increases by an average of 6.6% annually through FY 2012 when the annual debt service costs for schools reaches \$137.1 million. Debt expenditures for General Government projects increase by an average of 28.2% annually through FY 2012 with the largest expenditure occurring in FY 12 at \$52.1 million.

Table 1.—Projected Expenditures and Revenue Sources						
	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Adopted
County	\$10,618,965	\$13,738,728	\$10,548,629	\$13,203,962	\$15,144,365	19,347,650
Schools	\$48,401,105	\$60,237,501	\$73,743,304	\$83,102,576	\$97,552,825	102,592,790
Total, expenditures	\$59,020,070	\$73,976,229	\$84,291,933	\$96,306,538	\$112,697,190	121,940,440
Revenues:						
Interest earnings	\$2,400,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	1,100,000
Transit Bus Service	----	----	----	\$463,000	\$527,159	668,419
Total, revenues	\$2,400,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	1,768,419
Use of fund balance	\$5,000,000	\$12,500,000	\$16,939,321	\$26,300,000	\$27,274,551	23,769,732
Local tax funding	\$51,620,070	\$60,376,229	\$66,252,612	\$68,443,538	\$83,795,480	96,402,289

Debt Service Fund

Table 2. —Impact on Future Debt Ratios illustrates the following information based on the assumption that the Board of Supervisors will approve the debt issuance for all capital projects that are found in the proposed capital improvement program and capital asset replacement fund, in addition to the continued payment of debt service for old projects and other loan obligations. It illustrates the beginning tax supported debt for this six year period which is increased by the new debt issued and reduced by the total amount of retired debt for old and new projects. The table also 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 bond rating agencies, as one of many indicators in analyzing a jurisdiction's credit worthiness and financial security, use the following debt ratios:

1. debt per capita
2. debt to estimated income
3. debt to per capita income, and
4. debt service to expenditures

In an effort to maintain fiscal restraint and control, the Board of Supervisors has established guidelines for each of these debt ratios. These guides are found in parentheses next to each of the four debt ratios in Table 2.

The Board established an affordability index as part of its approved County Fiscal Policies. 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 three of the four debt ratio ceilings established by the Board. The three ratios and applied weights used for this index are the following: debt per capita (20%), debt to estimated value (45%), and debt to per capita income (35%). Figure 5 illustrates the affordability index and its Board established ceiling.

The Board has established an annual debt issuance guideline for the six-year capital planning period. The original guideline, adopted in FY 05, had a beginning debt issuance ceiling of \$200 million in FY 05 with a gradual decrease in debt issuance to \$125 million per year by the end of the five years of the plan. Amendment of that guideline to maintain the debt issuance ceiling at \$200 million per year for all years was adopted by the Board of Supervisors during the FY 07 budget process and the revised debt ceiling was applied for the FY 07-12 CIP. The \$200 million debt issuance ceiling was discussed with the three major rating agencies before it was proposed. The debt capacity guideline is illustrated in Figure 6.

Table 2 does not show debt service that will be associated with the Dulles Rapid Transit Rail Project anticipated to begin in fiscal year 2010. Loudoun County's projected share of the cost for the Dulles Rapid Transit Rail Project is \$168 million. Pledge bonds are proposed to fund Loudoun's share secured with BPOL tax revenues set aside in FY 10 – FY 12.

**Loudoun County Capital Improvement Program
Impact on Future Debt Ratios (1)**

	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Beginning Net Tax Supported Debt	\$917,423,741	\$1,039,508,960	\$1,128,028,637	\$1,192,089,843	\$1,260,583,843	\$1,306,828,227
New Debt Issued (2)	199,500,000	177,885,000	167,230,000	174,150,000	163,420,000	188,820,000
Retired Debt (Old)	77,414,781	74,755,323	76,118,794	64,221,000	59,520,616	54,914,452
Retired Debt (New)	0	14,610,000	27,050,000	41,435,000	57,655,000	69,255,000
Ending Net Tax Supported Debt	\$1,039,508,960	\$1,128,028,637	\$1,192,089,843	\$1,260,583,843	\$1,306,828,227	\$1,371,478,775
Population (3)	278,778	291,896	305,014	318,132	331,250	344,368
Public School Enrollment (4)	50,740	54,451	58,098	61,861	65,752	69,708
Estimated Property Value (in Millions) (5)	\$63,171	\$69,671	\$76,171	\$82,671	\$89,171	\$95,671
Per Capita Income (6)	\$51,175	\$53,570	\$56,098	\$58,768	\$61,530	\$64,422
Expenditures (in Thousands) (7)	\$1,900,000	\$2,185,000	\$2,513,000	\$2,890,000	\$3,323,500	\$3,822,025
Debt Service	\$121,940,440	\$140,684,773	\$159,253,271	\$165,705,310	\$179,476,701	\$189,217,745
Debt Per Capita (\$2,500)	\$3,729	\$3,864	\$3,908	\$3,962	\$3,945	\$3,983
Debt to Estimated Value (3.0%)	1.65%	1.62%	1.57%	1.52%	1.47%	1.43%
Debt to Per Capita Income (7.5%)	7.29%	7.21%	6.97%	6.74%	6.41%	6.18%
Debt Service to Expenditures (10.0%)	6.42%	6.44%	6.34%	5.73%	5.40%	4.95%

Note: Numbers in parentheses represent generally accepted, or fiscal policy target ratios.

Maximum Outstanding Overlapping Debt Allowed Per Fiscal Policy Guidelines:

1% of Assessed Property Value	\$631,710,000	\$696,710,000	\$761,710,000	\$826,710,000	\$891,710,000	\$956,710,000
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(1) Debt includes appropriation based capital lease obligations. Does not include revenue bonds.

(2) Issued debt retirement rate assumes 20 year maturity on general obligations and capital lease obligations (level principal).

(3) Estimated population provided by the Department of Economic Development.

(4) Public school enrollment from the School Board Adopted Capital Improvements Program.

(5) Estimated property value provided by the Department of Management and Financial Services, and the Commissioner of the Revenue is an estimate of the fair market value of all taxable real and personal property in the County, exclusive of fair market deferrals resulting from Real Property Land Use Assessments (non-taxable base), as of January 1 for each Fiscal Year ending June 30.

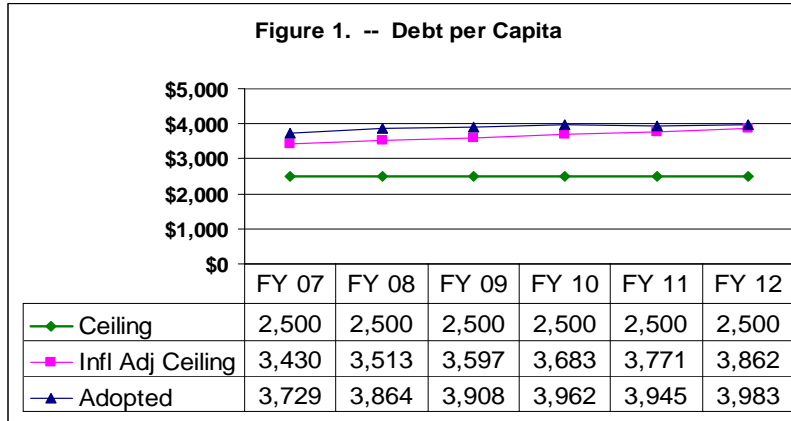
(6) Estimated per capita income provided by the Department of Economic Development.

(7) Estimated expenditures provided by the Department of Management and Financial Services.

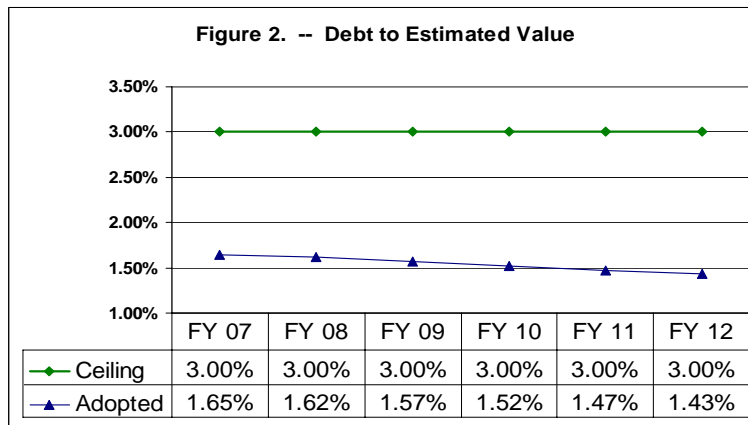
Debt Service Fund

The following charts display the four debt ratios respectively for the six projected fiscal years in comparison to the Board established ceilings and the fifth chart reflects the Board's established affordability index.

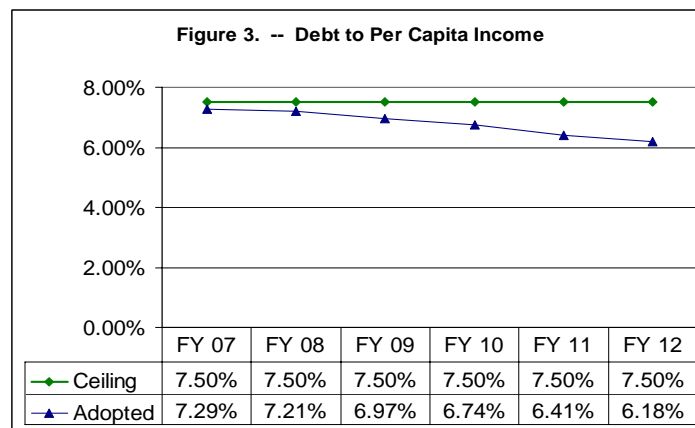
Debt per capita —The Board's guideline for debt per capita (\$2,500) is breached throughout the six-year debt issuance schedule. For information purposes Figure 1 indicates what the Board's ceiling would be if adjusted annually by the Consumer Price Index (CPI) rate of inflation.



Debt to estimated value - The Board's guideline for debt to estimated value (3.0%) remains intact for the entire period of the debt issuance schedule.

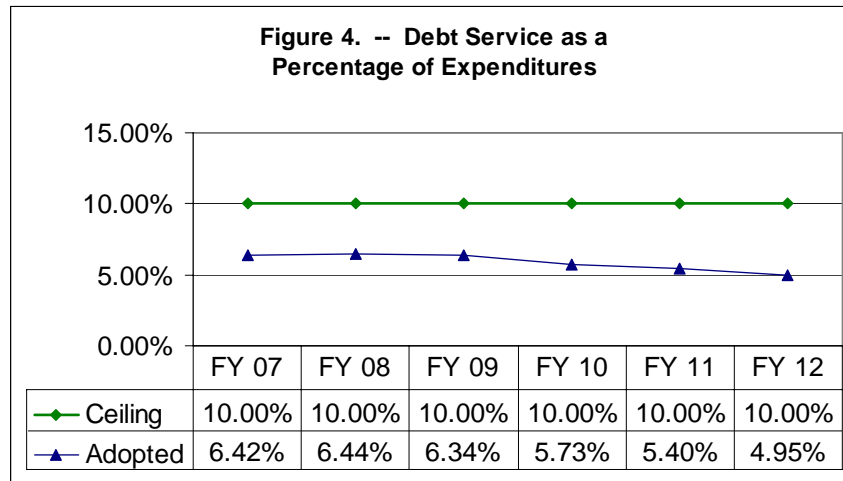


Debt to per capita income —The Board's guideline for debt per capita income (7.5%) is breached for every year after FY 07 of the debt issuance schedule.

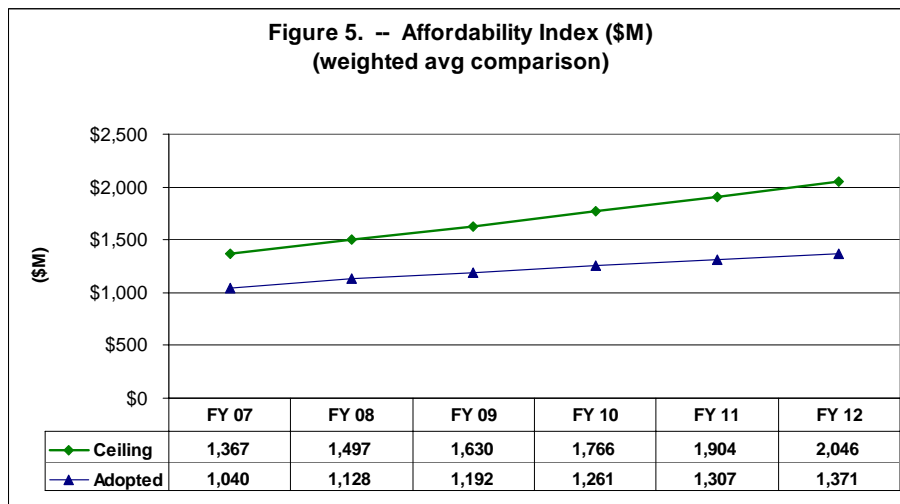


Debt Service Fund

Debt service as a percentage of expenditures —The Board’s guideline for debt service as a percentage of expenditures (10%) remains intact for the entire period of the debt issuance schedule.

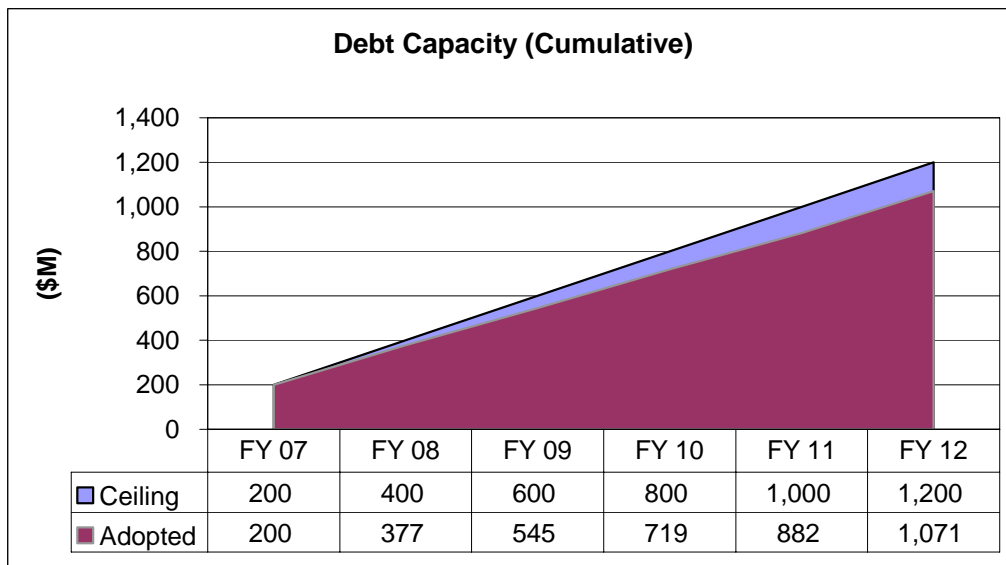
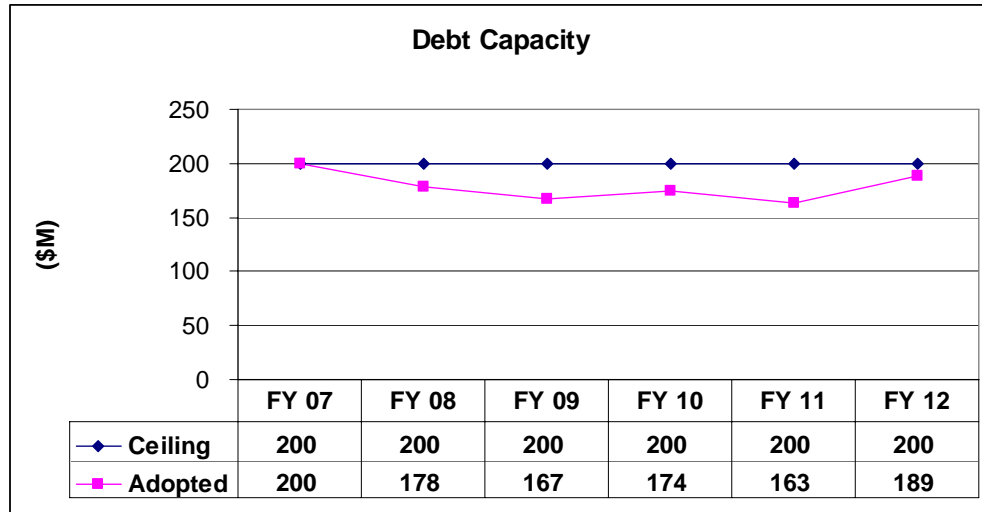


Affordability Index —The Board’s affordability index guideline remains intact for the entire period of the debt issuance schedule.



Debt Service Fund

Debt Capacity —The Board's debt capacity guideline remains intact for the entire period of the debt issuance schedule.



Schedule of Major Financings FY 07 - 12

Capital Projects and Leases to be Financed			Anticipated Sale or Closing Dates and Amounts								
Financing Type/Project	Total Project	Amount to be Financed FY 07-FY 12	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Certificates of Participation:											
Philip A. Bolen Regional Park	16,465,000	2,910,000	2002	16,260,000	Nov. 01	(1)	2,910,000	0	0	0	0
Duilles/Route 28 Fire/Sheriff Station	8,805,000	3,505,000	2003	8,805,000	Nov. 02	(1)	3,505,000	0	0	0	0
Brambleton Area Fire/Sheriff Station	8,630,000	3,130,000	2004	8,630,000	Nov. 03	(1)	3,130,000	0	0	0	0
Lansdowne Area Fire/Sheriff Station	5,895,000	2,395,000	2004	5,895,000	Nov. 03	(1)	2,395,000	0	0	0	0
Duilles South Multi-Purpose Center	9,000,000	2,000,000	2005	9,000,000	Nov. 04	(1)	2,000,000	0	0	0	0
Purcellville Fire & Rescue Station	8,030,000	5,530,000	2006	8,030,000	Nov. 05	(1)	5,530,000	0	0	0	0
Transit Buses	7,200,000	7,200,000	2006	0	Not Required	(2)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Fire & Rescue Vehicles	20,940,000	20,940,000	2006	0	Not Required	(2)	3,525,000	3,150,000	3,475,000	3,650,000	3,830,000
Computer System Replacements	1,000,000	1,000,000	2007	0	Not Required	(2)	1,000,000	0	0	0	0
Adult Detention Center Expansion	46,350,000	46,350,000	2007	0	Not Required	(2)	10,000,000	20,250,000	16,100,000	0	0
North Street Building Renovation	9,330,000	9,330,000	2007	9,330,000	Nov. 06		2,000,000	4,500,000	2,830,000	0	0
Fire Station Renovations	20,945,000	20,225,000	2007	20,225,000	Nov. 06		0	5,225,000	5,000,000	5,000,000	5,000,000
Aldie Fire & Rescue Station	8,830,000	8,830,000	2008	8,830,000	Nov. 07		0	2,150,000	6,680,000	0	0
Eastern Loudoun Sheriff Substation	7,960,000	5,360,000	2008	5,360,000	Nov. 07		0	2,000,000	3,360,000	0	0
Western Loudoun Sheriff Substation	9,480,000	9,480,000	2008	9,480,000	Nov. 07		0	3,150,000	6,330,000	0	0
Duilles South Library	7,630,000	7,130,000	2008	7,130,000	Nov. 07		0	2,000,000	3,000,000	2,130,000	0
Commuty Center Renovations	13,510,000	13,510,000	2008	13,510,000	Nov. 07		0	2,000,000	4,500,000	3,150,000	3,860,000
Broadlands Rec Center	28,020,000	28,020,000	2008	28,020,000	Nov. 07		0	4,000,000	12,000,000	12,020,000	0
Computer System Replacement Fund	47,100,000	47,100,000	2008	0	Not Required	(2)	0	1,200,000	5,200,000	28,700,000	9,800,000
Western Loudoun Fire & Rescue	9,025,000	9,025,000	2009	9,025,000	Nov. 08		0	0	2,150,000	3,000,000	3,875,000
Juvenile Detention Center Expansion	10,125,000	10,125,000	2009	0	Not Required	(2)	0	0	2,000,000	7,000,000	1,125,000
EasternVehicle Maintenance Facility	14,425,000	12,925,000 *	2009	0	Not Required	(2)	0	0	5,925,000	0	2,000,000
DCS Admin/Main/Storage Facility - Land	4,550,000	4,550,000	2010	0	Not Required	(2)	0	0	0	4,550,000	0
Kirkpatrick Farms Fire & Rescue Station	10,790,000	5,000,000 *	2011	10,790,000	Nov. 10		0	0	0	0	2,000,000
Brambleton District Park	9,000,000	6,000,000 *	2011	9,000,000	Nov. 10		0	0	0	0	2,000,000
Leesburg South Fire & Rescue Station	10,790,000	1,000,000 *	2012	10,790,000	Nov. 11		0	0	0	0	1,000,000
Road Projects - Preliminary Engineering	12,500,000	12,500,000	2007	12,500,000	Nov. 06		12,500,000	0	0	0	0
SUBTOTAL	366,325,000	305,070,000		210,610,000			49,695,000	50,825,000	79,585,000	70,225,000	34,510,000
											20,230,000

Schedule of Major Financings FY 07 - 12

Anticipated Sale or Closing Dates and Amounts											
Financing Type/Project	Total Project	Amount to be Financed FY 07-FY 12	Start Year	Amount of Referendum	Potential Referendum Date or Status	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
General Obligation Bonds (Local or VPSA):											
Brambleton Area ES (ES-9)	16,030,000	3,530,000	2005	12,935,000	Nov. 04	(1)	3,530,000	0	0	0	0
Ashburn/Dulles MS (MS-4)	30,650,000	7,445,000	2005	25,445,000	Nov. 04	(1)	7,445,000	0	0	0	0
School Land Sites (2-ES & 2-MS)	12,545,000	12,545,000	2005	12,545,000	Nov. 04	(1)	3,700,000	4,600,000	4,245,000	0	0
Harmony Site ES (ES-4)	19,930,000	12,300,000	2006	16,300,000	Nov. 05	(1)	7,040,000	0	0	0	0
LV Estates II Site ES (ES-17)	19,930,000	12,300,000	2006	16,300,000	Nov. 05	(1)	7,040,000	0	0	0	0
Arcola ES (No Demolition Needed)	19,950,000	12,805,000	2006	19,305,000	Nov. 05	(1)	7,535,000	0	0	0	0
Rolling Ridge ES Addition/Renovation	14,400,000	9,960,000	2006	12,960,000	Nov. 05	(1)	5,240,000	0	0	0	0
Sugarland ES Addition/Renovation	15,500,000	10,950,000	2006	13,950,000	Nov. 05	(1)	6,175,000	0	0	0	0
Dulles Area MS (MS-5)	39,675,000	31,705,000	2006	35,705,000	Nov. 05	(1)	14,500,000	11,000,000	6,205,000	0	0
Western Loudoun HS (HS-3)	70,560,000	57,500,000	2006	63,500,000	Nov. 05	(1)	21,500,000	19,000,000	17,000,000	0	0
School Vehicle Lease	51,000,000	51,000,000	2007	0	Not Required	(2)	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Elementary School (ES-18)	22,730,000	19,750,000	2007	19,750,000	Nov. 06		3,500,000	11,500,000	4,750,000	0	0
Elementary School (ES-19)	22,730,000	19,750,000	2007	19,750,000	Nov. 06		3,500,000	11,500,000	4,750,000	0	0
High School (HS-5)	83,080,000	74,770,000	2007	74,770,000	Nov. 06		13,000,000	18,000,000	29,000,000	0	0
Middle School Renovations - Phase 2	13,820,000	12,440,000	2007	12,440,000	Nov. 06		4,000,000	5,000,000	3,440,000	0	0
Land Incl. Water/Sewer - Two MS / One HS	45,975,000	45,975,000	2007	45,975,000	Nov. 06		33,600,000	12,375,000	0	0	0
Land Including Water/Sewer (ES-25)	300,000	300,000	2008	300,000	Nov. 07		0	300,000	0	0	0
Elementary School (ES-15)	25,510,000	22,955,000	2009	22,955,000	Nov. 08		0	7,000,000	13,000,000	2,955,000	0
Elementary School (ES-16)	25,510,000	22,955,000	2009	22,955,000	Nov. 08		0	7,000,000	13,000,000	2,955,000	0
Land Incl. Water/Sewer - Three ES/One MS	18,660,000	18,660,000	2010	18,660,000	Nov. 09		0	0	18,660,000	0	0
Elementary School (ES-14)	27,630,000	24,865,000	2010	24,865,000	Nov. 09		0	0	9,500,000	12,000,000	3,365,000
Middle School (MS-6)	52,780,000	42,300,000	2010	47,500,000	Nov. 09		0	0	9,250,000	16,750,000	16,300,000
High School (HS-6)	100,290,000	82,000,000	2010	90,260,000	Nov. 09		0	0	13,000,000	34,000,000	35,000,000
Elementary School (ES-20)	29,920,000	20,500,000	2011	26,930,000	Nov. 10		0	0	0	7,500,000	13,000,000
Elementary School (ES-25)	29,920,000	21,175,000	2011	26,930,000	Nov. 10		0	0	0	7,250,000	13,925,000
Catoctin ES Renovation	23,760,000	16,000,000	2011	21,385,000	Nov. 10		0	0	0	5,000,000	11,000,000
Waterford ES Addition Renovation	31,690,000	16,000,000	2011	28,520,000	Nov. 10		0	0	0	4,000,000	12,000,000
Middle School (MS-7)	54,840,000	23,000,000	2011	49,355,000	Nov. 10		0	0	0	9,000,000	14,000,000
High School (HS-7)	106,900,000	45,500,000	2011	96,210,000	Nov. 10		0	0	0	19,000,000	26,500,000
Elementary School (ES-22)	31,465,000	7,500,000	2012	28,320,000	Nov. 11		0	0	0	0	7,500,000
Elementary School (ES-24)	31,465,000	7,500,000	2012	28,320,000	Nov. 11		0	0	0	0	7,500,000
SUBTOTAL	1,089,145,000	765,935,000		935,095,000			149,805,000	127,060,000	103,925,000	128,910,000	168,590,000
GRAND TOTAL	1,455,470,000	1,071,005,000		1,145,705,000			199,500,000	177,885,000	174,150,000	163,420,000	188,820,000

Notes on Potential Referendum Dates and Projects:
 * Remaining amount to be financed after 2012
 (1) General Obligation Bonds previously approved at referendum

Debt Service Projections

	General Government			Schools			Total Debt Payments
	Principal	Interest	Total	Principal	Interest	Total	
2007	11,086,258	8,261,392	19,347,650	66,328,523	36,264,267	102,592,790	121,940,440
2008	15,105,084	9,911,289	25,016,373	74,260,239	41,408,161	115,668,400	140,684,773
2009	25,697,727	12,268,138	37,965,865	77,471,067	43,816,339	121,287,406	159,253,271
2010	25,978,331	15,570,313	41,548,644	79,677,669	44,478,997	124,156,666	165,705,310
2011	34,092,398	16,863,308	50,955,706	83,083,218	45,437,777	128,520,995	179,476,701
2012	35,654,833	16,448,112	52,102,945	88,514,619	48,600,181	137,114,800	189,217,745
2013	34,552,809	15,498,680	50,051,489	92,585,967	50,554,415	143,140,382	193,191,871
2014	34,074,782	13,821,148	47,895,930	89,570,219	45,996,242	135,566,461	183,462,391
2015	30,564,031	12,225,079	42,789,110	81,855,968	41,600,832	123,456,800	166,245,910
2016	23,418,832	10,902,132	34,320,964	78,041,168	37,517,605	115,558,773	149,879,737
2017	21,089,533	9,791,646	30,881,179	75,005,467	33,628,401	108,633,868	139,515,047
2018	19,872,481	8,769,963	28,642,444	71,037,518	29,965,818	101,003,336	129,645,780
2019	20,675,100	7,789,447	28,464,547	68,384,900	26,533,306	94,918,206	123,382,753
2020	17,724,450	6,760,453	24,484,903	66,930,550	23,177,240	90,107,790	114,592,693
2021	17,736,900	5,880,665	23,617,565	63,498,100	19,918,273	83,416,373	107,033,938
2022	16,660,400	5,037,370	21,697,770	59,264,600	16,964,677	76,229,277	97,927,047
2023	16,446,550	4,225,262	20,671,812	53,138,450	14,251,819	67,390,269	88,062,081
2024	16,287,550	3,420,000	19,707,550	48,557,450	11,786,025	60,343,475	80,051,025
2025	13,532,050	2,678,539	16,210,589	44,307,950	9,423,867	53,731,817	69,942,406
2026	11,420,000	2,017,625	13,437,625	35,425,000	7,347,750	42,772,750	56,210,375
2027	10,580,000	1,447,625	12,027,625	32,910,000	5,577,000	38,487,000	50,514,625
2028	8,715,000	930,000	9,645,000	26,370,000	3,978,000	30,348,000	39,993,000
2029	6,430,000	500,500	6,930,500	20,915,000	2,735,625	23,650,625	30,581,125
2030	3,165,000	214,375	3,379,375	17,845,000	1,736,750	19,581,750	22,961,125
2031	1,460,000	86,875	1,546,875	13,325,000	902,625	14,227,625	15,774,500
2032	650,000	26,250	676,250	7,455,000	281,375	7,736,375	8,412,625
2033	0	0	0	0	0	0	0
2034	0	0	0	0	0	0	0
	472,670,099	191,346,186	664,016,285	1,515,758,642	643,883,367	2,159,642,009	2,823,658,294

Debt Service Projections

	Current Debt			Authorized - Unissued			New Debt			Total Debt Payments
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
2007	77,414,781	43,035,034	120,449,815	0	1,372,500	1,372,500	0	118,125	118,125	121,940,440
2008	74,755,323	39,552,950	114,308,273	7,810,000	6,157,625	13,967,625	6,800,000	5,608,875	12,408,875	140,684,773
2009	76,118,794	35,971,102	112,089,896	12,235,000	8,168,750	20,403,750	14,815,000	11,944,625	26,759,625	159,253,271
2010	64,221,000	32,654,310	96,875,310	14,615,000	8,183,750	22,798,750	26,820,000	19,211,250	46,031,250	165,705,310
2011	59,520,616	29,578,335	89,098,951	14,835,000	7,553,750	22,388,750	42,820,000	25,169,000	67,989,000	179,476,701
2012	54,914,452	26,700,418	81,614,870	14,840,000	6,811,625	21,651,625	54,415,000	31,536,250	85,951,250	189,217,745
2013	50,618,776	23,947,220	74,565,996	11,270,000	6,110,125	17,380,125	65,250,000	35,995,750	101,245,750	193,191,871
2014	51,860,001	21,482,140	73,342,141	9,385,000	5,573,750	14,958,750	62,400,000	32,761,500	95,161,500	183,462,391
2015	48,679,999	18,962,661	67,642,660	7,740,000	5,145,625	12,885,625	56,000,000	29,717,625	85,717,625	166,245,910
2016	47,665,000	16,558,112	64,223,112	7,780,000	4,757,625	12,537,625	46,015,000	27,104,000	73,119,000	149,879,737
2017	46,285,000	14,191,922	60,476,922	7,740,000	4,369,625	12,109,625	42,070,000	24,858,500	66,928,500	139,515,047
2018	46,394,999	11,960,406	58,355,405	7,780,000	3,981,625	11,761,625	36,735,000	22,793,750	59,528,750	129,645,780
2019	44,600,000	9,771,628	54,371,628	7,735,000	3,593,750	11,328,750	36,725,000	20,957,375	57,682,375	123,382,753
2020	40,140,000	7,611,193	47,751,193	7,780,000	3,205,875	10,985,875	36,735,000	19,120,625	55,855,625	114,592,693
2021	36,775,000	5,696,563	42,471,563	7,735,000	2,818,000	10,553,000	36,725,000	17,284,375	54,009,375	107,033,938
2022	32,390,000	4,099,797	36,489,797	7,780,000	2,430,125	10,210,125	35,755,000	15,472,125	51,227,125	97,927,047
2023	26,105,000	2,749,956	28,854,956	7,735,000	2,042,250	9,777,250	35,745,000	13,684,875	49,429,875	88,062,081
2024	21,310,000	1,654,525	22,964,525	7,780,000	1,654,375	9,434,375	35,755,000	11,897,125	47,652,125	80,051,025
2025	14,350,000	726,281	15,076,281	7,745,000	1,266,250	9,011,250	35,745,000	10,109,875	45,854,875	69,942,406
2026	3,305,000	165,250	3,470,250	7,785,000	878,000	8,663,000	35,755,000	8,322,125	44,077,125	56,210,375
2027	0	0	0	7,745,000	489,750	8,234,750	35,745,000	6,534,875	42,279,875	50,514,625
2028	0	0	0	3,485,000	160,875	3,645,875	31,600,000	4,747,125	36,347,125	39,993,000
2029	0	0	0	965,000	34,625	999,625	26,380,000	3,201,500	29,581,500	30,581,125
2030	0	0	0	210,000	5,250	215,250	20,800,000	1,945,875	22,745,875	22,961,125
2031	0	0	0	0	0	0	14,785,000	989,500	15,774,500	15,774,500
2032	0	0	0	0	0	0	8,105,000	307,625	8,412,625	8,412,625
2033	0	0	0	0	0	0	0	0	0	0
2034	0	0	0	0	0	0	0	0	0	0
	917,423,741	347,069,803	1,264,493,544	190,510,000	86,765,500	277,275,500	880,495,000	401,394,250	1,281,889,250	2,823,658,294

Debt Service Projections

	General Govt. TOTAL	School TOTAL	Philip A. Bolen Regional Park	Dulles/Route 28 Fire/Sheriff Stn	Brambleton Area Fire/Sheriff Stn	Lansdowne Area Fire/Sheriff Stn	Dulles South Multi-Purpose Cntr
	167,600,099	749,823,642	2,910,000	3,505,000	3,130,000	2,395,000	2,000,000
2007	18,818,525	101,631,290	72,750	87,625	78,250	59,875	50,000
2008	18,062,373	96,245,900	438,000	638,375	453,875	417,125	416,875
2009	24,636,990	87,452,906	423,000	614,625	438,625	401,875	400,625
2010	18,124,144	78,751,166	408,000	590,875	423,375	386,625	384,375
2011	16,706,706	72,392,245	397,875	567,125	408,125	376,250	368,125
2012	14,346,070	67,268,800	377,750	543,375	392,875	360,750	351,875
2013	13,100,364	61,465,632	162,875	129,625	182,625	96,625	43,125
2014	13,345,305	59,996,836	158,125	125,875	177,375	98,750	41,875
2015	12,226,235	55,416,425	153,375	122,125	172,125	90,875	40,625
2016	11,904,964	52,318,148	148,625	118,375	171,750	93,000	39,375
2017	10,858,929	49,617,993	143,875	114,625	161,375	85,125	38,125
2018	10,676,069	47,679,336	139,125	110,875	161,000	87,250	36,875
2019	11,086,672	43,284,956	134,375	107,125	150,625	79,375	35,625
2020	7,671,153	40,080,040	129,625	103,375	150,250	81,500	34,375
2021	7,402,315	35,069,248	120,000	99,625	139,875	73,625	33,125
2022	6,997,020	29,492,777	120,375	95,875	139,500	75,750	31,875
2023	6,525,437	22,329,519	110,750	92,125	129,125	67,875	30,625
2024	6,066,050	16,898,475	111,125	88,375	128,750	70,000	29,375
2025	3,123,464	11,952,817	101,500	84,625	118,375	62,125	28,125
2026	850,500	2,619,750	101,875	85,750	118,000	64,250	26,875
2027	0	0	92,250	76,875	107,625	56,375	25,625
2028	0	0	0	0	0	0	0
2029	0	0	0	0	0	0	0
2030	0	0	0	0	0	0	0
2031	0	0	0	0	0	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	232,529,285	1,031,964,259	4,045,250	4,597,250	4,403,500	3,185,000	2,487,500

Debt Service Projections

	Purcellville Fire/Rescue Station	Computer System Replacements	Adult Detention Center Expansion	North Street Bldg. Renovation	Fire Station Renovations	Fire/Rescue Station	Aldie	Western Loudoun Sheriff Substation
	5,530,000	1,000,000	46,350,000	9,330,000	20,225,000	8,830,000		9,480,000
2007	62,500	0	0	0	0	0	0	0
2008	628,375	100,000	1,000,000	250,000	65,000	0	0	0
2009	610,625	97,500	3,002,500	713,250	580,500	289,500		392,500
2010	592,875	95,000	4,831,750	904,250	1,094,375	1,077,375		1,052,250
2011	580,125	92,500	4,706,000	881,000	1,579,250	1,050,125		1,027,750
2012	557,125	90,000	4,570,000	857,750	2,003,375	1,012,625		988,000
2013	434,375	87,500	4,444,250	834,500	1,949,125	985,375		968,750
2014	421,875	85,000	4,308,250	811,250	1,894,875	942,875		929,000
2015	409,375	82,500	3,782,500	788,000	1,800,625	645,875		754,750
2016	396,875	80,000	3,666,500	764,750	1,728,375	622,125		727,750
2017	384,375	77,500	3,560,750	741,500	1,637,125	608,625		706,000
2018	371,875	75,000	3,444,750	723,125	1,587,875	589,875		684,250
2019	359,375	72,500	3,339,000	694,750	1,543,625	571,125		662,500
2020	346,875	70,000	3,223,000	676,375	1,489,125	552,375		640,750
2021	334,375	67,500	3,117,250	648,000	1,444,875	533,625		619,000
2022	321,875	65,000	3,001,250	629,625	1,390,375	514,875		597,250
2023	309,375	62,500	2,895,500	601,250	1,346,125	491,250		575,500
2024	296,875	60,000	2,779,500	582,875	1,291,625	477,625		553,750
2025	284,375	57,500	2,673,750	554,500	1,247,375	454,000		532,000
2026	271,875	55,000	2,557,750	536,125	1,192,875	440,375		510,250
2027	259,375	52,500	2,452,000	507,750	1,148,625	416,750		488,500
2028	0	0	1,836,000	389,375	1,094,125	403,125		466,750
2029	0	0	740,250	143,500	788,125	269,500		285,000
2030	0	0	0	0	515,000	0	0	0
2031	0	0	0	0	248,875	0	0	0
2032	0	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0	0
	8,234,750	1,525,000	69,932,500	14,233,500	30,661,250	12,949,000		14,162,250

Debt Service Projections

	Dulles South Library	Community Center Renovations	Eastern Loudoun Sheriff Substation	Western Loudoun Fire & Rescue	Juvenile Detention Center Expansion	Transit Buses	Fire & Rescue Vehicles
	7,130,000	13,510,000	5,360,000	9,025,000	10,125,000	7,200,000	20,940,000
2007	0	0	0	0	0	30,000	88,125
2008	0	0	0	0	0	324,000	942,375
2009	200,000	200,000	284,000	0	50,000	606,000	1,682,875
2010	548,250	645,000	528,750	292,500	372,500	876,000	2,429,250
2011	784,000	1,042,750	515,250	600,125	911,875	1,134,000	3,190,125
2012	761,500	1,431,750	501,750	1,123,125	1,093,000	1,380,000	3,949,250
2013	739,000	1,396,250	488,250	1,082,875	1,061,500	1,350,000	3,937,375
2014	721,375	1,350,500	474,750	1,052,875	1,030,000	1,056,000	3,144,000
2015	693,750	1,315,000	456,375	1,012,625	998,500	774,000	2,358,000
2016	549,375	1,269,250	448,000	982,625	967,000	504,000	1,575,750
2017	533,125	1,053,375	429,625	615,750	774,625	246,000	784,125
2018	516,875	1,021,750	421,250	602,500	751,375	0	0
2019	500,625	990,375	402,875	579,000	728,125	0	0
2020	484,375	958,750	394,500	565,750	704,875	0	0
2021	468,125	927,375	376,125	542,250	681,625	0	0
2022	451,875	895,750	367,750	529,000	658,375	0	0
2023	435,625	864,375	349,375	505,500	635,125	0	0
2024	419,375	832,750	341,000	492,250	611,875	0	0
2025	403,125	801,375	322,625	468,750	588,625	0	0
2026	386,875	769,750	314,250	455,500	565,375	0	0
2027	370,625	738,375	295,875	432,000	542,125	0	0
2028	354,375	706,750	287,500	418,750	518,875	0	0
2029	238,125	575,375	169,125	395,250	495,625	0	0
2030	76,875	323,750	0	272,000	374,875	0	0
2031	0	148,625	0	112,750	15,375	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	10,637,250	20,259,000	8,169,000	13,133,750	15,131,250	8,280,000	24,081,250

Debt Service Projections

	Computer System Replacement Fund	Broadlands Rec Center	Eastern Vehicle		DGS Admin/Maint Stor Facility-Land	Kirkpatrick Farms Fire & Rescue	Brambleton Area		Leesburg South Fire & Rescue
			Maint Facility				District Park		
	47,100,000	28,020,000	12,925,000		4,550,000	5,000,000	6,000,000		1,000,000
2007	0	0	0		0	0	0		0
2008	30,000	0	0		0	0	0		0
2009	424,000	550,000	148,125		0	0	0		0
2010	2,273,500	1,732,500	583,875		113,750	0	0		0
2011	8,768,500	3,041,000	619,125		451,750	0	0		0
2012	9,618,000	2,955,750	876,875		435,375	0	0		0
2013	9,768,000	2,870,500	1,225,875		429,000	200,000	200,000		0
2014	9,112,000	2,785,250	1,193,625		412,625	495,000	595,000		100,000
2015	7,688,000	2,695,000	1,161,375		406,250	482,500	580,000		97,500
2016	1,733,500	2,210,000	1,129,125		389,875	470,000	565,000		95,000
2017	1,662,500	2,145,000	1,096,875		383,500	457,500	550,000		92,500
2018	1,151,500	2,080,000	1,064,625		367,125	445,000	535,000		90,000
2019	1,102,500	2,015,000	1,032,375		360,750	432,500	520,000		87,500
2020	1,053,500	1,950,000	1,005,000		344,375	420,000	505,000		85,000
2021	1,004,500	1,885,000	967,625		338,000	407,500	490,000		82,500
2022	0	1,820,000	940,250		321,625	395,000	475,000		80,000
2023	0	1,755,000	902,875		315,250	382,500	460,000		77,500
2024	0	1,690,000	875,500		298,875	370,000	445,000		75,000
2025	0	1,625,000	838,125		292,500	357,500	430,000		72,500
2026	0	1,560,000	810,750		276,125	345,000	415,000		70,000
2027	0	1,495,000	773,375		269,750	332,500	400,000		67,500
2028	0	1,430,000	746,000		253,375	320,000	385,000		65,000
2029	0	1,165,000	708,625		247,000	307,500	370,000		62,500
2030	0	517,500	388,750		230,625	295,000	355,000		60,000
2031	0	0	371,250		0	282,500	340,000		57,500
2032	0	0	256,250		0	270,000	325,000		55,000
2033	0	0	0		0	157,500	210,000		52,500
			0		0	0	0		0
	55,390,000	41,972,500	19,716,250		6,937,500	7,625,000	9,150,000		1,525,000

Debt Service Projections

	Road Projects		Brambleton Area		Ashburn/Dulles		School Land Sites		Harmony Site		LV Estates II Site		Arcola ES	
	Prelim. Engineering		ES (ES9)		MS (MS-4)		2-ES & 2-MS		ES (ES-4)		ES (ES-17)		No Demolition	
	12,500,000		3,530,000		7,445,000		12,545,000		12,300,000		12,300,000		12,805,000	
2007	0		58,250		0		92,500		71,000		71,000		120,875	
2008	1,250,000		704,125		1,412,250		480,375		1,010,000		1,010,000		1,057,500	
2009	1,218,750		677,375		1,360,250		810,375		1,568,375		1,568,375		1,614,875	
2010	1,187,500		650,625		1,308,250		895,750		1,518,625		1,518,625		1,563,875	
2011	1,156,250		623,875		1,256,250		1,185,875		1,468,875		1,468,875		1,512,875	
2012	1,125,000		597,125		1,199,250		1,154,625		1,424,000		1,424,000		1,461,875	
2013	1,093,750		96,375		262,500		1,128,250		1,129,125		1,129,125		1,170,875	
2014	1,062,500		93,625		255,000		1,091,875		833,000		833,000		873,500	
2015	1,031,250		90,875		247,500		1,065,500		803,625		803,625		842,875	
2016	1,000,000		93,000		240,000		1,029,125		784,250		784,250		822,250	
2017	968,750		85,125		232,500		1,002,750		754,875		754,875		791,625	
2018	937,500		87,250		225,000		966,375		735,500		735,500		771,000	
2019	906,250		79,375		217,500		940,000		706,125		706,125		740,375	
2020	875,000		81,500		210,000		903,625		686,750		686,750		719,750	
2021	843,750		73,625		202,500		877,250		657,375		657,375		694,000	
2022	812,500		75,750		195,000		840,875		638,000		638,000		668,250	
2023	781,250		67,875		187,500		814,500		608,625		608,625		642,500	
2024	750,000		70,000		180,000		778,125		589,250		589,250		616,750	
2025	718,750		62,125		172,500		751,750		564,750		564,750		591,000	
2026	687,500		64,250		165,000		715,375		540,250		540,250		565,250	
2027	656,250		56,375		157,500		689,000		515,750		515,750		539,500	
2028	0		0		0		472,250		199,875		199,875		199,875	
2029	0		0		0		230,875		0		0		0	
2030	0		0		0		215,250		0		0		0	
2031	0		0		0		0		0		0		0	
2032	0		0		0		0		0		0		0	
2033	0		0		0		0		0		0		0	
	19,062,500		4,488,500		9,686,250		19,132,250		17,808,000		17,808,000		18,581,250	

Debt Service Projections

	Rolling Ridge ES Addtm/Renovation	Sugarland ES Addtm/Renovation	Dulles Area MS (MS-5)	Western Loudoun HS (HS-3)	School Vehicle Lease	Elementary School (ES-18)	Elementary School (ES-19)
	9,960,000	10,950,000	31,705,000	57,500,000	51,000,000	19,750,000	19,750,000
2007	56,000	54,375	175,000	262,500	0	0	0
2008	637,250	735,375	1,566,250	2,361,875	2,125,000	475,000	475,000
2009	1,078,625	1,185,375	2,953,875	4,696,875	4,165,000	1,603,750	1,603,750
2010	1,048,375	1,152,125	3,678,625	6,677,750	6,120,000	2,216,375	2,216,375
2011	1,018,125	1,118,875	3,566,625	6,470,875	7,990,000	2,151,625	2,151,625
2012	992,750	1,085,625	3,454,625	6,274,000	9,775,000	2,086,875	2,086,875
2013	952,500	1,052,375	3,342,625	6,067,125	9,775,000	2,022,125	2,022,125
2014	790,875	868,000	2,825,750	5,470,250	7,650,000	1,957,375	1,957,375
2015	762,750	842,500	2,275,750	4,162,125	5,610,000	1,492,875	1,492,875
2016	744,625	817,000	2,212,375	4,042,750	3,655,000	1,448,625	1,448,625
2017	716,500	791,500	2,139,000	3,913,375	1,785,000	1,404,375	1,404,375
2018	698,375	766,000	2,075,625	3,794,000	0	1,360,125	1,360,125
2019	670,250	735,625	2,002,250	3,664,625	0	1,315,875	1,315,875
2020	652,125	715,250	1,938,875	3,545,250	0	1,271,625	1,271,625
2021	624,000	684,875	1,865,500	3,415,875	0	1,227,375	1,227,375
2022	605,875	664,500	1,802,125	3,296,500	0	1,183,125	1,183,125
2023	577,750	634,125	1,728,750	3,167,125	0	1,138,875	1,138,875
2024	559,625	613,750	1,665,375	3,047,750	0	1,094,625	1,094,625
2025	531,500	583,375	1,592,000	2,918,375	0	1,050,375	1,050,375
2026	513,375	563,000	1,528,625	2,799,000	0	1,006,125	1,006,125
2027	485,250	532,625	1,455,250	2,669,625	0	961,875	961,875
2028	205,000	205,000	675,625	1,488,375	0	742,625	742,625
2029	0	0	194,750	574,000	0	138,375	138,375
2030	0	0	0	0	0	0	0
2031	0	0	0	0	0	0	0
2032	0	0	0	0	0	0	0
2033	0	0	0	0	0	0	0
	14,921,500	16,401,250	46,715,250	84,780,000	58,650,000	29,350,000	29,350,000

Debt Service Projections

	High School (HS-5)	Middle School Renovations-Phase 2	Land Incl Water/Sew Two MS/One HS	Waterford ES Addm/Rnvtm	High School (HS-7)	Land Incl Water/Sew Three ES/One MS
	74,770,000	12,440,000	45,975,000	16,000,000	45,500,000	18,660,000
2007	0	0	0	0	0	0
2008	1,550,000	462,500	3,360,000	0	0	0
2009	3,430,000	972,875	4,514,750	0	0	0
2010	6,828,000	1,416,625	4,399,750	0	0	466,500
2011	8,211,625	1,374,625	4,284,750	0	0	1,844,625
2012	7,970,375	1,327,750	4,169,750	550,000	2,225,000	1,797,875
2013	7,729,125	1,290,875	4,054,750	1,582,500	4,486,250	1,751,125
2014	7,487,875	1,244,000	3,939,750	1,542,500	4,372,500	1,704,375
2015	6,446,625	924,375	3,824,750	1,502,500	4,258,750	1,657,625
2016	5,611,625	896,875	3,709,750	1,462,500	4,145,000	1,606,000
2017	5,442,875	869,375	3,594,750	1,422,500	4,031,250	1,564,375
2018	5,274,125	841,875	3,479,750	1,382,500	3,917,500	1,512,750
2019	5,105,375	814,375	3,364,750	1,342,500	3,803,750	1,471,125
2020	4,936,625	786,875	3,244,750	1,302,500	3,690,000	1,419,500
2021	4,767,875	759,375	3,135,000	1,262,500	3,576,250	1,377,875
2022	4,599,125	731,875	3,015,000	1,222,500	3,462,500	1,326,250
2023	4,435,250	704,375	2,905,250	1,182,500	3,348,750	1,284,625
2024	4,261,375	676,875	2,785,250	1,142,500	3,235,000	1,233,000
2025	4,097,500	649,375	2,675,500	1,102,500	3,121,250	1,191,375
2026	3,923,625	621,875	2,555,500	1,062,500	3,007,500	1,139,750
2027	3,759,750	594,375	2,445,750	1,022,500	2,893,750	1,098,125
2028	2,935,875	366,875	645,750	982,500	2,780,000	1,046,500
2029	1,917,000	102,500	0	942,500	2,666,250	1,004,875
2030	589,375	0	0	902,500	2,552,500	953,250
2031	0	0	0	862,500	2,438,750	0
2032	0	0	0	622,500	1,375,000	0
2033	0	0	0	0	0	0
	111,311,000	18,430,500	70,105,000	24,400,000	69,387,500	28,451,500

Debt Service Projections

	Land (ES-25)	Elementary School (ES-15)	Elementary School (ES-16)	Elementary School (ES-20)	Catoctin ES Renovation	Middle School (MS-7)
	300,000	22,955,000	22,955,000	20,500,000	16,000,000	23,000,000
2007	0	0	0	0	0	0
2008	0	0	0	0	0	0
2009	30,000	0	0	0	0	0
2010	29,250	850,000	850,000	0	0	0
2011	28,500	2,198,875	2,198,875	0	0	0
2012	27,750	2,566,250	2,566,250	912,500	625,000	1,100,000
2013	27,000	2,490,750	2,490,750	2,023,125	1,581,250	2,267,500
2014	26,250	2,410,375	2,410,375	1,971,875	1,541,250	2,210,000
2015	25,500	2,340,000	2,340,000	1,920,625	1,501,250	2,152,500
2016	24,750	2,059,625	2,059,625	1,869,375	1,461,250	2,095,000
2017	24,000	1,726,250	1,726,250	1,818,125	1,421,250	2,037,500
2018	23,250	1,674,750	1,674,750	1,766,875	1,381,250	1,980,000
2019	22,500	1,618,375	1,618,375	1,715,625	1,341,250	1,922,500
2020	21,750	1,572,000	1,572,000	1,664,375	1,301,250	1,865,000
2021	21,000	1,515,625	1,515,625	1,613,125	1,261,250	1,807,500
2022	20,250	1,469,250	1,469,250	1,561,875	1,221,250	1,750,000
2023	19,500	1,412,875	1,412,875	1,510,625	1,181,250	1,692,500
2024	18,750	1,366,500	1,366,500	1,459,375	1,141,250	1,635,000
2025	18,000	1,310,125	1,310,125	1,408,125	1,101,250	1,577,500
2026	17,250	1,263,750	1,263,750	1,356,875	1,061,250	1,520,000
2027	16,500	1,207,375	1,207,375	1,305,625	1,021,250	1,462,500
2028	15,750	1,161,000	1,161,000	1,254,375	981,250	1,405,000
2029	0	1,104,625	1,104,625	1,203,125	941,250	1,347,500
2030	0	708,250	708,250	1,151,875	901,250	1,290,000
2031	0	76,875	76,875	1,100,625	861,250	1,232,500
2032	0	0	0	674,375	571,250	725,000
2033	0	0	0	0	0	0
	457,500	34,103,500	34,103,500	31,262,500	24,400,000	35,075,000

Debt Service Projections

	High School (HS-6)	Elementary School (ES-14)	Middle School (MS-6)	Elementary School (ES-22)	Elementary School (ES-24)	Elementary School (ES-25)
	82,000,000	24,865,000	42,300,000	7,500,000	7,500,000	21,175,000
2007	0	0	0	0	0	0
2008	0	0	0	0	0	0
2009	0	0	0	0	0	0
2010	0	0	0	0	0	0
2011	1,800,000	1,075,000	1,127,500	0	0	0
2012	5,142,500	2,204,125	2,741,750	0	0	902,500
2013	8,750,000	2,804,875	4,468,000	750,000	750,000	2,226,750
2014	8,507,500	2,721,875	4,345,000	731,250	731,250	2,172,000
2015	8,265,000	2,634,000	4,222,000	712,500	712,500	2,107,000
2016	8,022,500	2,556,125	4,099,000	693,750	693,750	2,052,250
2017	7,780,000	2,468,250	3,976,000	675,000	675,000	1,987,250
2018	6,537,500	1,849,250	3,393,000	656,250	656,250	1,747,500
2019	6,345,000	1,794,000	3,293,000	637,500	637,500	1,691,750
2020	6,152,500	1,738,750	3,193,000	618,750	618,750	1,646,250
2021	5,960,000	1,683,500	3,093,000	600,000	600,000	1,590,500
2022	5,767,500	1,628,250	2,993,000	581,250	581,250	1,545,000
2023	5,575,000	1,573,000	2,893,000	562,500	562,500	1,489,250
2024	5,382,500	1,517,750	2,793,000	543,750	543,750	1,443,750
2025	5,190,000	1,462,500	2,693,000	525,000	525,000	1,388,000
2026	4,997,500	1,407,250	2,593,000	506,250	506,250	1,342,500
2027	4,805,000	1,352,000	2,493,000	487,500	487,500	1,286,750
2028	4,612,500	1,296,750	2,393,000	468,750	468,750	1,241,250
2029	4,420,000	1,241,500	2,293,000	450,000	450,000	1,185,500
2030	4,227,500	1,186,250	2,193,000	431,250	431,250	1,140,000
2031	3,385,000	656,000	1,628,000	412,500	412,500	1,084,250
2032	1,550,000	30,750	726,250	393,750	393,750	673,750
2033	0	0	0	0	0	0
	123,175,000	36,881,750	63,642,500	11,437,500	11,437,500	31,943,750

Debt Service Projections

	Total General	Total Transportation	Total Schools	Total County
	460,170,099	12,500,000	1,515,758,642	1,988,428,741
2007	19,347,650	0	102,592,790	121,940,440
2008	23,766,373	1,250,000	115,668,400	140,684,773
2009	36,747,115	1,218,750	121,287,406	159,253,271
2010	40,361,144	1,187,500	124,156,666	165,705,310
2011	49,799,456	1,156,250	128,520,995	179,476,701
2012	50,977,945	1,125,000	137,114,800	189,217,745
2013	48,957,739	1,093,750	143,140,382	193,191,871
2014	46,833,430	1,062,500	135,566,461	183,462,391
2015	41,757,860	1,031,250	123,456,800	166,245,910
2016	33,320,964	1,000,000	115,558,773	149,879,737
2017	29,912,429	968,750	108,633,868	139,515,047
2018	27,704,944	937,500	101,003,336	129,645,780
2019	27,558,297	906,250	94,918,206	123,382,753
2020	23,609,903	875,000	90,107,790	114,592,693
2021	22,773,815	843,750	83,416,373	107,033,938
2022	20,885,270	812,500	76,229,277	97,927,047
2023	19,890,562	781,250	67,390,269	88,062,081
2024	18,957,550	750,000	60,343,475	80,051,025
2025	15,491,839	718,750	53,731,817	69,942,406
2026	12,750,125	687,500	42,772,750	56,210,375
2027	11,371,375	656,250	38,487,000	50,514,625
2028	9,645,000	0	30,348,000	39,993,000
2029	6,930,500	0	23,650,625	30,581,125
2030	3,379,375	0	19,581,750	22,961,125
2031	1,546,875	0	14,227,625	15,774,500
2032	676,250	0	7,736,375	8,412,625
2033	0	0	0	0
	644,953,785	19,062,500	2,159,642,009	2,823,658,294

Notes

Notes



Other Funds

Other Funds Summary

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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 08 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 07, the Aldie Sewer Service District will receive \$59,000 in current and delinquent revenue accrued from its taxable base. Total projected expenditures are estimated at \$59,000, leaving no deficit for the Fund.

ALDIE SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 07 Adopted
Revenue	\$59,000
Expenditures	\$59,000
Surplus (+)/Deficit (-)	\$----

ALDIE SEWER SERVICE DISTRICT FY 07 Forecasted Real Property Taxable Base (Forecasted as of January 2006)			
2006 Estimated fair market value of real taxable property			\$21,453,000
PLUS: Reassessment due to equalization			1,716,000
PLUS: Actual full value of new construction			---
2007 Forecasted fair market value of real taxable property			\$23,169,000
FY 2007 Real property tax base subtotal			\$22,311,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹			(67,000) ²
FY 2007 Forecasted real property taxable base			\$22,244,000
PLUS: Partial value of new construction			---
FY 2007 Forecasted real property taxable base total			\$22,244,000
ALDIE SEWER SERVICE DISTRICT FY 07 Forecasted Real Property Tax Revenue			
	Forecasted Taxable Base	Net Revenue Per Penny³	Revenue (\$0.27/\$100 Tax Base)
Real property	\$22,244,000	\$2,183	\$59,000
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 07.			

Source: Department of Management and Financial Services

Capital Asset Preservation Program

The Board of Supervisors approved the creation of a Capital Asset Preservation Program (CAPP) in FY 90 for the replacement of major components (primarily facilities) of the Schools and County. The Program ensures a consistent means of financing and planning for Countywide major maintenance efforts.

As the County's facility assets mature, the routine replacement of aging facilities systems becomes increasingly important. National standards regarding the requisite investment required to maintain a mature infrastructure are relatively consistent. For example, the Association of Higher Education Facilities Officers recommends capital asset replacement expenditures equivalent to between 1.5% and 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 Schools and General Government impacts the Capital Asset Preservation Program funding targets equivalent to between 1.5% and 3.0% of the total replacement value of the physical plant inventory. The value and number of new facilities entering the fixed asset inventory is growing at a rate larger than the County's ability to fund the CAPP at target levels. In the short term, the need for funding the CAPP at target levels is not as critical given the number of new facilities which offset the need for capital asset replacements.

The CAPP continues to receive revenue from surcharges collected by the Clerk of the Circuit Court on recordation. The recordation surcharge is legally earmarked for the ongoing maintenance of projects associated with the Courts.

Americans with Disabilities Act Compliance Plan

The Department of Justice conducted a review of Loudoun County's compliance with Title II of the Americans with Disabilities Act (ADA) as part of Project Civic Access, the Department's initiative designed to improve access to local government programs and facilities for persons with disabilities. The Department's team surveyed access to 72 sites used by Loudoun County to deliver programs and services to the community. The team found 861 items that require correction among over 21,400 survey points. While 22% of the access items have already been corrected, the remaining items require a more concerted design and construction effort. The County has taken all actions required to meet the January 2006 deadline for programmatic issues, and is working toward completion in the required two year period for facility access items. Funds have been added to the Capital Asset Preservation Program during the next several years to specifically address these access items. A total of \$546,000 is budgeted over the FY 07 – FY 12 planning period to address ADA items.

Table 1 – ADOPTED CAPITAL ASSET PRESERVATION PROGRAM (FY 07 – FY 12)							
	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
Local Tax Funding:							
School Projects	\$3,676,000	\$5,182,000	\$4,778,000	\$3,859,000	\$4,953,000	\$6,185,000	\$28,633,000
Gen. Govt. Projects	\$3,609,000	\$3,548,000	\$3,220,000	\$3,400,000	\$3,265,000	\$3,165,000	\$20,207,000
Courts Recordation Fees	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000	\$80,000	\$470,000
TOTAL REVENUE	\$7,360,000	\$8,805,000	\$8,078,000	\$7,339,000	\$8,298,000	\$9,430,000	\$49,310,000
Schools:							
Capital Asset Program	\$3,676,000	\$5,182,000	\$4,778,000	\$3,859,000	\$4,953,000	\$6,185,000	\$28,633,000
Subtotal, Schools	\$3,676,000	\$5,182,000	\$4,778,000	\$3,859,000	\$4,953,000	\$6,185,000	\$28,633,000
General Government:							
Capital Asset Replacement	\$3,609,000	\$3,548,000	\$3,220,000	\$3,400,000	\$3,265,000	\$3,165,000	\$20,207,000
Courts Maintenance	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000	\$80,000	\$470,000
Subtotal, Gen. Government	\$3,684,000	\$3,623,000	\$3,300,000	\$3,480,000	\$3,345,000	\$3,245,000	\$20,677,000
TOTAL, CAPP expenditures	\$7,360,000	\$8,805,000	\$8,078,000	\$7,339,000	\$8,298,000	\$9,430,000	\$49,310,000

TABLE 2 – ADOPTED CAPITAL ASSET PRESERVATION PROGRAM COMPARED TO FIXED ASSET VALUE						
	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12
Fixed Asset Value (FAV):						
Schools	\$770,798,694	\$847,878,563	\$932,666,420	\$1,025,933,062	\$1,128,526,368	\$1,241,379,005
Gen. Government	\$244,694,527	\$269,163,980	\$296,080,378	\$325,688,416	\$358,257,257	\$394,082,983
Total	\$1,015,493,221	\$1,117,042,543	\$1,228,746,798	\$1,351,621,477	\$1,486,783,625	\$1,635,461,988
CAPP Projects as % of FAV:						
Schools	0.48%	0.61%	0.51%	0.38%	0.44%	0.50%
Gen. Government	1.51%	1.35%	1.11%	1.07%	0.93%	0.82%
Total	0.72%	0.79%	0.66%	0.54%	0.56%	0.58%

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET PRESERVATION PROGRAM								
General Government Facilities								
County Courthouse	Annual Courts Maintenance	-	75,000	-	80,000	-	80,000	\$470,000
County Courthouse	Refurbish Interior Finishes	-	-	80,000	-	80,000	-	\$470,000
Ceremonial Courthouse	Repaint Brick Exterior	125,000	-	130,000	-	250,000	-	\$380,000
Ceremonial Courthouse	Renovate Electrical System	-	-	-	-	-	-	\$125,000
Ceremonial Courthouse	Renovate Interior	-	100,000	-	-	-	-	\$100,000
Court--Edwards Ferry Houses (2)	Repair Exterior	150,000	-	175,000	-	-	-	\$175,000
Court-Edwards Ferry Houses (2)	Interior Renovations	-	-	150,000	-	150,000	-	\$450,000
Government Center	Replace Carpet--One Floor per year	175,000	-	-	-	-	150,000	\$150,000
Government Center	Repair Parapets	120,000	185,000	195,000	200,000	-	-	\$755,000
Government Center	Repair/Reseal Garage Floors	-	-	-	-	-	-	\$120,000
Government Center	Renovate Interior	-	-	85,000	-	-	-	\$85,000
Government Support Center	Replace/Extend Fencing	-	80,000	-	-	-	900,000	\$900,000
Government Support Center	Renew Emergency Generators	-	-	125,000	-	-	-	\$80,000
Information Technology Building	Replace Heat Pumps	65,000	65,000	70,000	-	-	-	\$125,000
Information Technology Building	Repair Façade	-	250,000	-	-	-	-	\$250,000
Information Technology Building	Renovations	-	-	-	236,000	200,000	-	\$436,000
Shenandoah Building	Replace Carpet--One Floor per year	70,000	150,000	160,000	-	-	-	\$380,000
Shenandoah Building	Renovate Interior	-	-	-	-	-	700,000	\$700,000
Valley Bank Building	Renovate Interior	50,000	-	-	-	-	-	\$50,000
Valley Bank Building	Replace Roof/Mechanical System	-	170,000	-	-	-	-	\$170,000
Valley Bank Building	Replace Elevator Controls	-	-	-	60,000	-	-	\$60,000
Warehouse/GS Shops	Repair Building Exterior	-	-	85,000	-	-	-	\$85,000
Warehouse/GS Shops	Repair Interior Fencing/Lighting	-	-	-	75,000	-	-	\$75,000
Countywide Facilities	A/E Investigation and Design	200,000	200,000	200,000	200,000	200,000	200,000	\$1,200,000
Countywide Facilities	Condition Assessments	100,000	-	100,000	-	-	-	\$400,000
Countywide Facilities	Correct ADA Issues	200,000	106,000	90,000	50,000	50,000	50,000	\$546,000
Countywide Facilities	Refurbish Interior Finishes	-	-	100,000	100,000	300,000	300,000	\$800,000
Countywide Facilities	Repair Pavements/Sitework	178,000	258,000	220,000	250,000	200,000	200,000	\$1,306,000
Countywide Facilities	Sustain Building Systems	-	100,000	250,000	250,000	350,000	200,000	\$1,150,000
SUBTOTAL, GENERAL GOVERNMENT FACILITIES:		\$1,508,000	\$1,739,000	\$2,215,000	\$1,501,000	\$1,880,000	\$2,880,000	\$11,723,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET PRESERVATION PROGRAM								
Public Safety								
Fire and Rescue Training Center	Renovate Eastern (ECC) Entry	-	25,000	-	-	-	-	\$25,000
Fire and Rescue Training Center	Repair Maint Building Exterior	-	-	135,000	-	-	-	\$135,000
Public Safety Tower Sites	Renew Emergency Generators	-	-	145,000	-	-	-	\$145,000
Adult Detention Center	Sustain Building Envelope	-	-	-	-	200,000	-	\$200,000
Juvenile Detention Center	Seal Concrete Floors	35,000	-	-	-	-	-	\$35,000
Juvenile Detention Center	Renovate Interior	-	250,000	-	-	-	-	\$250,000
Various Rural Locations (37)	Repair Rural Water Supply Tanks	75,000	-	-	-	-	-	\$75,000
SUBTOTAL, PUBLIC SAFETY:		\$110,000	\$275,000	\$280,000	-	\$200,000	-	\$865,000
Health & Welfare								
Friendship House	Replace Mechanical Systems	-	-	42,000	-	-	-	\$42,000
MH/MRSA Group Homes	Rehabilitate Two Homes per year	150,000	150,000	150,000	150,000	150,000	150,000	\$900,000
Emergency Homeless Shelters	Renovate Building Systems	-	165,000	-	-	-	-	\$165,000
Youth Shelter	Replace Mechanical System	-	102,000	-	-	-	-	\$102,000
Youth Shelter	Interior Renovations	-	-	50,000	-	-	-	\$50,000
Youth Shelter	Replace Asphalt Shingle Roof	-	-	-	25,000	-	-	\$25,000
SUBTOTAL, HEALTH & WELFARE:		\$150,000	\$417,000	\$242,000	\$175,000	\$150,000	\$150,000	\$1,284,000
Parks, Recreation & Culture								
Various PRCS Sites	Replace Site Equipment/Fencing	285,000	209,000	184,000	247,000	100,000	200,000	\$1,225,000
Cascades Senior Center	Refurbish Interior Finishes	-	25,000	-	-	-	-	\$25,000
Cascades Senior Center	Interior Renewal/Exterior Repairs	-	-	-	-	300,000	-	\$300,000
Respite Center	Refurbish Interior Finishes	-	-	25,000	-	-	-	\$25,000
Banshee Reeks Park	Repair Building Exterior	-	-	85,000	-	-	-	\$85,000
Banshee Reeks Park	Restore Building Exterior	-	-	-	165,000	-	-	\$165,000
Banshee Reeks Park	Pond Rehabilitation	-	-	-	42,000	-	-	\$42,000
Banshee Reeks Visitors Center	Replace Upstairs HVAC System	19,000	-	-	-	-	-	\$19,000
Claude Moore Park	Repair Building Exterior	65,000	-	-	-	-	-	\$65,000
Claude Moore Park	Renovate Facility Systems	-	147,000	-	-	-	-	\$147,000
Claude Moore Park	Lower Pond Rehabilitation	-	-	63,000	-	-	-	\$63,000
Claude Moore Park Sportsplex	Renovate Pedestrian/Spectator Area	145,000	-	-	-	-	-	\$145,000
Claude Moore Park Sportsplex	Replace Backstop Fencing	-	120,000	-	-	-	-	\$120,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY11	FY 12	TOTAL
GENERAL GOVERNMENT CAPITAL ASSET PRESERVATION PROGRAM								
Parks, Recreation & Culture continued								
Franklin Park	Resurface Pools	-	100,000	-	-	-	-	\$100,000
Franklin Park Sportsplex	Renovate Pedestrian/Spectator Area	152,000	-	-	-	-	-	\$152,000
Franklin Park Sportsplex	Replace Backstop Fencing	-	135,000	-	-	-	-	\$135,000
Potomac Lakes Sportsplex	Stormwater Mgmt. Improvements	-	-	-	150,000	-	-	\$150,000
Various Community Center Sites	Replace Equipment	300,000	-	-	-	-	-	\$300,000
Bluemont Community Center	Pave Parking Areas	-	-	-	120,000	-	-	\$120,000
Bluemont Community Center	Waterproof/Reconstruct Basement	200,000	-	-	-	-	-	\$200,000
Bluemont Community Center	Replace Barn & Pavilion Roof	-	88,000	-	-	-	-	\$88,000
Douglass Community Center	Repairs & Renovations	148,000	-	-	-	-	-	\$148,000
Douglass Community Center	Entrance Upgrade	-	-	-	120,000	-	-	\$120,000
Douglass Community Center	Renovations	-	-	-	-	350,000	-	\$350,000
Lovettsville Community Center	Interim Repairs	77,000	-	-	-	-	-	\$77,000
Lovettsville Community Center	Renovate/Rehabilitate Pool	-	178,000	-	-	-	-	\$178,000
Lucketts Community Center	Interim Repairs	155,000	-	-	-	-	-	\$155,000
Philomont Community Center	Convert U/G Tank to Dry Hydrant	45,000	-	-	-	-	-	\$45,000
Philomont Community Center	Interim Repairs	55,000	-	-	-	-	-	\$55,000
Sterling Community Center	Repair/Replace Flooring	-	-	56,000	-	-	-	\$56,000
Eastern Regional Library	Renovate Mechanical Systems	130,000	-	-	-	-	-	\$130,000
Eastern Regional Library	Repair Window Systems	-	120,000	-	-	-	-	\$120,000
Eastern Regional Library	Renovations	-	-	-	45,000	200,000	-	\$245,000
Purcellville Library	Renovate Interior	-	-	-	-	150,000	-	\$150,000
Sterling Library	Renovate Interior/Repoint Brick	100,000	-	-	-	-	-	\$100,000
Sterling Library	Replace Roof	-	-	-	200,000	-	-	\$200,000
SUBTOTAL, PARKS, RECREATION & CULTURE:		\$1,876,000	\$1,122,000	\$413,000	\$1,089,000	\$1,100,000	\$200,000	\$5,800,000
Community Development								
Solid Waste Management Facility	Security Gate	-	-	-	-	-	-	\$25,000
Solid Waste Management Facility	Replace Pumps	25,000	55,000	-	-	-	-	\$80,000
Solid Waste Management Facility	Paint Flare Tower; Replace Fence	-	-	135,000	-	-	-	\$135,000
Solid Waste Management Facility	Repair/Overlay Pavements	-	-	-	700,000	-	-	\$700,000
Solid Waste Management Facility	Repair Landfill Benches	15,000	15,000	15,000	15,000	15,000	15,000	\$90,000
SUBTOTAL, COMMUNITY DEVELOPMENT:		\$40,000	\$70,000	\$150,000	\$715,000	\$15,000	\$15,000	\$1,005,000
FY 07-12 TOTAL, GENERAL GOVERNMENT:		\$3,684,000	\$3,623,000	\$3,300,000	\$3,480,000	\$3,345,000	\$3,245,000	\$20,677,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: ASPHALT								
Broad Run High	Asphalt repairs, seal coat, and restripe	-	75,000	-	-	-	-	\$75,000
Broad Run High	Resurface tennis courts	-	-	150,000	-	-	-	\$150,000
Dominion Trail	Seal coat asphaltic pavement and restripe	-	-	-	-	-	-	\$25,000
Eagle Ridge Middle	Seal coat asphaltic pavement and restripe	-	-	30,000	-	-	-	\$30,000
Emerrick Elementary	Seal coat asphaltic pavement and restripe	-	-	-	-	-	-	\$20,000
Farmwell Station Middle	Seal coat asphaltic pavement and restripe	-	34,000	-	-	-	20,000	\$20,000
Forest Grove Elementary	Seal coat asphaltic pavement and restripe	-	-	-	23,000	-	-	\$34,000
Harmony Intermediate	Seal coat asphaltic pavement and restripe	-	-	-	36,000	-	-	\$23,000
Harper Park Middle	Asphaltic pavement repairs, seal coat, and restripe	-	-	-	-	-	-	\$36,000
Heritage High	Seal coat asphaltic pavement and restripe	-	-	-	100,000	-	75,000	\$75,000
Horizon Elementary	Asphalt pavement repairs, seal coat, and restripe	-	-	-	-	-	-	\$100,000
Hutchinson Farm Elementary	Seal coat asphaltic pavement and restripe	-	-	-	25,000	-	25,000	\$25,000
Little River Elementary	Seal coat asphaltic pavement and restripe	22,000	-	-	-	-	-	\$25,000
Lowes Island Elementary	Seal coat asphaltic pavement and restripe	-	-	-	-	-	-	\$22,000
Lucketts Elementary	Asphalt repairs, seal coat, and restripe	-	-	-	-	25,000	-	\$25,000
Middleburg Elementary	Asphalt repairs, seal coat, and restripe	-	-	-	-	-	25,000	\$25,000
Mill Run Elementary	Seal coat asphaltic pavement and restripe	26,000	-	-	-	18,000	-	\$18,000
Monroe Technology	Seal coat asphaltic pavement and restripe	21,000	-	-	-	-	-	\$26,000
Park View High	Asphalt repairs, seal coat pavement and restripe	-	-	100,000	-	-	-	\$21,000
Potomac Falls High	Asphaltic pavement repairs, seal coat and restripe	-	-	-	-	-	-	\$100,000
River Bend Middle	Seal coat asphaltic pavement and restripe	-	-	-	36,000	-	100,000	\$100,000
Seldens Landing Elementary	Seal coat asphaltic pavement and restripe	-	-	-	-	-	-	\$36,000
Sterling Elementary	Seal coat asphaltic pavement and restripe	-	25,000	23,000	-	-	-	\$23,000
Stone Bridge High	Seal coat asphaltic pavement and restripe	-	-	-	-	-	-	\$25,000
Tolbert Elementary	Seal coat asphaltic pavement and restripe	23,000	-	100,000	-	-	-	\$100,000
Various Locations	Concrete sidewalk and curbing repairs	75,000	75,000	85,000	-	-	-	\$23,000
SUBTOTAL, ASPHALT:		\$167,000	\$209,000	\$488,000	\$305,000	\$168,000	\$345,000	\$1,682,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: ELECTRICAL								
Algonkian Elementary	Replace walk-in refrigerator/freezer	-	-	-	40,000	-	-	\$40,000
Ashburn Elementary	Replace lighting throughout school	-	-	-	-	400,000	-	\$400,000
Cool Spring Elementary	Replace lighting fixtures throughout school	-	300,000	-	-	-	-	\$300,000
Cool Spring Elementary	Replace walk-in refrigerator/freezer	-	-	-	40,000	-	-	\$40,000
Douglass School	Replace lighting fixtures throughout school	250,000	-	-	-	-	-	\$250,000
Douglass School	Replace panel boxes in various locations	-	-	-	650,000	-	-	\$650,000
Farmwell Station	Replace auditorium dimmer system	50,000	-	-	-	-	-	\$50,000
Lincoln Elementary	Replace lighting fixtures throughout school	-	-	-	-	250,000	-	\$250,000
Loudoun Valley High	Replace lighting fixtures in various locations	-	-	200,000	-	-	-	\$200,000
Lucketts Elementary	Upgrade fire alarm	35,000	-	-	-	-	-	\$35,000
Lucketts Elementary	Replace lighting fixtures in old section of school	-	-	-	-	-	300,000	\$300,000
Monroe Technology	Replace panel boxes throughout school	151,000	-	-	-	-	-	\$151,000
Monroe Technology	Replace classroom lighting fixtures	-	-	-	-	200,000	-	\$200,000
Park View High	Replace stage/auditorium dimmer system	80,000	-	-	-	-	-	\$80,000
Round Hill Center	Replace lighting fixtures throughout building	-	-	-	-	-	300,000	\$300,000
Transportation	Replace fire alarm	150,000	-	-	-	-	-	\$150,000
Division-wide	Lighting and electrical replacements	-	50,000	50,000	50,000	50,000	50,000	\$250,000
SUBTOTAL, ELECTRICAL:		\$716,000	\$350,000	\$250,000	\$780,000	\$900,000	\$650,000	\$3,646,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: STRUCTURE REPAIR								
Aldie Elementary	Replace wood floors	-	-	300,000	-	-	-	\$300,000
Aldie Elementary	Renovate Annex building	-	-	-	-	-	500,000	\$500,000
Algonkian Elementary	Regrofit/repair quarry floor tile in kitchen	-	10,000	-	-	-	-	\$10,000
Algonkian Elementary	Replace ceilings throughout school	-	260,000	-	-	-	-	\$260,000
Ashburn Elementary	Replace ceiling tile throughout school	-	-	-	-	325,000	-	\$325,000
Cool Spring Elementary	Replace ceiling tile throughout school	-	260,000	-	-	-	-	\$260,000
Dominion High	Replace carpet throughout school	-	-	-	-	-	200,000	\$200,000
Dominion Trail Elementary	Replace carpet throughout school	42,000	-	-	-	-	-	\$42,000
Douglass School	Replace ceiling tiles on first floor	150,000	-	-	-	-	-	\$150,000
Eagle Ridge Middle	Replace carpet throughout school	-	-	-	-	90,000	-	\$90,000
Emerick Elementary	Replace ceiling tile throughout school	-	80,000	-	-	-	-	\$80,000
Guilford Elementary	Replace interior doors and hardware	-	-	75,000	-	-	-	\$75,000
Harper Park Middle	Replace carpet throughout school	-	-	75,000	-	-	-	\$75,000
Heritage High	Replace carpet throughout school	-	-	-	-	-	-	\$75,000
Hillside Elementary	Replace carpet in office, media ctr and music room	-	45,000	-	-	-	-	\$45,000
Lincoln Elementary	Replace ceiling tile throughout school	-	-	-	-	-	-	\$150,000
Little River Elementary	Replace carpet throughout school	-	-	-	55,000	-	-	\$55,000
Loudoun Valley High	Replace tennis court fencing	15,000	-	-	-	-	-	\$15,000
Loudoun Valley High	Replace football stadium bleachers	-	550,000	-	-	-	-	\$550,000
Lowes Island Elementary	Replace carpet throughout school	42,000	-	-	-	-	-	\$42,000
Lucketts Elementary	Replace kitchen hood system	30,000	-	-	-	-	-	\$30,000
Lucketts Elementary	Replace ceiling tile in old section of school	-	-	-	-	-	200,000	\$200,000
Meadowland Elementary	Replace kitchen hood system	30,000	-	-	-	-	-	\$30,000
Meadowland Elementary	Repair tile and quarry tile throughout school	-	-	-	75,000	-	-	\$75,000
Mill Run Elementary	Replace carpet throughout school	-	-	-	55,000	-	-	\$55,000
Park View High	Replace ceiling tile throughout school	-	-	-	600,000	-	-	\$600,000
Potomac Falls High	Replace carpet throughout school	110,000	-	-	-	-	-	\$110,000
Round Hill Center	Replace ceiling tile throughout building	-	-	-	-	-	100,000	\$100,000
Sterling Elementary	Repair ceramic tile in hallway	50,000	-	-	-	-	-	\$50,000
Sterling Elementary	Replace interior doors & hardware	80,000	-	-	-	-	-	\$80,000
Sterling Elementary	Replace ceiling tiles in classrooms & office	500,000	-	-	-	-	-	\$500,000
Stone Bridge High	Replace carpet throughout school	-	-	-	140,000	-	-	\$140,000
Sully Elementary	Replace interior doors and hardware	75,000	-	-	-	-	-	\$75,000
SUBTOTAL, STRUCTURE REPAIR:		\$1,124,000	\$1,205,000	\$450,000	\$925,000	\$740,000	\$1,000,000	\$5,444,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: HVAC								
Aldie Elementary	Upgrade HVAC system	-	550,000	-	-	-	-	\$550,000
Algonkian Elementary	Replace energy management system	90,000	-	-	-	-	-	\$90,000
Ashburn Elementary	Replace energy management system	-	100,000	-	-	-	-	\$100,000
Banneker Elementary	Upgrade HVAC System	-	600,000	-	-	-	-	\$600,000
Blue Ridge Middle	Replace science wing rooftop HVAC units	-	-	-	-	50,000	-	\$50,000
Cool Spring Elementary	Replace energy management system	90,000	-	-	-	-	-	\$90,000
Loudoun County High	Upgrade energy management system	-	150,000	-	225,000	-	-	\$225,000
Loudoun County High	Replace boilers	-	-	-	-	200,000	-	\$200,000
Loudoun County High	Replace chillers	-	-	-	35,000	-	-	\$35,000
Loudoun Valley High	Replace heat pumps in old shop area	-	-	-	-	-	-	\$80,000
Lucketts Elementary	Replace multi-zone A/C units in old section	80,000	-	-	-	-	150,000	\$150,000
Middleburg Elementary	Replace heat pumps	-	-	-	-	-	-	\$90,000
Monroe Technology	Replace energy management system	-	-	90,000	-	-	-	\$90,000
Seneca Ridge Middle	Replace science wing rooftop HVAC units	-	-	-	-	50,000	-	\$50,000
Simpson Middle	Replace science wing rooftop HVAC units	-	-	-	-	50,000	-	\$50,000
Sterling Middle	Replace science wing rooftop HVAC units	-	-	-	-	50,000	-	\$50,000
SUBTOTAL, HVAC:		\$260,000	\$1,400,000	\$90,000	\$260,000	\$400,000	\$150,000	\$2,560,000
System/Component Replacement: WINDOWS								
Aldie Elementary	Replace windows throughout school	-	300,000	-	-	-	-	\$300,000
Banneker Elementary	Replace windows throughout school	-	400,000	-	-	-	-	\$400,000
Broad Run High	Replace windows in cafeteria wing	-	-	250,000	-	-	-	\$250,000
Catoctin elementary	Replace windows throughout school	-	-	-	-	800,000	-	\$800,000
Douglas School	Replace windows in classroom wing	300,000	-	-	-	-	-	\$300,000
Loudoun Valley High	Replace windows in cafeteria wing	-	-	250,000	-	-	-	\$250,000
Lucketts Elementary	Replace windows in old section of school	-	-	-	250,000	-	-	\$250,000
Middleburg Elementary	Replace windows throughout school	250,000	-	-	-	-	-	\$250,000
SUBTOTAL, WINDOWS:		\$550,000	\$700,000	\$500,000	\$250,000	\$800,000	\$0	\$2,800,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: PLUMBING								
Algonkian Elementary	Replace kitchen steamer	-	20,000	-	-	-	-	\$20,000
Algonkian Elementary	Replace dishwasher	-	29,000	-	-	-	-	\$29,000
Ashburn Elementary	Replace kitchen steamer	-	-	20,000	-	-	-	\$20,000
Catoctin Elementary	Replace sinks and cabinets in classrooms	35,000	-	-	-	-	-	\$35,000
Catoctin Elementary	Replace dishwasher	-	-	-	-	-	30,000	\$30,000
Cool Spring Elementary	Replace kitchen steamer	-	20,000	-	-	-	-	\$20,000
Cool Spring Elementary	Replace dishwasher	-	29,000	-	-	-	-	\$29,000
Douglass School	Replace heating system	-	-	800,000	-	-	-	\$800,000
Emerick Elementary	Replace dishwasher	-	-	-	30,000	-	-	\$30,000
Guilford Elementary	Replace sinks and cabinets in classrooms	35,000	-	-	-	-	-	\$35,000
Guilford Elementary	Replace dishwasher	-	-	-	-	30,000	-	\$30,000
Leesburg Elementary	Replace dishwasher	27,000	-	-	-	-	-	\$27,000
Loudoun County High	Replace kitchen steamer	-	-	-	29,000	-	-	\$29,000
Loudoun County High	Replace dishwasher	-	-	-	30,000	-	-	\$30,000
Meadowland Elementary	Replace dishwasher	27,000	-	-	-	-	-	\$27,000
Park View High	Replace dishwasher	-	-	-	-	-	35,000	\$35,000
Round Hill Center	Replace boiler	-	-	-	150,000	-	-	\$150,000
Sully Elementary	Replace classroom sinks and cabinets	35,000	-	-	-	-	-	\$35,000
Sully Elementary	Replace dishwasher	-	20,000	-	-	-	-	\$20,000
Waterford Elementary	Replace kitchen steamer	-	-	-	-	25,000	-	\$25,000
SUBTOTAL, PLUMBING:		\$159,000	\$118,000	\$820,000	\$239,000	\$55,000	\$65,000	\$1,456,000

TABLE 3 - ADOPTED FY 07 - FY 12 CAPITAL ASSET PRESERVATION PROGRAM

FACILITY	PROJECT	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	TOTAL
SCHOOLS CAPITAL ASSET PRESERVATION PROGRAM								
System/Component Replacement: ROOFING								
Ashburn Elementary	Replace roof flashing	-	-	-	-	150,000	-	\$150,000
Banneker Elementary	Replace roof	-	-	300,000	-	-	-	\$300,000
Blue Ridge Middle	Replace roof	-	-	-	-	-	1,500,000	\$1,500,000
Broad Run High	Replace 180,300 sf of deteriorated roofing	-	-	1,650,000	-	-	-	\$1,650,000
Catoctin Elementary	Replace roof	-	600,000	-	-	-	-	\$600,000
Cool Spring Elementary	Replace roof	700,000	-	-	-	-	-	\$700,000
Douglass School	Replace roof in academic area	-	300,000	-	250,000	-	-	\$550,000
Emerick Elementary	Replace roof flashing	-	-	-	-	-	-	\$300,000
Guilford Elementary	Replace roof	-	-	-	-	550,000	-	\$550,000
Loudoun County High	Replace roof in kitchen and cafeteria	-	-	-	-	220,000	-	\$220,000
Loudoun Valley High	Replace roof flashing	-	-	-	-	300,000	-	\$300,000
Lucketts Elementary	Replace roof in old section of school	-	-	-	-	-	275,000	\$275,000
Middleburg Elementary	Replace flat roof	-	-	-	-	120,000	-	\$120,000
Monroe Technology	Replace roof	-	-	-	850,000	-	-	\$850,000
Park View High	Replace roof	-	-	-	-	-	2,200,000	\$2,200,000
Round Hill Center	Replace roof	-	300,000	-	-	-	-	\$300,000
Sully Elementary	Replace roof	-	-	-	-	550,000	-	\$550,000
Waterford Elementary	Replace roof	-	-	230,000	-	-	-	\$230,000
SUBTOTAL, ROOFING:		\$700,000	\$1,200,000	\$2,180,000	\$1,100,000	\$1,890,000	\$3,975,000	\$11,045,000
FY 07-12 TOTAL, SCHOOLS:								
		\$3,676,000	\$5,182,000	\$4,778,000	\$3,859,000	\$4,953,000	\$6,185,000	\$28,633,000
FY 07-12 TOTAL, GENERAL GOVERNMENT:								
		\$3,684,000	\$3,623,000	\$3,300,000	\$3,480,000	\$3,345,000	\$3,245,000	\$20,677,000
FY 07-12 TOTAL, SCHOOLS:								
		\$3,676,000	\$5,182,000	\$4,778,000	\$3,859,000	\$4,953,000	\$6,185,000	\$28,633,000
FY 07-12 TOTAL, ALL CAPP EXPENDITURES:								
		\$7,360,000	\$8,805,000	\$8,078,000	\$7,339,000	\$8,298,000	\$9,430,000	\$49,310,000

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;
- 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.

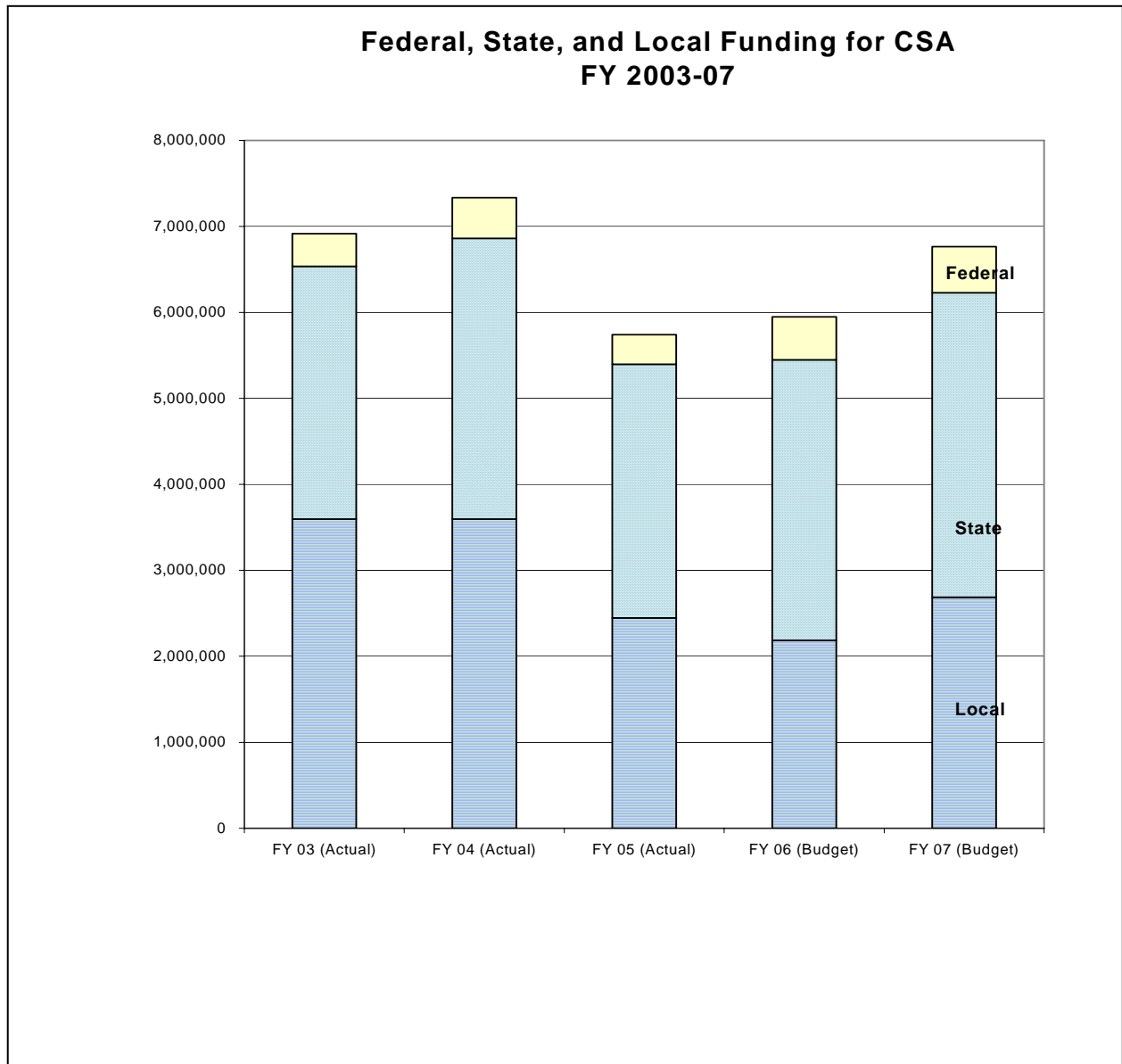
The Central Services Fund is managed on a cost reimbursement basis. Since resources are provided by means of transfers from the County's operating funds, the Central Services Fund's spending plan is developed as part of the annual budget process: payments are included in each agency's adopted budget and vary depending on the department's size and estimated usage. For example, the Office of the Sheriff, which is the County government's largest department, is scheduled to pay \$5,458,419 into the Central Services Fund, while Extension Services, the smallest agency, has budgeted \$16,572. An overview of transfers to the Central Services Fund and associated personnel is provided to illustrate the fund's operations from FY 03 - 07.

FY 03-07 CENTRAL SERVICES FUND TRANSFERS					
Central Function	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Duplicating	\$531,666	\$670,354	\$571,000	\$793,000	\$922,000
Telephone	914,938	1,077,660	891,000	1,306,000	1,495,000
Mail	554,593	589,003	488,000	634,000	716,000
Vehicle Maintenance & Fuel	1,986,881	2,359,515	3,099,000	3,406,000	3,863,000
Heavy Equip. Maintenance & Fuel	39,931	100,342	557,000	357,000	1,293,000
Vehicle Depreciation	0	0	1,990,000	1,216,000	3,963,000
Heavy Equip. Depreciation	734,520	627,070	1,286,000	1,698,000	2,384,000
Central Support	<u>567,777</u>	<u>703,675</u>	<u>824,000</u>	<u>937,000</u>	<u>1,066,000</u>
Total Funding:	\$5,330,306	\$6,127,619	\$9,706,000	\$10,347,000	15,702,000
FTE Summary:	12.73	12.94	12.27	13.27	13.27

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, using a State pool of funds, allocated to each locality and subject to a local match (47.64% in Loudoun County). The CSA program 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, and 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 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 office is located within the Department of Family Services.

This section contains information on the funding for the contracted services provided to the children in the program.



Comprehensive Services for At-Risk Youth and Families

CSA Mandated Funding

	<u>FY 03 Actual</u>	<u>FY 04 Actual</u>	<u>FY 05 Actual</u>	<u>FY 06 Adopted</u>	<u>FY 07 Adopted</u>
Expenditures	\$5,523,651	\$5,671,692	\$5,461,205	\$6,374,061	\$6,714,011
State Revenue	2,781,847	3,108,691	3,968,156	3,104,458	3,383,752
Other Revenue	331,424	410,460	316,361	445,000	451,000
Fund Balance Used (Added)	<u>(916,111)</u>	<u>(1,197,266)</u>	<u>76,030</u>	<u>1,037,979</u>	<u>562,080</u>
<i>Local Tax Funding</i>	\$3,326,491	\$3,349,807	\$2,100,658	\$1,786,624	\$2,317,179

CSA Court Ordered/ Non-Mandated Funding

	<u>FY 03 Actual</u>	<u>FY 04 Actual</u>	<u>FY 05 Actual</u>	<u>FY 06 Adopted</u>	<u>FY 07 Adopted</u>
Transfer to General Fund	\$0	\$0	\$0	\$183,000	\$183,000
Expenditures	476,316	514,095	293,652	612,000	612,000
State Revenue	156,473	156,473	(19,183)	156,473	156,473
Other Revenue	50,000	62,407	28,463	56,000	85,000
Fund Balance Used (Added)	<u>0</u>	<u>48,688</u>	<u>(62,155)</u>	<u>183,000</u>	<u>183,000</u>
<i>Local Tax Funding</i>	\$269,843	\$246,527	\$346,527	\$399,527	\$370,527

Total CSA Funding

	<u>FY 03 Actual</u>	<u>FY 04 Actual</u>	<u>FY 05 Actual</u>	<u>FY 06 Adopted</u>	<u>FY 07 Adopted</u>
Transfer to General Fund	\$0	\$0	\$0	\$183,000	\$183,000
Expenditures	\$5,999,967	\$6,185,787	\$5,754,857	6,986,061	7,326,011
State Revenue	2,938,320	3,265,164	2,948,973	3,260,931	3,540,225
Other Revenue	381,424	472,867	344,824	501,000	536,000
Fund Balance Used (Added)	<u>(916,111)</u>	<u>(1,148,578)</u>	<u>13,875</u>	<u>1,220,979</u>	<u>745,080</u>
<i>Local Tax Funding</i>	\$3,596,334	\$3,596,334	\$2,447,185	\$2,186,151	\$2,687,706

Computer System Replacement Fund

A subfund of the Capital Asset Preservation Program (CAPP), the Computer System Replacement Fund 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) reviewed current hardware and software systems and inventoried 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 CAD system (\$550,000) and the County Assessor's Office 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.

In preparation for the FY 06 budget, the Department of Information Technology developed a series of replacement schedules for Minor Computer Systems (up to \$500,000) and Major Computer Systems (over \$500,000). The FY 07 average annual cost for Minor Computer Systems is \$1,835,256 and \$1,500,000 was adopted. It is anticipated that full funding will be requested in FY 08.

Table 1. – Computer System Replacement Fund	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Adopted
Replacement Fund	\$1,000,000	\$350,000	\$225,000	\$1,150,000	\$1,500,000
Total expenditures	\$1,000,000	\$350,000	\$225,000	\$1,150,000	\$1,500,000
Local tax funding	\$1,000,000	\$350,000	\$225,000	\$1,150,000	\$1,500,000

Minor Computer System Replacements (Up to \$500,000)

The Computer System Replacement Fund plans for an annual depreciation/sinking fund for system replacements that cost up to \$500,000. Local tax funding will fund an annual depreciation amount to insure funds are available as system replacements up to \$500,000 are required. The Board of Supervisors appropriated \$1,500,000 in FY 07 to fund this depreciation/sinking fund. Table 2 on Page 620 provides an itemized list of these replacements.

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. Due to the costs associated with this type of replacement, major system replacements are financed. A schedule of Major Computer System Replacements is provided in Table 3 on Page 622. There are no major systems scheduled for replacement in FY 07. Lease/purchase financing is used to purchase these systems due to their higher cost and having life cycles in line with the term of the financing. The debt service for systems to be replaced in the FY 07 - FY 12 planning period is included in the debt service fund on Page 583.

Computer System Replacement Fund

Table 2: Minor System Replacements Up to \$500,000			
<i>Item</i>	<i>Useful Life (Yrs)</i>	<i>Replacement Cost</i>	<i>Annual Budget</i>
Network FDDi Backbone (Douglass, North St)	7	\$250,000	\$36,000
CoManage Imaging Software	5	350,000	70,000
Microwave Data Radios (5)	5	400,000	80,000
Xerox Laser Printers (2)	5	400,000	80,000
IBMBLADESERVER	4.5	56,000	12,444
Management Console	4.5	5,000	1,111
Air Mobile Servers (20)	4	50,000	12,500
CAD Processors (3)	4	350,000	87,500
Dev Web Server	4	5,000	1,250
DNS 1 and 2	4	10,000	2,500
GIS Inter Web Servers (1 and 2)	4	20,000	5,000
Inter1 and Intra1 Web Servers	4	20,000	5,000
MH/MR Processor	4	40,000	10,000
PC Charge	4	10,000	2,500
SNA Commsvr and Dev	4	10,000	2,500
WebSpeed	4	10,000	2,500
WebTrac	4	10,000	2,500
www.internet.col	4	10,000	2,500
ANIMALSHELTERS	3.5	7,500	2,143
Blackberries	3.5	25,000	7,143
Citrix1/2/3	3.5	36,608	10,459
Col Servers	3.5	50,000	14,286
Compaq 1500 - Appl Dev and SAA	3.5	20,000	5,714
Cry Wolf DB Server	3.5	5,000	1,429
CWATTYSVR	3.5	9,817	2,805
DCSADMIN	3.5	8,927	2,551
DITAPPLDEV	3.5	16,160	4,617
DITDBA	3.5	1,000	286
DITFORMSCAPE (2)	3.5	16,250	4,643
DKHELPDESK	3.5	9,325	2,664
Explorer - Compaq 1500	3.5	10,000	2,857
FINSERVPAYBASE	3.5	4,300	1,229
GENSVRPASER	3.5	9,325	2,664
GOVFORMSCAPE	3.5	8,500	2,429
HARMONY	3.5	4,600	1,314
IdentiPASS Reference PC	3.5	2,500	714
I-Status Server	3.5	5,000	1,429
JDCACCESSSEC 1/2/3	3.5	13,279	3,794
LCPSWEB1	3.5	22,000	6,286
LCSO	3.5	7,661	2,189
LIBDEEPPFREEZE	3.5	3,500	1,000
LIBRARYSAMSVR	3.5	5,126	1,465
LIBRARYSUS	3.5	3,500	1,000
Mobile Video Server	3.5	27,000	7,714
ORIONNETMGMSVR	3.5	7,950	2,271

Computer System Replacement Fund

Table 2: Minor System Replacements Up to \$500,000 – Continued			
<i>Item</i>	<i>Useful Life (Yrs)</i>	<i>Replacement Cost</i>	<i>Annual Budget</i>
PLANNINGNOVSCAN	3.5	14,500	4,143
TREASITRAN	3.5	8,375	2,393
TREASSTERLINGFORMSCAPE	3.5	8,500	2,429
TREASTAXBACKUP	3.5	2,590	740
Treasurer PO -DL 380	3.5	10,000	2,857
VOCASVRYAP	3.5	3,741	1,069
WebEOC DB #1 and #2	3.5	5,000	1,429
Wonderdesk Help Desk - DL 380	3.5	10,000	2,857
Zensvr - DL 380	3.5	10,000	2,857
BTI (MH/MR System)	3	200,000	67,000
CAD Backup ECC Server	3	5,000	1,667
CAD Message Switches (2)	3	45,000	15,000
Cipher Trust - Iron Mail Secure Gateway	3	65,000	21,667
DASD	3	250,000	83,000
Imaging System Processor	3	130,000	43,000
ISS - Internet Security System (2)	3	9,000	3,000
McAfee EPO	3	4,500	1,500
Netbotz Security Server	3	3,000	1,000
Rec Trac Processor	3	200,000	67,000
Whole Security Confidence Server	3	4,500	1,500
Fidelis Intrusion Detection Server	2	4,500	2,250
GIS Application Server - Web	2	30,000	15,000
GIS M80 Processor	2	330,000	165,000
GIS Plotter Hardware	2	15,000	7,500
IBM Mainframe Tape Storage	2	300,000	150,000
Library System HP Processor	2	400,000	200,000
Library System IPAC Server	2	30,000	15,000
Library System RSS Server	2	30,000	15,000
Library System Web Server	2	75,000	37,500
Public School System Processor	2	330,000	165,000
Surf Control Filter Server (2)	2	12,000	6,000
Tipping Point IPS - SMS	2	20,000	10,000
Tipping Point IPS - Unity 2400	2	86,000	43,000
Tipping Point IPS - Unity 400	2	45,000	22,500
AirMobile DB Server	1	5,000	5,000
AirMobile Server (3)	1	7,500	7,500
CAD Field Based Reporting Server	1	2,500	2,500
CritiCall Server	1	2,500	2,500
Genesys Server	1	5,000	5,000
GIS Citrix Servers (4)	1	100,000	100,000
ISS - Internet Security Server	1	5,000	5,000
RadioIP Server	1	5,000	5,000
Tandberg Admin	1	2,500	2,500
TeleStaff Server	1	5,000	5,000
WebEOC IIS Server	1	2,500	2,500
TOTAL Annual Projections			\$1,835,256

Computer System Replacement Fund

Table 3: Major System Replacements Over \$500,000		
<i>Item</i>	<i>Replacement</i>	<i>Replacement Cost</i>
Taxation	FY 08	\$1,200,000
IBM Mainframe Processor	FY 09	1,200,000
Public Safety CAD	FY 09	4,000,000
KPMG Financial System	FY 10	9,000,000
Radio Communications System	FY 10	29,500,000
Cyborg Payroll System	FY 12	1,200,000
Student Information System	FY 12	1,000,000

Major system replacements are financed due to their high cost and longer life cycle.

Debt Service for Lease/Purchase Financing is included in the Debt Service Fund.

Federal Foster Care Reimbursement Program

The Loudoun County Federal Foster Care Reimbursement (FFCR) Program is a Department of Family Services (DFS) program that is jointly administered by the Departments of Family Services and Financial Services. It is overseen by a Steering Committee chaired by the Director of Family Services and includes Directors from all participating Departments, County Administration, and the Loudoun County Public Schools.

This Virginia Department of Social Services (VDSS) coordinated program was initiated in FY 02 by the County to claim federal reimbursement under Title IV-E for case management and administrative activities that prevented foster care placements in addition to the reimbursements already being received for the cost of maintaining children in foster care. At the program's inception, VDSS rules allowed reimbursement for efforts to prevent any kind of out of home placement, not just foster care per se, including incarceration, mental hospitals, the youth shelter, and group homes. Several county agencies that work with children who are at risk of any of these kinds of out of home placement, including the Juvenile Court Services Unit (JCSU), Mental Health and Substance Abuse (MHSA) programs and certain DFS programs, have been claimed.

One feature of this federal program is that reimbursement funds are "recyclable," so any programs funded by FFCR are also claimable if they meet the eligibility guidelines. In effect, therefore, any programs funded by FFCR that are also eligible for reimbursement through FFCR, have a lower net cost. Most programs and positions funded through the Loudoun FFCR program have been recyclable.

Program rules from VDSS have changed over the years as the program has developed, so the Steering Committee has been cautious in committing funds to programs to ensure that there would be no possible future county liability. In the fall of 2003, the Steering Committee recommended eight new positions (8.0 FTE) which were created by the Board of Supervisors to begin in April 2004. These new positions and the partial year replacement of the federal grant for School Probation Officers were included in the FY 05 Adopted Budget.

In the spring of 2004, VDSS announced that Federal auditors were reviewing program guidelines and that changes were possible. By the fall of 2004 it became clear that the changes being implemented would be significant, likely reducing program revenues by about three-quarters. As a result, the FFCR Steering Committee eliminated funding for five positions in MHSA and two positions in DSS immediately (effective second quarter FY 05). Several of these positions had not been filled and vacant positions were available for the employees in the positions that were filled. One of these unfunded positions was transferred to the Sheriff's Office and one was transferred to General Services, both to be used for building security functions.

The Steering Committee also eliminated funding for the School Probation Officer program as of the end of FY 05 and the CSA Manager position was moved to the CSA Fund beginning in FY 06. The FY 07 Adopted Fiscal Plan moves the remaining FFCR positions to local tax funding. Future appropriations will occur subsequent to adoption of the annual budget as FFCR funding is awarded.

FEDERAL FOSTER CARE REIMBURSEMENT FUNDS PROJECTED BUDGET SCHEDULE	
Description	FY 07 Adopted
Revenue	\$0
Expenditures	\$0
Surplus (+)/Deficit (-)	\$---

Hamilton Sewer Service District

Background: 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 for the community protect the health and safety of the 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 within the service district pay an additional \$0.30 per \$100 of assessed valuation annually. This tax is paid to finance the amortized debt for installation of collector sewer lines and related treatment plant improvements. For FY 07, the Hamilton Area Sewer Service District will receive \$160,000 in revenue from its taxable base and an annual County General Fund contribution of \$88,000, for a total of \$248,000. Projected expenditures will also total \$248,000.

HAMILTON SEWER SERVICE DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 07 Adopted
Revenue	
Taxable base	\$160,000
County Contribution	88,000
Total Revenue	\$248,000
Expenditures	\$248,000
Surplus/Deficit	\$---

HAMILTON SEWER SERVICE DISTRICT FY 2007 Forecasted Real Property Taxable Base (Forecasted as of January 2006)			
2006 Estimated fair market value of real taxable property			\$52,254,000
PLUS: Reassessment due to equalization			4,180,000
PLUS: Actual full value of new construction			---
2007 Forecasted fair market value of real taxable property			\$56,434,000
FY 2007 Real property tax base subtotal			53,344,000
LESS: Potential administrative and/or Board of Equalization adjustments ¹ :			(163,000) ²
FY 2007 Forecasted real property taxable base:			54,181,000
PLUS: Partial value of new construction			---
FY 2007 Forecasted real property tax base total			\$54,181,000
HAMILTON SEWER SERVICE DISTRICT FY 2007 Forecasted Real Property Tax Revenue			
	Forecasted Taxable Base	Net Revenue per Penny³	Revenue (\$0.30/\$100 Tax Base)
Real Property	\$54,181,000	\$5,318	\$160,000
Notes:			
1. Resulting from hearings and appeals.			
2. Estimated at 0.3% of fair market value.			
3. Excludes estimate of 0.05% uncollectable 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 07.			

Source: Department of Management and Financial Services

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 Social Services section in Volume 1 of the FY 07 Adopted Fiscal Plan.

	FY 07 Adopted
Revenue	\$8,224,000
Expenditures	\$8,224,000
Surplus (+)/Deficit (-)	\$---

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 the materials, manages subscriptions, coordinates gifts, processes payments and develops library policies and procedures.

The library is open to the public M-W-F from 9:00 a.m. to 4:00 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 patron's requests in person and by phone or e-mail, and prisoner requests submitted by the sheriff's department.

Departmental Financial Summary	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Expenditures	\$34,179	\$34,319	\$42,022	\$33,000	\$35,000
Departmental Revenue	\$34,179	\$34,319	\$42,022	\$33,000	\$35,000
Local Tax Funding:	\$0	\$0	\$0	\$0	\$0
FTE Summary:	0.53	0.53	0.53	0.53	0.53

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 revenue estimates for the upcoming biennium. Following its review, the Committee provides direction to staff on those applications it supports recommending to the full Board of Supervisors for funding. The draft Local Gasoline Tax Fund budget is subsequently included in the Proposed Fiscal Plan, and consideration by the Board occurs in concert with the development of the adopted budget.

The following pages reflect the FY 07/08 Adopted Local Gasoline Tax Fund budget. Since the adoption of the FY 06 budget, the Board of Supervisors has approved supplemental appropriations totaling \$500,000 as additional local match to extra State Revenue Sharing funds and \$61,522 to the Virginia Regional Transit Association to cover the loss of State funding.

Current projections indicate that the County will have Gasoline Tax revenue totaling \$5.20 million in FY 07 and \$5.4 million in FY 08, plus \$2,100,180 in undesignated carryover at the end of FY 06. Recent fluctuations in gasoline prices and sales volume, as well as the historic variability in annual yield, indicate that current estimates may be subject to revision. The Transportation/Land Use Committee typically revisits fund revenue estimates periodically during the course of the year.

	FY 05 Actual	FY 06 Adopted	FY 06 Projected	FY 07 Adopted	FY 08 Provisional
Gas Tax Revenue	\$5,485,615	\$4,300,000	\$6,142,243	\$5,200,000	\$5,400,000
Interest	361,395	175,000	200,000	300,000	300,000
Prior Year Carryover	1,427,213	1,239,077	2,911,087	3,242,423	1,252,488
Close out projects	8,033	0	14,692	0	0
Other (Bond Proceeds)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Revenue:	\$7,282,256	\$5,714,077	\$9,268,022	\$8,742,423	\$6,952,488
Budgeted Projects	\$4,241,169	\$5,464,077	\$5,464,077	\$7,489,935	\$6,648,541
Supplemental Projects	<u>130,000</u>	<u>0</u>	<u>561,522</u>	<u>0</u>	<u>0</u>
Total Projects	\$4,371,169	\$5,464,077	\$6,025,599	\$7,489,935	\$6,648,541
Surplus/Deficit	\$2,911,087	\$250,000	\$3,242,423	\$1,252,488	\$303,947

Local Gasoline Tax Fund

FY 07/08 LOCAL GASOLINE TAX FUND BUDGET			
Applicant/Sponsoring Organization	FY 06 Adopted	FY 07 Adopted	FY 08 Provisional
CAPITAL PROJECTS (BOS Policy 80%):			
Town of Leesburg (20%)	\$895,000	\$1,040,000	\$1,080,000
Town of Purcellville (2%)	89,500	104,000	108,000
Purcellville-Round Hill Trail	40,000	0	0
Revenue Sharing	500,000	1,000,000	1,000,000
Revenue Sharing Supplement	100,000	100,000	100,000
Traffic Operations Fund	350,000	350,000	350,000
Bikeway & Pedestrian Facilities Contingency	250,000	250,000	250,000
Leesburg Park & Ride Garage	1,300,781	250,000	0
Office of Transportation – NuMetrics Traffic Counters	0	30,000	0
Spot Road Improvement Projects	0	500,000	750,000
Route 7 East Traffic Operations Improvement Project	0	1,142,243	0
SUBTOTAL, CAPITAL PROJECTS:	\$3,525,281	\$4,766,243	\$3,638,000
Percent of Total Expenditures	65%	62%	53%
TRANSPORTATION/TRANSIT (15%)			
Leesburg Safety Shuttle	\$11,000	\$15,000	\$15,000
Commuter Bus - 24 bus fleet	1,343,280	1,682,089	1,984,781
Adaptive Recreation Transportation	63,000	86,000	94,900
VA Regional Transit	337,838	694,711	642,948
Every Citizen Has an Opportunity (ECHO)	23,900	25,400	26,500
American Red Cross	85,756	98,619	113,412
Loudoun Volunteer Caregivers	0	35,000	40,000
SUBTOTAL, TRANSPORTATION	\$1,864,774	\$2,636,819	\$2,917,541
Percent of Total Expenditures	34%	40%	42%
ADMINISTRATIVE (5%)			
Rideshare Grant Match	\$43,201	\$54,800	\$59,000
Commuter Bus Promotion & Advertising	10,000	10,000	10,000
Dulles Area Transportation Association	6,000	6,000	6,000
No. Virginia Transportation Commission	14,821	16,073	18,000
SUBTOTAL, ADMINISTRATIVE:	\$74,022	\$86,873	\$93,000
Percent of Total Expenditures	1%	1%	1%
TOTAL DESIGNATED EXPENDITURES	\$5,464,077	\$7,489,935	\$6,648,541
UNDESIGNATED	\$250,000	\$250,000	\$250,000
TOTAL EXPENDITURES	\$5,714,077	\$7,739,935	\$6,898,541

Local Gasoline Tax Fund

Capital Projects

Project/Program Name: **Revenue Sharing**

FY 07 Adopted: \$1,000,000

FY 08 Provisional: \$1,000,000

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 preliminary engineering and construction for projects on Routes 7, 28 and Route 643 using this program. 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 07 Adopted: \$100,000

FY 08 Provisional: \$100,000

Project Description: At the end of each fiscal year, the State provides an additional round of 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, most recently for the Route 28 PPTA project.

Project/Program Name: **Town of Leesburg (20% supplement tied to revenue projections)**

FY 07 Adopted: \$1,040,000 (\$2,295,000 requested)

FY 08 Provisional: \$1,080,000

Project Description: The Local Gasoline Tax Fund Policy stipulates that 20% of projected annual revenues be distributed to the Town of Leesburg for significant transportation projects. This annual 20% percent allocation has been designated by the Town for the Sycolin Road widening project, which has been allocated \$5.5 million through FY 06.

Project/Program Name: **Town of Purcellville (2% supplement tied to revenue projections)**

FY 07 Adopted: \$104,000 (\$131,000 requested)

FY 08 Provisional: \$108,000

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.

Project/Program Name: **Traffic Operations Contingency**

FY 07 Adopted: \$350,000

FY 08 Provisional: \$350,000

Project Description: The Board began designating funds for future traffic signal needs in FY 01. In both FY 01 and FY 02, the Board appropriated \$200,000 per year for this purpose, and added \$140,000 to replenish the contingency in mid-FY 01. The Board voted in FY 03 to increase the annual allocation to \$250,000, and continued funding at the existing level in FY 04 & FY 05. Staff recommended increasing the FY 06 contribution to \$350,000 in order to fund specific safety signage and pilot parking district projects proposed for gasoline tax funding by the Office of Transportation Services. The Transportation/Land Use Committee decided to maintain an annual contribution of \$350,000 to the account due to the need for discretionary funding for traffic signals, signage and safety studies that arise during the course of the year.

Local Gasoline Tax Fund

Project/Program Name: **Bikeway and Pedestrian Facilities Contingency**

FY 07 Adopted: \$250,000

FY 08 Provisional: \$250,000

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, West Church Road, and South King Street.

Project/Program Name: **Leesburg Park & Ride Facility**

FY 07 Adopted: \$250,000

FY 08 Provisional: \$0

Project Description: The Transportation Committee considered a proposal at its November 8, 2004 meeting to construct a parking garage in the Leesburg area for the commuter bus program. The FY 06 Gasoline Tax budget included \$1,300,781 in funding towards the future construction of a surface parking facility and surrounding road and frontage improvements. The Transportation/Land Use Committee will allocate \$250,000 towards the project in FY 07 to pay for additional road and frontage improvements in the area surrounding the facility.

Project/Program Name: **Office of Transportation – NuMetrics Traffic Counters**

FY 07 Adopted: \$30,000

FY 08 Provisional: \$0

Project Description: The Office of Transportation Services has requested funding to acquire 24 traffic counting devices to conduct traffic studies on roads and major intersections throughout the County. The County's current inventory of 11 traffic counting devices, controlled by the Sheriff's Office, is not enough to handle the amount of requests being made for traffic counts. The acquisition of these devices will expand the County's ability to conduct traffic studies, while allowing the Office of Transportation Services to conduct in-house data transfers & analysis currently provided by the Sheriff. A total of \$30,000 is required in FY 07 to purchase 24 additional NuMetrics Traffic Counting devices.

Project/Program Name: **Spot Road Improvement Projects Account**

FY 07 Adopted: \$500,000

FY 08 Provisional: \$750,000

Project Description: During the course of the year, there are requests for road improvements and other construction work where funding has to be identified in order to complete a project. The Transportation/Land Use Committee set up a "Spot Road Improvement Project Account" in the FY 07/08 Gasoline Tax Fund budget to fund minor capital projects that arise during the course of the year. Examples of such projects include through traffic redirection, traffic calming projects, acquiring right-of-way, etc.

Project/Program Name: **Route 7 East Traffic Operations Improvement Project**

FY 07 Adopted: \$1,142,243

FY 08 Provisional: \$0

Project Description: In January of 2006, County staff was notified by NVTC that due to an error by the owner of a chain of gas stations in the region, some gasoline tax revenues were withheld from NVTC. The owner corrected the error and provided the delinquent gasoline tax payments to NVTC, of which Loudoun County received \$1,142,243 in gasoline tax payments. During the FY 07 Budget Worksessions, the Board of Supervisors voted 9-0 to recognize the payment of the back gasoline tax payments and appropriate the funds to the Route 7 East Traffic Operations Improvement project in FY 07.

Local Gasoline Tax Fund

Transportation/Transit Projects

Project/Program Name: **Adaptive Recreation Transportation**

FY 07 Adopted: \$86,000

FY 08 Provisional: \$94,900

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 designated for summer camp transportation expenses for the Adaptive Recreation program. The department indicated that FY 07 transportation expenses will total \$86,000 and FY 08 expenses will total \$94,900 due to increased ridership and fuel costs.

Project/Program Name: **American Red Cross, Loudoun County Chapter**

FY 07 Adopted: \$98,619

FY 08 Provisional: \$113,412

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. In FY 05, the program served 2,786 senior citizens with over 5,454 assisted trips to necessary appointments.

Project/Program Name: **Every Citizen Has an Opportunity (ECHO)**

FY 07 Adopted: \$25,400

FY 08 Provisional: \$26,500

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.

Project/Program Name: **Loudoun County Commuter Bus Operations**

FY 07 Adopted: \$1,682,089

FY 08 Provisional: \$1,984,781

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 system will acquire seven new busses in FY 07, expanding the fleet to 31 busses (27 busses in service, 4 in reserve) to start service into Arlington and Washington, DC from the Dulles South Corridor via the Dulles North Transit Center, and expand service from the West Falls Church Metro station to Leesburg. The funding allocation in FY 07/08 takes into account the requested fare increase authorized by the Board of Supervisors' at its November 15, 2005 Business Meeting. 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 Gasoline Tax allocation represents an estimated 28% operating subsidy.

Project/Program Name: **Loudoun Volunteer Caregivers**

FY 07 Adopted: \$35,000

FY 08 Provisional: \$40,000

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 05, LVC provided over 4,700 one-way trips to residents in need.

Local Gasoline Tax Fund

Project/Program Name: **Leesburg Safety Shuttle**

FY 07 Adopted: \$15,000

FY 08 Provisional: \$15,000

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. The Town requested that the County begin providing a 100% subsidy to the Town in FY 05. The Board of Supervisors accepted the Transportation Committee's recommendation to continue the County's current practice of providing 50% support, equivalent to \$15,000 in FY 07 and in FY 08.

Project/Program Name: **Virginia Regional Transportation Association (VRTA)**

FY 07 Adopted: \$694,711

FY 08 Provisional: \$642,948

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. Beginning in FY 06, reduced State funding has raised VRTA's local gasoline tax subsidy to 32% of total operating costs for its routes currently in service. The FY 08 provisional allocation represents the staff recommendation for funding.

Local Gasoline Tax Fund

Administrative Projects

Project/Program Name: **Commuter Bus Promotion and Advertising**

FY 07 Adopted: \$10,000

FY 08 Provisional: \$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: **Rideshare Program Match**

FY 07 Adopted: \$54,800

FY 08 Provisional: \$59,000

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 on 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: **Dulles Area Transportation Association (DATA)**

FY 07 Adopted: \$6,000

FY 08 Provisional: \$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 07 Adopted: \$16,073

FY 08 Provisional: \$18,000

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 for this service.

Proffer Fund

Developer contributions, known as proffers, remain a 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 the future capital facility costs associated with specific land developments. Proffer contributions are typically obtained for rezonings (changes in the use of land) that 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. The 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. The County maintains an inventory of all forms of proffers. Cash proffers accrue to the Public Facilities Trust Fund.

The General Accounting Standards Board issued the account-reporting standard for local governments (GASB34) in 2001, and since FY 02 the County has been required to budget proffer funds and report them in the County's Annual Financial Report. In the past, proffers had been reported as transfers from the Public Facilities Trust Fund to a particular capital project. The County began to budget appropriated proffers in FY 03 in the Proffer Fund.

Currently, land proffers are budgeted at a pre-zoned assessed value with the final value of the land proffer established at the time of conveyance. In-kind proffers are budgeted at an estimated value based on current construction market trends. The value of the in-kind asset will be verified at the time the work is completed. The cash proffers are budgeted in the Proffer Fund and shown as transfers in the Capital Projects Fund.

At the January 2005 business meeting, the Board of Supervisors initiated a Comprehensive Plan Amendment (CPAM) which included a policy recommended for revision, the "Valuation Credit Methodology for Proffered Land Sites." In May 2006 the Planning Commission voted to recommend approval of the CPAM policy amendments to the Board of Supervisors. This CPAM is scheduled for the Board of Supervisors' Public Hearing June 14, 2006. Per this policy, land proffers will be valued at market rate for proffered Capital Facilities contributions. Based on this methodology, in the FY 07 – FY 12 Adopted Capital Plan, 12.76 percent of the total CIP's projected expenditures are from land proffers totaling \$81.61 million over the six-year plan.

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 land and in-kind proffers are used for a human services facility, a district park, a library and schools.

FY07 Proffer Fund:

ES-18 South Riding Station Elementary School
South Riding Stn ZMAP 20010010 \$6,300,000

MR Group Home, Round Hill
Round Hill Assoc ZMAP 19890004 \$230,000

ES-19 Ashburn Area Elementary School
One Loudoun Ctr ZMAP 20050008 \$6,300,000

Brambleton District Park
Brambleton (1) ZMAP 19930005 \$1,260,000

HS-6 Ashburn Area High School
LV Estates II ZMAP 20020011 \$26,175,000

Gum Spring Library
Stone Ridge ZCPA 20020004 \$8,000,000

Adopted Proffers:

Fiscal Year	Cash Proffers	Land Proffers	In-Kind Proffers	Total
FY 07	\$0	\$48,265,000	\$0	\$48,265,000

Public Safety Communications Fund

Loudoun County's Emergency Communications Center (ECC) serves as the primary answering point for the County's public safety agencies. The staff receives and processes incoming calls for service and promptly dispatches the appropriate Sheriff, Fire or EMS resources to handle the situation. ECC personnel are the first responders in the County's Public Safety system. Radio communications activities include real-time tracking of all on-duty law enforcement personnel and the prioritization and dispatching of calls for service. The ECC staff also maintains multiple databases of the County's address and Computer Aided Dispatch systems and enters data into the Virginia Criminal Information Network and the National Crime Information Center.

In December 1998, the Board of Supervisors approved the purchase of a digital 800 MHz radio communications system to replace the low band radio system technology that has been in use for nearly 50 years. This project included system design, acquisition of 800 MHz frequencies from the Federal Communications Commission and additional tower locations, purchase and installation of hardware and software, and the configuration of the system to serve the needs of the County and towns' public safety departments. Since the new system relies extensively on computers; responsibility for maintenance and administration was transferred to the Department of Information Technology in FY 99. Operational implementation occurred in Spring 2002.

Resources associated with the operation of the Emergency Communications Center (ECC) were assigned to the Public Safety Communications Fund in FY 02. The Public Safety Communications Fund is supported primarily by four revenue sources: (1) a per-line fee on telephone lines, which the Board of Supervisors increased from \$1.00 per month to \$2.00 per month during the FY 03 budget process; (2) a consumer utility tax on cellular telephones, and (3) a portion of State Compensation Board funding provided to the Office of the Sheriff, and (4) State Wireless E-911 funding

The ECC is currently staffed by the Department of Fire and Rescue Services, the Sheriff's Office and the Department of Information Technology. An FY 05 enhancement provided funding for a public safety data specialist in the Office of Mapping and Geographic Information, and expenditures associated with the operations and maintenance of public safety communications towers have been applied to this fund since FY 06. Fire and Rescue dispatchers answer all calls made to the County's 911 system and process them to the appropriate agency for response. Emergency call volume is increasing at a rate of approximately 15-20% per year, with 94,977 E-911 calls received during FY 04.

Descriptions of programs assigned to the Public Safety Communications Fund may be found in the department operating narratives. The Public Safety Communications Fund ended FY 05 with a \$4,378,462 unobligated fund balance, due principally to cellular telephone tax and State and local E-911 revenue, which exceeded the budget from FY 03-05 by \$4,757,453 combined. Subsequent to the adoption of the FY 06 budget, the Board of Supervisors carried forward \$2,349,581 for E-911 system equipment needs. The following table provides a three-year overview of Public Safety Communications Fund activity.

Category	FY 2005 Budget	FY 2005 Revised	FY 2005 Actual	FY 2006 Budget	FY 2006 Revised	FY 2007 Adopted
Revenue						
E-911 Line Fee	\$2,999,999	\$2,999,999	\$3,368,634	\$3,811,713	\$3,811,713	\$3,879,980
Cellular Telephone Tax	3,210,095	3,210,095	3,874,473	4,389,666	4,389,666	4,321,398
State Compensation Board	223,904	223,904	264,940	250,000	250,000	275,787
Transfer from General Fund	0	0	0	62,571	62,571	0
Transfer from TOT Fund	62,571	62,571	62,571	0	0	0
Miscellaneous	0	0	250,638	0	332,284	457,676
Prior Year Carryover	2,330,526	4,382,187	4,387,187	747,755	4,378,462	1,805,527
Total Revenue	\$8,827,095	\$10,878,756	\$12,208,443	\$9,261,705	\$13,224,696	\$10,740,368
Expenditures						
Fire & Rescue Services	\$2,328,446	\$2,360,692	\$2,208,939	\$2,575,371	\$2,593,346	\$2,785,754
Sheriff	2,248,821	2,250,157	2,066,538	2,679,504	2,732,167	3,083,469
Information Technology	1,861,969	4,162,819	2,221,024	2,849,700	5,199,281	3,401,369
General Services	0	0	0	349,990	349,990	349,990
Mapping & Geographic Info.	57,333	57,333	33,480	59,385	59,385	63,906
Transfer to General Fund	1,300,000	1,300,000	1,300,000	0	0	0
Transfer to Capital Projects Fund	0	0	0	485,000	485,000	0
Total Expenditures	\$7,796,569	\$10,131,001	\$7,829,981	\$8,998,950	\$11,419,169	\$9,684,488
Surplus/Deficit	\$1,030,526	\$747,755	\$4,378,462	\$262,755	\$1,805,527	\$1,055,880

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 Capital Improvement Program includes funding to provide Loudoun's share of construction costs associated with Phase 2 of the Dulles Corridor Rapid Transit project, which would implement Metrorail service along the Dulles Greenway to Route 772 in Phase 2. A complete description of the Dulles Transit Project may be found in Volume 2, page 492, in the Capital Improvement Program. In FY 02, the Board established the Public Transportation Special Revenue 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 were made with the designation of \$500,000 in BPOL revenue and \$750,000 from the Local Gasoline Tax Fund. Following the adoption of the FY 02 budget, the Board appropriated \$372,080 to complete two road bond default projects and appropriated an additional \$877,920 from the Local Gasoline Tax Fund in FY 03 and \$195,000 in FY 04 for the Dulles Corridor Transit project. The FY 05 Adopted Fiscal Plan for the Local Gasoline Tax Fund included an allocation of \$300,000 to be directed toward future transportation needs. During the FY 06 budget process, the Board of Supervisors accepted the Transportation Committee's recommendation to defer the scheduled FY 06 Gasoline Tax contribution, and transferred the FY 05 appropriation of \$300,000 towards the Leesburg Park and Ride project. The FY 07/08 Local Gasoline Tax Fund budget does not include any appropriations to the Public Transportation Fund.

	FY 03 Budget	FY 04 Budget	FY 05 Budget	FY 06 Budget	FY 07 Adopted
Revenue					
General Fund Transfer (BPOL)	\$0	\$195,000	\$0	\$0	\$0
Gas Tax Transfer	827,080	0	300,000	0	0
Fund Balance	<u>877,920</u>	<u>0</u>	<u>0</u>	<u>300,000</u>	<u>0</u>
Total Revenue	\$1,705,000	\$195,000	\$300,000	\$0	\$0
Expenditures	\$1,705,000	\$195,000	\$0	\$300,000	\$0
Surplus/Deficit	\$0	\$0	\$300,000	\$0	\$0

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. (See pages 669-670). The revised process will provide 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.

Description	FY 07 Adopted
<u>Restricted TOT Revenue Collections (3%):</u>	
Projected Beginning Fund Balance Available	\$13,300
Restricted Transient Occupancy Tax Revenue	<u>\$2,460,000</u>
Total Projected Restricted TOT Resources	\$2,473,300
<u>Uses of Restricted TOT Revenue:</u>	
Loudoun Convention and Visitors Association	\$1,845,000
Projected TOT Balance	\$628,300

Subsequent to the adoption of the FY 07 Fiscal Plan, the Board of Supervisors allocated \$608,150 for programs which support the County's Tourism Destination Strategy. These include \$150,000 for the Wayfinding project, \$46,150 for transportation related projects, \$140,000 for creation of multi-media promotional material, \$125,000 to support sports tournament bids, \$75,000 for Destination Development initiatives, and \$72,000 for Agri-tourism promotions.

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

- 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.

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 06 estimated year-end balance for the Revolving Loan Fund is \$1,320,386.

FY 07 Revolving Loan Fund Requests

There were no requests submitted for the FY 07 budget process. An estimated \$1,656,208 will be available in FY 07 for loans meeting the Board of Supervisors' criteria.

Revolving Loan Fund (amounts in dollars)			
BEGINNING BALANCE			\$1,320,386
Interest Income			48,000
TOTAL AVAILABLE FOR FY 07:			\$1,368,386
FY 07 REVENUE	Principal	Interest	Total
Arcola/Pleasant Valley Volunteer Fire & Rescue Company	\$23,000	\$1,270	\$24,270
Ashburn Volunteer Fire Company	31,500	9,104	\$40,603
Round Hill Volunteer Fire Company	25,000	6,500	\$31,500
Philomont Volunteer Fire Company	10,500	3,283	\$13,783
Loudoun Volunteer Rescue Squad	17,500	11,893	\$29,393
Leesburg Volunteer Fire Company	67,908	44,140	\$112,048
Lucketts Volunteer Fire Company	32,857	3,368	\$36,225
TOTAL FY 07 REVENUE:	\$208,265	\$79,558	\$287,822
FY 07 AVAILABLE BALANCE:			\$1,656,208

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. Final figures based on the District request will be forwarded to the Board of Supervisors prior to their action. 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. For FY 07, the Route 28 Transportation Improvement District is projected to generate \$8,200,000 in current and delinquent tax revenue to offset its estimated \$8,200,000 in expenditures.

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT PROJECTED BUDGET SCHEDULE	
	FY 07 Adopted
Revenue	\$8,200,000
Expenditures	\$8,200,000
Surplus (+)/Deficit (-)	\$---

Route 28 Transportation Improvement District

ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 07 Forecasted Real Property Taxable Base (Forecasted as of January 2006)			
2006 Estimated fair market value of real taxable property ¹	\$3,920,090,000		
PLUS: Reassessment due to equalization	392,009,000		
PLUS: Actual full value of new construction	120,000,000		
2007 Forecasted fair market value of real taxable property	\$4,432,099,000		
FY 2007 Real property tax base subtotal	\$4,176,095,000		
LESS: Potential administrative and/or Board of Equalization adjustments ²	(41,761,000) ³		
FY 2007 Forecasted real property taxable base	\$4,134,334,000		
PLUS: Partial value of new construction	40,000,000		
FY 2007 Forecasted real property taxable base total	\$4,174,334,000		
ROUTE 28 TRANSPORTATION IMPROVEMENT DISTRICT FY 07 Forecasted Real Property Tax Revenue			
	Forecasted Taxable Base	Net Revenue Per Penny ⁴	Revenue (\$0.20/\$100 Tax Base)
Real property	\$4,171,334,000	\$410,000	\$8,200,000
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 uncollectable 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 07			

Source: Department of Management and Financial Services

School Fund Revenue

The rapid pace of residential development in the County has placed significant pressures on the County's ability to accommodate the demand for services. This is particularly evident in the pattern of growth in General Fund support of the County school system. In FY 07, 72.2% of public education funding in Loudoun County will originate with a transfer from the General Fund. This percentage is slightly lower than in recent years, largely resulting from increased sales tax and basic aid revenues from the State, but remains above FY 04. Basic aid revenue increases in FY 07 with the adoption of a new, more favorable, composite index. This index is a factor in the basic aid formula, and is recalculated subsequent to each triennial school census.

	FY 03 Actual	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Adopted
Local Funding					
General fund transfer	\$251,873,601	\$284,126,973	\$343,124,952	\$407,081,000	\$443,391,000
Rebates & refunds	223,157	86,983	632,943	76,000	79,000
Rents	0	3,873	3,873	4,000	4,000
Sales of textbooks	79,283	79,186	26,637	21,000	22,000
SAT course fees	5,760	8,177	6,340	7,000	7,000
Tuition	737,012	802,147	849,023	725,000	750,000
Use of buildings	218,568	571,865	819,387	415,000	429,000
Hughes Foundation	0	0	473,694	1,000,000	1,000,000
PAVAN	25,782	0	50,803	111,000	111,000
Sales of equipment & supplies	181,159	93,271	134,679	83,000	86,000
Miscellaneous	<u>176,835</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Local Funding	\$253,521,157	\$285,772,475	\$346,122,331	\$409,522,000	\$445,879,000
Commonwealth Funding					
Sales tax	\$23,006,923	\$27,147,636	\$32,152,006	\$34,645,000	\$50,963,000
Basic aid	41,069,181	45,266,667	50,381,490	54,744,000	71,880,000
Fringe benefits	3,814,829	3,829,120	4,470,364	5,657,000	8,580,000
Textbooks	868,295	943,015	754,219	809,000	1,566,000
Special education	4,839,899	5,280,020	4,919,985	6,271,000	7,286,000
Vocational education	571,461	641,121	580,244	753,000	1,059,000
Salary supplement	0	550,592	0	1,038,000	1,461,000
SOL materials/training	0	127,004	40,767	42,000	64,000
Technology plan	630,736	1,795,316	1,574,653	1,714,000	1,818,000
Other	<u>2,104,436</u>	<u>5,464,635</u>	<u>2,516,385</u>	<u>2,836,000</u>	<u>4,227,000</u>
Total Commonwealth Funding	\$76,905,760	\$91,045,126	\$97,390,113	\$108,509,000	\$148,904,000
Federal Funding					
Title I	\$1,041,997	\$986,651	\$1,046,393	\$996,000	\$1,182,000
Head Start	765,736	781,932	794,133	775,000	787,000
Handicapped education	3,616,388	4,741,813	4,521,431	5,680,000	6,041,000
Alternative education plan	143,501	0	0	0	0
Other	<u>1,424,247</u>	<u>2,697,653</u>	<u>1,366,970</u>	<u>1,284,000</u>	<u>1,788,000</u>
Total Federal Funding	\$6,991,869	\$9,208,049	\$7,728,927	\$8,736,000	\$9,798,000
Other Financing Sources	\$9,300,000	\$9,900,000	\$9,778,000	\$10,776,000	\$9,276,000
Total School Fund	\$346,718,786	\$395,925,650	\$461,019,371	\$537,542,000	\$613,857,000
General Fund Transfer - % of School Fund Revenue	72.6%	71.8%	74.4%	75.7%	72.2%

Notes

Notes



Fiscal Trends

Fiscal Trends Summary	
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1. Demographic & Economic Trends

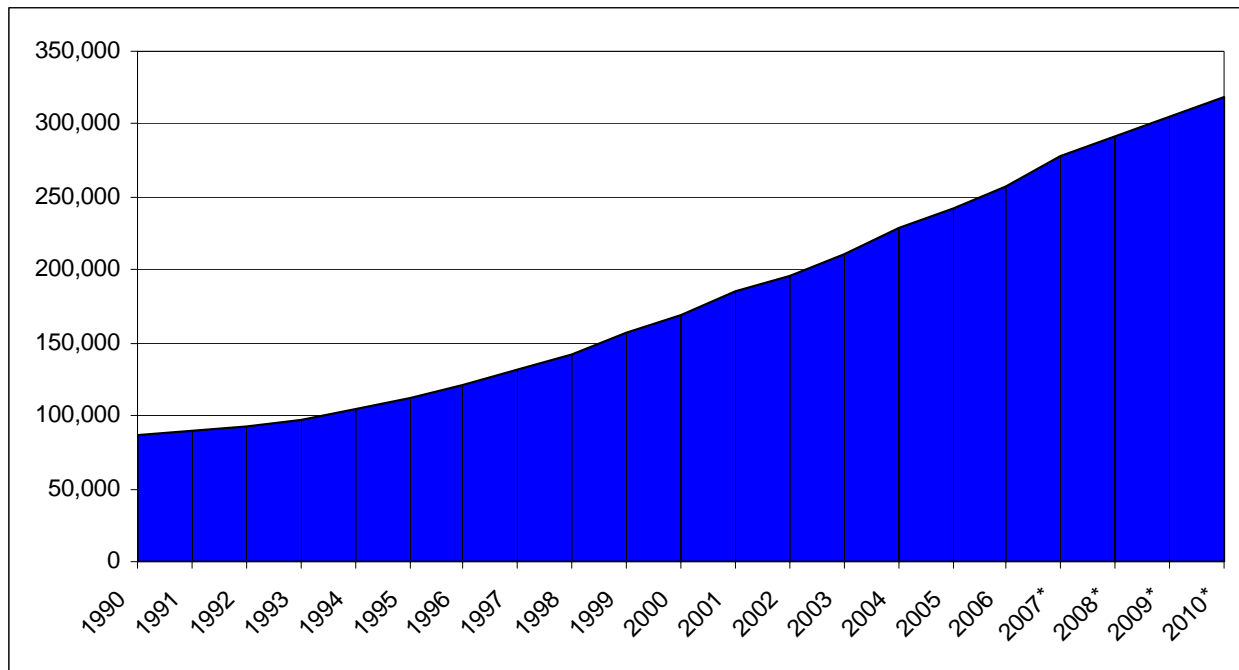
Notes

Population

According to the U.S. Census Bureau, Loudoun County had the fastest percentage population growth in the country from 2000 to 2003. This continued the County's rapid population growth experienced during the 1990's, when Loudoun's population increased 97%. The County's population is projected to continue to increase. It is projected the County's population will increase 32% from FY 03 to FY 07. High population growth is one of the key trends in transforming Loudoun County from a rural area to a suburban jurisdiction. Loudoun's 2005 population age characteristics were estimated to be 35.4% aged 0 to 20 years, 37.5% aged 21 to 44, 21.6% aged 45 to 64 years, and 5.4% aged 65 years and over.

<u>Year</u>		<u>Population</u>	<u>Percentage Change (Increase) in Population</u>
1960	U.S. Census Bureau figure	24,549	n/a
1970	U.S. Census Bureau figure	37,150	51.3%
1980	U.S. Census Bureau figure	57,427	54.6
1990	U.S. Census Bureau figure	86,129	50.0
2000	U.S. Census Bureau figure	169,599	96.9
2001	Estimate	185,120	9.2
2002	Estimate	196,314	6.0
2003	Estimate	211,146	7.6
2004	Estimate	228,332	8.1
2005	Estimate	241,963	6.0
2006	Projection	257,706	6.5
2007	Projection	278,778	8.2
2008	Projection	291,896	4.7
2009	Projection	305,014	4.5
2010	Projection	318,132	4.3

Population in Loudoun County



*Projection

Source: Loudoun County Department of Economic Development

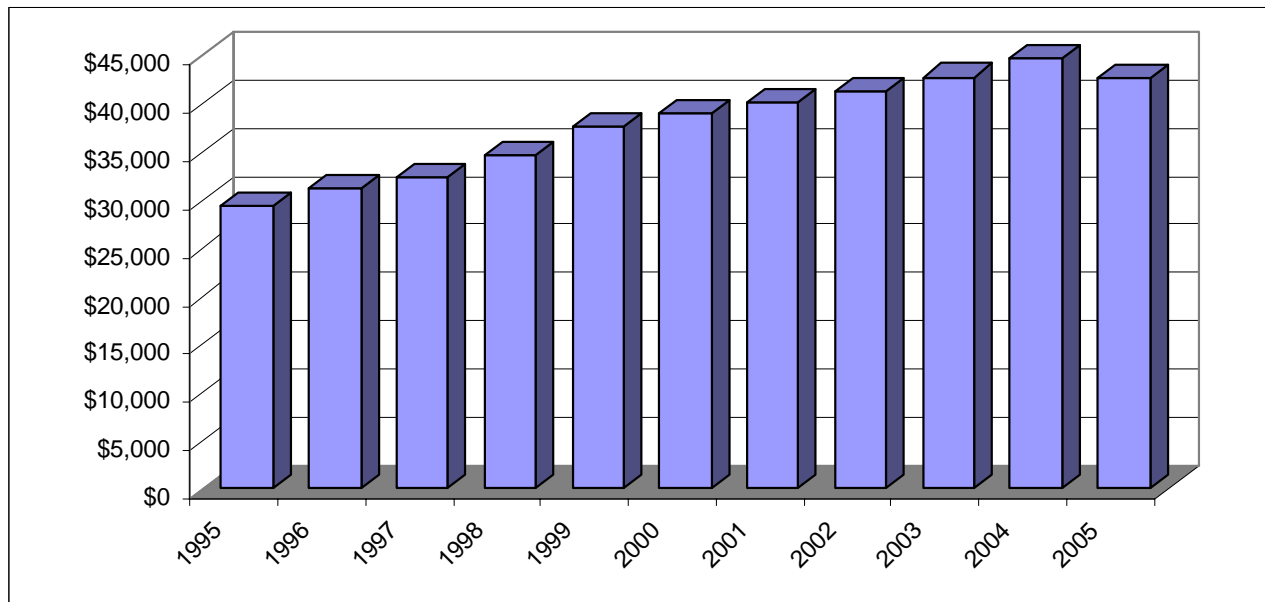
Per Capita Income

Loudoun County's per capita income increased considerably from 1995 through 2004. During that period, Loudoun's average annual increase in per capita income was almost 4% per year.

Incomes in Loudoun County are among the highest in the nation. Loudoun County's 2000 per capita income ranked in the top 1.5% in the United States, placing 46th out of 3,110 U.S. counties in the Bureau of Economic Analysis' survey. According to the 2000 Census, Loudoun ranked as the 3rd wealthiest jurisdiction in the U.S., based on household income.

<u>Year</u>	<u>Per Capita Income</u>	<u>Year</u>	<u>Per Capita Income</u>
1992	26,652	1999	37,542
1993	27,304	2000	39,055
1994	28,578	2001	40,182
1995	29,447	2002	41,312
1996	31,251	2003	42,725
1997	32,301	2004	44,687
1998	34,691	2005	42,669

**Per Capita Income
1995 – 2005**

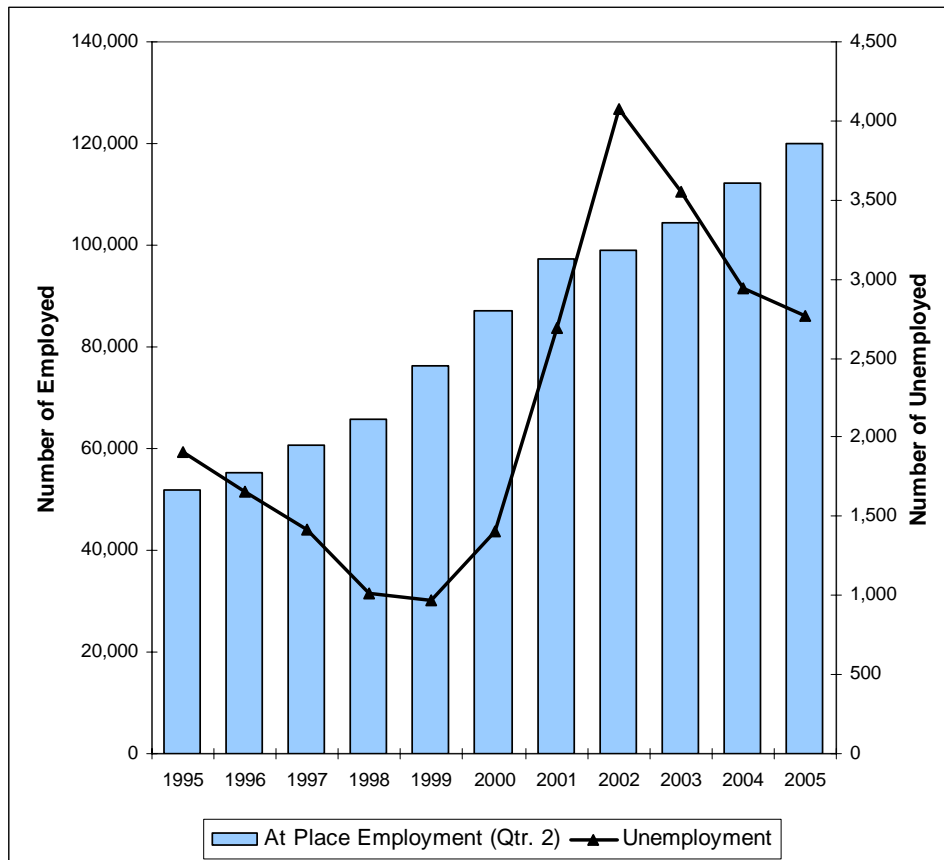


Source: U.S. Bureau of Economic Analysis, Loudoun County Department of Economic Development

At Place Employment & Unemployed

At place employment is the number of persons working at businesses and other organizations in the County. Loudoun's at place employment increased 132% between 1995 and 2005. From 1995 through 2000, the number of unemployed declined substantially each year, reflecting Loudoun's growing economy. The number of unemployed increased significantly in 2001 and 2002 due to economic recession. In 2003, Loudoun County led the nation in job growth which sharply decreased unemployment and increased at place employment in the County.

At Place Employment & Number Unemployed 1995 – 2005



Note: The at-place employment data and the number of unemployed are for the second quarter of each calendar year.

Source: Virginia Employment Commission

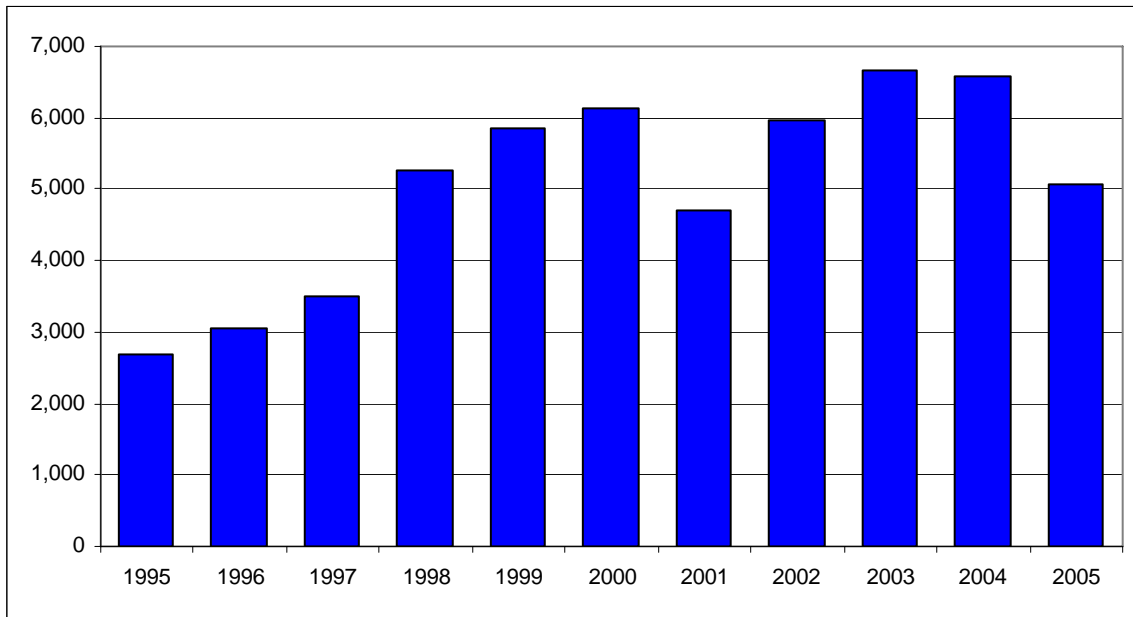
The number of employees in the County for each industrial classification as of the 2nd quarter of 2005 are:

<u>Industrial Classification</u>	<u>Number of Employees</u>	<u>Percentage</u>
Agriculture	393	0.33%
Mining	184	0.15
Utilities	91	0.08
Construction	13,700	11.42
Manufacturing	4,914	4.10
Transportation, Communications	12,129	10.11
Wholesale Trade	3,127	2.61
Retail Trade	13,923	11.61
Information	9,946	8.29
Finance, Insurance and Real Estate	3,927	3.27
Services	40,542	33.81
Government	17,045	14.21
Total	119,921	100.00%

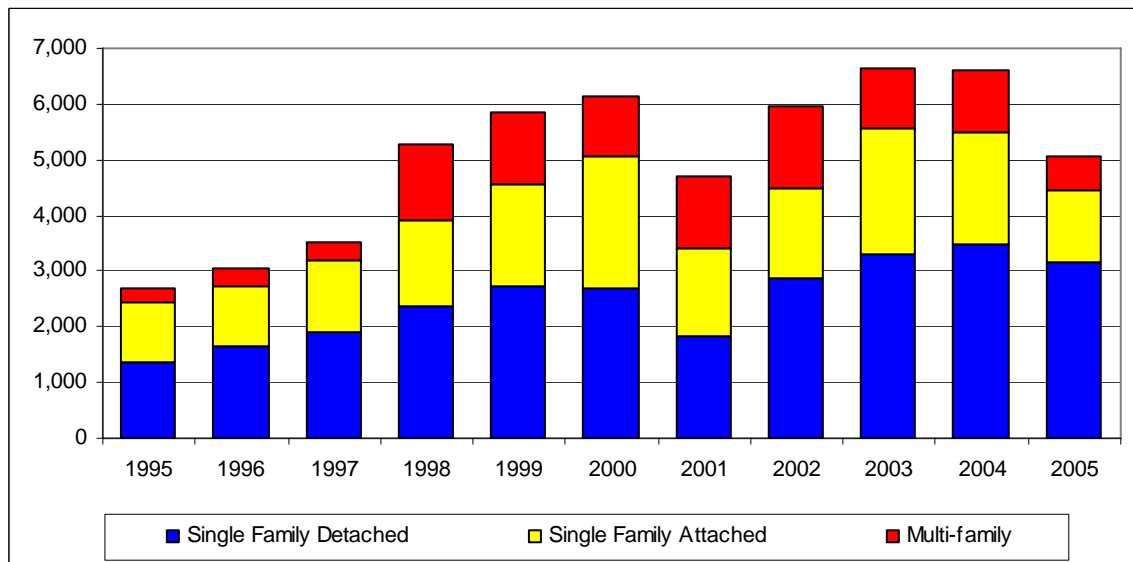
Residential Building Permits Issued

Residential construction has increased significantly since in the mid-1990s. Most of the new residential construction is for detached single family homes, though the number of single family attached and multi-family units has increased dramatically since 1998, diversifying Loudoun's residential opportunities. The County's relatively large amount of residential construction (more residents) has created increased service demands.

Total Residential Building Permits Issued for New Construction



Total Residential Building Permits Issued for New Construction by Type

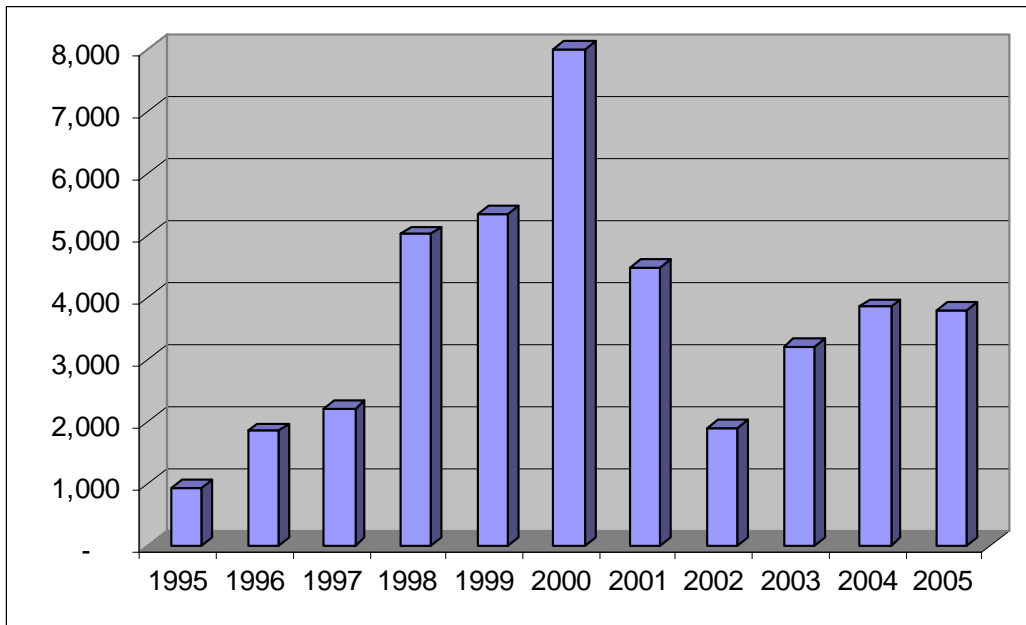


Source: Loudoun County Department of Economic Development

Non-Residential Construction and Vacancy Rate

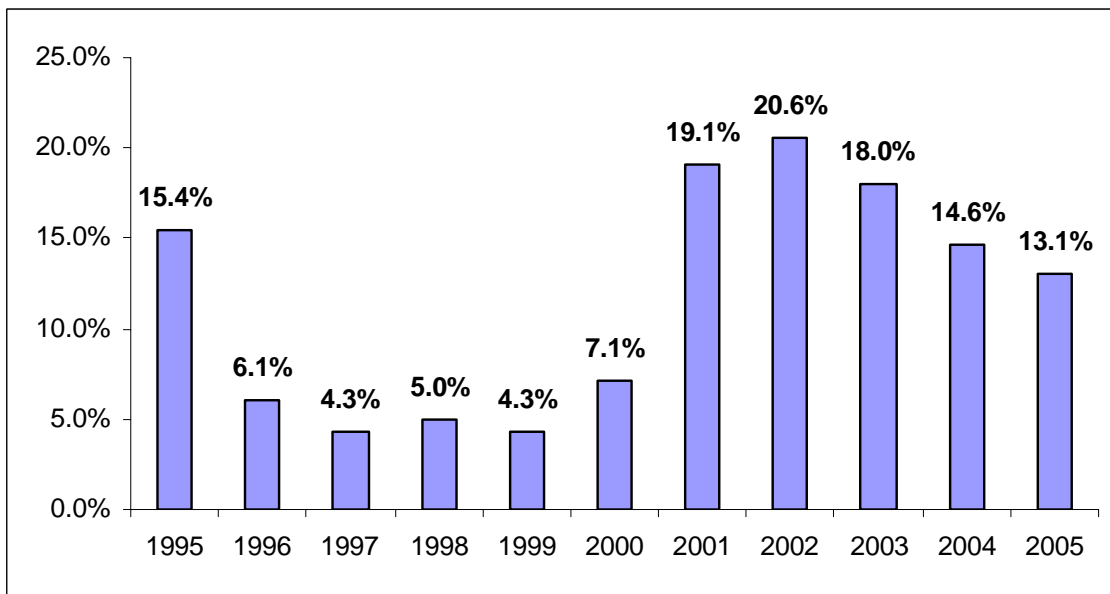
High levels of new non-residential construction occurred from 1998-2001 due to the construction of the Dulles Town Center Regional Mall, the Leesburg Outlet Center, the MCI office buildings complex, and other office projects by existing businesses. After a sharp downturn in 2002 due to economic recession, the market has rebounded locally as companies have entered a growth phase in hiring.

Non-Residential Square Footage Permitted for New Construction Calendar Years 1995 - 2005 (in thousands)



Source: Loudoun County Department of Economic Development

Commercial and Industrial Property Vacancy Rate as of December 31st



Source: Loudoun County Department of Economic Development

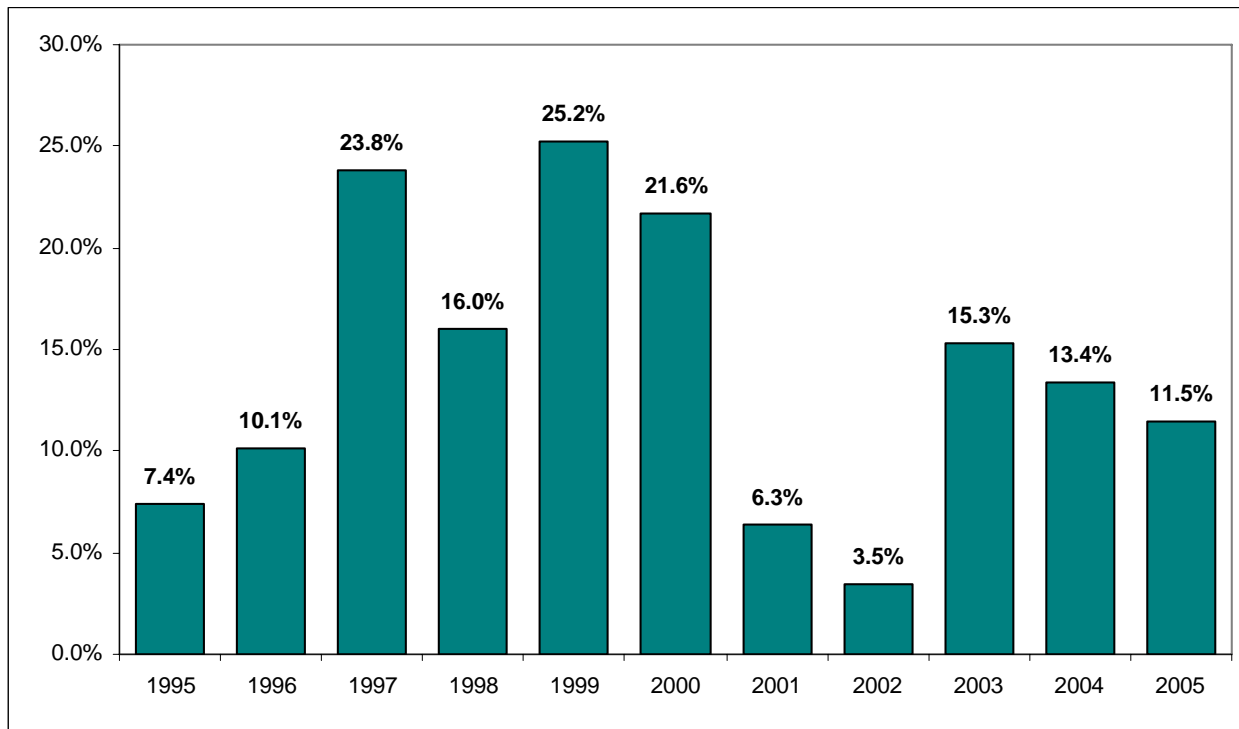
Retail Sales

Loudoun County's retail sales continued to grow in 2005, resembling the rate of growth experienced by the County in the late 1990s. The 2005 growth rate in retail sales was 11.5%. The percentage increases in retail sales in both 1999 and 2000 were the largest in recent years, 25.2% and 21.6% respectively, as retail outlets expanded. The retail sales amounts below include retail sales in the incorporated towns of the County, as well as sales in unincorporated areas.

Actual Retail Sales (in millions of dollars)

<u>Year</u>	<u>Sales</u>	<u>Year</u>	<u>Sales</u>
1992	\$781	1999	\$2,047
1993	911	2000	2,490
1994	1,060	2001	2,648
1995	1,138	2002	2,740
1996	1,253	2003	3,158
1997	1,409	2004	3,580
1998	1,635	2005	3,990

Annual Percentage Change in Actual Retail Sales Calendar Years 1995 – 2005

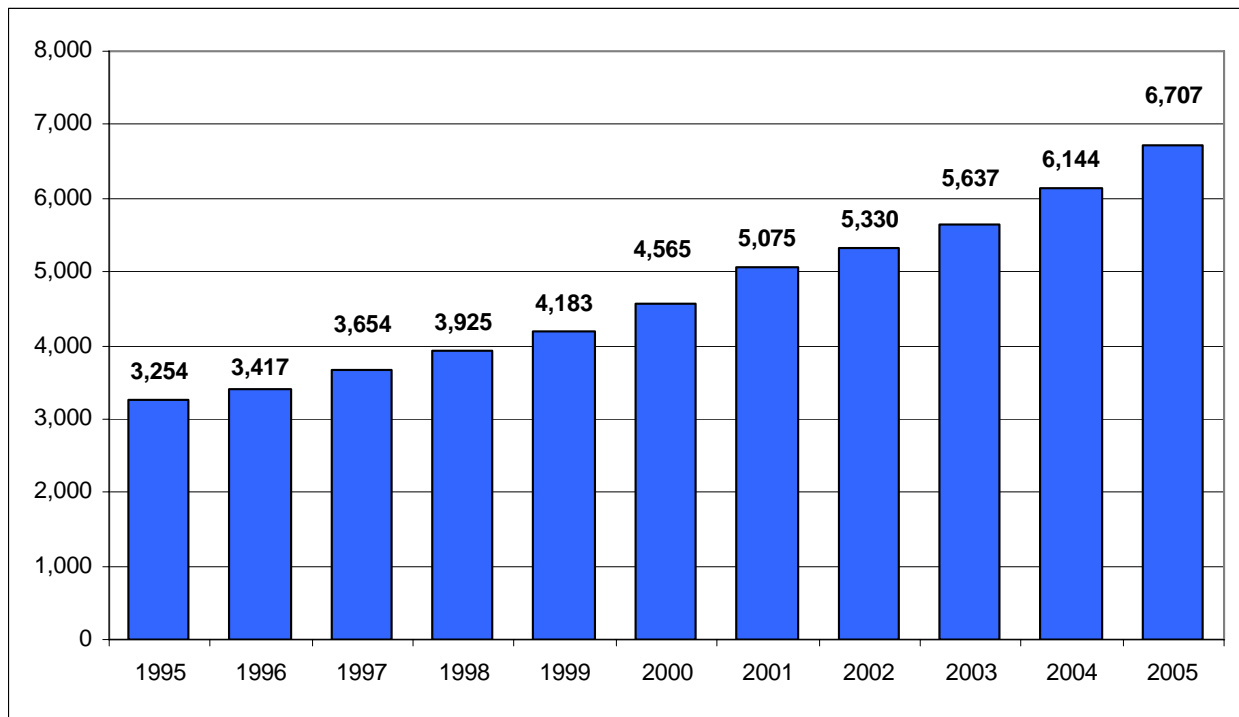


Source: Virginia Department of Taxation

Business Establishments

Since 1995, 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.

**Number of Business Establishments
Calendar Years 1995 – 2005**



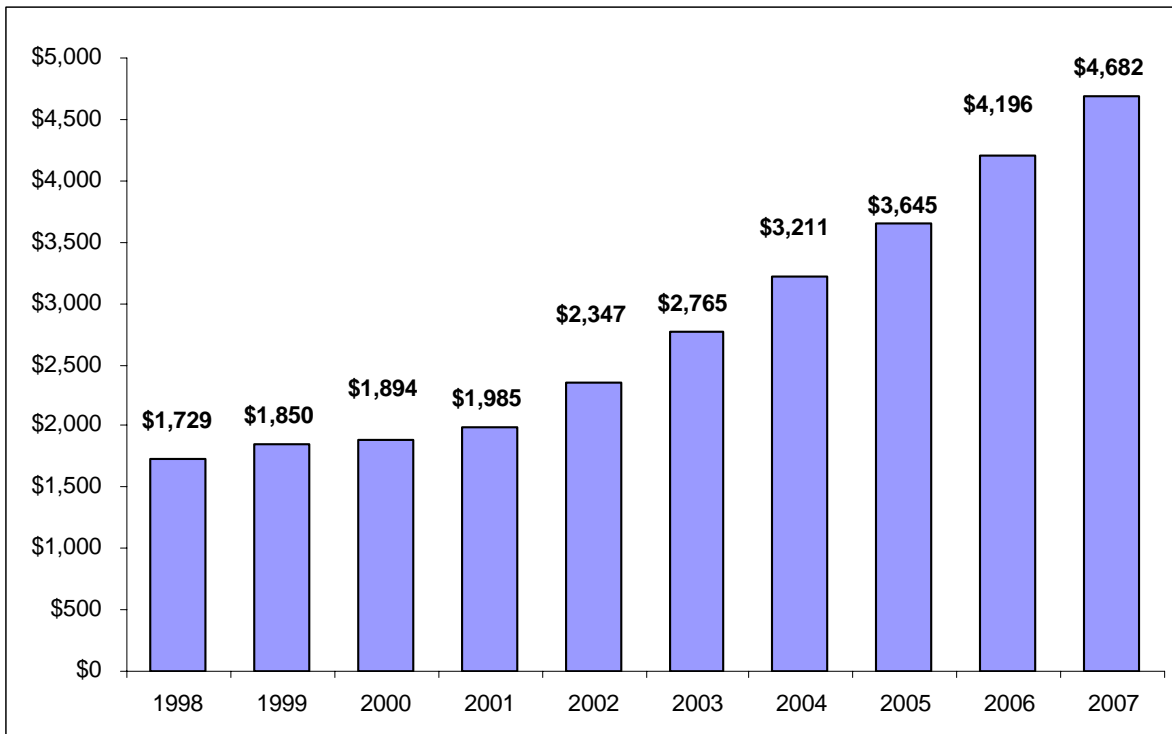
Source: Loudoun County Department of Economic Development

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>
1994	1995	\$1.02	\$153,142	\$1,562
1995	1996	0.99	157,123	1,556
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

**Average Annual Homeowner Tax Bill
FY 1998 – FY 2007**



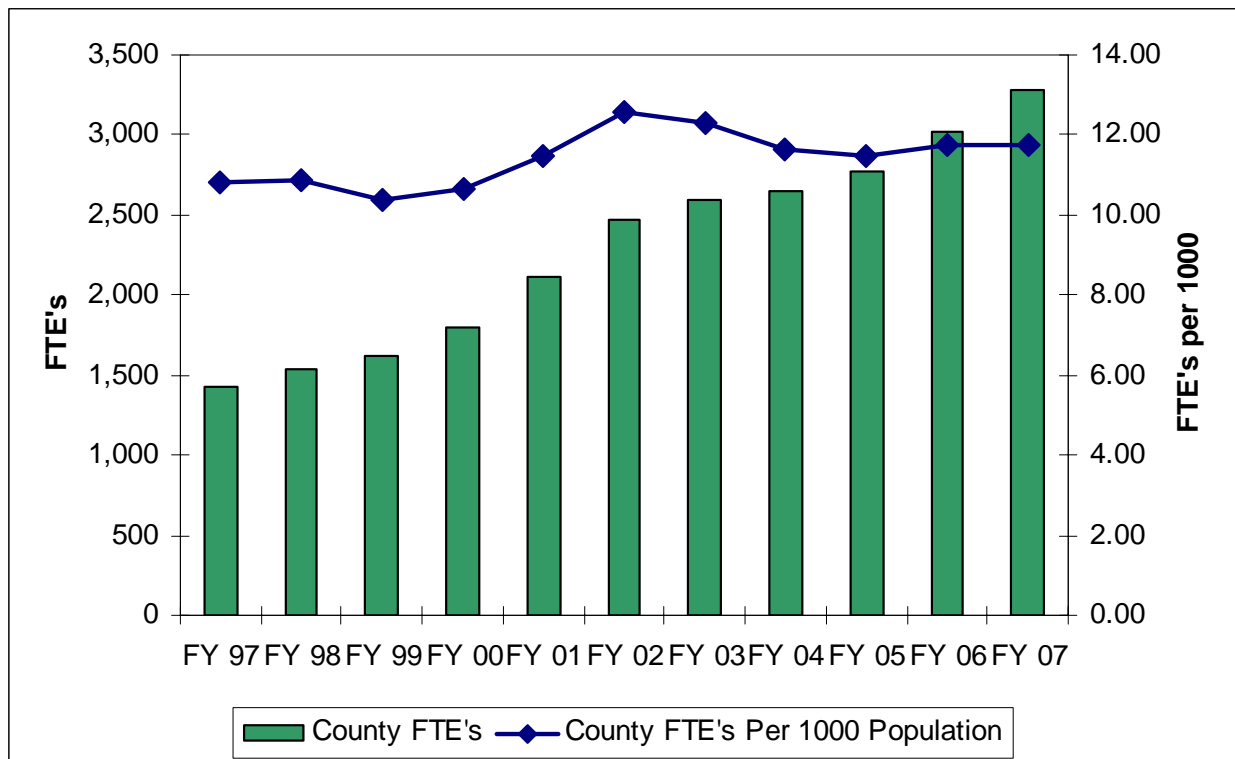
County Government FTE's Per 1,000 Population

One full-time equivalent employee (FTE) equates to one employee who is authorized to work the normal 1,950 hours per year. From FY 92 through FY 99, there was a decreasing trend in the number of FTE's per 1,000 residents as the number of FTE's declined and the County's population increased significantly. The number of FTE's per 1,000 residents has increased steadily in recent years to address increased service demands. While the number of County FTE's increased 8.4% in FY 07, the number of FTE's per 1,000 residents increased by only 0.2%.

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>
1992	14.54	2000	10.63
1993	13.38	2001	11.45
1994	12.06	2002	12.55
1995	11.13	2003	12.28
1996	11.28	2004	11.61
1997	10.79	2005	11.49
1998	10.86	2006	11.74
1999	10.38	2007	11.76

FTE's per Capita (per 1,000 Population) FY 97 - FY 07

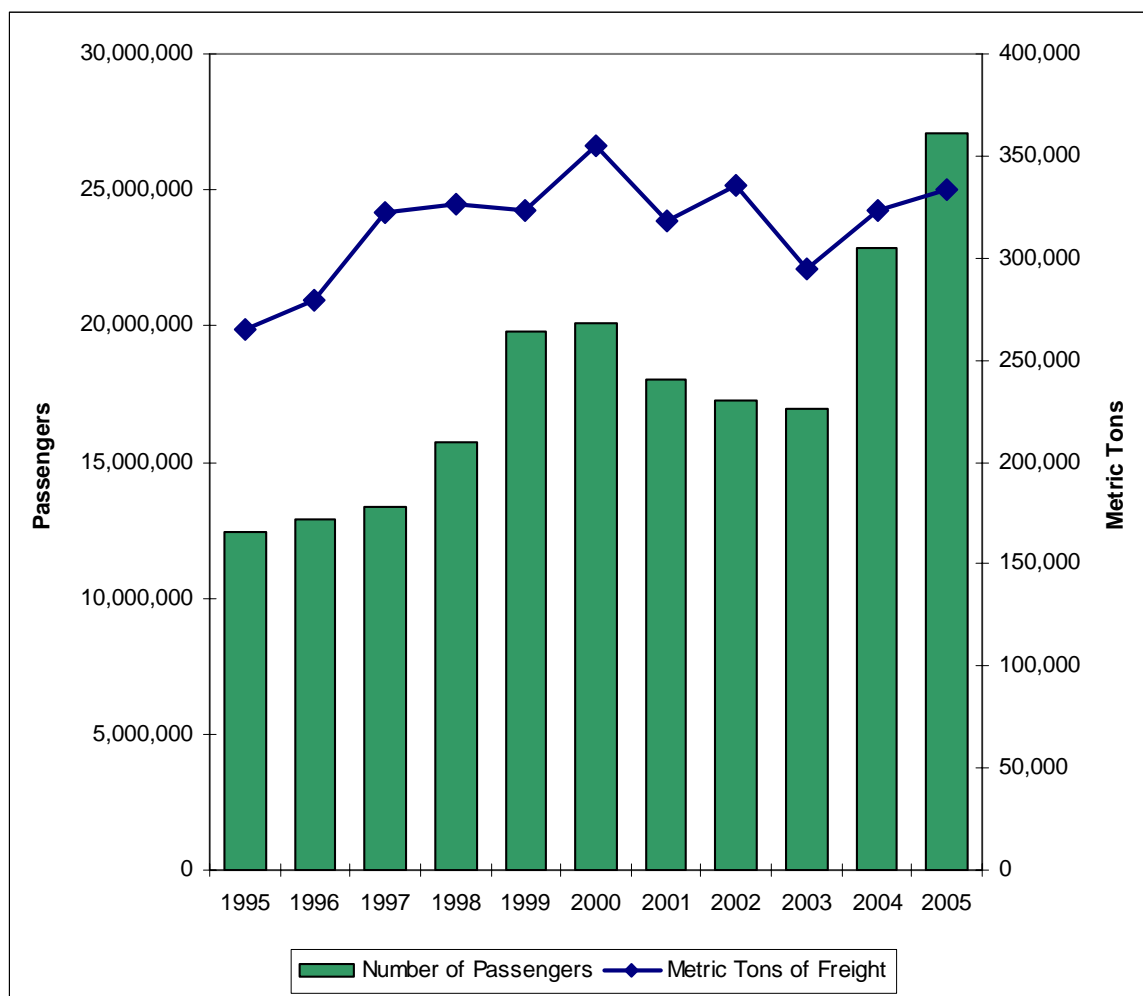


Passengers at Washington Dulles Airport

The number of passengers at Washington Dulles International Airport, which is a critically important part of the County's economy, decreased from 2001 to 2003 due to the terrorist attacks of September 11, 2001 and economic recession. Both passenger and freight traffic rebounded in 2004 and continued to increase in 2005. Since 2003, passenger traffic increased 59.6% and freight traffic increased 13.2%.

The airport remains committed to completing the multi-billion dollar expansion of its facilities, which will include two additional runways, the first later this decade. 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 Metric Tons of Freight at Washington Dulles International Airport
CY 1995 - CY 2005**



Source: Loudoun County Department of Economic Development.

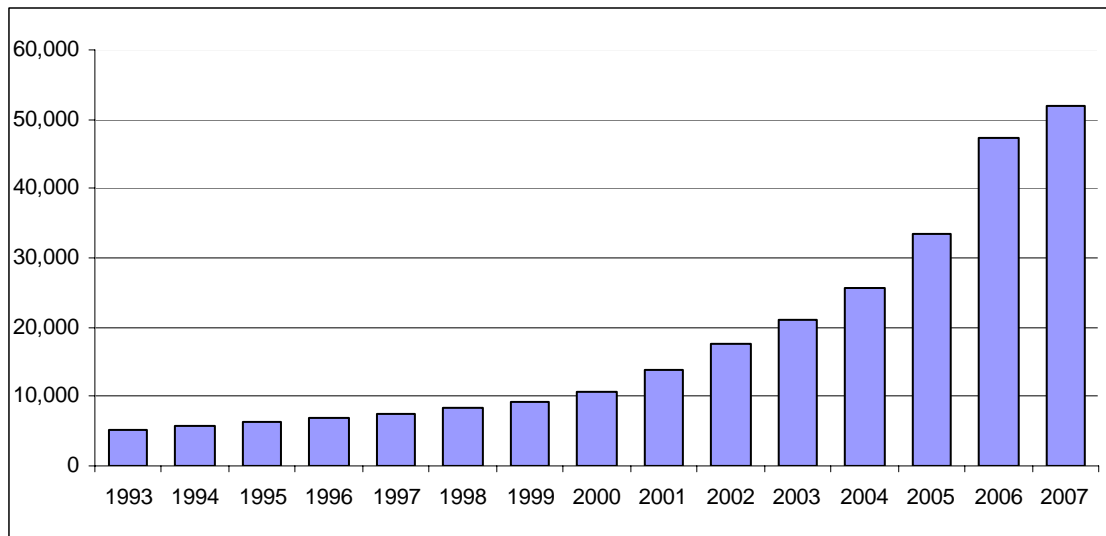
2. Assessed Value & Tax Rates

Notes

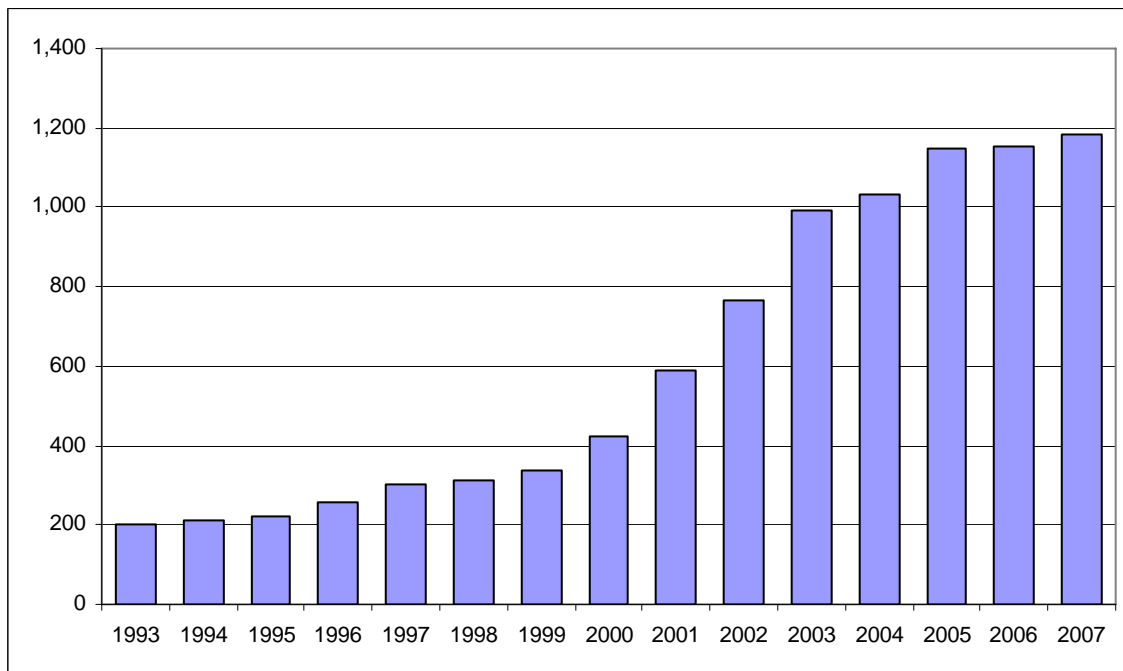
Assessed Valuation of Residential Real Property

Residential property assessed values have been on an increasing trend since 1994. This increase is due to increased values and new construction. Multi-family property assessed values grew strongly in the early part of this decade. The increase in multi-family property values results both from new construction and increases in the value of existing properties.

**Assessed Valuation of Residential Property
(in millions of dollars)**



**Assessed Valuation of Multi-Family Residential Property
(in millions of dollars)**



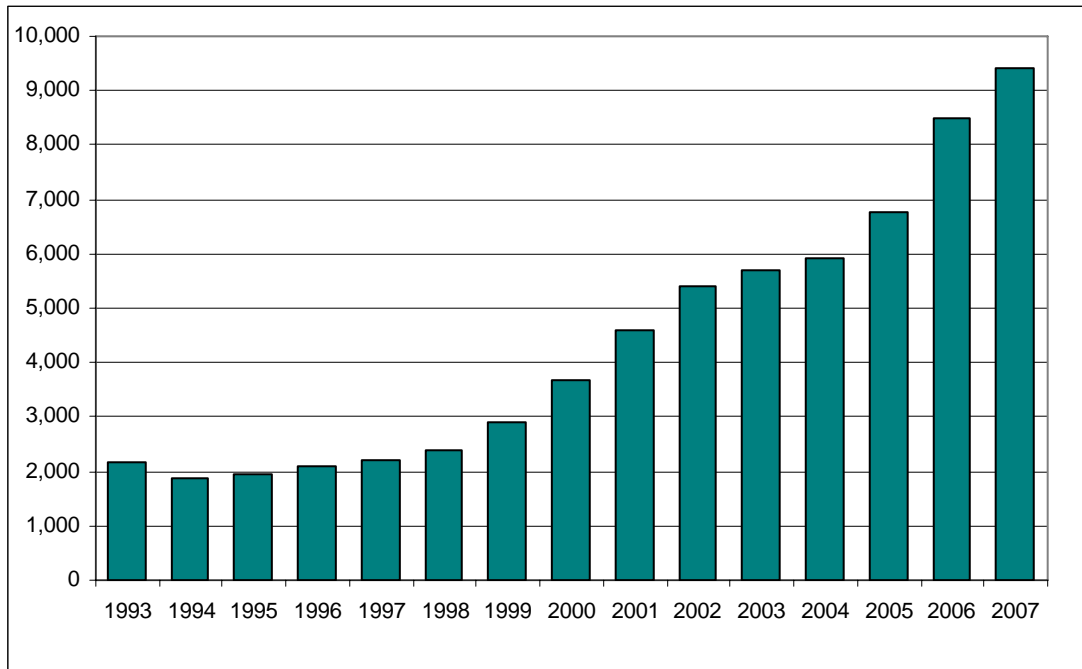
*Projection

Source: County Assessor

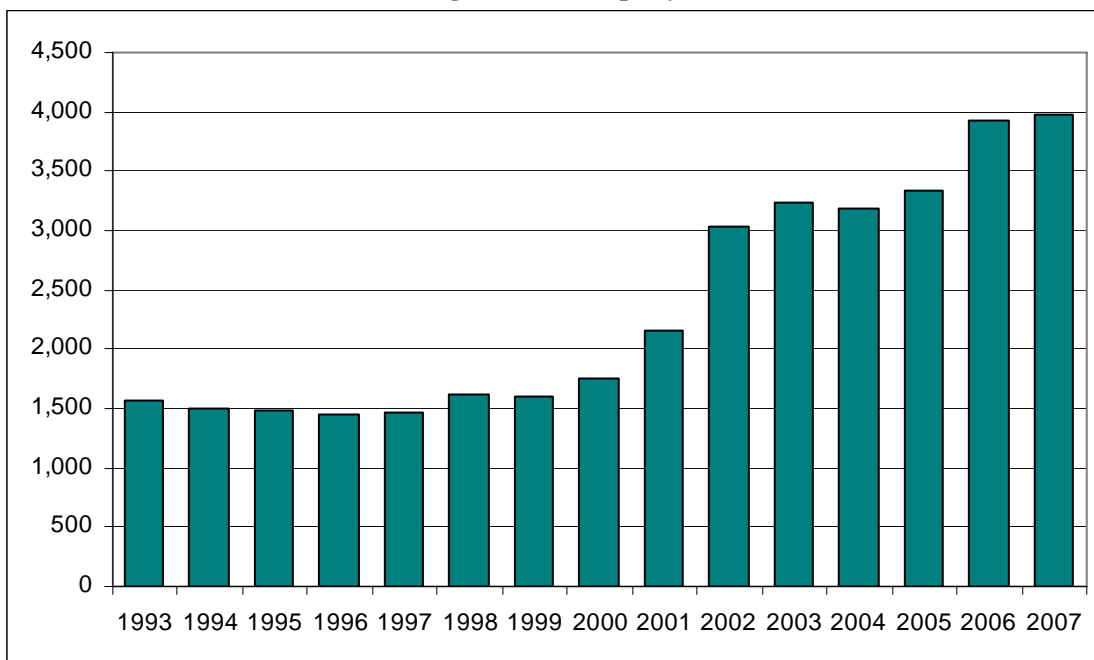
Assessed Valuation of Other Real Property

Commercial and industrial values declined from 1993 through 1994, and have increased yearly since then. Agricultural property lagged behind other categories in regaining assessed value. This lag reflects the County becoming less rural and more urban. Agricultural assessed values have experienced a substantial increase in recent years.

Assessed Valuation of Commercial & Industrial Property (in millions of dollars)



Assessed Valuation of Agricultural Property (in millions of dollars)



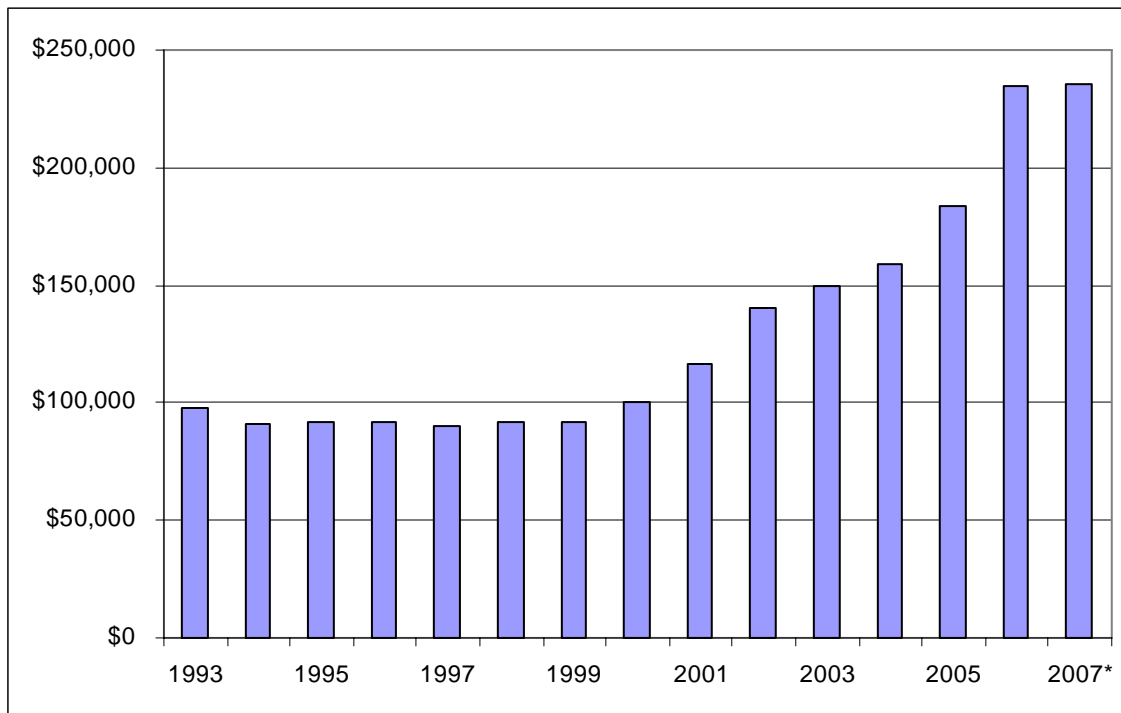
*Projection

Source: County Assessor

Assessed Value Per Capita

Per capita real property assessed values have been on an increasing trend since 1997, reflecting higher growth in the County's real property assessed valuation than in the County's population growth rate. Real property assessed values have greatly increased annually since 2000.

**Assessed Value per Capita
1993 – 2007***



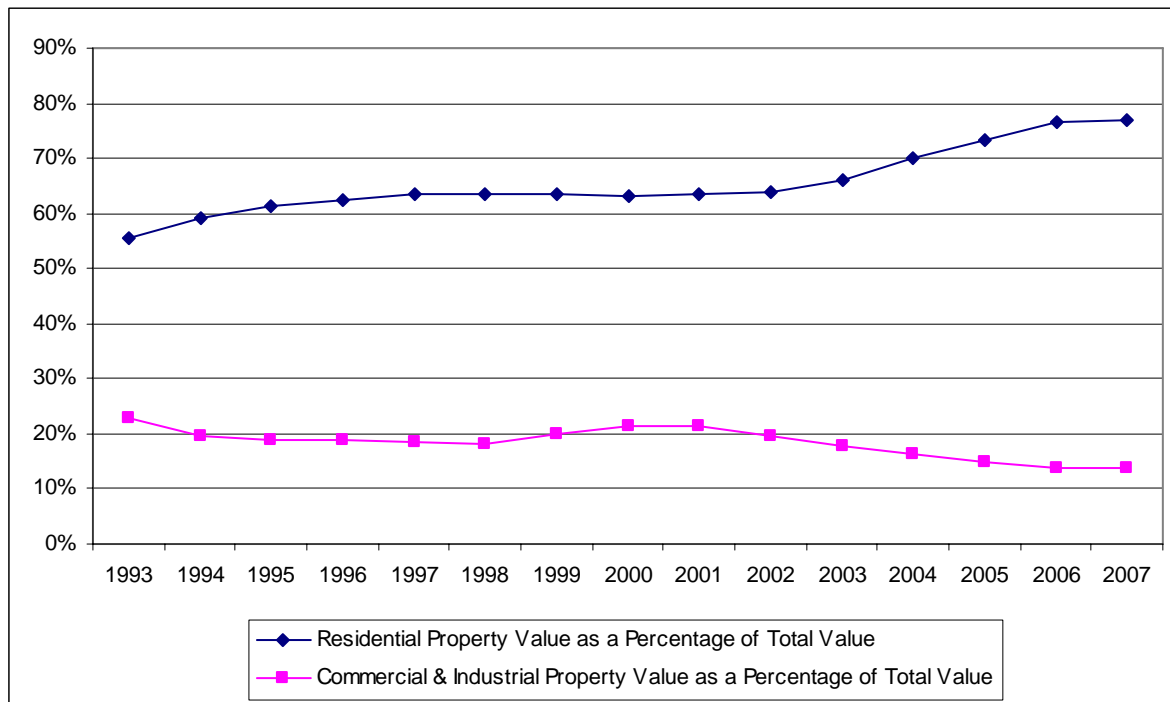
*Projection

Residential & Business Property as a Percentage of Total

Residential property continues to contribute an increasing share of the County's total assessed value, while the commercial and industrial sector currently is contributing less. The growth in the share of residential property reflects strong increases in value and record levels of building permits paired with a business cycle downturn when there was reduced commercial construction.

Residential Property Valuation as a Percentage of Total		Commercial & Industrial Property Valuation as a Percentage of Total	
<u>Year</u>	<u>Percentage of Total</u>	<u>Year</u>	<u>Percentage of Total</u>
1993	55%	1993	23%
1994	59%	1994	20%
1995	61%	1995	19%
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*	77%	2007*	14%

Residential Property Valuation and Commercial & Industrial Property Valuation as a Percentage of All Real Property Valuation 1993 – 2007

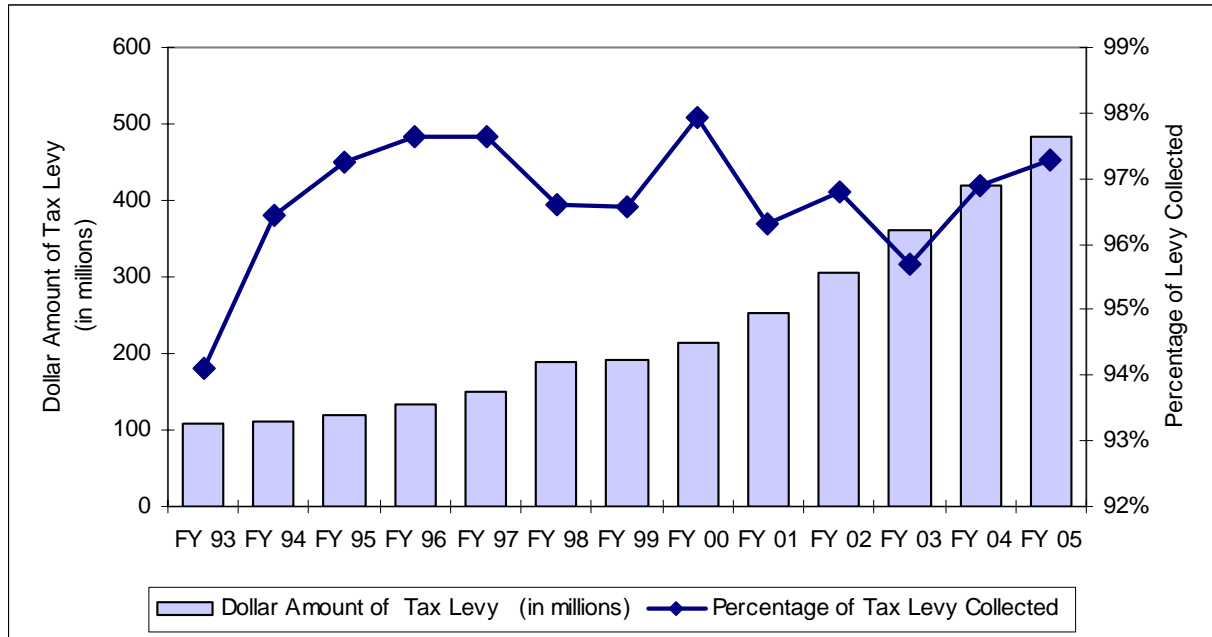


*Projection

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.

**Total Property Tax Levy and Rate of Collection of Tax Levy
Fiscal Years 1993 – 2005**



Source: Comprehensive Annual Financial Report.

Note1: Both real property and personal property taxes are collected semiannually, with real property taxes due on December 5th and June 5th. Personal property taxes are due on October 5th and then May 5th (for residents) or June 5th (for businesses). The Collection Department of the Treasurer's Office does not pursue actions on delinquencies until 60 days after the due date.

Loudoun County Real Property Assessed Values

The total valuation has increased each year since 1993. There were large increases in valuation in the early 2000s, including a 27% increase from January 1, 2001 to January 1, 2002. This increase was primarily a result of increased residential and commercial/industrial valuation. While the total commercial/industrial property valuation is increasing, its share of the tax base is declining. The total tax base for 2007 is projected to increase approximately \$4.0 billion, which equates to a 6% increase. Increases in the assessed valuation reflect both new construction and increases in the assessed value of property.

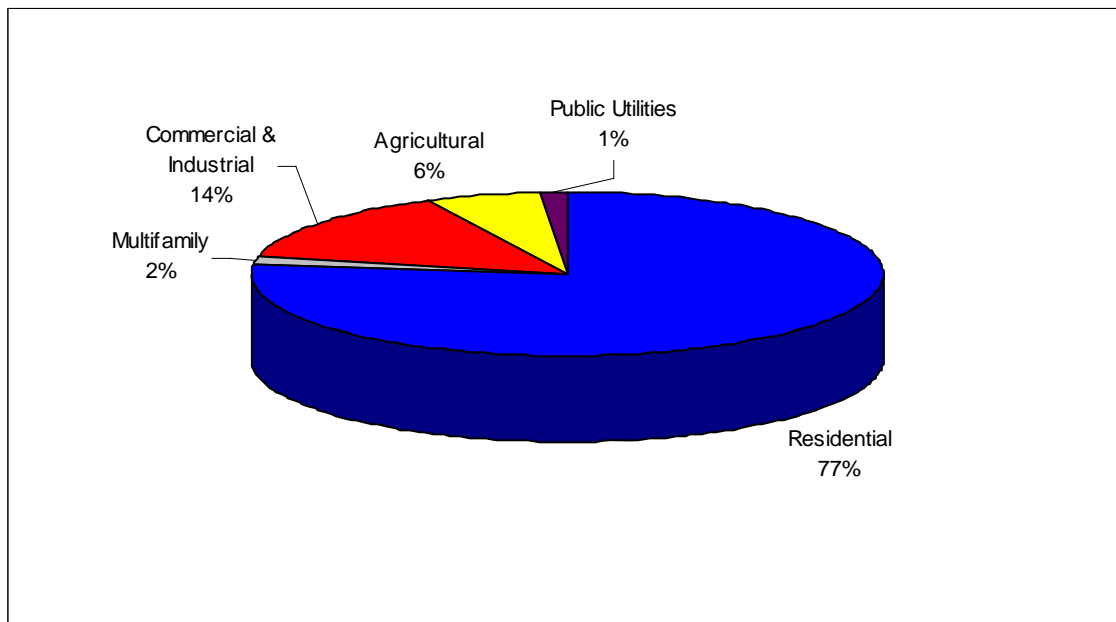
Real Property Assessed Values by Land Use Category for Loudoun County: January 1, 1993 - 2007

	<u>Residential</u>	<u>Multifamily</u>	<u>Commercial & Industrial</u>	<u>Agricultural</u>	<u>Public Utilities</u>	<u>Total</u>
1993	\$5,284,786,500	\$199,465,800	\$2,182,920,370	\$1,573,099,500	\$308,934,000	\$9,549,206,170
1994	5,663,279,300	212,970,300	1,874,711,700	1,499,856,800	323,934,000	9,574,752,100
1995	6,354,187,800	221,000,000	1,948,194,300	1,485,366,000	338,934,000	10,347,682,100
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*	50,629,425,952	1,156,629,217	9,013,540,434	3,976,423,631	988,746,819	65,764,766,053

* Projection

Source: County Assessor

Loudoun County Real Property Assessed Values for Calendar Year 2007



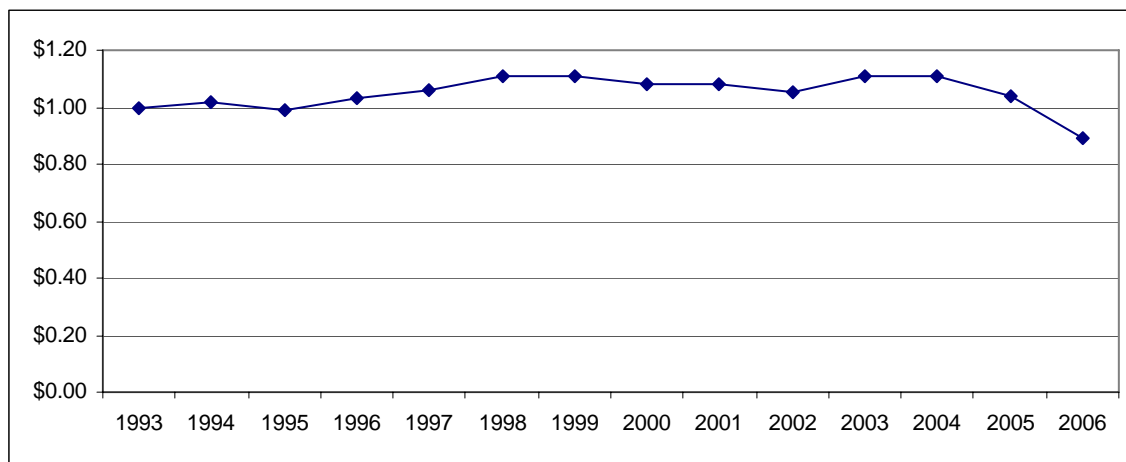
Loudoun County Real Estate, Personal Property, Machinery and Tools, and Heavy Construction Machinery Tax Rates

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.

Calendar Year	Real Estate Tax Rate	Personal Property Tax Rate	Machinery & Tools Tax Rate	Heavy Equipment Tax Rate
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
1995	0.99	4.20	2.75	4.00
1994	1.02	4.20	2.75	4.00
1993	1.00	4.20	2.75	4.00

Note: The tax rates on real estate and personal property of public utilities are the same as the rates shown above for real estate and personal property tax rates for individuals and businesses.

Adopted Real Estate Tax Rate (per \$100 of value) Calendar Years 1993 – 2006



Notes

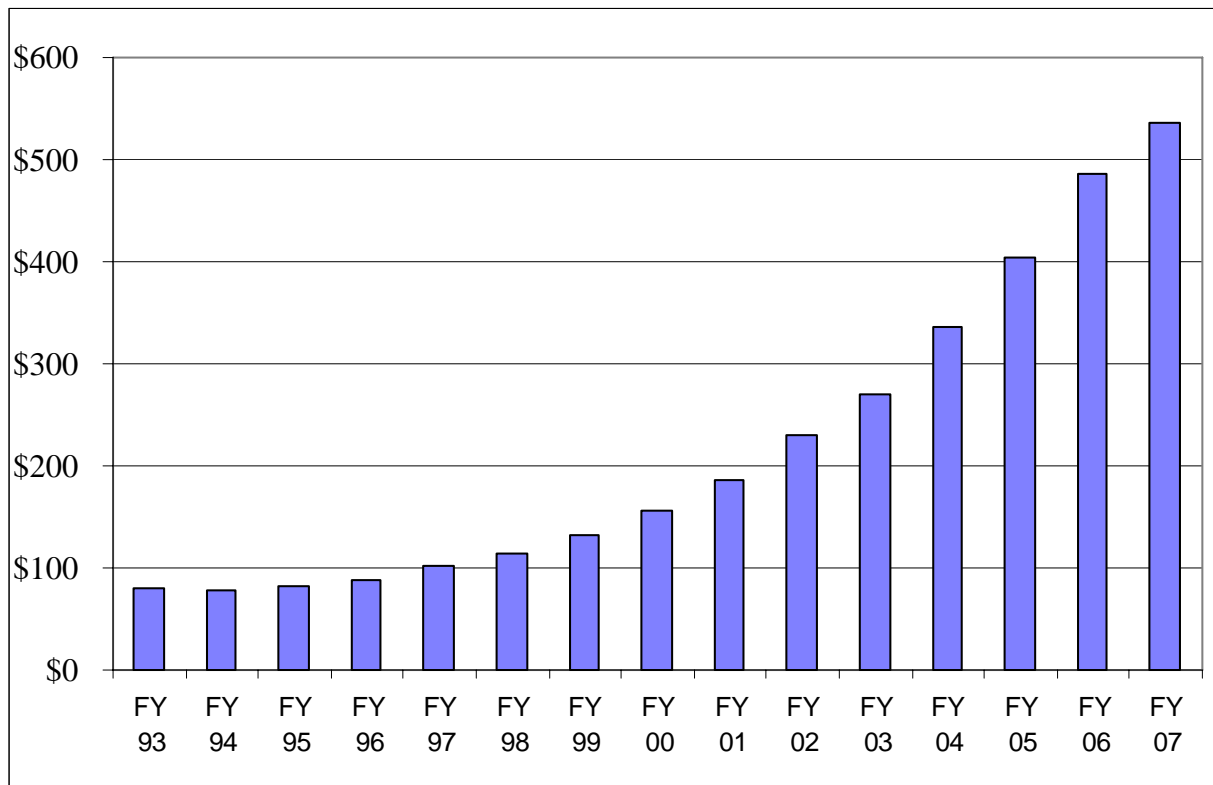
3. Revenue & Expenditures

Notes

Real Property Taxes

Real property revenues have increased dramatically over the last several years. The FY 07 budgeted real property tax revenue is 10% higher than FY 06. The real property tax is the County's largest source of revenue. For FY 07, the budgeted real property tax revenue as a percentage of the total General Fund revenue is 63%, and the budgeted real property tax revenue as a percentage of the total County Government and Schools budgeted operating expenditures is 60%.

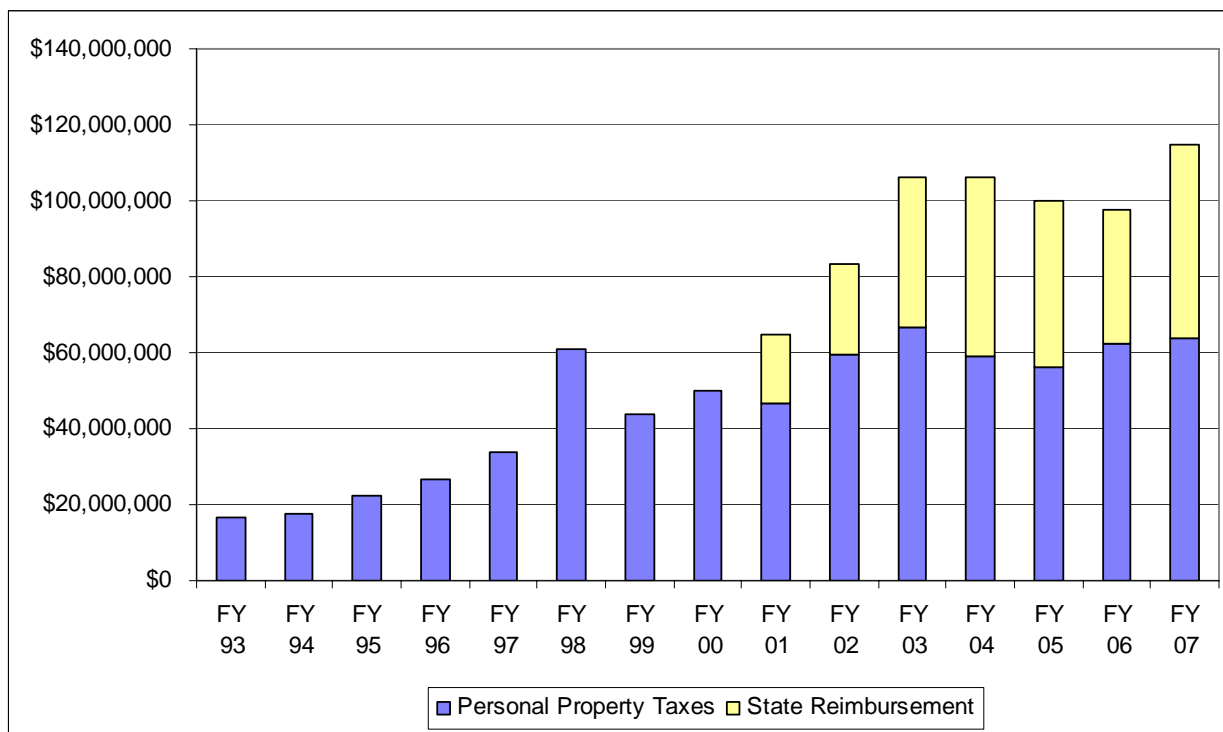
Real Property Taxes
FY 1993 - FY 2007
(in millions of dollars)



Personal Property Taxes

The budgeted personal property tax revenue for FY 07 is 18% more than budgeted for FY 06. In FY 98, personal property tax revenue increased 79% due to the implementation of the 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. Continued population growth and consumer demand for new vehicles help drive this revenue source. Over the past several years, the personal property tax rate has remained at \$4.20 per \$100 of assessed value.

Personal Property Taxes FY 1993 - FY 2007



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.

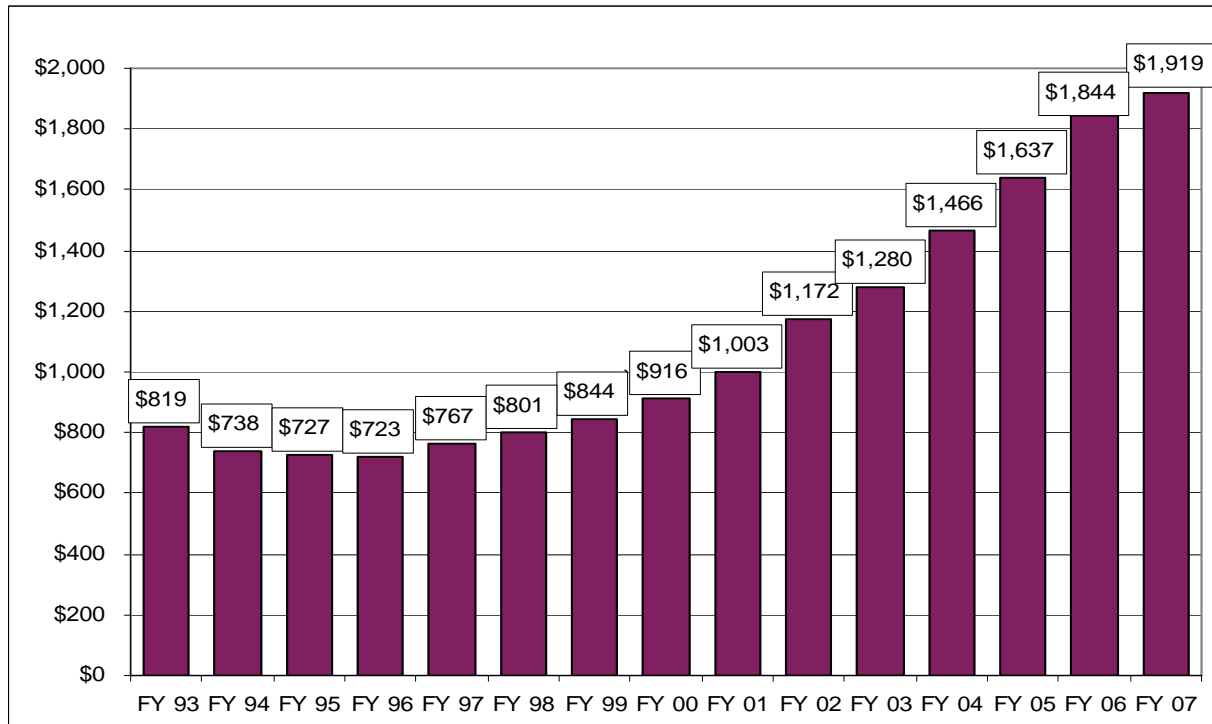
Note 2: The State began providing a partial reimbursement for the personal property tax on automobiles beginning in 1999. The Personal Property Tax Reduction Act reduced the bill on the first \$20,000 assessed per residential vehicle by an increasing amount through 2001, when the reimbursement rate was 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.

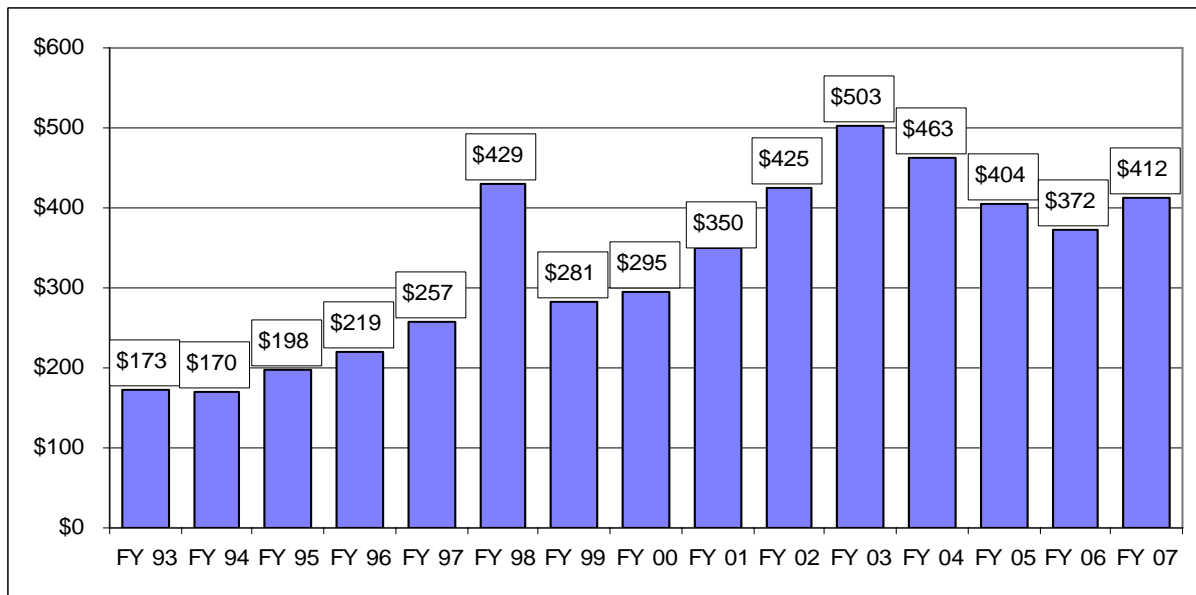
Personal Property and Real Property Taxes Per Capita

Real property tax revenue per capita increased 4% in FY 07. Personal property tax revenue per capita increased 11% in FY 07. 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 07 is \$50,944,000.

**Real Property Tax Revenue per Capita
FY 1993 - FY 2007**



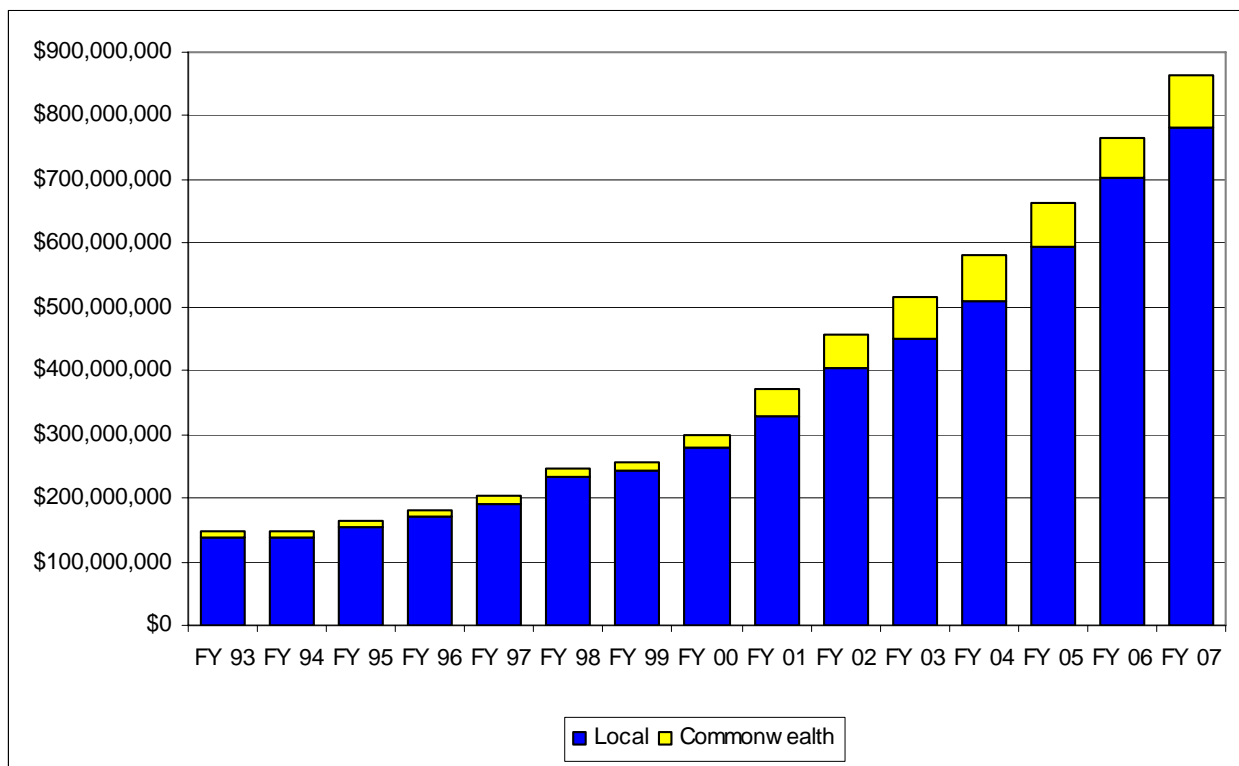
**Personal Property Tax Revenue per Capita
FY 1993 - FY 2007**



Local and Commonwealth Revenues

In general, budgeted local revenue is increasing. Budgeted local revenue increased 11.4% in FY 07. Revenue from the Commonwealth increased 31.8% in FY 07, from \$62,465,000 to \$82,300,000. For the FY 01 – FY 07 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 07, exclusive of the State's personal property tax reimbursement, increased 15.4% compared with the FY 06 amount.

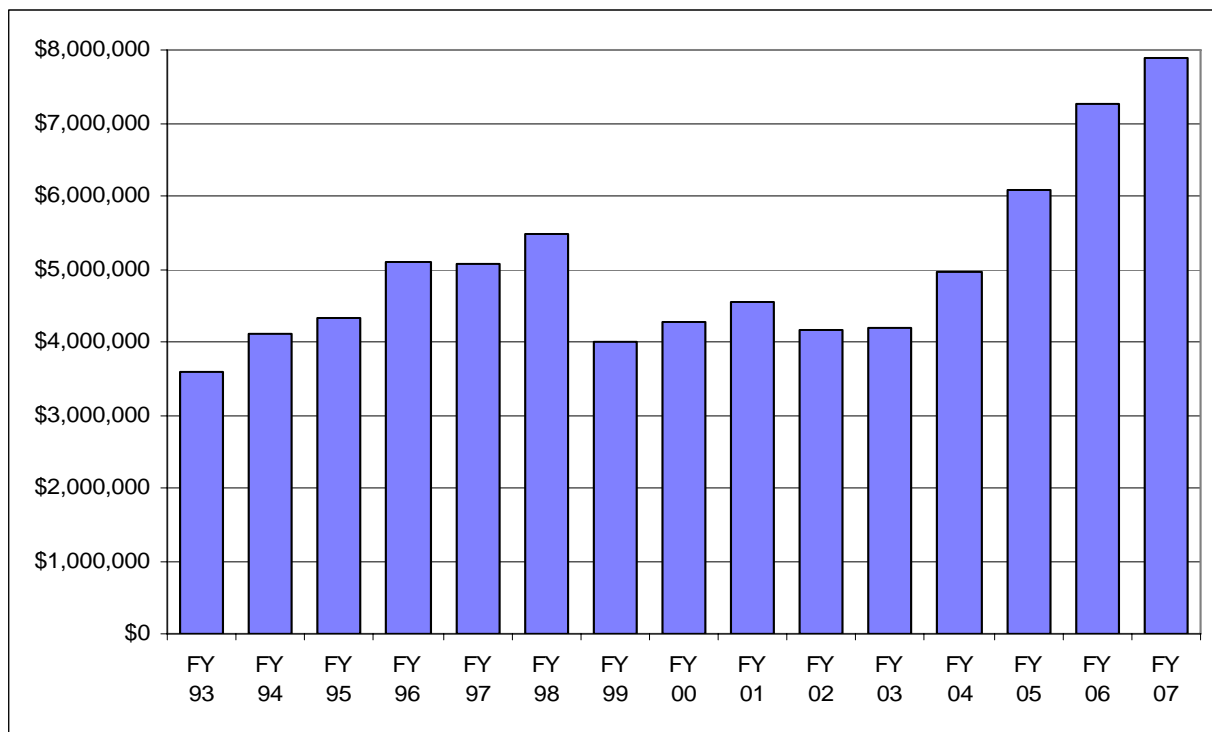
Revenue from Local Sources and the Commonwealth FY 1993 - FY 2007



Federal Revenue

Federal revenue, mostly in the form of program specific grants, increased dramatically during FY 93 due to the County's receiving more federal grants in a variety of different categories. Federal revenue remained on an increasing trend until FY 99, when federal revenue decreased 27%. From FY 99 to FY 03, federal revenue was relatively stable within a narrow range, averaging \$4.2 million in aid each year. Federal revenues have increased from FY 04 to FY 07, increasing 23% from FY 04 to FY 05, 19% from FY 05 to FY 06, and 9% from FY 06 to FY 07. Per capita federal revenue has increased the past three 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, and 9% in FY 07.

**Federal Revenue
FY 1993 - FY 2007**



General Fund Revenue Sources

Since FY 93, 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 07 remains below the level of state funding the County received in FY 02, and has declined from 7% of total budgeted revenues in FY 01 to 4% from FY 04 onwards. The State is failing to adequately fund the County's operations from year to year. After decreasing 8% in FY 02, federal revenue has increased significantly, averaging a 20% increase per year in FY 04, 05, 06, and 9% increase in FY 07.

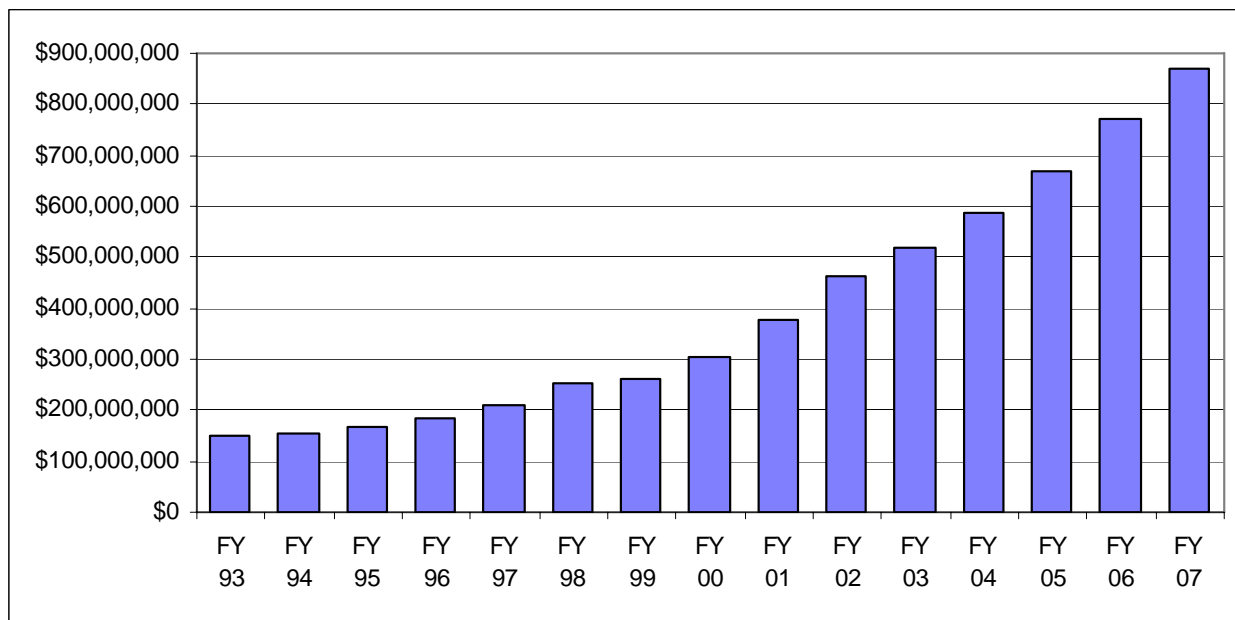
Revenue Sources

<u>Fiscal Year</u>	<u>Local Revenue</u>	<u>Commonwealth Revenue</u>	<u>Federal Revenue</u>
1993	\$136,725,510	\$10,554,922	\$3,601,560
1994	137,770,649	11,436,142	4,109,986
1995	153,832,910	10,949,518	4,316,241
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

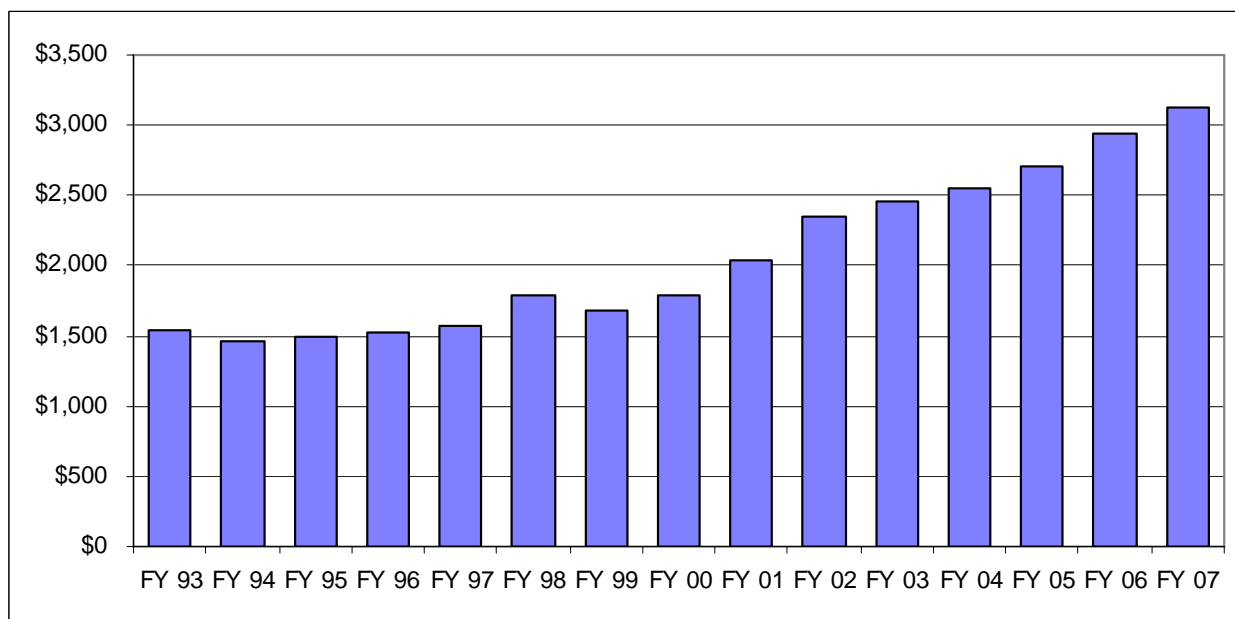
Total General Fund Revenue

Budgeted general fund revenue and revenue per capita have been on an increasing trend since FY 90. 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. FY 076 revenue is projected to be 13% higher than what was budgeted for FY 06.

**Total Revenue
FY 1993 - FY 2007**



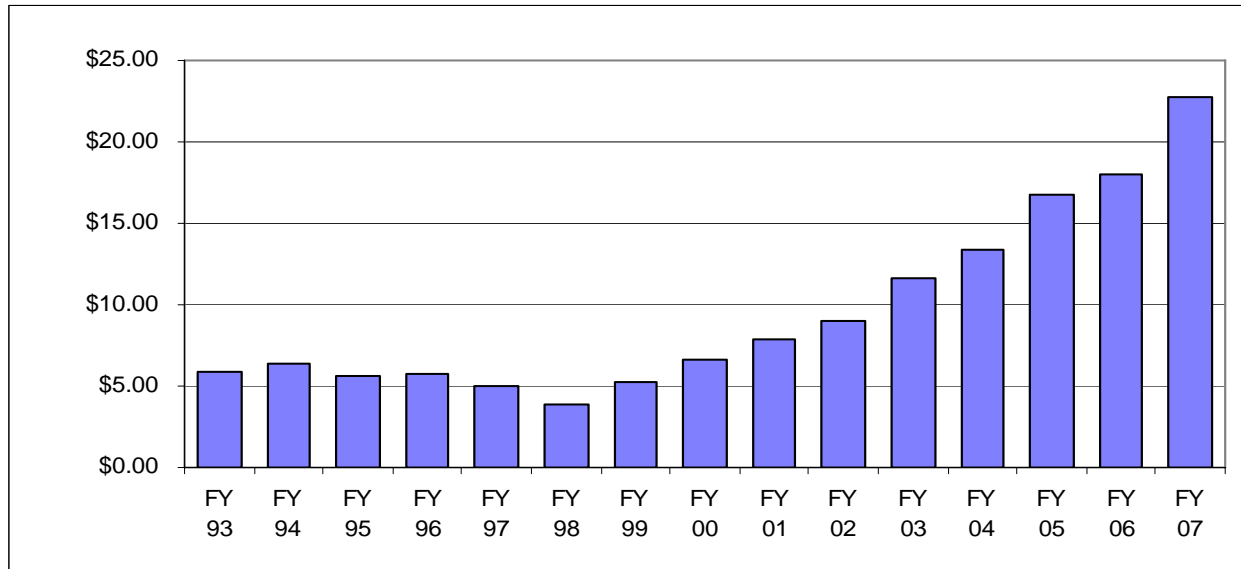
**Total Revenue per Capita
FY 1993 - FY 2007**



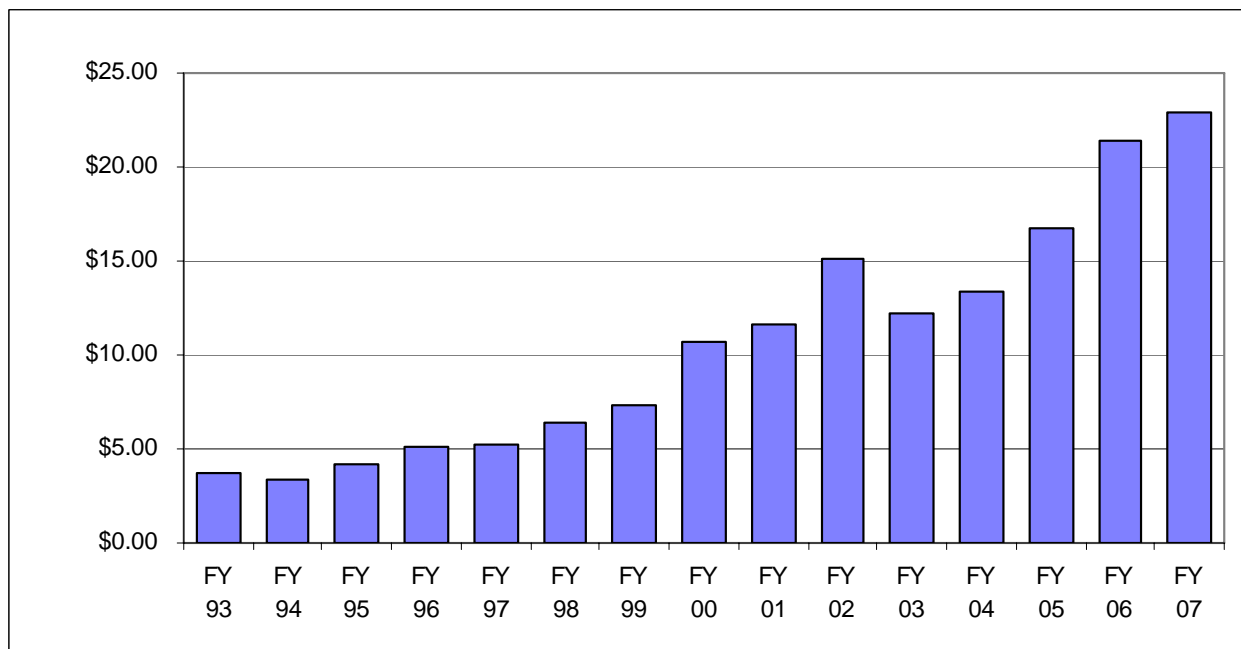
Charges for Services and Permits & Privilege Fees (Revenue)

Budgeted revenues from both charges for services and for permits and privilege fees continue to increase. The FY 07 revenue for charges for services increased 25.9% from FY 06. Revenue from permits and privilege fees, some of which are for building permits, zoning permits, and dog licenses, increased 7% from FY 06. Budget increases for FY 07 reflect observed trends in actual revenues in recent years.

**Charges for Services
FY 1993 – FY 2007
(in millions of dollars)**



**Permits and Privilege Fees
FY 1993– FY 2007
(in millions of dollars)**



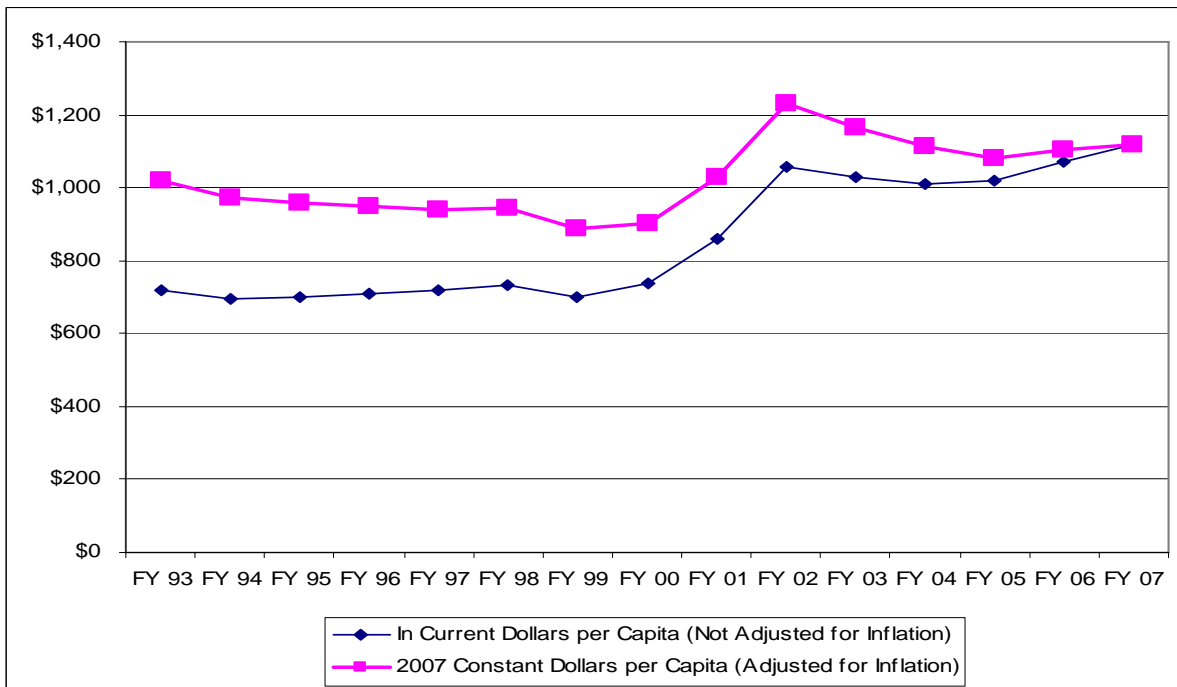
General Government Expenditures Per Capita

Per capita spending in constant dollars in FY 07 is slightly less than it was in FY 93. Per capita spending in constant dollars decreased an average of 6.3% between FY 92 - FY 95, reflecting the recession of the early 1990's. 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. Since FY 04, per capita spending has leveled off as the economy strengthens.

General Government Expenditures per Capita

<u>Fiscal Year</u>	<u>Current \$'s</u>	<u>2006 Constant \$'s</u>	<u>Percentage Change in 2006 Constant \$'s</u>
1993	\$718	\$978	\$-9.71
1994	697	933	-4.62
1995	699	917	-1.74
1996	712	908	-0.93
1997	719	902	-0.73
1998	731	905	0.40
1999	702	850	-6.07
2000	737	866	1.78
2001	861	984	13.74
2002	1,057	1,181	19.95
2003	1,029	1,118	-5.31
2004	1,009	1,066	-4.66
2005	1,020	1,049	-2.78
2006	1,072	1,072	1.87
2007	1,117	1,117	1.36

Expenditures Per Capita in Current Dollars and in 2006 Dollars: FY 1992 - FY 2006



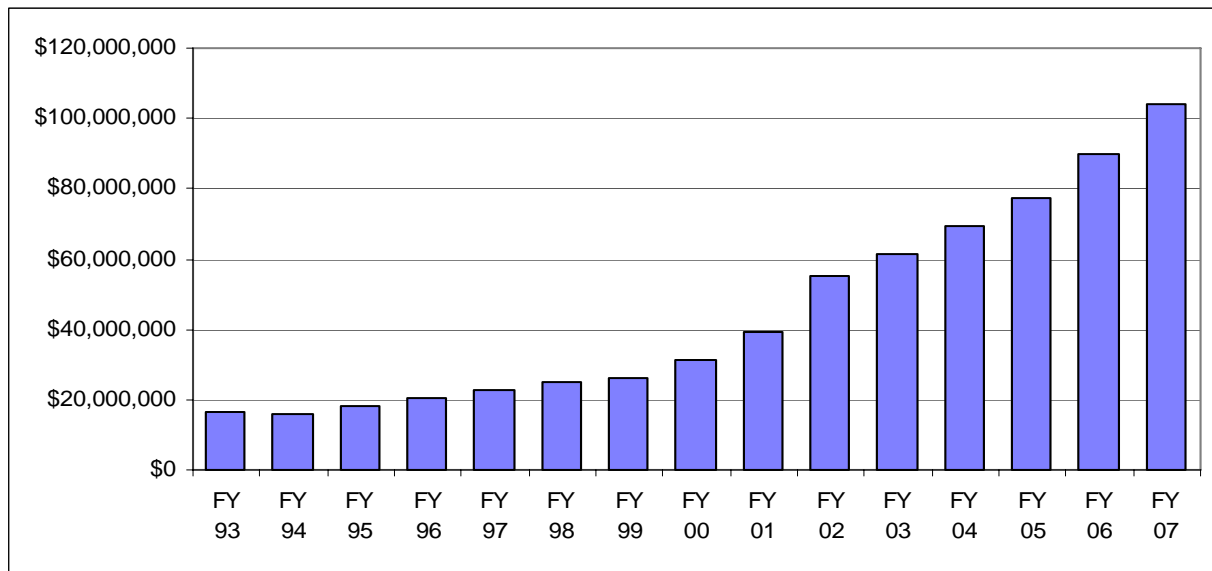
Note 1: The general government budgeted expenditures for FY 01 include a transfer to the Self Insurance Fund.

Note 2: The general government budgeted expenditures for FY 02 – FY 05 include transfers to the Self Insurance Fund, Public Safety Communications Fund, and the Federal Foster Care Reimbursement Fund.

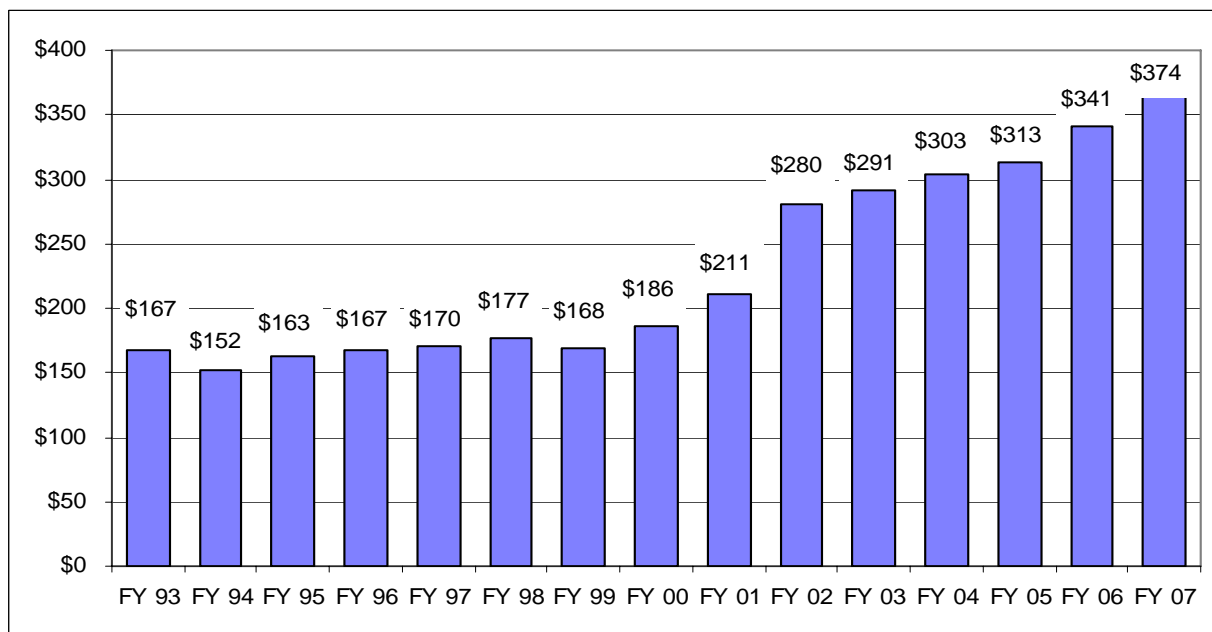
Public Safety Expenditures

Expenditures budgeted for public safety purposes have increased to correspond with the County's growing population. Expenditures increased 16.3% in FY 07, 16% in FY 06 and 11.1% in FY 05. Per capita public safety expenditures are also on an increasing trend, increasing 9.7% in FY 07, 9% in FY 06, and 3.1% in FY 05. The growth in expenditures is outpacing the population growth rate. The following departmental expenditures for public safety will increase in FY 07: Fire and Rescue by 17%, Sheriff's Office by 16.1%, Juvenile Court Services Unit by 18.6%, Community Corrections by 14.2% and Animal Care & Control by 8.7%.

**Public Safety Expenditures
FY 1993 - FY 2007**



**Public Safety Expenditures per Capita
FY 1993 - FY 2007**

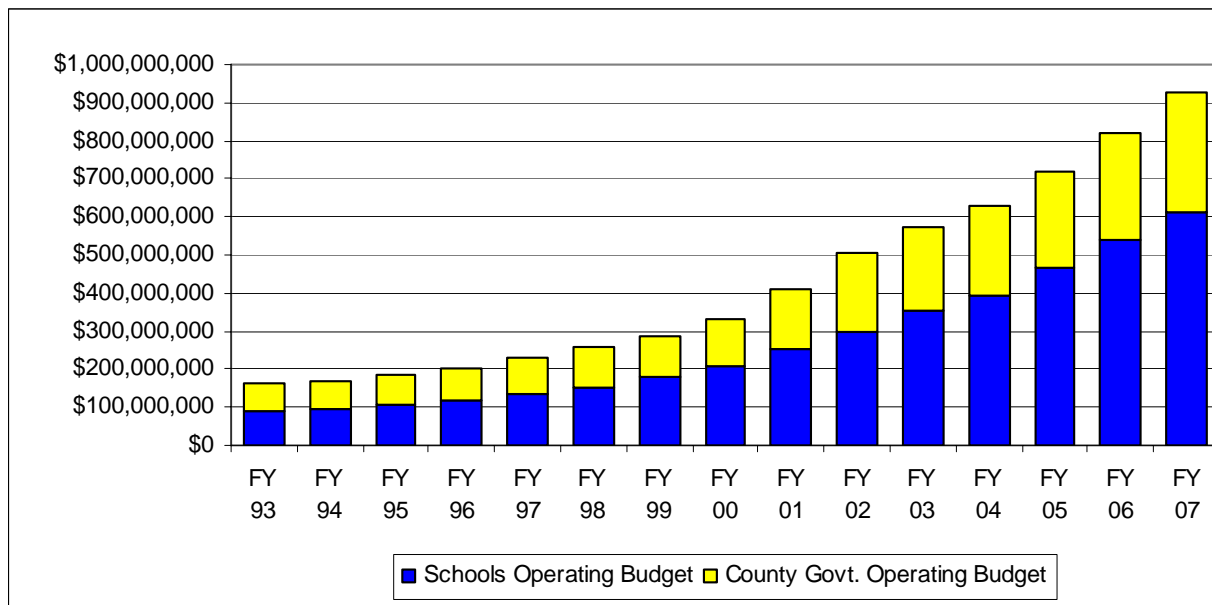


County Government and Schools Operating Budgets

During the past several years, the county government's operating budget increased more slowly than the operating budget for the school system. During the period from FY 92 through FY 06, the county government's operating budget increased at an average annual rate of 9.5%, while the school system's operating budget increased at an average annual rate of 12.7%. The county's high growth rate in the school age population has fueled the school system's increased expenditures.

<u>Fiscal Year:</u>	<u>County Government</u>	<u>School Operating Fund</u>	<u>Total</u>
1993	\$71,959,546	\$91,968,794	\$162,151,402
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

Adopted County Government and School Operating Budgets: FY 1993 - FY 2007



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 05 include transfers to the Self Insurance Fund, Public Safety Communications Fund, and the Federal Foster Care Reimbursement Fund.

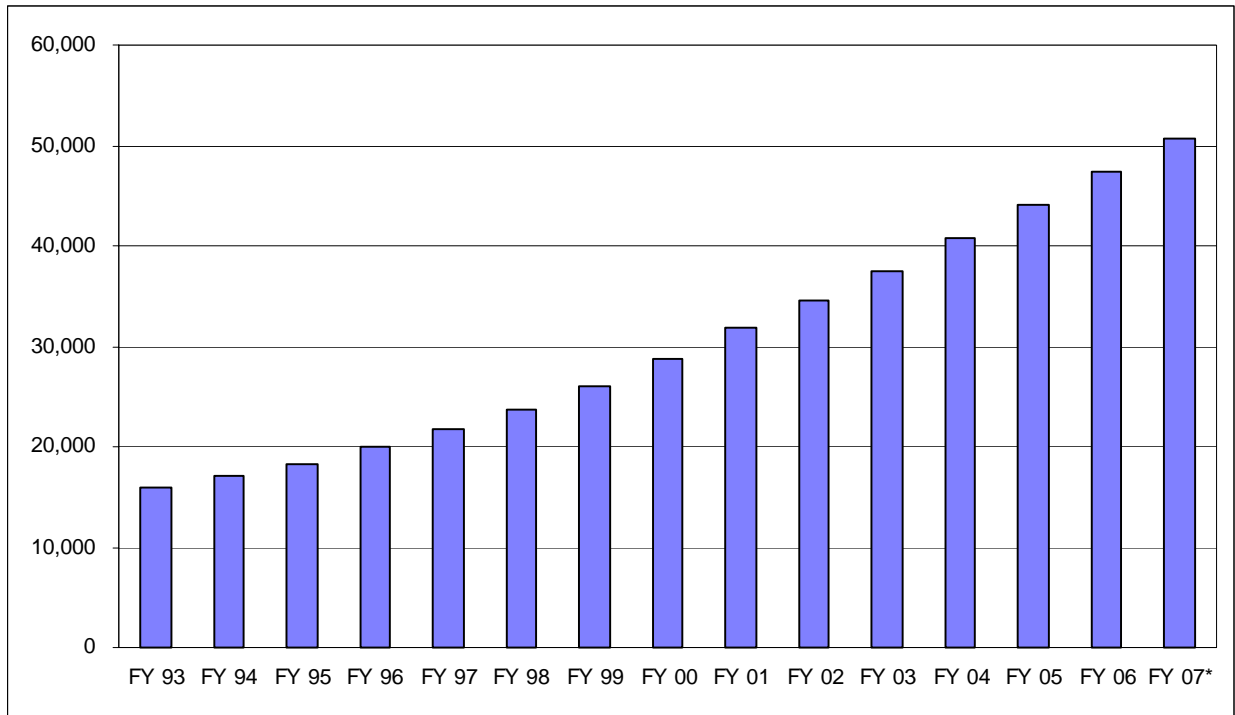
Loudoun County School System Enrollment

Since FY 93, public school enrollment has been on a significant increasing trend. School enrollment is projected to increase 8% in FY 06, having already increased 8% in FY 05. Projected school enrollment growth exceeds the County's 2006 projected population growth rate of 6.4%.

Public School Enrollment FY 1993 – FY 2007

1993	15,887
1994	17,067
1995	18,270
1996	19,967
1997	21,733
1998	23,782
1999	26,091
2000	28,787
2001	31,804
2002	34,589
2003	37,375
2004	40,751
2005	44,014
2006	47,467
2007*	50,740

Public School Enrollment FY 1993 - FY 2007



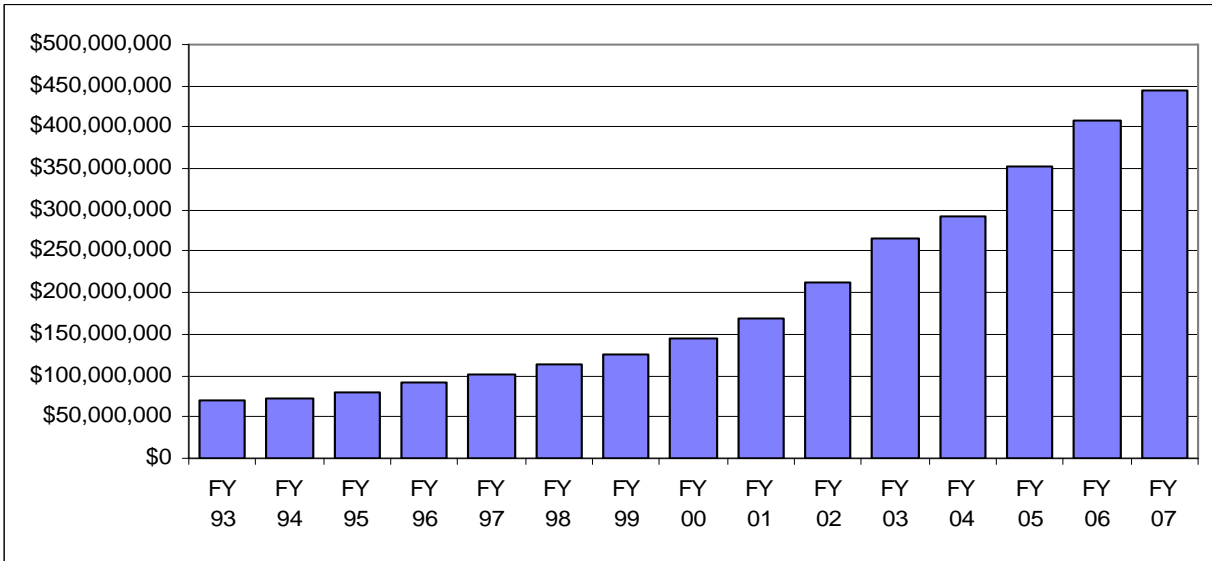
* Projection

Source: School Board Adopted Capital Improvements Program

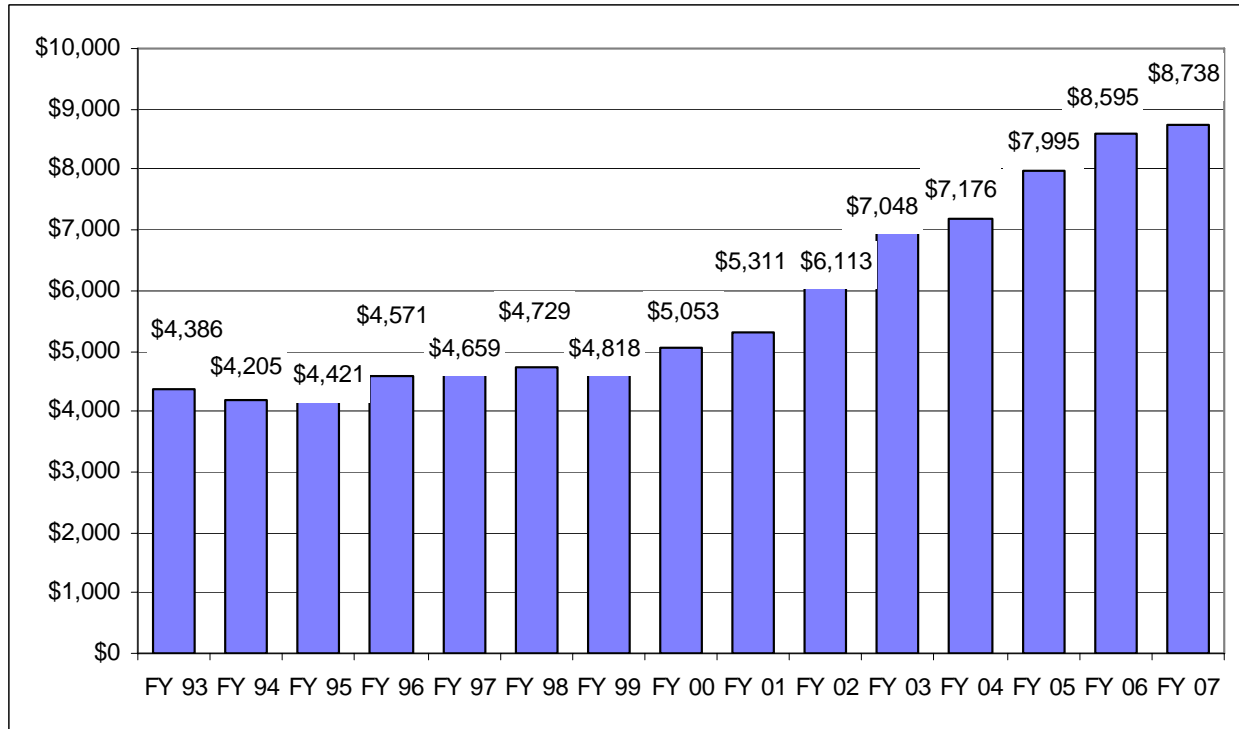
General Fund Transfer to Schools – Total & Per Pupil

As public school enrollment has grown, general fund transfers to the school system have increased, with significant annual increases since FY 95. The general fund transfer to the school system increased 8.9% for the FY 07 budget, less than the 15.7% general fund transfer increase in FY 06. The general fund transfer per pupil has been on an increasing trend since FY 99, and is projected to increase 1.7% in FY 07.

**General Fund Transfer to School System
FY 1993 - FY 2007**



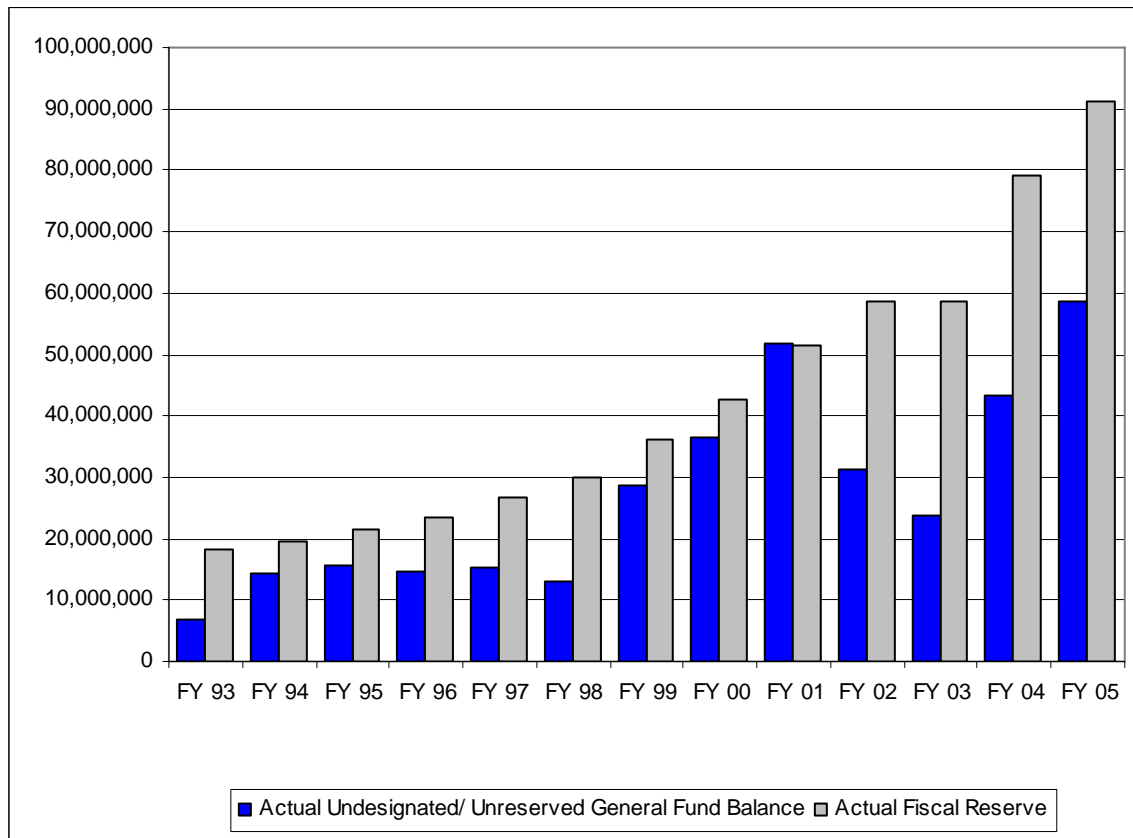
**Per Pupil General Fund Transfer to School System
FY 1993 - FY 2007**



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. The unrestricted, undesignated general fund balance is in excess of the fiscal reserve.

Actual Fiscal Reserve and Unrestricted/Undesignated General Fund Balance FY 1993 - FY 2005



Note 1: Fund balances are as of the end of each fiscal year.

Source: Comprehensive Annual Financial Reports.

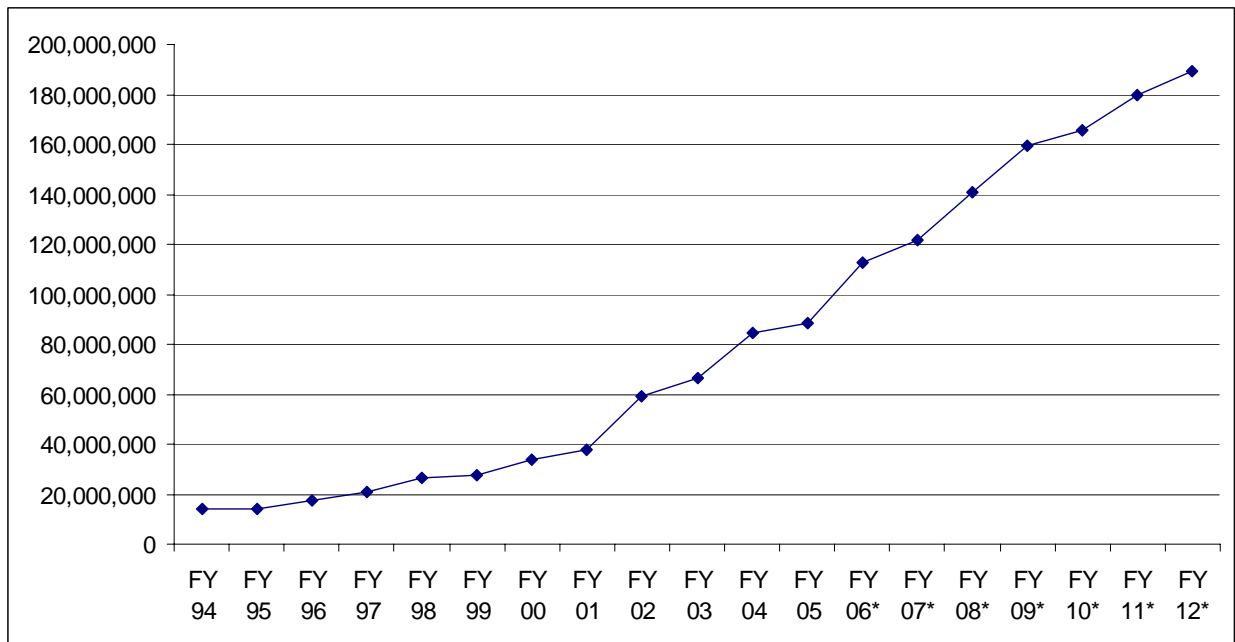
4. Debt & Debt Service

Notes

Debt Service

The County's debt service has been on a significant increasing trend due primarily to the County's financing of public school building construction. The growth in the amount of debt service in recent years has been much higher than the population growth rate. The budgeted debt service for FY 07 is 7.6% more than FY 06. Debt service will continue to increase significantly through FY 12 due to the continuing issuance of debt.

**Debt Service - Adopted Budget
FY 1994 - FY 2012**



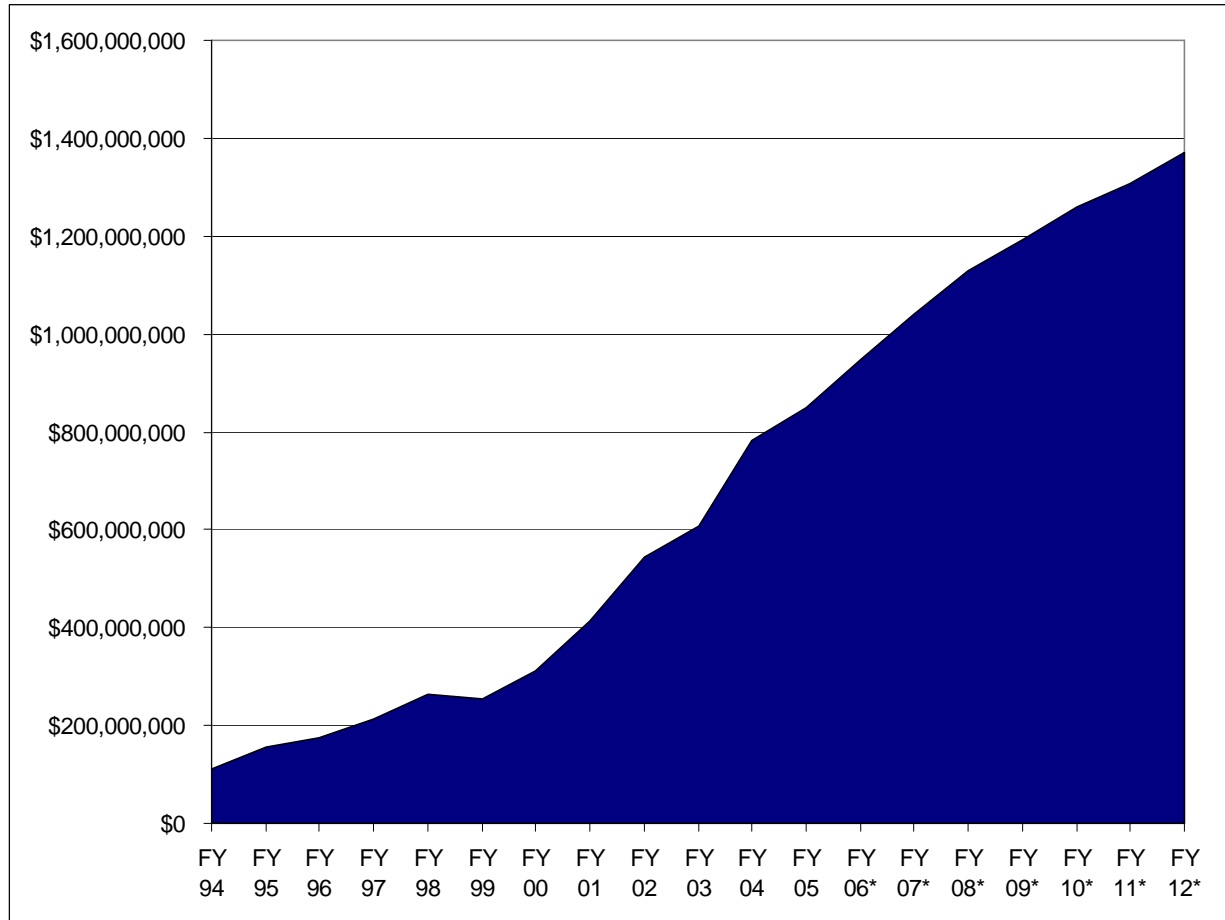
*Projection

Source: Debt Service section of Adopted Budget Document

Net Debt Outstanding

The County continues to take on more debt to finance infrastructure improvements and construct new schools in response to capital resource demands created by the County's growing population. The budgeted amount of FY 07 outstanding debt is 9.8% higher than the FY 06 amount. The County's outstanding debt will continue to increase steadily through FY 12 due to the effects of continued School construction needs.

Total Net Bonded Debt - Adopted Budget FY 1994 - FY 2012

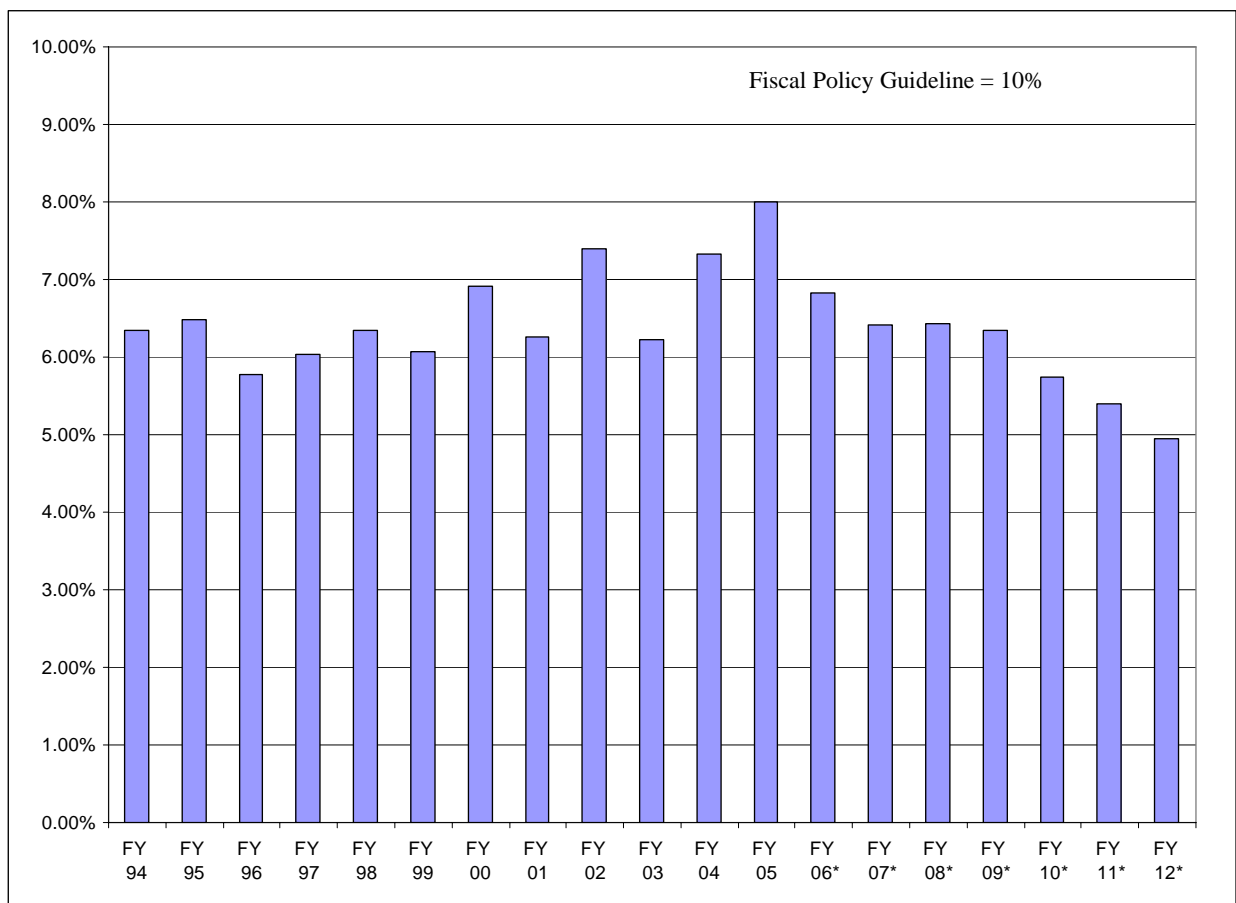


**Note: The FY 07 – FY 12 projections are per the Capital Improvement Program (Debt Financing - Impact on Future Debt Ratios Table).*

Debt Service as a Percentage of Expenditures

From FY 94 through FY 01, the ratio of debt service to total expenditures remained relatively stable since total expenditures increased in concert with debt service. Based on the Adopted Capital Improvement Program, debt service as a percentage of expenditures is projected to peak at 8.0% in FY 05, below the current Fiscal Policy debt limit guideline of 10%. Beginning in FY 06, debt service as a percentage of expenditures will gradually decline due to the implementation of the County's annual debt issuance cap guideline.

Debt Service Expenditures as a Percentage of Total Expenditures Adopted Budget FY 1994 - FY 2012



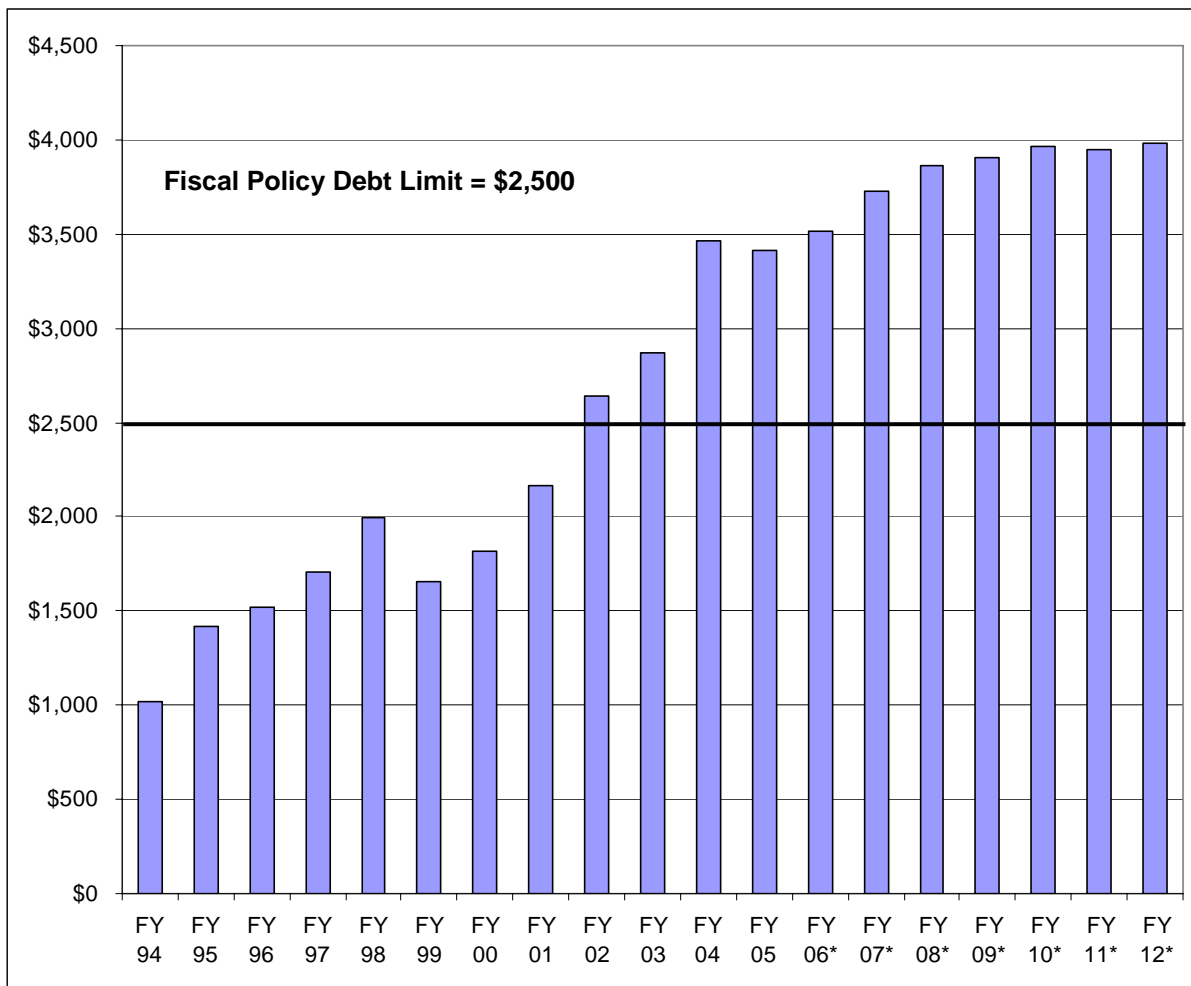
*Projection

Source: Debt Service section of Adopted Budget Document

Debt Per Capita

Throughout the last decade, per capita debt has increased as the County has begun to experience greater population growth. The driving factor has been the unprecedented increases in school age children, which has resulted in growing demand for new school construction. Based on the Adopted Capital Improvement Program, the debt per capita amounts for FY 07 through FY 12 are projected to exceed the current fiscal policy debt limit guideline of \$2,500. The debt per capita is projected to remain between \$3,900 and \$4,000 in the final four years of the CIP (FY 09-12).

Net Bonded Debt per Capita FY 1994 - FY 2012



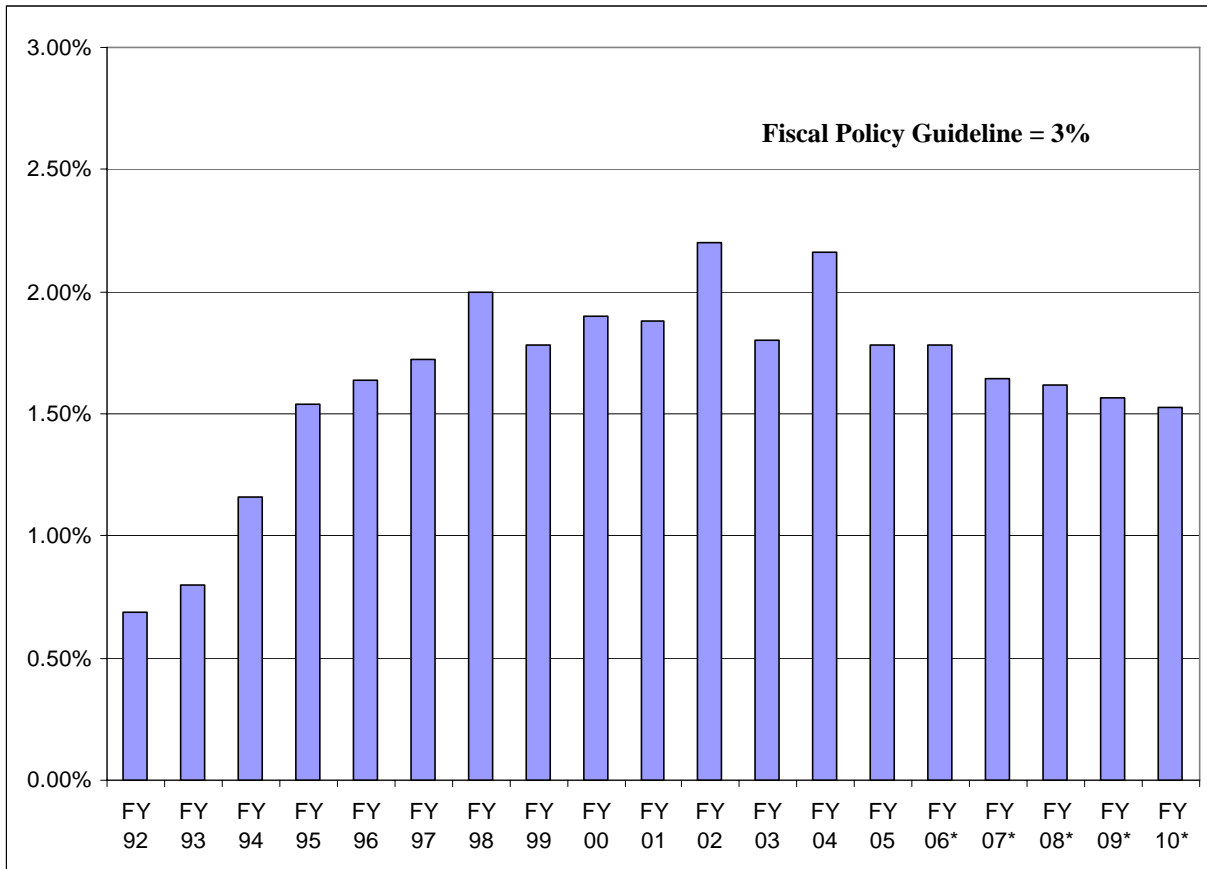
*Projection

Source: Comprehensive Annual Financial Report; Capital Improvements Program (Impact on Future Debt Ratios Table)

Net Debt as a Percentage of Assessed Value

The ratio of outstanding net debt to assessed value of all property in the County rose sharply in the 1990's, and is projected to gradually decrease as the County attempts to limit its annual debt expenditures. The FY 07 ratio, 1.65%, is well below the fiscal policy debt limit guideline of 3.0% and is projected to decline from FY 07 through FY 12.

**Total Net Debt as a Percentage of Total Assessed Value - Adopted Budget
FY 1994 - FY 2012**



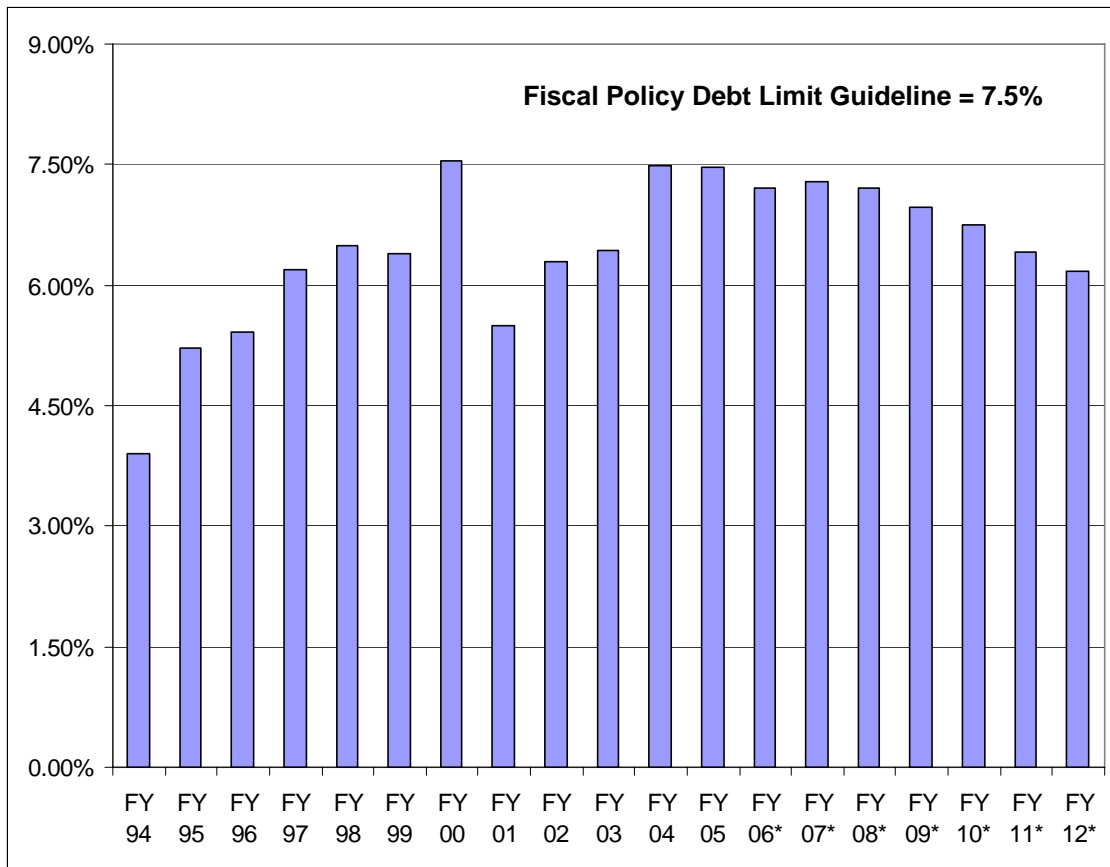
* Projection

Source: Capital Improvement Program (Impact on Future Debt Ratios Table)

Net Debt Per Capita as a Percentage of Per Capita Income

The ratio of debt per capita to per capita income remains intact over the FY 07 – FY 12 capital planning period. This ratio relates the County's debt capacity measure to ability to pay, or per capita income. The FY 07 ratio is projected to be 7.3%. Over the next several years, the ratio is projected to decline and remain below the fiscal policy debt limit guideline.

**Net Debt Per Capita as a Percentage of Per Capita Income
FY 1994 – FY 2012**



* Projection

Source: Capital Improvement Program (Impact on Future Debt Ratios Table)

Major Private Employers in Loudoun County

The following is a listing of the largest corporate employers in the County as of Second Quarter 2005.

Private employers in Loudoun County with 500 or more employees:

5,000+ Employees

America Online Inc.

1,000-4,999 Employees

Loudoun Hospital Center

Toll Brothers, Inc.

United Airlines Inc.

Verizon Business (formerly MCI, Inc.)

500-999 Employees

Air Line Pilots Association

Benchmark Conference Resorts, Inc. (Lansdowne Resort)

Costco Wholesale

Dobbs International Service

God Bless America, Inc.

Home Depot USA, Inc.

Orbital Sciences Corporation

Swissport USA, Inc.

Target Corporation

Wal-Mart Associates, Inc.

Wegman's Food Markets, Inc.

Source: Loudoun County Department of Economic Development

Notes



Glossary



Glossary of Terms

501 C3	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 figure in that they represent the real disbursements and/or collections that take place subsequent to budget adoption.
Adjusted Gross Income	Income adjusted downward by specific deductions but not including standard and itemized deductions
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 official valuation 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	Resources owned or held by Loudoun County which have a monetary value.
Audit	A formal examination of an organization's or individual's accounts or financial situation.
Base Budget	Cost of continuing the existing levels of service in the current budget year.
Benchmark	A measure factor that serves as a standard by which others may be measured or judged.

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.
Cable Franchise Fees	The Cable Act allows local governments to collect "franchise fees" on the sale of "cable services." The amount of the franchise fee is set by the local government or by State law.
Capital Asset Replacement Fund	A fund established to ensure a consistent means of financing and planning for Countywide major maintenance efforts. This fund provides monies 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 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, tape recorder, etc.
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	An ordinance related to a specific code, such as the Code of the Commonwealth of Virginia.

Glossary of Terms

Comprehensive Services Act for At-Risk Youth (CSA)	This is a joint project of the Departments of Social Services, Mental Health, Youth and Family Services, Financial Services, Juvenile Courts, the School System, and community service providers and private citizens. The project goal is to maintain, strengthen and reunify at-risk youth and their families.
Constituent	A resident in an electoral district.
Constitutional Officers	Officers or agencies directed by elected officials (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer) whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies.
County Seat	An administrative center of a community. Leesburg is the County Seat of Loudoun County.
County Zoning Map	The unincorporated areas of Loudoun County are divided into districts indicated on the Zoning Map. It is the final authority as to the current zoning status of land and water areas, buildings, and other structures in the County.
County Zoning Ordinance	This 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 Funds	Funds, defined by the State Auditor of Public Accounts that finance and account for the payment of principal and interest on bonds.
Department	Basic organizational unit of government which is functionally unique in its delivery of service.
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 organization subunits.
Encumbrance	A reservation of funds for an anticipated expenditure prior to actual payment of an item. Funds usually are reserved or encumbered once a contract obligation has been signed, but prior to the actual disbursement of the cash payment.
Enhancement	A program enhancement is: (1) an expansion/improvement of an existing program; (2) a new program; (3) a proposal to fund from local dollars a program which has previously been supported by non-local sources of revenue; (4) an increase in revenue due to a new fee or an increase in fee rates. Sometimes an enhancement is adding staff or other resources to a program in order to continue the present level of service.

Glossary of Terms

Enterprise Funds	Funds used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the Board of Supervisors is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user chargers, or (b) where the Board of Supervisors has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriated for capital maintenance, public policy, management control, accountability, or other purposes.
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.
Expenditure	Decreases in net financial resources under the current financial resources measurement focus not properly classified as other financing uses.
Facilities Standards Manual	An adopted document which sets out specific regulations and design standards for such facilities as water/sewer service, roads and streets, soils review, etc.
Fiduciary Fund	Funds used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or funds.
Fiscal Impact Model	A model developed to help the County plan for future population growth. The model projects 20 years into the future. The model determines the fiscal impact of this growth on the County Government, quantifying the need for services and projecting the related expenditures for providing these services.
Fiscal Trend	The statistical section of the document that provides a broad range of trend data covering key financial indicators with historical data through current data. It also contains demographic and miscellaneous data useful in assessing a 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 exists of 1,950 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 usually refers to the yearend balance.
Fund Type	A group of funds that have similar activities, objectives or funding sources as defined by the State Auditor of Public Accounts.
GAAP	Generally accepted accounting principles. Uniform minimum standards for financial accounting and recording.

Glossary of Terms

GASB	The Governmental Accounting Standards Board is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.
General Fund	The primary location of all financial activity associated with the ordinary operations of County Government. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt Service, and Capital Projects funds as appropriate. This is the most important fund in the Loudoun County budget.
General Obligation Bond Financing	G.O. bonds carry the full faith and credit of Loudoun County and are utilized when a dedicated revenue stream for debt retirement is either insufficient or unavailable.
General Plan	An official public document, which is the product of citizens, the Planning Commission, the Board of Supervisors, County staff and consultants. The plan is a long-range guide for growth, land use and development decisions in the County. It outlines a framework for consistent future decision-making for the County.
GIS	The Geographic Information System (GIS) is a computer system used to assemble, store, manipulate, and display information about land in the County. The County's 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.
Indicators	Measures of how effectively department objectives are met.
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.

Glossary of Terms

Liquidity	Consisting of 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 Loudoun account maintained by the Northern Virginia Transportation Commission (NVTC).
Local Tax Funding	Represents funds that the Board of Supervisors may allocate from local tax funding to supplement revenues received by a program.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Loudoun Youth Initiative	An initiative designed to assess the needs of young people in Loudoun County. The goal of the initiative is to develop an action plan to meet those needs and present the plan to the community, including the Board of Supervisors, the Office of the County Administrator, the Loudoun Public Schools, officials in the incorporated towns, as well as churches, business and other organizations.
Mission Statement	A written description stating the purpose of an organizational unit (department or agency) and its function (what the department or agency does).
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, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.
Non-Revenue Receipt	Funds received on an annual basis that are not of a recurring nature. For example, funds received from the sale of a used County vehicle are non-revenue receipts.
Object Classification	A grouping of expenditures on the basis of goods or services purchased; for example: 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% during FY 04"). Program objectives are included with each program description in the document.
Obligation	A future expenditure requirement incurred by voluntary agreement or legal action.
Office of Capital Construction	Office created in the FY 07 proposed budget that will provide management and technical expertise, services and research in the areas of capital facility construction management. The office will execute all phases of the County's Capital Improvement Program.
Overlapping Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units that overlap it, 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 Basis	A term used to describe the financial policy of a governmental unit which finances all of its capital outlays from current revenue, rather than by borrowing.

Glossary of Terms

Pay-For-Performance System	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. It is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.
Performance Measure	Data collected to determine how effective or efficient a program is in achieving its objectives and goals.
Personal Property	A category of property, other than real estate, so identified for purposes of taxation. It includes 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.
Private Contributions/Donations	These donations are usually from private citizens, typically one-time, non-recurring donations of cash or property.
Proffer	An offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers to the County in land development projects. An example is a proffer of land from a developer to the County.
Program	This is a plan or unit under which action may be taken towards meeting an individual or set of goal(s) in the provision of a particular service. Examples of County Government programs include the 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. Taxes are then said to be "prorated" throughout the year.
Public Service Property	Property specifically designated for public service use. This includes property purchased or received as a gift by a government. It includes 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.

Glossary of Terms

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.
Service Plan	A report on service delivery strategies and facility needs developed by County departments and agencies. Adopted by the Board of Supervisors, these plans serve as the planning and resource guidelines for service delivery.
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 water and flood control districts, and transit authorities, port authorities, and electric power authorities.
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.
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. Ex., Route 50 Task Force.
Tax Base	The aggregate value of taxed items. The base of the County's real property tax is the market value of all real estate in the County. The base of the personal property is the market value of all automobiles, trailers, boats, business equipment, etc, which are taxed as personal property by the County. The tax base of a sales tax is the total volume of taxable sales.
Tax Rate	The level of taxation stated in terms of either a dollar amount (i.e., \$0.85 per \$100 assessed valuation) or a percentage of the value of the tax base (i.e., 4.5% sales tax).
Tax Increment Financing	This is a type of financing in which real estate taxes attributable to the increased value between the current assessed value of any parcel of real estate in a designated development project and the base assessed value of such real estate is allocated by the treasurer or director of finance and paid into a special fund which is used to pay the principal and interest on obligations issued to finance a development project.
Telecommuting/Telework	To work at home or a satellite location by the use of an electronic linkup with a central office.
Tipping Fees	The cost for using the landfill: generally this is levied on tonnage of solid waste.
Transfer	Movement of funding from one location to another. The largest such transaction is the annual transfer of funds from the General Fund to the School Operating Fund.
Trust Fund	Property, such as money or securities, held in trust by the County, (i.e. placed in the care and keeping of the County), usually for specific expenditure types.

Glossary of Terms

User Fees	Charges for certain County services used by the public. Examples include fees for the use of swimming pools, summer camps, and animal adoption.
Underlying Debt	The debt issuer's (County's) proportionate share of the debt of other local governmental units that underlie it, such that the other units are located within the geographic limits of the issuer (the County). The debt is generally apportioned based upon relative assessed value. For example, debt issued by the Town of Leesburg would be underlying debt of the County.
Virginia State Compensation Board	Board that determines the rate of State funding toward the total cost of office operations for Constitutional Officers.

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